

COMMUNICATION PLAN

Atlantic Social Lab

INDEX

<u>INTRODUCTION</u>	<u>3</u>
<u>STARTING POINTS</u>	<u>4</u>
<u>The Project</u>	<u>4</u>
<u>The Partners</u>	<u>5</u>
<u>Main Activities of the Project</u>	<u>6</u>
<u>Expected Final Results</u>	<u>8</u>
<u>Monitoring Indicators</u>	<u>9</u>
<u>Organizational Structure of the Project</u>	<u>11</u>
<u>EU Communication requirements</u>	<u>12</u>
<u>COMUNICATION OBJECTIVES</u>	<u>13</u>
<u>RECIPIENTS</u>	<u>15</u>
<u>THE MESSAGES</u>	<u>16</u>
<u>COMMUNICATION TOOLS AND ACTIVITIES</u>	<u>18</u>
<u>TIMELINE</u>	<u>23</u>

INTRODUCTION

As a beneficiary of the Interreg Program, the Atlantic Social Lab Project wants to contribute to the reinforcement of territorial cooperation; the promotion of exchange and collaboration networks; and the strengthening of the cultural, economic and social ties of the Atlantic Area.

With this aim, the dissemination and communication of the results of Atlantic Social Lab, as well as being a commitment of the projects co-financed by the Interreg Atlantic Area Program, is a first-order objective for the project partners, conscious on the fact that communication will play a decisive role in achieving the objectives established.

Furthermore, we know that the ability to communicate impact of any transnational project determines, to a large extent, its success.

This is the main reason that special attention should be paid to this activity which, in order to meet its objectives, requires strategic planning and effective management attentive to the development of the project execution.

We could say that the efficiency in the communication work of the Atlantic Social Lab Project would be determined by a combination of the

fulfilment of the objectives set out in the approved candidacy, and a creative follow-up of the rhythms, priorities and times marked by its leading and management bodies.

The strategic planning of communication necessarily leads to the elaboration of a Communication Plan. In addition to that, the monitoring of the execution of the program demands the sufficient elasticity to adapt this planning to the needs of each specific moment.

This small introductory reflection leads us to take into consideration the starting points of the Project; pay attention to the moment its execution goes through; the communication tools available and the organizational decisions necessary to make the most of the resources available.



STARTING POINTS

In this section, we will consider the following elements:

- ▶ The Project
- ▶ The partners
- ▶ The main activities of the Project
- ▶ Expected final results
- ▶ The defined indicators of monitoring and control.
- ▶ The organizational structure of the Project.
- ▶ EU communication requirements.

The Project

Atlantic Social Lab is a project co-financed by the Interreg Atlantic Area Program, within its number one priority: innovation and competitiveness.

"Atlantic Social Lab helps create an Atlantic social innovation ecosystem that will allow the application of formulas and solutions to boost social innovation in the public sector, in companies and NGOs, thanks to transnational cooperation. The project will promote integrated strategies and social innovation plans in order to respond to society's new challenges and opportunities in the cooperation field. "

The specific thematic areas of intervention for the project will be the following:

1. Social innovation and welfare services
2. Social innovation and active public engagement
3. Green inclusive economy
4. Social economy and social responsibility in the private sector.

The Partners

The Project partners cover the five countries included in the Atlantic Area. Seven of the nine Project partners have territorial responsibilities and competences in social matters and, therefore, have direct contact with the final beneficiaries of the actions.

Partners 3 and 9 (Glasgow Caledonian University and the Center for Social Studies of the University of Coimbra) will act as academic and quality control advisors to monitor, guide and produce the final policy documents and the assessment toolkit based on the ideas of the partners.

