CREATIVE HUBS ACADEMY

CREATIVE HUB LEADER'S TOOLKIT

In partnership with

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Introduction

Creative hubs play a vital role in supporting creative entrepreneurs and businesses. As 'convenors of creatives', hubs serve local communities and connect creative practitioners.

This toolkit is part of **Creative Hubs Academy**, a global programme that supports creative hub leaders to sustain and grow their hubs. Creative Hubs Academy was co-designed over a two-year period with more than 100 hub leaders from across three continents. It uses practical tools and approaches, as well as face-to-face workshops and supportive coaching, to upskill creative hub leaders.

Creative Hubs Academy is a partnership project of Nesta, Hivos and British Council.

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Contents

Who can use the toolkit? 08

What is in the toolkit? 10

How to use the toolkit 12

Starter tips 14

Setting up 16

1. LEADING YOUR HUB 18

1.1 Vision and Mission

1.2 Defining the Need

1.3 Building Your Hub Culture

1.4 Foundations of a Hub Leader

1.5 Self Reflection Framework

The Tools 44

2. CONNECTING YOUR HUB 56

2.1 Mapping Your Stakeholders

2.2 Persona Development

2.3 Elements for a Persuasive Story

2.4 Activities to Offer

2.5 User Research Plan

The Tools 82

3. BUILDING YOUR HUB 94

3.1 Theory of Change

3.2 Measuring Impact

3.3 Hub Business Canvas

3.4 Orbit Chart

3.5 Hub Action Plan

The Tools 120

Additional Resources 132

Acknowledgements 134

Who can use the toolkit?

Do you lead a creative hub or intend to do so? Then this toolkit is for you!

You can use the toolkit to enrich your own learning journey, clarify your thinking as a hub leader or engage with your team to get different perspectives and align ideas.

Whether you want to define the purpose of your hub, connect with your community or enhance the impact you make, you will find valuable resources in this toolkit.

What is in the toolkit?

This toolkit provides a holistic approach for taking your hub forward. While the specific tools are diverse in their purpose, they are interconnected and, as a collection, will help you chart your path from defining the need you are meeting through to the impact you create.

The tools are organised in three sections:

1 LEADING YOUR HUB

Helping you articulate a clear vision for your hub that reflects the values and inspires and motivates you and your team. This will enable you as a leader to shape the culture of your hub and deliver on your purpose.

2 CONNECTING YOUR HUB

By understanding your stakeholders, you can identify and prioritise those who influence your success, ensure your activities meet the needs of your community and your communications are focused.

3 BUILDING YOUR HUB

Planning for success and delivering impact is vital for the success of your hub. Whether you need to sustain your current situation or take things in a new direction, planning for action and measuring success will evidence the benefits that your hub brings.

How to use this toolkit

The toolkit is a self-led guide. The real value to you and your hub comes from actively using the tools, reviewing the learning and applying the outputs.

Tools are visual devices to prompt thinking and capture ideas. They are presented here as worksheets with a brief description of their purpose and instructions on how to apply them. There are a few completed tool examples throughout the toolkit, but it's important to remember that these are illustrative only. You should complete the tools with your hub in mind.

The tools are ordered to take you on a learning journey from developing a vision of your future, to defining your impact and planning future action. However, you can choose to use the tools in the order that best suits your needs. Some tools complement others and you'll see the list of Related Tools to make the connection. There is no right or wrong way to use the tools – use or hack them in whatever way makes most sense for your purpose.

Once you have completed a tool, take time to reflect, review and update as needed. Plans are not set in stone and need to be reviewed over time. The toolkit is a useful resource for setting, updating and reflecting on your plans.

NAVIGATING THE TOOLKIT

From the tool instruction page, click on or the image of the tool to take you to the full sized printable version.
From the full sized tool page, click on to return to the tool instruction page.

Starter tips

This toolkit contains a lot of information, which may feel overwhelming at first. Don't be put off! Our mantra is "learning by doing" and we encourage you to simply try.

OUR TIPS TO GET STARTED:

GO AT YOUR OWN PACE

- Don't feel you have to complete all the tools to add value to your hub.
- Start with one or two tools that you want to try and then take a break.
- Work through the tools at your own pace. If you only have an hour, select tools that fit your schedule.
- Keep on track by timing your work on each tool – don't let it run on indefinitely. If you get stuck, ask your peer buddy for support.
- If you get stuck, leave it and come back another time. Not everything will be relevant to you and your specific needs immediately.

LOOK FOR SUPPORT

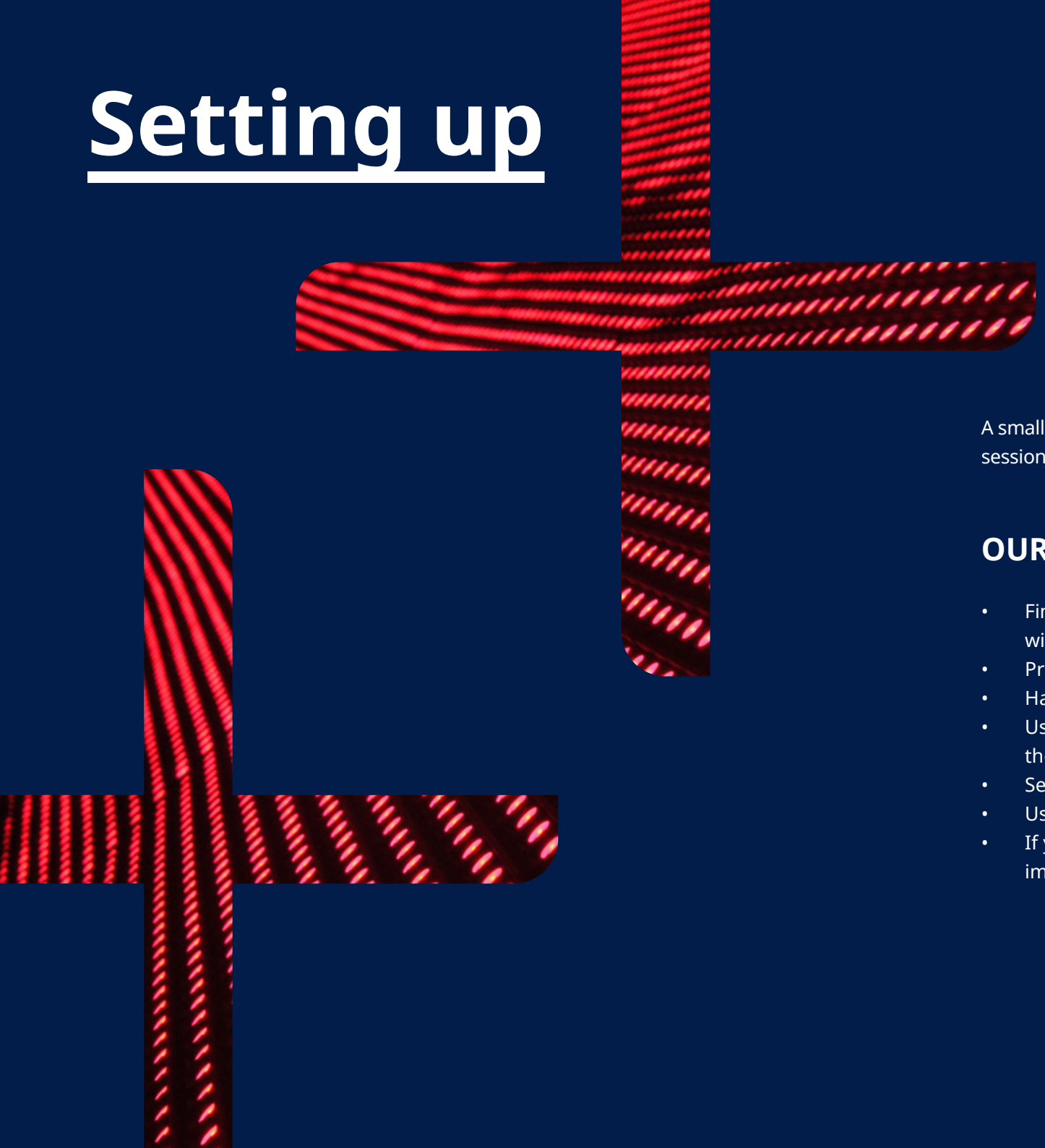
- Use the tools on your own or with others in your team.
- Ask your partners, collaborators and supporters to be involved where appropriate.
- Find a peer buddy who you can use the toolkit with. You may use the same tool or different ones, it doesn't matter. The important thing is to set time aside to support each other on the learning journey.

WORK IN THE OPEN

- Pin up your tools. Make them visible to encourage reflection and feedback.
- If you don't have a printer, draw the tool onto paper or a whiteboard.
- Post-it notes (or sticky notes and stickies) are great for allowing you to move your ideas around, make changes and get your ideas out quickly. Small stickies fit more easily on the tools but can be expensive or difficult to find. If you cut standard stickies perpendicular to the sticky edge, you can create 2–4 smaller stickies.
- When brainstorming ideas, go for quantity over quality. Don't judge ideas (build on them instead) and look for wild ideas!

Remember that completing a tool doesn't mean the output is now fixed. The tools are dynamic and the outputs should evolve and change as your vision, strategy and activities adapt over time.

Setting up



A small amount of preparation will ensure a productive session.

OUR POINTERS TO GET SET UP:

- Find a quiet space where you/your team can focus without interruption.
- Print or draw the tools you want to use.
- Have a selection of marker pens and stickies.
- Use tack or masking tape to stick completed tools on the wall.
- Set aside 30 to 60 minutes for each tool.
- Use a timer to keep to your schedule.
- If you do not complete the task, come back to it. The important thing is to get started!

1

LEADING YOUR HUB

As the leader of your hub, it is vital to clearly communicate the purpose and goals of the hub to your team.

Having a clear vision of what you want to achieve, as well as passion and motivation, will help you share your purpose with others and gather support for your goal. As a leader, you also need to be acutely aware of the community you want to serve, how you will benefit it and what environment you will create to do this.

THIS SECTION CONTAINS:

1 Vision and Mission

2 Defining the Need

3 Building Your Hub Culture

4 Foundations of a Hub Leader

5 Self Reflection Framework

1.1 Vision and Mission

30

1.1
Vision and Mission

This tool will help you describe the change that you want to make by defining your vision and mission statements. Remember these statements need to be aligned to your values. Try to keep it simple and be aspirational!

VISION	MISSION
Why does your hub exist?	What will your hub do?
What are the changes you want to bring with your hub?	Who will benefit and how?
What does the future you want to create look like?	How will your hub reach the goal stated in your vision?
My vision statement is...	My mission statement is...

The action I will take after completing this exercise is...

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46

WHY USE THIS TOOL?

As a leader, you need a clear goal for your hub so that you can keep focused and clearly communicate it to your team and wider network.

Your vision statement describes what the hub aspires to and the change you want to achieve. Stating your vision allows you to look forward and consider what success looks like.

It is complemented by the mission statement, which provides the detail on how you will achieve your vision and who will benefit. Remember to include the social and environmental contribution you want to make, as well as what business success looks like for your hub.

HOW WILL THIS TOOL HELP ME?

A compelling vision and mission will keep you focused on what is important for your hub to reach its goal. Clearly stating your purpose is fundamental when making decisions about the opportunities and challenges you might face.