	List of partners	Region	Country
S1	Avilés Municipality	Principality of Asturias	Spain
S2	Santiago de Compostela Municipality	Galicia	Spain
S3	Glasgow Caledonian University	South Western Scotland	United Kingdom
S4	Enterprise North West.	Northern Ireland.	United Kingdom
S5	Cork City Council	Southern and Eastern.	Ireland
S6	Regional Chamber of Social and Solidarity Economy of Bretagne	Bretagne	France
S7	Agglomeration Community of Pau-Pyrénées	Aquitaine	France
S8	Center for Social Studies. Coimbra University	Center	Portugal
S9	Comunidade Intermunicipal do Ave	North	Portugal

Main Activities of the Project

The Program's application gathers a detailed compilation of the different activities to be developed in the Project. They are structured in 6 actions and the communication works are collected in Action 2.

Communication works appear as one of the transversal activities of the Project. They detail the different tasks to be developed, the objectives pursued, the main tools for their implementation, etc.

We compile below a summary of the six actions planned with its main measures. Likewise, for each one of the measures we also specify the particular or deliverable results expected.

ACTION	MESURE	DELIVERABLE
ACTION 1. PROJECT MANAGEMENT	1.1. Scheme Management System	<i>Partnership Agreement</i>
	1.2. Management Reporting and Audit Trail Mechanism	<i>Progress Report</i>
	1.3. Internal Communication Tools	<i>Internal Communication Tools</i>
	1.4. Risk and Quality Management	<i>Interim and Final Evaluation Report</i>
ACTION 2. COMMUNICATION	2.1. Communication and Dissemination Plan	<i>Communication Plan and Project Visual Identity</i>
	2.2. Project website and Online Strategy	<i>Website and social networking</i>
	2.3. Project Leaflet and Promotional materials	<i>Project Leaflet and Promotional Materials</i>
	2.4. Best Practices Short Videos	<i>Shot Videos</i>
	2.5. Media Coverage	<i>Press Notes</i>
ACTION 3. CAPITALIZATION	3.1. Capitalization and Exploitation Plan	<i>Capitalization Plan</i>
	3.2. Atlantic Social Lab Networking	<i>Networking events</i>
	3.3. Atlantic Social Lab Ambassadors	<i>Atlantic Social Lab Ambassadors</i>
	3.4. Capacity Building Events	<i>Capacity Building Workshops</i>
	3.5. Final Conference and Capitalization Event	<i>Final Summit</i>

ACTION	MESURE	DELIVERABLE
ACTION 4. ATLANTIC SOCIAL INNOVATION MAPPING	4.1. Mapping and Analysis of the Social Need.	<i>Social Innovation Partners SWOT</i>
	4.2. Stakeholders Partnership	<i>Stakeholders Working Groups</i>
	4.3. Social Needs in the Atlantic Area and Benchmarking.	<i>Social Needs in the Atlantic Area Joint Report</i>
ACTION 5. ATLANTIC ACTION PLAN IN SOCIAL INNOVATION	5.1. Social Innovation Working Groups	<i>Social Innovation Working Groups Meetings</i>
	5.2. Testing on the Field Through Pilot Actions	<i>Pilot Actions</i>
	5.3. Study Visits	<i>Study Visits Reports</i>
	5.4. Atlantic Social Innovation Action Plan	<i>Atlantic Social Innovation Action Plan</i>
ACTION 6. ATLANTIC SOCIAL INNOVATION OBSERVATORY	6.1. Social and Economic Evaluation	<i>Atlantic Social Innovation Evaluation Tool Kit</i>
	6.2. Social Innovation Workshops	<i>Social Innovation Workshops</i>
	6.3. Social Innovation Lighthouse	<i>Social Innovation Trend Reports</i>

Expected Final Results

At the very least, you are told that at the end of the project we will have the following concrete results:

- ▶ 7 Pilot actions implemented to test social innovation initiatives in the five countries within the framework of the four thematic areas selected.
- ▶ 4 technical and scientific publications focusing on the key ideas of each of the four working groups.
- ▶ 4 policies, strategy and operational instruments:
 - Mapping of social needs in the Atlantic area
 - Action plan for Atlantic social innovation
 - Benchmarking of good practices of pilot actions
 - Atlantic Observatory of monitoring social innovation
- ▶ Various actions for the dissemination and capitalization of results:
 - Communication and capitalization strategy
 - Web platform on initiatives of social innovation in the Atlantic area
 - Short films on best practices
 - Other promotional materials
- ▶ 900 participants in actions for the dissemination and capitalization of results:
 - Atlantic Conference on Social Innovation
 - Events of local dissemination
 - Regional working groups

Monitoring Indicators

The indicators established for the monitoring of the activities - those regarding communication- are another essential instrument to measure the degree of fulfillment of the objectives pursued, and to improve on a safe analytical basis.