A clear vision and mission will ensure your team is aligned and can motivate others, such as partners and funders, to get on board with your activities.

HOW DO I USE THIS TOOL?

1. Imagine 3, 5 or 10 years from now. Use your senses to consider what success looks, feels, sounds and smells like for your hub. Sketch or create a collage of images that represent your ideas.
2. Be ambitious! And realistic!
3. What might others say about your hub and its achievements?
4. Start with the vision.
5. Use the questions on the tool to guide your thinking.
6. Guided by your answers, draft your ‘Vision’ statement in one or two sentences.
7. Now consider how you will achieve this vision and who will benefit.
8. Use the questions on the tool to guide your thinking.
9. Draft your ‘Mission’ statement in a few sentences.
10. Don’t worry if it’s not perfect. It can take many attempts to find the right wording.

RELATED TOOLS

Building Your Hub Culture

Theory of Change

1.2 Defining the Need

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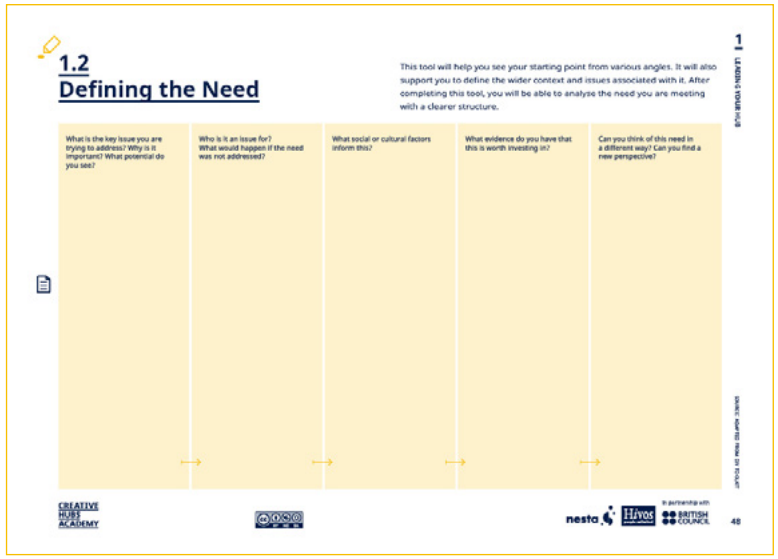

WHY USE THIS TOOL?

Creative hubs serve the needs of the local creative community. This might involve supporting economic prosperity, empowering communities, revitalising an area or advocating for a particular cause.

To meet these needs effectively, it's vital you are addressing the right issue. The initial challenge you want to solve may seem straightforward, but when you dig deeper, you may find it is the symptom of a more serious or complex problem.

Defining the Need is a tool that helps you to open up a problem, explore distinct aspects and look at it from different perspectives. This then allows you to reframe or present the problem in a new and meaningful way.

HOW WILL THIS TOOL HELP ME?

Having in-depth knowledge of the gap, problem or need that you are addressing puts you in a better position to tackle it and to meet the expectations of your community.

This tool helps you and your team clarify and agree what you are doing, who you are doing it for and why you are doing it. Understanding the factors that shape the need might lead you to review who you offer support to and how you deliver it, allowing you to focus, plan effectively and prioritise time and resources.

Reframing – thinking about the issue in a different way – ensures you are dealing with the right problem and can help you move towards a better solution.

HOW DO I USE THIS TOOL?

1. Start with the first column and state the issue you want to address and why.

2. If your issue has a number of aspects to it, state them. If there are more than two or three, you might want to use a separate tool for each issue.

3. Think widely and consider everyone who is affected by the issue. You could use **Mapping Your Stakeholders** to identify the full range of beneficiaries or influencers.

4. It is important to have the beneficiaries' needs at the centre of your thinking.

5. Now move to the middle column and consider the wider context that influences this issue.

6. Are there examples from elsewhere that you can learn from?

7. How has a similar issue been addressed successfully?

8. State the benefits, and wider impact, of addressing your issue to present a strong case for taking action.

9. Now use what you have learned to reconsider your issue. Is it accurately stated?

10. Can you state it in a different way that clarifies the full extent of the issue?

RELATED TOOLS

- **Vision and Mission**
- **Building Your Hub Culture**
- **Mapping Your Stakeholders**
- **User Research Plan**

COMPLETED EXAMPLE OF DEFINING THE NEED

What is the key issue you are trying to address? Why is it important? What potential do you see?	Who is it an issue for? What would happen if the need was not addressed?	What social or cultural factors inform this?	What evidence do you have that this is worth investing in?	Can you think of this need in a different way? Can you find a new perspective?
- ISOLATION - MANY CREATIVE PEOPLE WORK ON THEIR OWN FROM HOME. WE WANT TO PROVIDE A SPACE THAT THIS COMMUNITY CAN WORK FROM, CONNECT WITH AND BE INSPIRED BY	- CREATIVES (CREATIVE, TECH AND CULTURAL SECTORS) - MAINLY THOSE WHO ARE SELF-EMPLOYED AND FREELANCE - CREATIVES' BUSINESS WILL FAIL TO SUSTAIN/GROW/ SCALE UP IF THEY ARE NOT SUPPORTED	- LACK OF UNDERSTANDING OF THE VALUE OF THE CREATIVE INDUSTRIES - LACK OF BUSINESS SUPPORT FOR CREATIVE SECTOR	- CREATIVE INDUSTRIES ARE FASTEST GROWING SECTOR - SECTOR DEMAND FOR SPACE TO WORK COLLABORATIVELY	- PROVIDING A HOME FOR THE CREATIVE INDUSTRIES

1.3 Building Your Hub Culture

45

WHY USE THIS TOOL?

Hub culture can be thought of as the personality and character of the hub shaped by shared values, beliefs and behaviours.

The success of your hub is closely connected to the experience of the people who interact with it: staff, users, partners and others in your network. As a leader, you want to create the best possible culture and working environment.

This starts with your hub's values: the principles and beliefs that guide behaviour and decision-making. Alignment with your hub's values creates a consistent experience in the relationships you nurture and the activities you provide.

HOW WILL THIS TOOL HELP ME?

When people are brought together they create a shared behaviour, whether intentionally or not.

By considering the different elements that form your hub, you can shape your hub culture in line with its values and vision. Identifying your values is important when making decisions such as: employing staff, considering which activities to offer and identifying potential partners.

You can purposely shape your hub culture in line with values and vision, and respond to the need you have defined in a structured way. This will help ensure consistency across the experience of your team, users and wider network.

HOW DO I USE THIS TOOL?

1. Reflect on your hub values – the guiding principles that shape what you do. Values can be difficult to define but are fundamental and deeply connected to your purpose. They are experienced by the people who interact with your hub.
2. Write your hub's values so they are visible before you start.
3. Ask your team, users and wider network for critical feedback about their experience of the hub and what would enhance this.
4. Be honest and avoid making assumptions to help you take appropriate action.
5. Work your way through each of the six elements on the tool using the prompts given below each title.
6. Some elements might not be relevant so focus on what makes sense for your hub.
7. Put the information in a list so it's easier to follow.
8. Be as specific as you can.
9. Consider the diversity of the people you serve or want to attract. Is your culture suited to their needs?
10. Consider what stands in the way of achieving your desired hub culture. What can you do to overcome this?

RELATED TOOLS

Vision and Mission

Mapping Your Stakeholders

Persona Development

COMPLETED EXAMPLE OF BUILDING YOUR HUB CULTURE

SPACE

Location, online space accessibility, design, layout, facilities (e.g. cafe menu, childcare).

- A PHYSICAL SPACE THAT GATHERS THE CREATIVE COMMUNITY BY OFFERING DESK SPACE AND AN ANNUAL PROGRAMME OF EVENTS
- WE WILL OFFER: EVENTS, WORKSHOPS, ACCESS TO EQUIPMENT, MENTORING, ADVICE SESSIONS WITH EXPERTS AND INTERNATIONAL OPPORTUNITIES

TEAM

Diversity, behaviour, dress code.

- OUR TEAM WILL INITIALLY BE MADE UP OF TWO FULL TIME MEMBERS OF STAFF – ONE FOCUSED ON MANAGING THE SPACE, THE OTHER ON BUILDING THE COMMUNITY

OPERATIONS

Pricing, contracts, marketing, membership, opening hours.

- PUBLISH CALENDAR OF EVENTS
- EVENTS ARE PRICED TO BE ACCESSIBLE: COVERING COSTS WITH A 10% SURPLUS
- OPERATE MONDAY - FRIDAY
- USE ONE SOFTWARE FOR OUR FINANCE AND ADMINISTRATIVE TASKS

RELATIONSHIPS

Stakeholders, e.g. networks, partners, users/audience.

- DEVELOP PARTNERSHIPS WITH LIKE-MINDED ORGANISATIONS
- DEVELOP RELATIONSHIPS WITH HIGH LEVEL STAKEHOLDERS E.G. LOCAL GOVERNMENT, LOCAL ECONOMIC DEVELOPMENT AGENCIES
- CONNECT WITH NATIONAL AND INTERNATIONAL NETWORKS
- DEVELOP A COMMUNITY

PERCEPTION

How would your stakeholders describe your hub? Does this fit with your hub's ambitions and values?

- FILLING A GAP AS THERE'S NOT ENOUGH SUPPORT FOR THE CREATIVE INDUSTRIES
- RESPECTED FOR OUR PROFESSIONALISM AND UNDERSTANDING OF THE SECTOR
- VALUED FOR OUR ROLE IN CONNECTING THE CREATIVE COMMUNITY

POTENTIAL BARRIERS

What stands in the way of your ideal hub culture, e.g. finance, skills?

- FUNDING
- STAFF CAPACITY

POTENTIAL ENABLERS

What can you access to help you to achieve your ideal hub culture, e.g. partnerships, funding?

- PARTNERSHIP OPPORTUNITIES EXTEND OUR SCOPE
- FUNDED COLLABORATIVE PROJECTS

1.4 Foundations of a Hub Leader

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WHY USE THIS TOOL?

There is no one-size-fits-all hub leader and each hub has different needs that the leader must address. Being a hub leader comes with many rewards as well as many challenges.

It is important to support your professional development, ensure your wellbeing and avoid burn-out. Looking inward and knowing your personal values, the skills you have and those you want to develop is vital to achieving your goals as a leader.

Looking outward to the challenges you face lets you identify the support and stimulus you need in order to maintain your motivation and focus.

HOW WILL THIS TOOL HELP ME?

This tool helps you to spell out some of your unique qualities, consider what you need to develop in yourself and where to get inspiration or assistance.

Identifying your strengths and weaknesses can help you plan for supporting yourself. By exploring your personal drivers, you are well placed to consider how your behaviours and actions affect your team's ways of working and influence your hub culture.

You can start to build a team and support network (e.g. collaborators, partners, mentors and advisors) that play to your strengths and balance out your weaknesses.

You can adapt this tool and share it with your team to explore shared goals, strengths, challenges and skills gaps.

HOW DO I USE THIS TOOL?

1. Start in the upper section of the tool – this is inward looking.
2. Take a few moments to think about what success looks like for you as a leader and complete the ‘Dreams’ section.
3. Now consider the personal values that are important to you.
4. You will have many values you identify with – prioritise the six most important.
5. Think about which skills you are adept at, which you are weaker at and would like to develop or require in someone else.
6. Then move to the lower section of the tool – this section is outward looking.
7. Where or from whom do you gain your creative motivation and stimulation?
8. What are the key challenges you face in your role? These may be from within the hub (e.g. team, venue) or external (e.g. funding, location).
9. Now think about the kind of support you need to grow as a leader. Where might this come from?
10. Be specific: it could be an individual, support network, training, learning from others, or something else.

RELATED TOOLS

Defining the Need

Self Reflection Framework

1.5 Self Reflection Framework

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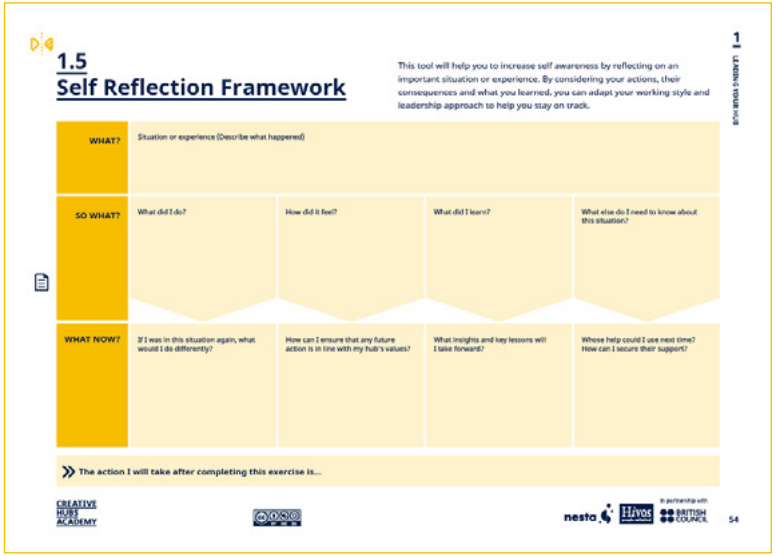


WHY USE THIS TOOL?

Self reflection allows you to think about yourself as a leader and better understand the way you work and interact.

You might have found yourself in a leadership position through the organic development of your hub or you may have deliberately worked for it. Either way, taking stock of situations helps to embed learning, clarify where you want to be and plan what action you need to take to achieve your goal.

HOW WILL THIS TOOL HELP ME?

The ability to be self reflective and adopt a learning mindset can transform your working style, your priorities and your ability to lead a team and community. Reflection is particularly powerful when linked to action and can help you to build resilience – to bounce back and recover from setbacks and progress confidently into your future.

Self reflection allows you to:

- Consider the effectiveness of your own leadership skills, styles and tools in a structured way.
- Be aware of what works and what does not.
- Acknowledge a deeper understanding of how your motivations, knowledge, experience and context influence your behaviour.
- Find what you need to put in place to care for your needs and be an effective leader.

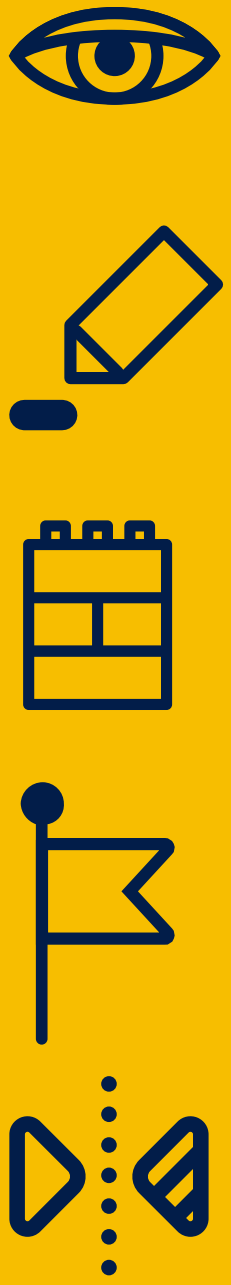
HOW DO I USE THIS TOOL?

1. Think about a particular situation or experience that was especially challenging.
2. Place this in the ‘What?’ section of the tool.
3. Now think about your response to this.
4. In the ‘So what?’ section, state what action you took.
5. Then tap into your senses and describe how the situation felt, what you learned and what additional information you might need to complete your understanding.
6. In the ‘What now?’ section state how you will do things differently next time.
7. What will you do to ensure your proposed actions align with your values and the values of your hub?
8. From the lessons you learned, what insights can you use to help you shape future action?
9. Now think about who could assist you to move forward. What can you do to get them on board?
10. Identify a mentor who is further along on the journey and can share their experience and knowledge with you.

RELATED TOOLS

Foundations of a Hub Leader

LEADING YOUR HUB TOOLS



1

1.1 Vision and Mission

This tool will help you describe the change that you want to make by defining your vision and mission statements. Remember these statements need to be aligned to your values. Try to keep it simple and be aspirational!

VISION	MISSION
Why does your hub exist?	What will your hub do?
What are the changes you want to bring with your hub?	Who will benefit and how?
What does the future you want to create look like?	How will your hub reach the goal stated in your vision?
My vision statement is...	**My mission statement is...**

The action I will take after completing this exercise is...

SOURCE: ADAPTED FROM VERN MCGINNIS

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1.2 Defining the Need

This tool will help you see your starting point from various angles. It will also support you to define the wider context and issues associated with it. After completing this tool, you will be able to analyse the need you are meeting with a clearer structure.

What is the key issue you are trying to address? Why is it important? What potential do you see?	Who is it an issue for? What would happen if the need was not addressed?	What social or cultural factors inform this?	What evidence do you have that this is worth investing in?	Can you think of this need in a different way? Can you find a new perspective?

SOURCE: ADAPTED FROM DIY TOOLKIT

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1.3 Building Your Hub Culture

This tool will help you think about key elements that shape your hub culture. Take into account your hub values and your users' preferences and needs – what kind of environment do they want to engage with (e.g. formal, relaxed, supportive, inspiring, etc.)? Once you have completed each section, prioritise three actions to take forward to achieve your ambition.

SPACE

Location, online space accessibility, design, layout, facilities (e.g. cafe menu, childcare).

TEAM

Diversity, behaviour, dress code.

OPERATIONS

Pricing, contracts, marketing, membership, opening hours.

RELATIONSHIPS

Stakeholders, e.g. networks, partners, users/audience.

PERCEPTION

How would your stakeholders describe your hub? Does this fit with your hub's ambitions and values?

POTENTIAL BARRIERS

What stands in the way of your ideal hub culture, e.g. finance, skills?

POTENTIAL ENABLERS

What can you access to help you to achieve your ideal hub culture, e.g. partnerships, funding?

The action I will take after completing this exercise is...

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1.4 Foundations of a Hub Leader

This tool will help you identify your personal drivers, skills and aptitudes for running your hub. It also lets you reflect on your motivations and the support you can access when you are facing challenges.

DREAMS

What is your personal vision? What does success look like for you?

VALUES

What are the characteristics and behaviours that motivates you?

SKILLS

Which are your strengths? Where could you improve?

INSPIRATIONS

What stimulates you and has creative influence on you as a leader?

SUPPORT

What kind of help do you need? Where can you seek assistance in your role?

CHALLENGES

What are the key issues you are facing in your role?

The action I will take after completing this exercise is...

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1.5 Self Reflection Framework

This tool will help you to increase self awareness by reflecting on an important situation or experience. By considering your actions, their consequences and what you learned, you can adapt your working style and leadership approach to help you stay on track.

WHAT?	Situation or experience (Describe what happened)			
SO WHAT?	What did I do?	How did it feel?	What did I learn?	What else do I need to know about this situation?
WHAT NOW?	If I was in this situation again, what would I do differently?	How can I ensure that any future action is in line with my hub's values?	What insights and key lessons will I take forward?	Whose help could I use next time? How can I secure their support?

The action I will take after completing this exercise is...

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2

CONNECTING YOUR HUB

Nurturing and maintaining connections is at the heart of every successful creative hub.

Knowing the breadth of your community and understanding the full scope of its needs is vital to ensure you provide the best possible hub environment and relevant activities. Finding effective messages and channels to engage and communicate with the full range of stakeholders puts you in a strong position to achieve your aim.

THIS SECTION CONTAINS:

1 Mapping Your Stakeholders

2 Persona Development

3 Elements for a Persuasive Story

4 Activities to Offer

5 User Research Plan

2.1 Mapping Your Stakeholders

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WHY USE THIS TOOL?

A hub can be viewed as a system of relationships, both internal and external.

The reach of your stakeholder network might be extensive. It could include your team, tenants, collaborators, partners, supporters, influencers, beneficiaries, suppliers, etc. It could also include the wider context like local government, funders and the media.

Some will have more influence on the success of your hub than others. By building connections and trust with different types of stakeholders, you can inspire new ideas, create opportunities for your network and achieve success.

HOW WILL THIS TOOL HELP ME?

This tool creates a visual representation of your hub's ecosystem. You can identify current stakeholders and those relationships you want to nurture to support your vision.

Sorting different types of stakeholders lets you think about what messages are important to them and how to reach them. Knowing the types of relationships you have with different stakeholders means you can prioritise those who can directly influence your success over those who might have a lesser impact.

When you see clearly the importance of each connection to achieving your goal, you can plan how to manage the relationship and allocate your effort and resources appropriately.

HOW DO I USE THIS TOOL?