With this in mind, the planned intermediate evaluation of the Program can be an opportunity to correct the orientation of communication work, implementing new mechanisms, reinforcing the existing ones, modifying the intensities, etc.

In the following table, the control indicators established for the activities of the Project are collected.

Indicator	Objective value
Overall	
Project reports	21
Internal project meetings and events	21
Project newsletters and other information documents	21
Number of participants in actions for the dissemination and capitalisation of results	4,340
Number of participants in actions for the dissemination and capitalisation of results	37
Number of policy, strategy and operational instruments produced	4
Number of case studies and pilot actions implemented	7
Number of technical and scientific publications produced	4
By activity	
1.2. Progress report	5
1.4. Interim and Final Evaluation Report	2
2.1. Communication Plan and project visual identity	1
2.2. Number of participants in action for the dissemination and capitalisation of results (website and social networking)	4,000
2.3. Project leaflet and promotional materials	2
2.4. Short videos	7
2.5. Press notes	18
3.1. Nº of actions of Capitalization (Capitalization Plan)	1

Indicator	Objective value
3.2. Networking events	18
3.3. Atlantic Social Lab Ambassadors	9
3.4. Number of participants in capitalization events (Capacity Building Workshops)	140
3.4. Number of participants in capitalization events (Social Atlantic Summit)	80
4.1. Social innovation partners SWOT	7
4.1. Stakeholders working groups	7
5.2. Pilot actions	7
5.2. Study visits report	7

Organizational Structure of the Project

Another aspect to be considered is the way in which the management of the Program is organized, as we believe it is relevant for communication, both internally and externally.

The Atlantic Social Lab Project involves very diverse and complex actions, with sometimes shared responsibilities and others delegated to some of the partners. Furthermore, it is developed in a wide, diverse and multilingual territorial space.

Therefore, if we want the actions of communication to be effective and coherent, to follow the programmed sequences and objectives and, at the same time, to be muscled and with reaction capacity enough to face any vicissitudes that would occur during the execution of the Project, it seems appropriate to organize its tasks.

Atlantic Social Lab is organized through a Steering Committee with representation of each one of the nine partners. This Committee has the maximum responsibility in the execution of the Program and is chaired by the main partner (Avilés Municipality). In this sense, the considerations and agreements gathered in the minutes of the Steering Committee of Atlantic Social Lab will be a substantial part of the communication planning and its monitoring.

The Steering Committee is expected to hold face-to-face meetings on a quarterly basis in the different participating cities. In addition to these general meetings, other videoconferencing meetings will be held, as well as all kinds of ad hoc contacts to solve and coordinate specific issues in the implementation of the project.

The internal organization of Atlantic Social Lab also has a financial coordinator and a project coordinator per partner.

With regard to the communication, partner 2 (Santiago de Compostela Municipality) is responsible for coordinating a large part of its actions. However, for their success, complicity and coordination with all partners is required.

For this purpose, the application of this Communication Plan must rely on the decisions of the Steering Committee and be supported by the coordinating people of the project for the implementation of the different activities.

EU Communication requirements

Finally, and to complete the starting points to be considered, we must take into account the requirements of the European Union - Interreg Atlantic Area Program and ERDF in this case - in regard to the general rules of communication and, in particular, to the uses of the symbolism of the Program and the Union.

All project beneficiaries undertake that all documentation and material elaborated within the framework of the Program should mention that they were carried out through the co-financing of the European Union and, in this case, the Territorial Cooperation Program of the Atlantic Area.