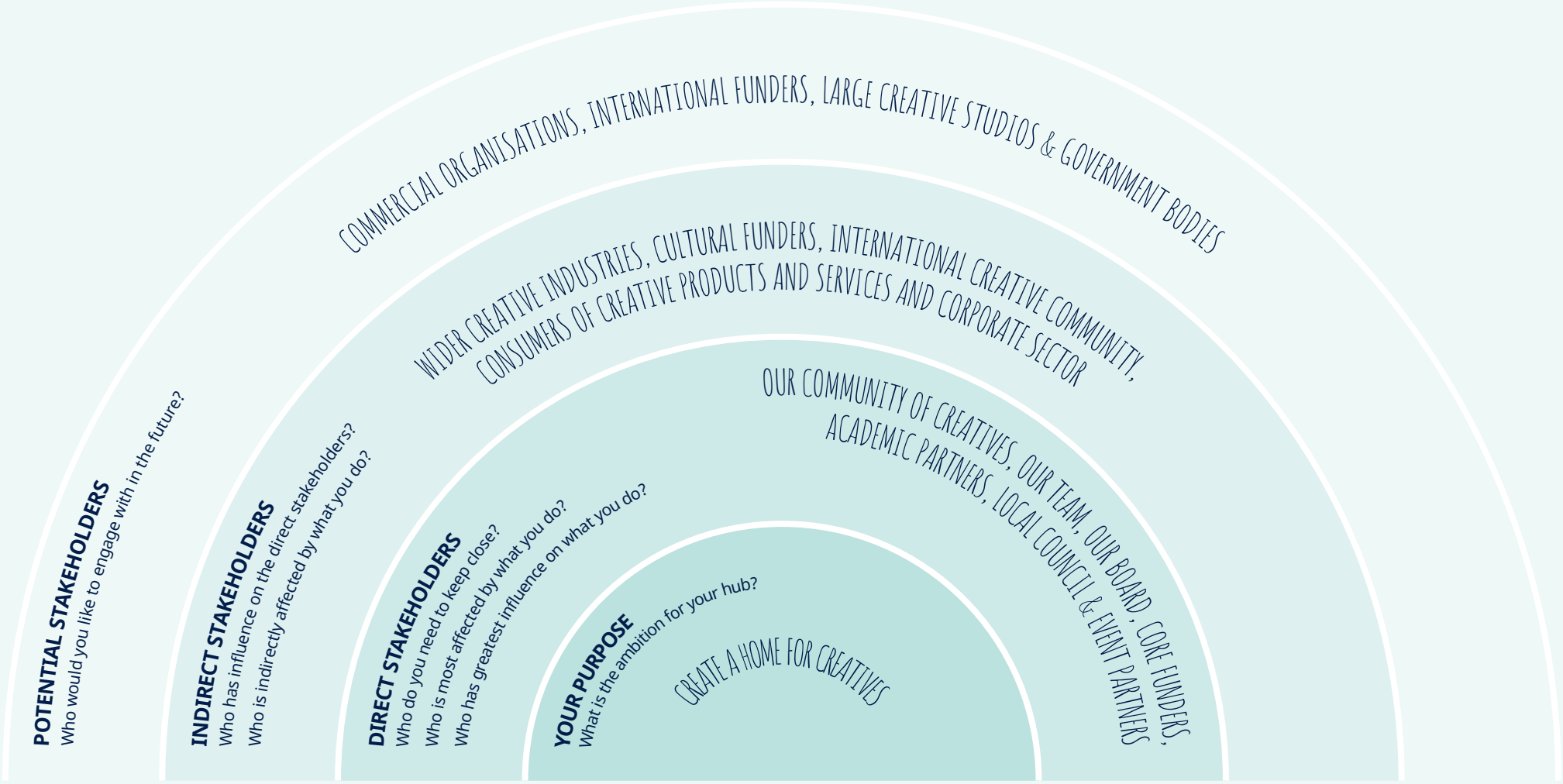
1. Start with clearly stating the ‘Purpose’ of your hub.
2. Now think about the individuals and organisations that interact with your hub. Be as specific as you can – use name, title and organisation when naming contacts.
3. Use one stickie per stakeholder. This will make it easier to move position and cluster on the worksheet.
4. ‘Direct Stakeholders’ are those with the greatest influence on your success.
5. Think about people within your hub, such as your team, as well as those outside, such as your collaborators and funders.
6. ‘Indirect Stakeholders’ can also be powerful and need to be carefully managed. These might include those who benefit from your hub, funders who support it or journalists who can promote your success stories.
7. ‘Potential Stakeholders’ may have a future impact on your hub or might represent a direction you want to move in. They could include a new target group or possible investor.
8. You can cluster your stakeholders into themes on your map to help you see where there are similarities between individuals or organisations.
9. Share your stakeholder map with your team and ask them to add to it.

RELATED TOOLS

Vision and Mission

Defining the Need

COMPLETED EXAMPLE OF MAPPING YOUR STAKEHOLDERS



2.2 Persona Development

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WHY USE THIS TOOL?

When designing your hub – the physical or virtual space, the activities and services, the experience – it is important to think about who will interact with each element and how that experience will meet their needs.

For this we use personas: fictional characters based on real data and insights you can gather about your stakeholder groups. Giving each group a personality, values and other characteristics reduces anonymity and lets you connect with them from a more personal and emotional perspective.

Create one persona for each of your stakeholder groups. Keep these personas in mind when designing or critiquing your activities – then the results are likely to meet their needs more effectively.

HOW WILL THIS TOOL HELP ME?

While **Mapping Your Stakeholders** identifies specific groups in your network, personas bring them to life by connecting with them on a deeper, emotional level.

Personas let you delve into the behaviours and motivations of a stakeholder group. Through personas, you can build a detailed story of each group to explore how well you are serving their needs and how you might improve. Personas can be useful substitutes for real stakeholders when designing or reviewing the activities and services your hub offers. They can help you be clear on what benefits you will bring and what messages you need to share.

HOW DO I USE THIS TOOL?

1 Use your completed **Mapping Your Stakeholders** tool to identify the range of stakeholders for your hub.

2 Select one group (e.g. users, funders or partners) and consider what you know about its members through personal contacts, data you have access to and anecdotal information.

3 Complete one Persona Development tool for each group.

4 Start by completing the four sections on the left-hand side of the sheet – the personal characteristics for this group.

5 Now move to the two top-right sections and consider why this group want to connect with your hub (e.g. to access space or engage in the services you offer) and why they might not (e.g. no access to transport, lack of finance).

6 Finally, move to the two bottom-right sections and consider the enablers and barriers to this group reaching their goals.

7 You now have a deeper understanding of the needs and motivations of this group and can focus your attention on what your hub can do to meet them.

8 Once complete, review the persona and critique it honestly – is it credible?

9 Remember, personas need to be relevant to be useful. You can test them with members of the stakeholder group.

10 You will have multiple personas (e.g. team, audience, user, funder, collaborator) but try to keep to six for you to remember the details and use them properly.

RELATED TOOLS

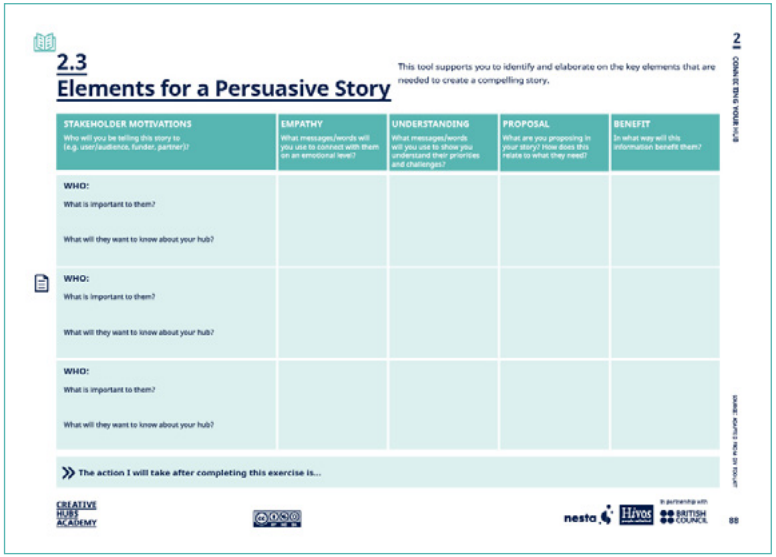
Defining the Need

Mapping Your Stakeholders

User Research Plan

2.3 Elements for a Persuasive Story

45


2.3
Elements for a Persuasive Story

This tool supports you to identify and elaborate on the key elements that are needed to create a compelling story.

STAKEHOLDER MOTIVATIONS Who will you be telling this story to (e.g. user/audience, funder, partner)?	EMPATHY What messages/words will you use to connect with them on an emotional level?	UNDERSTANDING What messages/words will you use to show you understand their priorities and challenges?	PROPOSAL What are you proposing in your story? How does this relate to what they need?	BENEFIT In what way will this information benefit them?
WHO: What is important to them? What will they want to know about your hub?				
WHO: What is important to them? What will they want to know about your hub?				
WHO: What is important to them? What will they want to know about your hub?				

» The action I will take after completing this exercise is...

CREATIVE HUBS ACADEMY

In partnership with nesta Hivos BRITISH COUNCIL

WHY USE THIS TOOL?

Creating compelling stories about your hub and the value it brings is critical to communicating your message to target audiences and celebrating your success.

Stories use narrative and data to communicate a message. Whether delivering a presentation, writing a magazine article or creating a blog, a captivating story can take your audience on a journey that nurtures understanding, inspires empathic response and motivates individuals to take action.

What makes a good story is different for each intended audience – what is of interest to users will be different for funders. To be most effective, each story should include factual and emotional elements and be tailored to connect to the interests, needs and motivations of the target audience.

HOW WILL THIS TOOL HELP ME?

Good stories are powerful vehicles to engage with your users and to share ideas, experiences and knowledge.

Stories build awareness of your hub, promote your purpose and values, engage emotionally with your audience and attract the right team. They also communicate your achievements and demonstrate your impact to help secure future users, revenue and support.

Stories engage your users and can mobilise people. They can convince, persuade and change a course of action. This tool helps you to structure a narrative by focusing in detail on the key elements that make up a good story.

HOW DO I USE THIS TOOL?

1 For inspiration, start by thinking of examples of powerful stories used by an organisation, brand or country. What engaged your interest?

2 Take a few minutes to think of a story you want to tell about your hub. It could be about a particular user, a programme you have created or even the hub itself.

3 Complete the tool, starting on the first column: 'Stakeholders' Motivations'.

4 Who do you want to share the story with? Reflect on your stakeholder map or personas and select 1–3 groups to share a story with. State the motivations of each stakeholder group.

5 In 'Empathy', consider how you will connect emotionally with each audience (e.g. what words will you use, what reaction do you want to stimulate?).

6 In 'Understanding', provide information to show you are aware of the situation or wider context that relates to your message (e.g. the cultural, political and economic circumstances).

7 Now add in what you are proposing (e.g. the problem you will address or the action you plan to take).

8 Finally, connect this 'Proposal' and what you are suggesting to the 'Benefits' that will be generated for each audience.

9 Are you connecting your story to your audience's motivations and priorities?

10 Authenticity is important to really connect – draw on your own personal experience and observations.

RELATED TOOLS

Vision and Mission

Mapping Your Stakeholders

Persona Development

2.4 Activities to Offer

60

WHY USE THIS TOOL?

The success and sustainability of your hub is connected to the benefits generated by the range of activities it offers.

As a hub leader, you will make strategic decisions about the variety and frequency of the events and services you provide, how they meet the needs of your users and how they contribute to revenue generation.

To do this effectively, you will need detailed knowledge of activities currently offered by your hub as well as ideas about those you would like to offer in the future. You will want to ensure coherence across the range of activities you deliver and ensure you have the capacity and skills required to provide them while meeting users' needs and connecting to your hub's vision.

HOW WILL THIS TOOL HELP ME?

Considering the full extent of your hub's current and potential offering ensures activities align with your vision and operating model. Clustering similar activities together by theme, format or other characteristics can help you form 'programmes' of work.

By developing an in-depth understanding of your activities, you can more easily evaluate the impact and prioritise resources to deliver those with the greatest benefit to your hub and its users. Effectively curating the activities your hub provides can ensure you have a distinctive, compelling and sustainable offer.

HOW DO I USE THIS TOOL?

1 Firstly, on individual stickies, write each of the services and activities your hub currently provides (e.g. events, workshops, online programmes, festivals, venue hire, international collaborations).

2 Cluster these activities into related themes, formats, etc.

3 Now set a timer for a 15-minute brainstorm on activities you want to offer in the future. Consider the gaps in your current activities.

4 Remember the rules for brainstorming: go for quantity over quality, don't judge ideas, look for wild ideas and keep focused on the task.

5 Use one stickie per idea. This will make it easier to move position and cluster on the worksheet.

6 Can you add to the clusters you created in step 2? Are there any new clusters or opportunities emerging?

7 Complete an Activities to Offer tool for each theme or key activity. Start by describing the activity, the target audience, the need it is serving and what is distinctive about it.

8 Next, state what 'Resources' (e.g. skills, facilities, equipment, etc.) are needed to deliver each activity. State the 'Barriers' to achieving success and how you might overcome them.

9 Now describe the 'Benefits' this activity generates. Think about social, environmental and financial impacts for your hub, your users and wider stakeholders.

10 Finally, prioritise the themes and activities in a way that makes sense for your hub. Criteria for prioritisation might include: whether activities align with the hub vision or meet a community need, cost of delivery, income they generate, availability of resources and uniqueness of the offering.

RELATED TOOLS

Persona Development

User Research Plan

Theory of Change

Hub Business Canvas

COMPLETED EXAMPLE OF ACTIVITIES TO OFFER

DESCRIPTION

Give a brief description of the activity...

- EACH EVENT WILL BE DELIVERED IN A LOCAL VENUE AND SHARED ONLINE VIA OUR WEBSITE
- WE WILL ADDRESS A SPECIFIC TOPIC FOR EACH EVENT THAT RESPONDS TO THE REQUESTS OF OUR MEMBERS

DELIVERY

When will this take place? How often?

- WE WILL DELIVER 10 EVENTS PER YEAR
- EACH WILL LAST UP TO 2 HOURS TO ALLOW FOR NETWORKING AS WELL AS PRESENTATIONS
- EVENTS WILL BE RECORDED AND HIGHTLIGHTS SHARED ON OUR WEBSITE

RESOURCES

List all the resources associates with this activity e.g. people, materials, space.

- STAFF
- EVENT SPACE
- BUDGET (BARRIER)
- DIGITAL MARKETING
- SPEAKERS
- BRANDING

BARRIERS

What potential challenges do you envision? And how will you overcome them?

- POTENTIAL TECHNOLOGY ISSUES NEED TO BE PLANNNED FOR

BENEFITS

List all the benefits this activity brings and who for. Consider your hub and also your stakeholders.

- RESPONDING TO THE NEEDS OF OUR MEMBERS TO HELP THEM BE MORE RESILIENT
- BUILDING A NETWORK OF CREATIVES
- INSPIRATION AND CONNECTION OPPORTUNITIES FOR OUR COMMUNITY

MONEY IN, MONEY OUT

How much will this activity cost? How much will this activity bring in?

EACH EVENT:
- COST: 500
- INCOME: 1000

2.5 User Research Plan

30

WHY USE THIS TOOL?

Focusing on users in the design of your hub's activities will ensure your offering is appealing and relevant to their needs.

User research helps you build a deeper understanding of their drivers and motivations. It can take many forms including: observation, interviewing and prototype testing. It does not need to be lengthy, intimidating or expensive but it does require a plan and careful questioning to discover genuine new insights.

It is best to combine traditional information (e.g. age, gender, income, education) with richer detail on lifestyles, motivations and experiences. Knowing the questions to ask is key to understanding user experiences.

HOW WILL THIS TOOL HELP ME?

User research lets you put yourself in the shoes of your users in order to better meet their needs. Understanding their needs and motivations will save you time and effort when creating the activities for your hub.

Users are often willing to share their thoughts and have their voices heard, providing you with valuable information on how to shape new activities or improve existing ones. Practice will improve your skill at user research – look to build it into the everyday activities of your hub. Each conversation is an opportunity to gather new information and deepen your understanding. Also, user research is a great source of information for creating personas.

HOW DO I USE THIS TOOL?

1 Start by thinking about the topic or activity you want to know more about.

2 Next, specify the target group you want to hear from or test an idea with (e.g. digital creatives, potential users, young entrepreneurs, start-ups).

3 How many people can you reach? Be realistic about how many will want to participate and the resources you will need to achieve this. Remember, input from even a small number of users can uncover valuable information.

4 Now consider what research method to use. It is straightforward and inexpensive to take written notes from interviews and observations but they may miss important details. Video recordings will capture everything but can be time-consuming, costly and may inhibit user responses. What approach or combination suits your purpose best?

5 You need to plan what you will do with the information you gather. Who will analyse it? How will you respond to the suggestions and insights you gain?

6 Now think about the specific questions that help you gather the information you need. Open questions (starting with what, how and why) provide more thoughtful information. Limit the questions to a manageable number.

7 Is there an experienced researcher who can help to shape the questions? If you have the money, you can hire them to conduct user research to reduce bias.

8 When it comes to actually involving the user, there are three things you can do to deepen your understanding:

- Encourage the user to be specific rather than give general answers. Respectfully prompt them to tell you more.
- Ask the user to show you how they engage with the activity, facility or service you are interested in. If you are exploring a process, ask them to describe or sketch out each step.
- Use a 'Think Aloud' test with the user, asking them to share aloud their thoughts as they carry out a task or process to uncover deeper motivations, concerns and perceptions.

RELATED TOOLS

Mapping Your Stakeholders

Persona Development

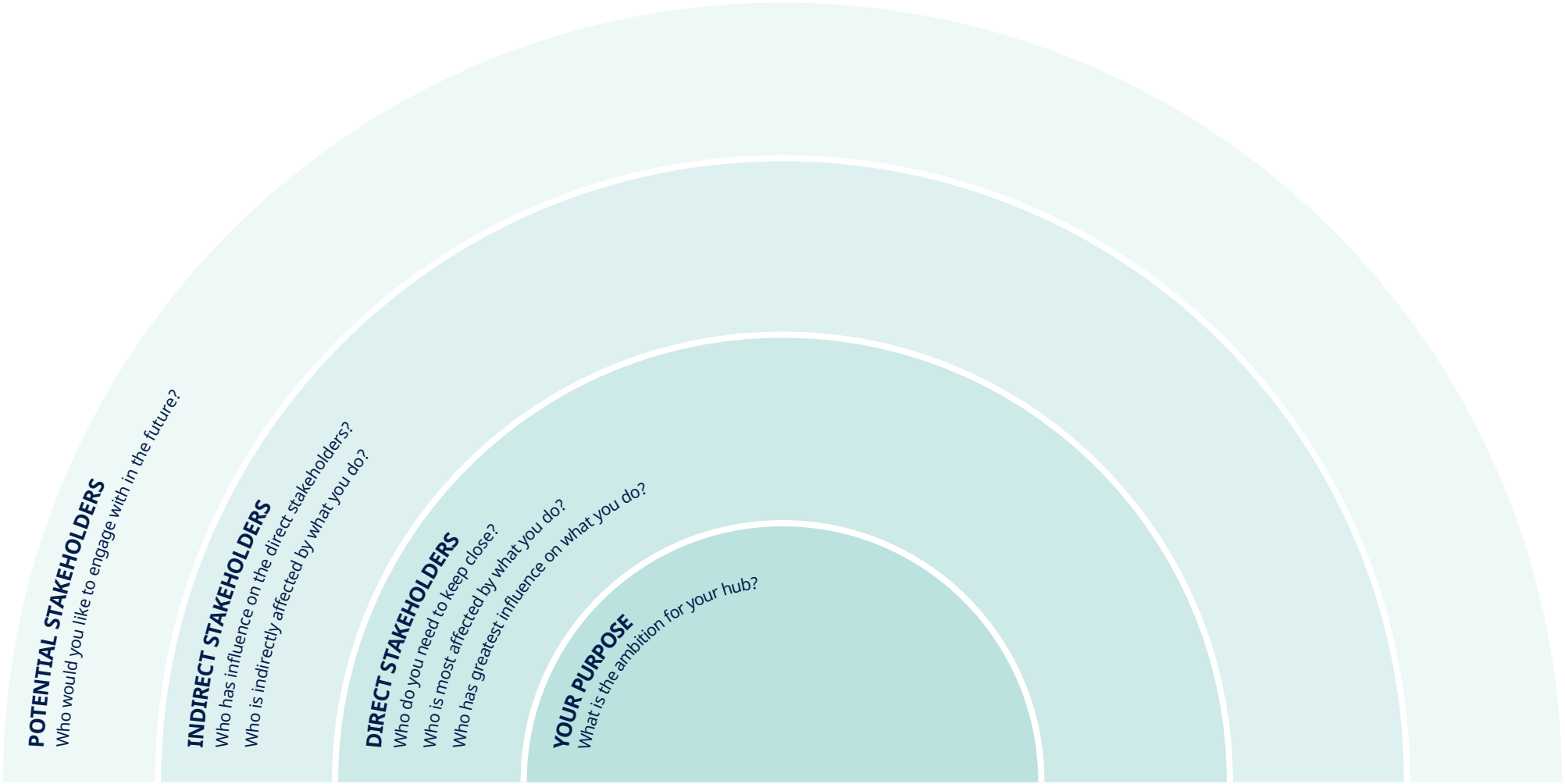
Activities to Offer

CONNECTING YOUR HUB TOOLS

2

2.1 Mapping Your Stakeholders

This tool guides you to think about the different stakeholders who are affected by your hub or who can influence its success. It helps you prioritise relationships so that you can manage them more effectively.



The action I will take after completing this exercise is...

CC BY NC SA

2.2 Persona Development

A persona helps you to map out the key characteristics of a particular group of stakeholders, e.g. users/audience, team, partners, funders. Create a separate persona for each stakeholder group. Write from their perspective.

PROFILE

ADD PICTURE OR DRAWING

Name:

Age:

Occupation:

Stakeholder group:

WHO AM I?

What are my interests? What is my personality like? What are my skills, dreams and social enviroment?

REASONS FOR ME TO ENGAGE WITH YOU:

1

2

3

REASONS FOR ME TO NOT ENGAGE WITH YOU:

1

2

3

MY MOTIVATIONS

MY FRUSTRATIONS

MY GOALS

ENABLERS

What helps me to achieve my goals?

BARRIERS

What obstructs me from achieving my goals?

SOURCE: ADAPTED FROM DIY TOOLKIT

CC BY NC SA

2.3 Elements for a Persuasive Story

This tool supports you to identify and elaborate on the key elements that are needed to create a compelling story.

STAKEHOLDER MOTIVATIONS Who will you be telling this story to (e.g. user/audience, funder, partner)?	EMPATHY What messages/words will you use to connect with them on an emotional level?	UNDERSTANDING What messages/words will you use to show you understand their priorities and challenges?	PROPOSAL What are you proposing in your story? How does this relate to what they need?	BENEFIT In what way will this information benefit them?
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WHO: What is important to them? What will they want to know about your hub?				
WHO: What is important to them? What will they want to know about your hub?				

The action I will take after completing this exercise is...

SOURCE: ADAPTED FROM DIY TOOLKIT

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2.4 Activities to Offer

The tool will help you map out all the different activities your hub will or could offer. Complete this tool for every activity.

DESCRIPTION

Give a brief description of the activity...

DELIVERY

When will this take place? How often?

RESOURCES

List all the resources associated with this activity e.g. people, materials, space.

BARRIERS

What potential challenges do you envision? And how will you overcome them?

BENEFITS

List all the benefits this activity brings and who for. Consider your hub and also your stakeholders.

MONEY IN, MONEY OUT

How much will this activity cost? How much will this activity bring in?

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2.5 User Research Plan

Use this tool to help you plan how you will connect with your users and better understand their needs. This will ensure the activities you offer are appealing and successful.

USER GROUP

What user group do you want to know more about? Who do you want to test your idea with?