In summary, it will be mandatory for the documentation of the Atlantic Social Lab project to insert in all its media produced in paper format (reports, newsletters, brochures ...) or in electronic format (presentations, web page ...) the logos of the Program, together with that of the European Union and the funds that finance the project (ERDF)¹, with the aim of informing the public about the actions carried out by the European Union.

The detailed information on the correct uses of this symbolism, which will not be delved in this point, derive from the following documents:

- ▶ Section 2.2 of Annex XII of the Common Benefit Regulation (EU) Nº 1303/2013, which establishes the responsibilities of the beneficiaries regarding information and communication measures for the public.
- ▶ Articles 4, 5 and Annex II of Implementing Regulation (EU) No. 821/2014 which establishes the rules to comply with EU visibility and support from the ERDF.
- ▶ The Grant Contract establishes the responsibilities and duties of the beneficiaries in the matters of publicity, communication and project branding.

¹ The use of the new Atlantic Area logo ensures recognition of the EU support and the co-financing of ERDF

COMMUNICATION OBJECTIVES

As mentioned above, it is necessary to seek promotion and dissemination to the widest possible audience of the full spectrum of the objectives, and above all, of the project results.

It is necessary, for us to agree on the objectives of the communication strategy and we must bear in mind all we have developed up to this moment regarding the plurality of planned activities, the results expected, and the various conditions for the dissemination of the Atlantic Social Lab. Project.

Likewise, we will have to assess the different publics that we are going to address, without forgetting the necessary intercommunication between the partners.

Effective internal communication will be part of the strategy as a guarantee of structuring and systematizing all information; to ensure an effective and transparent project management; to build a fluid relationship between the parties directly involved that result in a greater coherence and power of the communicative impacts.

In order to cover the Project's communication objectives, the Plan contemplates both measures centered on internal communication of the Project, and others oriented to External Communication.

Specific objectives of internal communication include:

- ▶ Create an effective flow of information among project partners, organizing efficient communication between the participating institutions.
- ▶ To systematize the communication between the partners, especially between the partners and the lead partner, since the correct management and execution of the project is dependent upon achieving this.
- ▶ Structure the distribution of responsibilities in the field of communication.
- ▶ Disseminate the progress made and the results obtained during the project.
- ▶ Make the most of the available communication tools, both the ones already implemented, as well as future ones.

Regarding the **specific objectives of external communication**, we will highlight:

- ▶ Dissemination and awareness-raising of the Project among the target audiences of the Atlantic Social Lab, specifically the partnership; the project's aims and objectives; how it is financed, its progress; etc.
- ▶ Carry out effective, transparent, attractive and understandable communication throughout society regarding the objectives of the project, its results and the implicit values within it.
- ▶ Provide a documentary base and reference material for the realization of future works or studies from public institutions and interested entities.

- ▶ Disseminate new knowledge or reference material for political, local, regional, national and European decision makers.
- ▶ Disseminate and make available all relevant project information to the main beneficiaries involved and interested in the project.
- ▶ Promotion of the transfer and applicability of project results at regional and European levels.
- ▶ Contribute to the formation and dissemination of results among specialized publics and the scientific community.
- ▶ Contribute to the construction of solid, extendable cooperation networks with practical and lasting results.

RECIPIENTS

The activities of communication and dissemination of the Atlantic Social Lab Project must orient the messages and information to groups of targeted or segmented recipients.

An effective communication strategy needs to know the target audiences it is targeting. In the case of the works to be developed by Atlantic Social Lab, we believe that they are of interest to a wide and diverse audience and, in addition, their results will benefit the different types of public and entities involved, both public and private.

We will structure the target audience of the Project based on the degree of relationship and relevance with the project, its activities and the expected results. We will organize them in three groups: Direct recipients, indirect recipients and the general public.

Direct recipients.

They would be the final beneficiaries of the actions of the project, such as:

- ▶ Local communities, people at risk of social exclusion.
- ▶ NGOs and associations supporting vulnerable groups.
- ▶ Social entrepreneurs.
- ▶ Third sector, through the associations of interested parties

Indirect recipients.