HOW MANY PEOPLE?

How many people from this user group can you speak with? Be realistic. Hearing from just one is better than having no user input.

WHAT RESEARCH METHOD WILL WORK BEST?

Select the method that works best for your purpose e.g. observations, testing a product or service, interviews.

HOW WILL YOU CAPTURE THE INFORMATION?

Try using a mix of photographs, written notes, video, audio recording, sketches, diagrams.

WHAT DO I WANT TO KNOW?

List the questions you want to ask to gain the information you need. Use open questions starting with What, How, Why.

TIPS FOR UNDERSTANDING YOUR USERS

- **Be Specific**
  Seek rich information by asking about specific experiences and details. Ask the user to tell you more.
- **Show Me**
  Ask the user to show you the objects, spaces, etc they interact with. Or ask them to walk you through a process.
- **Think Aloud**
  As they perform a task or process, ask them to describe aloud what they are thinking.

CREDIT: JOURNEY ASSOCIATES / ADAPTED FROM DIY TOOLKIT

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3

BUILDING YOUR HUB

Hubs exist to serve their communities. To do this effectively, hub leaders have to plan the kind of support the hub will provide, clarify the benefits this brings and prioritise resources to generate a positive impact. You will be more likely to succeed if you understand what support your users and wider network value and how you can provide this.

The ability to recognise, capture and communicate the social, cultural and economic impacts your hub generates for the community, its partners and wider network is critical to building long-term success.

THIS SECTION CONTAINS:

1 Theory of Change

2 Measuring Impact

3 Hub Business Canvas

4 Orbit Chart

5 Hub Action Plan

3.1 Theory of Change

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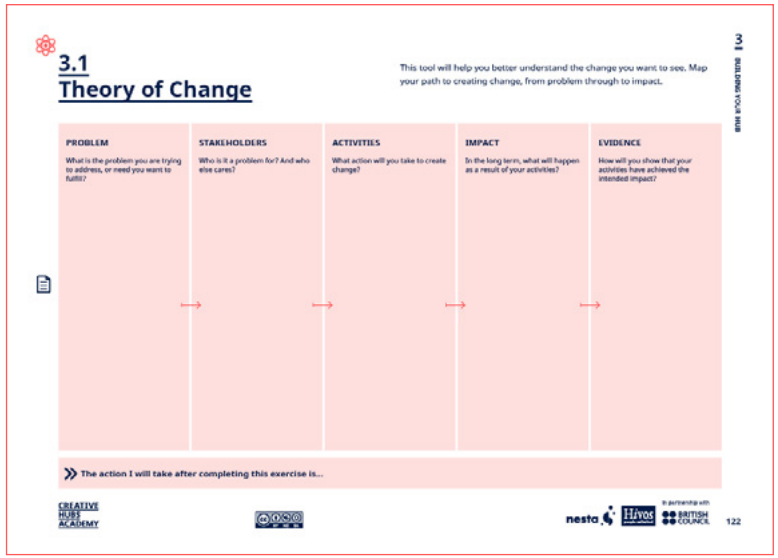

WHY USE THIS TOOL?

Creative hubs seek to make a positive impact on the communities they serve. To do this, it is vital to be clear about the impact you want to create through your hub's activities and who will benefit.

As a hub leader, you must plan the change you want to make, create the conditions for success and gather evidence to demonstrate you have achieved your goal.

Theory of Change is a structured approach to mapping out the steps you need to take to tackle the challenge you have identified. It encourages a long-term view and encompasses the social, cultural and economic impact you want to make. Use it to test your idea, review your situation or plan ahead.

HOW WILL THIS TOOL HELP ME?

Planning for impact helps connect proposed activities to the communities you want to serve and to the ultimate change you want to make. The Theory of Change tool links the problem you want to solve, your hub's vision, your audience and the change you want to make, in a coherent way.

Having a clear idea of your intended impact and how you plan to do it can help keep you focused and on track. It can ensure your team members understand the wider goal, their role in achieving it. Your Theory of Change can be used as part of a proposal to secure external support in the form of funding or partnerships.

HOW DO I USE THIS TOOL?

1 Think about your ultimate goal. Refer to your **Vision and Mission**, **Defining a Need** and **Mapping Your Stakeholders** tools.

2 Complete the first column, stating the 'Problem' or need you want to address.

3 Who is this a problem for? Are you targeting more than one audience? Consider individuals, organisations, communities and any partners.

4 If your problem is not clearly defined, it can help to start at the middle column and state the activities you will provide to make change.

5 What 'Activities' are you in a good position to provide to bring about change?

6 Think beyond the immediate tangible outcomes to the longer-term 'Impact' you want to make. Include financial, cultural, social and environmental effects as appropriate to your hub.

7 Do your activities result in different impacts for each audience group?

8 What measures will you put in place to show your actions have achieved your goal?

9 Use the **Measuring Impact** tool to help you pinpoint the most relevant type of data to collect.

RELATED TOOLS

- **Vision and Mission**
- **Defining a Need**
- **Mapping Your Stakeholders**
- **User Research Plan**
- **Measuring Impact**

COMPLETED EXAMPLE OF THEORY OF CHANGE

PROBLEM

What is the problem you are trying to address, or need you want to fulfill?

- WE WANT TO CREATE A HOME FOR CREATIVES

STAKEHOLDERS

Who is it a problem for? And who else cares?

- CREATIVE INDUSTRIES
- CREATIVE INDUSTRY COURSE LECTURERS AND STUDENTS
- CREATIVES BASED IN CORPORATE ORGANISATIONS
- CORPORATES LOOKING TO ENGAGE WITH CREATIVES
- ORGANISATIONS LOOKING TO ENGAGE WITH CREATIVES
- FUNDERS LOOKING TO SUPPORT CREATIVES

ACTIVITIES

What action will you take to create change?

- EVENTS
- WORKSHOPS
- ADVICE SESSIONS
- ACCESS TO EQUIPMENT
- DESK SPACE
- ONLINE NETWORK

IMPACT

In the long term, what will happen as a result of your activities?

- WE WILL DELIVER 20+ WORKSHOPS AND EVENTS ANNUALLY
- OUR EVENTS AND WORKSHOPS WILL REACH 1000+ PEOPLE ANNUALLY
- WE WILL 'HOUSE' 50 CREATIVES IN OUR SPACE
- WE WILL BUILD A REPUTATION AS THE GO-TO ORGANISATION SUPPORTING CREATIVES

EVIDENCE

How will you show that your activities have achieved the intended impact?

- YEARLY SURVEY TO OUR HUB TENANTS
- YEARLY SURVEY TO THE WIDER MAILING LIST OF PEOPLE WHO ATTEND OUR PROGRAMMES BUT DON'T HAVE A DESK SPACE WITH US
- EVALUATION FORMS AT EVERY EVENT AND WORKSHOP
- MEDIA COVERAGE ON OUR HUB TEAM AS SECTOR EXPERTS

3.2 Measuring Impact

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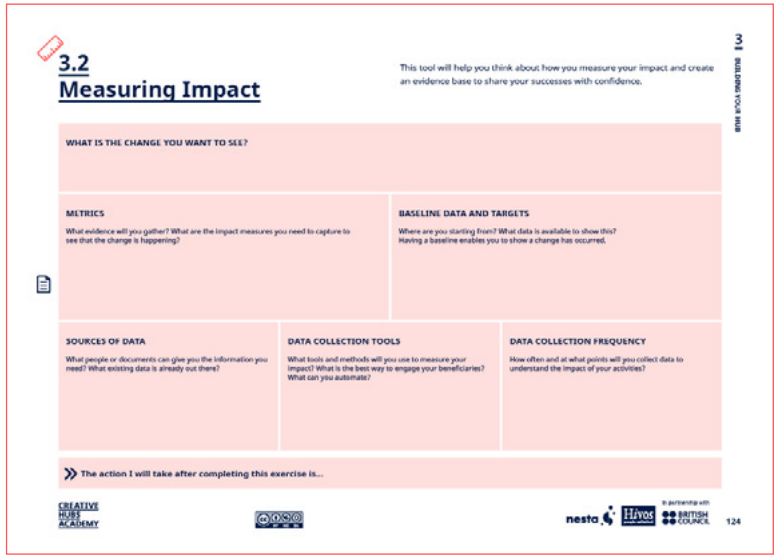

WHY USE THIS TOOL?

Developing a compelling story about your impact can be challenging but is essential to demonstrate the value of your hub and its activities. Your community, partners and funders will be interested in the impact of your hub. It is also great for motivating you and your team to recognise the difference you are making!

You must decide what data to gather such as: quantitative data showing facts and figures, qualitative data to deepen your understanding of your hub's influence or, most likely, a combination of the two.

Hubs often create spillover effects – for example, making the area more attractive to live in, work in and visit. It is important to recognise these indirect benefits too.

HOW WILL THIS TOOL HELP ME?

Monitoring your impact helps to identify whether your activities are achieving what you want them to. Setting measures for success allows you to exercise control and maintain focus in meeting your vision. By measuring impact, you know when an activity has reached its target and when you need to take action if expectations are not met.

It can be difficult to prove that you contributed to or caused certain changes – so be clear to distinguish between the changes you directly cause and those you partially or indirectly contribute to. Having data to show your impact helps to engage your community and can give confidence to funders and partners that you can deliver.

HOW DO I USE THIS TOOL?

1 Start by stating the change you want to bring about. Look back to your **Theory of Change** or **Defining a Need** tools.

2 What qualitative measures might you use to assess impact (e.g. quality of experience, sense of community, enhanced wellbeing)? Use open questions beginning with How, What and Why.

3 What quantitative measures might you use to evidence change (e.g. what percentage of users benefited, how many people engaged, how many activities were delivered)?

4 Include measures for broader indirect impacts on your town or city and on the spread and development of hubs.

5 Gather any information you can before you start your activities. Baseline data is valuable for assessing how effectively you meet your target.

6 Sources of data can vary and include published reports, existing surveys and direct feedback from users and other stakeholders.

7 Qualitative tools for collecting data can include observation, interviews, focus groups, photographs and any other way of demonstrating impact. A few in-depth interviews can provide valuable information about your impact and can be more powerful than numbers alone.

8 Quantitative tools can include surveys, questionnaires and evaluation reports.

9 You will probably use a combination of qualitative and quantitative tools to engage with those who benefit from your hub activities.

10 Be realistic about how many people you can reach and how often you can gather data – it requires time and resources to gather and to work out what it means.

RELATED TOOLS

Defining the Need

Mapping Your Stakeholders

User Research Plan

Theory of Change

3.3 Hub Business Canvas

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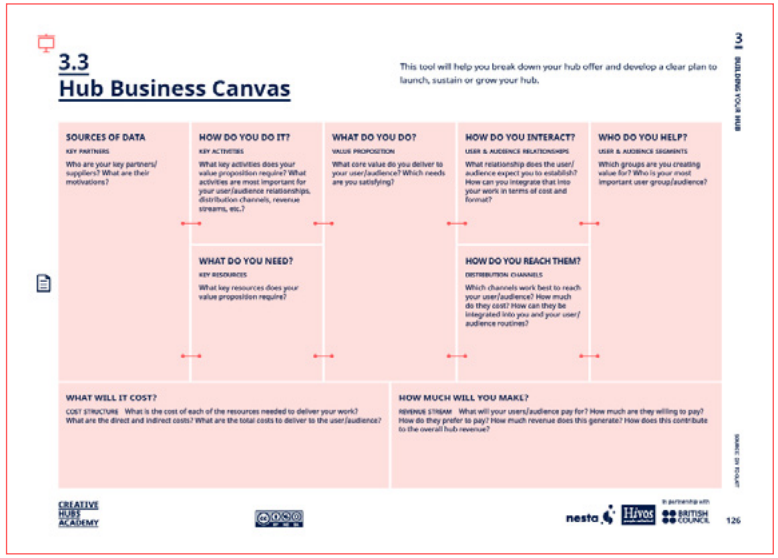

WHY USE THIS TOOL?

Your business model describes the value you create for your users and how you generate revenue. The business model you adopt will depend on the purpose of your hub and the ways you generate income to sustain or grow your activities. Whether your hub is a charity, a social venture, a co-operative or a for-profit organisation, you will want to select the business model that best fits with your resources and your vision.

The Hub Business Canvas allows you to further explore opportunities to generate revenue such as: studio rental, training services, membership fees and event delivery. These may change over time and your business model should evolve to reflect this.

HOW WILL THIS TOOL HELP ME?

The Hub Business Canvas is a useful structure to summarise your business model – the purpose, activity and value created by your hub. It can be used to describe the hub as a whole, as well as specific activities and programmes. The canvas helps you plan by breaking down what the hub offers into distinct activities and linking them visually.

A clear business model helps you stay focused on meeting audience needs and generating income. It can also nurture a shared purpose across the hub team.

By using it as a planning tool, you can reduce the risk of failure by identifying weaknesses in your model early on.

HOW DO I USE THIS TOOL?

1 It is often easier to start with 'Value Proposition' and stating the audience need you are fulfilling. Then detail the 'Key Activities' required to achieve this. Refer to your **Vision and Mission**, **Defining the Need** and **Theory of Change**.

2 To complete the 'User and Audience Segments', 'User and Audience Relationships' and 'Key Partners' sections draw from **Mapping Your Stakeholders** and **Persona Development**.

3 **Elements for a Persuasive Story** and **Measuring Impact** tools can provide insights into your 'User & Audience Relationships' too.

4 Use your **Activities to Offer** and **Hub Action Plan** to think about 'Distribution Channels', how you deliver your 'Key Activities' and the 'Key Resources' you need to achieve this.

5 **Persona Development** and data gathered through **Measuring Impact** can direct you to the most effective 'Distribution Channels' for reaching your audience.

6 When completing 'Cost Structure', be honest about the cost of delivering the activities you are planning. Add a contingency fund as costs are likely to be more than you planned!

7 Detail the income you will generate in 'Revenue Stream'. It will have to be at least as much as the delivery cost to break even or more to make a profit.

8 Note that if costs are more than revenue, the business is likely to fail unless you can meet the shortfall. with alternative funding.

RELATED TOOLS

- **Vision and Mission**
- **Mapping Your Stakeholders**
- **Persona Development**
- **Activities to Offer**
- **Elements for a Persuasive Story**
- **User Research Plan**
- **Theory of Change**
- **Measuring Impact**
- **Hub Action Plan**

3.4 Orbit Chart

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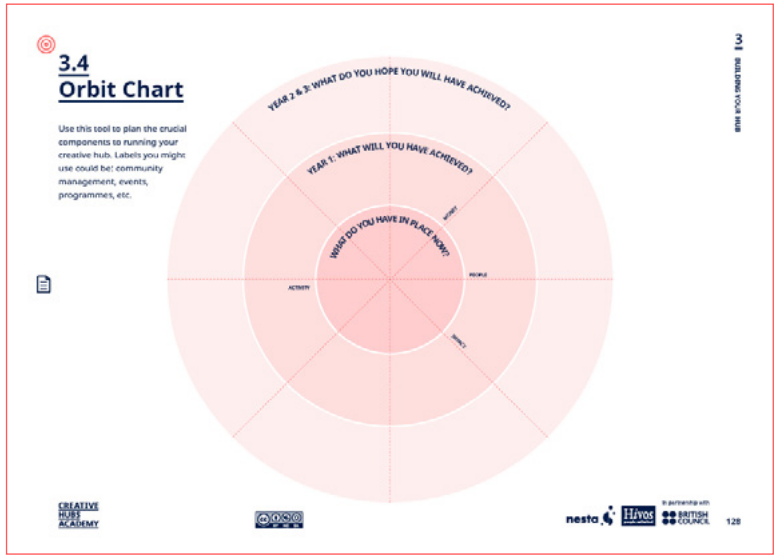


WHY USE THIS TOOL?

Planning ahead allows you to manage your team and activities more effectively and guides the future of your hub in a controlled way. Whether you want your hub to grow or just continue to function effectively, it is crucial to be clear on the key components needed to set you up for future success.

The Orbit Chart is a strategic planning tool to guide decision-making around the priority areas of your hub.

You can plan for 12 months or three years – whatever makes sense for your hub. Every hub will emphasise different components which may change over time.

HOW WILL THIS TOOL HELP ME?

Planning your resources and activities is vital to ensure your hub remains sustainable and to identify opportunities for growth. The Orbit Chart visualises the key drivers for your hub to guide decision-making and help you keep on track to achieving your goals.

Planning to grow your hub requires time and investment. You will need to give careful consideration to how you build or develop your team and the financial implications of this. Looking outside the hub, identify opportunities to develop your hub and possible barriers you will need to address to ensure success.

HOW DO I USE THIS TOOL?

1. Use the broken lines radiating out from the centre of the Orbit Chart to name the key components that are vital for your hub to deliver on its vision.
2. You can use the suggested labels and create others you may want to prioritise.
3. The hub team and finance are drivers that should always be included.
4. How far ahead are you looking? If three years is too much, try 12 months and write this on the outer circle. On the middle circle write 6 months.
5. Complete the tool, showing what you need to achieve for each component in the timeframes you have selected.
6. Your people are vital to achieving success. Do they have the skills you need to take the hub forward? If not, how will they gain these skills?
7. Does your current team have the capacity to realise your goal or do you need to develop or add to your team to ensure success?
8. How much extra will investing in your hub's future cost and how will you find the money to pay for this?
9. How will your overheads be affected by growth?
10. How will you maintain your hub culture as it grows?

RELATED TOOLS

Mapping Your Stakeholders

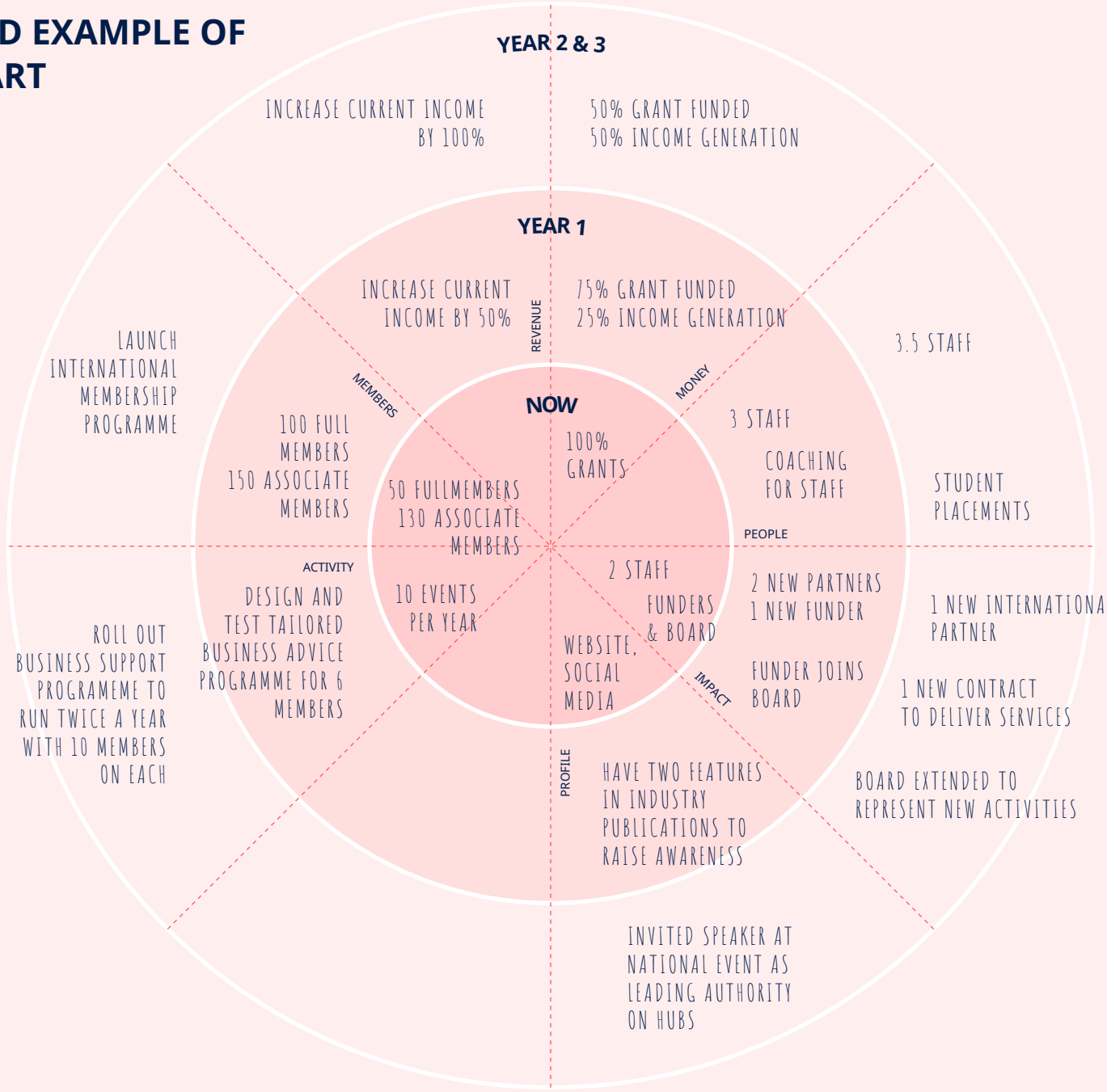
Persona Development

Activities to Offer

Theory of Change

Measuring Impact

COMPLETED EXAMPLE OF ORBIT CHART



3.5 Hub Action Plan

45

WHY USE THIS TOOL?

Completing a few tools for your hub is just the start of your journey. For ideas to have impact, you need to plan how you will put them into practice.

The amount of activities and variety of challenges a hub faces can feel overwhelming for any leader. Taking a structured approach to action means you stay focused on what needs to be done, what you are responsible for, who else can help and what difficulties you need to overcome. The Hub Action Plan tool helps you achieve this.

HOW WILL THIS TOOL HELP ME?

The Hub Action Plan tool helps you clearly state what needs to be done to move the plan for your hub forward. Knowing what you are responsible for and what you can delegate to others is vital so you don't feel overwhelmed.

Clearly defined tasks can protect you from becoming a bottleneck where actions are delayed or not completed. Delegating tasks can help you avoid burnout and ensure you are engaging the skills, knowledge and motivation of your team. Involving others in delivering actions is a powerful way to keep everyone involved and focused on the hub's purpose.