The beneficiaries would be in a second level, namely those who would use the resulting developments, policies and intervention instruments created by the Project, as well as the media. Among them:

- ▶ Policy-makers including local and regional authorities and in particular those related to social affairs, employment services and economic development:
- ▶ Media professionals (generalists and specialists):
- ▶ The scientific and professional community involved in finding solutions to social challenges through social innovation;
- ▶ Social economy companies.

General public

For the issues addressed by this project, it is clear that it is of general interest for the whole of the citizens of the Atlantic Area.

THE MESSAGES

Communication messages should summarize the "essence" of the project. They must be adapted, both to the moment of the development of Atlantic Social Lab, as well as the typology of the advertising or informative support in question, and the target audience.

Being simple and concrete, they become the basis for all broadcasting activities and must be relevant to the target audience of each territory.

These messages, embedded in the general objectives of the Interreg Atlantic Area Program - "achieve significant and tangible progress towards the cohesive, sustainable and balanced territorial development of the Atlantic regions and their maritime heritage" - must keep in mind the specific objectives of the Atlantic Social Lab Project by highlighting the added value and the benefits it will bring.

The message -the essential objective- of the Project could be summarized as follows:

An inclusive, green and participatory Atlantic area through social innovation.

But beyond general messages, we also need to build jointly between all the partners, the local, regional or general messages indicated, taking into account the different public previously defined.

Taking the objectives as a starting point and crossing them with the audiences or target groups of the communication, we must find the appropriate messages.

As an example of key messages to be transmitted to the different recipients:

- ▶ Appeal to the importance and responsibility of the management and government bodies in social matters, in order to contribute to the strengthening of their policies through both proven devices and tools of social innovation.
- ▶ The importance of taking advantage of the knowledge and experience of the Project to sensitize and train the technical personnel of the institutions / organizations / companies ...
- ▶ At a time of social needs dissatisfied and / or aggravated by severe budgetary constraints, social innovation mechanisms can be an opportunity or an answer.
- ▶ Social innovation is useful / necessary because it helps to build an inclusive / more egalitarian / solidarity / committed / citizen community / with open institutions /, participatory / green / sustainable / committed to social economy ...

On the other hand, we believe it is essential not to forget that Atlantic Social Lab seeks concrete objectives, practical and extensible in many territories, in the modelling of actions, in training, in lobbying actions to ensure that interested groups and local authorities adopt and adapt the conclusions and studies provided in the Program, etc.

Finally, we believe that the impacts of the communication of the Project can - and in our view must - reinforce / complement local public policies of a social nature that are being developed in the territories of the partners.

In this way, in addition to showing coherence in public governance, we will be reinforcing the two action universes.

That is, on the one hand, the dissemination of the activities of the Project reinforce local public policies of cities -and areas of territorial influence- and, on the other hand, the dissemination of local policies reinforce the Project and objectives of the Atlantic Social Lab and the exchange of experiences and cooperation between your partnership.

In this way, in addition to transmitting the background values that inspire Atlantic Social Lab, we are building self-awareness and self-esteem in the local population.

COMMUNICATION TOOLS AND ACTIVITIES

Another cornerstone of the communication and dissemination strategy would be the definition of precise communication tools and actions that, evidently, should be adapted to the target groups defined in this Plan.

We emphasize all these actions and tools in a broad sense, that is, whenever we understand that in these activities the communication works are concerned.

- ▶ **Corporate Identity²**
 - Creation of a Logo.
 - Definition of Corporate Image and basic applications of use.
- ▶ **Website of the project**
 - Link to the Sites of each partner.
 - Link to social networks.
 - Neuralgic center and organizer of the Communication, offering direct and updated information of all the relevant aspects of the Project.
- ▶ **Intranet for partners on the Web.**
 - Access profiles enabled and secure for each partner.
 - File or repository of documents. (Upload and download).
 - An important tool for internal communication
- ▶ **Social networks**
 - Creation of profiles in social networks
 - * on Facebook if the recipients are NGOs, associations, social entrepreneurs.
 - * on twitter if the recipients are local and regional authorities.
 - ➡ Each partner should share on its own socialnet work page the articles shared by ASL social network which can be useful to his local partners.
- ▶ **Promotional Material:**