When actions are completed, celebrate your achievements!

HOW DO I USE THIS TOOL?

1 Review your completed tools and make a long list of activities you want to take forward.

2 Prioritise the three most important activities.

3 Consider having a mix of longer-term activities that require planning and easier tasks you can achieve more quickly. Quick wins will boost the team while tackling things long-term will help you think strategically.

4 Go through the tool from left to right, starting with the 'Action' you will take. Be as specific as you can, outlining each step from beginning to end.

5 Now think about the 'Resources' (e.g. equipment, space, training, information) you need to achieve this task. What might stand in your way and how will you overcome this?

6 In 'Lead', name the people who will be responsible for driving and delivering the action. Consider if they have the skills and focus to do so. If not, how they can be supported in their role? And who they will report to?

7 Then consider who else could help deliver this activity. In 'Support', name them and what skills or experience they can bring. Look outside of the hub to your partners, advisors and even your users as well as within your team.

8 Specify the timeframe for delivering the action. In 'Time', set a date and agree on this with your team.

9 As hub leader, consider how you will keep in touch with progress and ensure your delivery team is supported in their task. You might choose to have regular team updates, meetings or presentations.

10 When you achieve your goal, or key steps on that journey, remember to take time to celebrate your success!

RELATED TOOLS

Defining the Need

Activities to Offer

Theory of Change

Hub Business Canvas

BUILDING YOUR HUB TOOLS

3

3.1 Theory of Change

This tool will help you better understand the change you want to see. Map your path to creating change, from problem through to impact.

PROBLEM	STAKEHOLDERS	ACTIVITIES	IMPACT	EVIDENCE
What is the problem you are trying to address, or need you want to fulfill?	Who is it a problem for? And who else cares?	What action will you take to create change?	In the long term, what will happen as a result of your activities?	How will you show that your activities have achieved the intended impact?

The action I will take after completing this exercise is...

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3.2 Measuring Impact

This tool will help you think about how you measure your impact and create an evidence base to share your successes with confidence.

WHAT IS THE CHANGE YOU WANT TO SEE?

METRICS

What evidence will you gather? What are the impact measures you need to capture to see that the change is happening?

BASELINE DATA AND TARGETS

Where are you starting from? What data is available to show this? Having a baseline enables you to show a change has occurred.

SOURCES OF DATA

What people or documents can give you the information you need? What existing data is already out there?

DATA COLLECTION TOOLS

What tools and methods will you use to measure your impact? What is the best way to engage your beneficiaries? What can you automate?

DATA COLLECTION FREQUENCY

How often and at what points will you collect data to understand the impact of your activities?

The action I will take after completing this exercise is...

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3.3 Hub Business Canvas

This tool will help you break down your hub offer and develop a clear plan to launch, sustain or grow your hub.

SOURCES OF DATA

KEY PARTNERS

Who are your key partners/ suppliers? What are their motivations?

HOW DO YOU DO IT?

KEY ACTIVITIES

What key activities does your value proposition require? What activities are most important for your user/audience relationships, distribution channels, revenue streams, etc.?

WHAT DO YOU NEED?

KEY RESOURCES

What key resources does your value proposition require?

WHAT DO YOU DO?

VALUE PROPOSITION

What core value do you deliver to your user/audience? Which needs are you satisfying?

HOW DO YOU INTERACT?

USER & AUDIENCE RELATIONSHIPS

What relationship does the user/ audience expect you to establish? How can you integrate that into your work in terms of cost and format?

HOW DO YOU REACH THEM?

DISTRIBUTION CHANNELS

Which channels work best to reach your user/audience? How much do they cost? How can they be integrated into you and your user/ audience routines?

WHO DO YOU HELP?

USER & AUDIENCE SEGMENTS

Which groups are you creating value for? Who is your most important user group/audience?

WHAT WILL IT COST?

COST STRUCTURE What is the cost of each of the resources needed to deliver your work? What are the direct and indirect costs? What are the total costs to deliver to the user/audience?

HOW MUCH WILL YOU MAKE?

REVENUE STREAM What will your users/audience pay for? How much are they willing to pay? How do they prefer to pay? How much revenue does this generate? How does this contribute to the overall hub revenue?

SOURCE: DIY TOOLKIT

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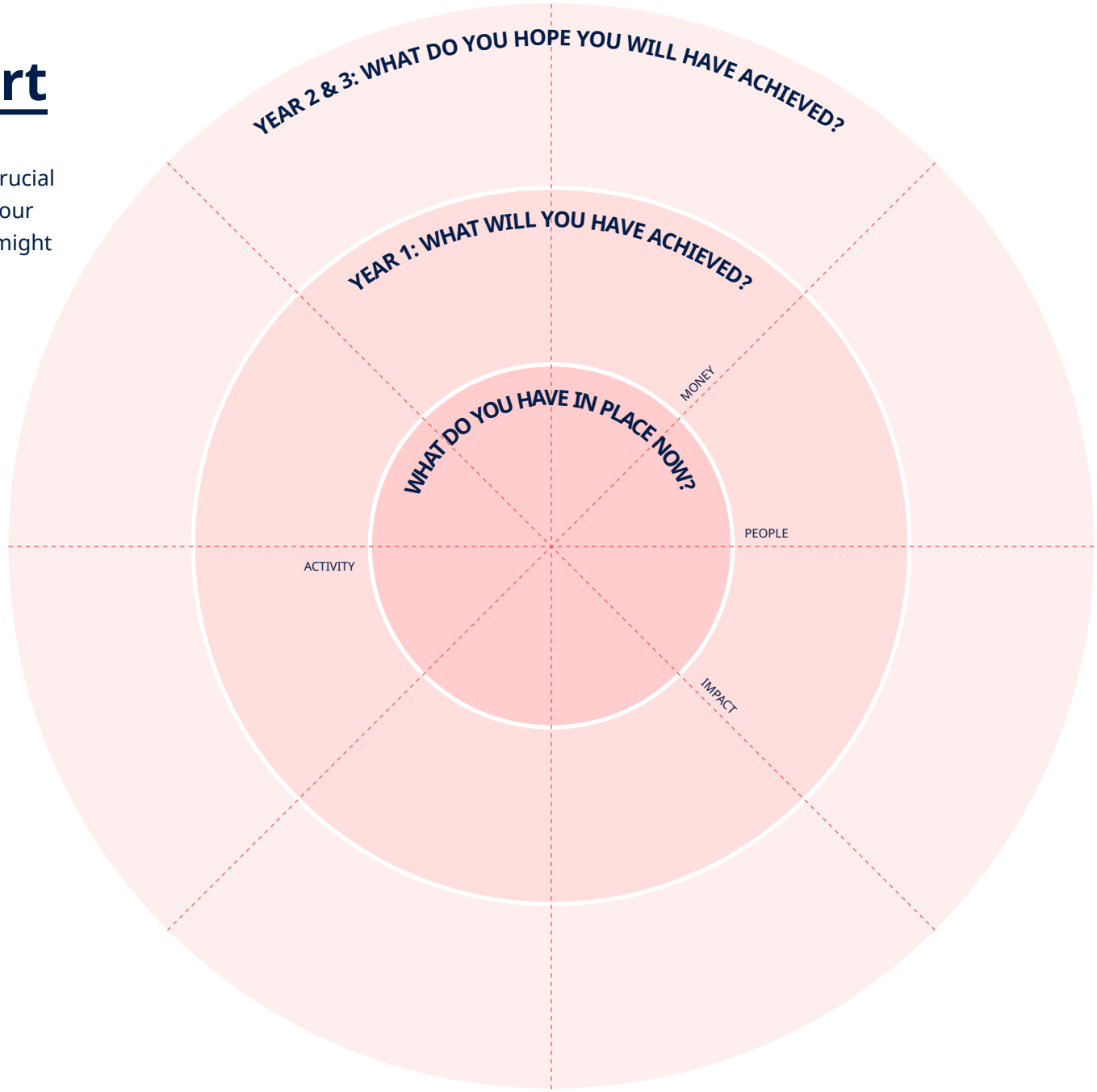
3.4 Orbit Chart

Use this tool to plan the crucial components to running your creative hub. Labels you might use could be: community management, events, programmes, etc.



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3.5 Hub Action Plan

This tool will help you detail what you need to have in place to take forward actions in a structured way. The more specific you are in planning, the more likely you are to achieve your goal.

	ACTION What will you do? Be specific – detail the steps you will take. Use action words.	RESOURCE What information, equipment, etc. do you need? Are there barriers you need to address?	LEAD Who is responsible? Do they have the experience, motivation, skills? Who do they report into?	SUPPORT Who else has relevant knowledge or experience? Think about your team and your wider network.	TIME When will it be done? When and how will you update on progress along the way?
PRIORITY 1 What is the name of this activity? Which tool did it come from?					
PRIORITY 2 What is the name of this activity? Which tool did it come from?					
PRIORITY 3 What is the name of this activity? Which tool did it come from?					

CREDIT: JOURNEY ASSOCIATES

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Additional Resources

The Creative Enterprise Toolkit: developed and published by Nesta and now translated into 12 languages by British Council.

Acknowledgements

Nesta, British Council and Hivos appreciate the individuals and organisations listed below for their contribution developing the content within this toolkit.

We'd like to thank all those involved in the testing and delivery of Creative Hubs Academy in Brazil, Indonesia, Kenya, Malawi, South Africa, Vietnam and Zimbabwe – including the brilliant trainers, our British Council and Hivos colleagues and, of course, the hub leaders.

We'd also like to thank Imogen Lawry, Diana Hidalgo, Isobel Roberts, Brooke Stuckey, Emma Dickson, Elena Oyon, Matt Payne, Georgina Innes and Glen Mehn.

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ABOUT NESTA

Nesta is an innovation foundation. For us, innovation means turning bold ideas into reality and changing lives for the better. We use our expertise, skills and funding in areas where there are big challenges facing society. Nesta is based in the UK and supported by a financial endowment. We work with partners around the globe to bring bold ideas to life to change the world for good.

nesta.org.uk

ABOUT THE BRITISH COUNCIL

The British Council is the UK's international organisation for cultural relations and educational opportunities. We work with over 100 countries in the fields of arts and culture, English language, education and civil society. Last year we reached over 80 million people directly and 791 million people overall including online, broadcasts and publications. We make a positive contribution to the countries we work with – changing lives by creating opportunities, building connections and engendering trust. Founded in 1934 we are a UK charity governed by Royal Charter and a UK public body. We receive a 15 per cent core funding grant from the UK government.

britishcouncil.org

ABOUT HIVOS

Hivos is an international social justice organization, seeking new and creative solutions to persistent global problems; solutions created by people taking their lives into their own hands. Together with our partners, we are building a positive counterbalancing force against discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. For 25 years, Hivos has supported the arts and cultural sector because we believe art has the power to question hegemonic structures in society, to create alternative narratives, imagine new realities, and bring about progressive social change. We work with creative hubs through different programs, among others Resource of Open Minds and BOOST. Hivos also organizes different Global Creative Hub meetings, such as our pan-African event African Crossroads, with editions in Marrakesh and Mombasa.

hivos.org

First edition 2020

The content for this toolkit has been created for the **Creative Hubs Academy**, a global learning offer developed by Nesta, Hivos and British Council.

In partnership with

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