Action/tool	Target Groups	Responsible partner
Brochures with general project information, or disclosing specific information on relevant activities, events or publications	Public in general	Basic Project brochures: Santiago The rest: partners
Short videos showing success stories about social innovation initiatives.	Public in general	Partners

² Gathered in the Annex to this Plan

Action/tool	Target Groups	Responsible partner
Stationery and promotional material for training seminars, press conferences, meetings, workshops, lobbying actions, presentations of Publications and Studies, Final Conference ...	All kinds of recipients, though focused on specialized audiences, interested parties and administrations.	Basic Project brochures: Santiago The rest: partners
Presentation letters and invitations to prescribers and social agents.	All kinds of recipients, though focused on specialized audiences, interested parties and administrations.	Partners
Items for decorating meeting spaces (Rollers, posters ...).	Public in general	Partners
Merchandising (...)	Public in general	Partners

► **Working with the media:**

Action/tool	Responsible partner
Press releases	Santiago
Announcements of press conferences.	Regularly published: Santiago. Ensuring regional media coverage and provide information: each partner.
Informative Dossiers	Partners
Articles in specialized or generalist publications.	Partners
News introduction on the website.	Regularly published: Santiago. Other information: each partner.
Merchandising (...)	Partners

► **Events:**

Action/tool	Responsible partner
Meetings of the Steering Committee	Coordination between Santiago and the WP3 Capitalization partner
Presentations of Studies / Action Plans.	
Network events (networking)	
Meetings / workshops / interviews for lobbying	
Events of local dissemination	
Local or regional work groups	
Pilot actions	
Study visits	
Final Project Conference	

► **Publications and Reference Studies:**

Action/tool	Responsible partner
Monitoring and evaluation reports	Coordination among Santiago , the WP3 Capitalization partner and the WP6. Atlantic Social Innovation Observatory partner
Materials for Training Actions.	
Reports and Recommendations	
Studies	
Reports from study visits	
Reports of trends in social innovation	
Atlantic social innovation assessment toolkit	
Action Plan for Social Innovation in the Atlantic	

It covers different lines of action, typologies and diffusion tools, which we can also link with the target groups to which they are addressed and the level of dissemination they intend, as shown in the following table.

Activities	Target Groups	Diffusion	Responsible partner	When
Website of the project	Public in general	International	Santiago	From January 2018
Intranet for partners on the Web.	Partners	Regional	Santiago	From January 2018
Social networks	Public in general	International	Santiago	From January 2018
Promotional Material: Brochures, stationery, rollers, posters, merchandising (...)	All kinds of recipients, though focused on specialized audiences, interested parties and administrations.	Local, Regional	Basic Project brochures: Santiago The rest: partners	From January 2018
Short videos	Public in general	International	partners	2019
Working with the media: Press releases, press conferences, Informative Dossiers, Articles, news...	Public in general	Local, Regional, International	Regularly published: Santiago. Ensuring regional media coverage and provide information: each partner.	during the project's lifetime
Events: Meetings, Presentations of Studies, Network events, work groups, local disseminations...	All kinds of recipients, though focused on specialized audiences, interested parties and administrations.	Local, Regional, International	ensuring regional media coverage and provide information: each partner	during the project's lifetime

Activities	Target Groups	Diffusion	Responsible partner	When
Publications and Reference Studies	All kinds of recipients, though focused on specialized audiences and administrations.	Local, Regional, International	Thematic working groups	during the project's lifetime

Indicator	Value
Website and social networking	4000
Promotional Material: Brochures, stationery, rollers, posters, merchandising (...)	2
Short videos	7
Working with the media: Press releases, press conferences, Informative Dossiers, Articles, news...	100
Events: Meetings, Presentations of Studies, Network events, work groups, local disseminations...	40
Publications and Reference Studies	4

Finally, it seems necessary to collect the detailed planning in this document through a Gantt Diagram and an update of the most important Communication activities.

