CRE:HUB
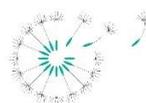
Policies for Cultural Creative Industries: the hub for innovative regional development

Roadmap:
Cultural and Creative Industry in Navarre

Responsible partner: Navarre Region

Status: final

15/12/2017

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1. Introduction

According to the Application Form of CRE:HUB, the 8 Roadmaps by all project partners have to be **delivered by the end of 2nd semester**. The purpose of Roadmaps is to prepare the basis of the Action Plans of project partners, which are due **at the end of 5th semester**.

According to the Application Form as result of research conducted for the State of Art report and CCI Barrier & Solution Analysis, each region is able to outline **a Roadmap as a framework for the Action Plan**. Then, an integrated mutual assessment & learning is carried out to further investigate identified valuable practices and simultaneously increase capacities of all regional relevant stakeholders. The Action is, in fact, structured by:

a) On-field evaluations (peer review) in each region: 2 experts (from other partners with relevant skills) assess system and Roadmap of hosting region and provide inputs to improve policy system, adopt new measures/policies and **convert Roadmap into action plan**. Visiting experts hold a local workshop and directly interact with local stakeholders group producing a mutual learning process

b) Study visits: participants in the study visits are representatives of partners and/or /managing authorities, stakeholder groups. The aim of the study visits is to share and learn partners experiences, building and strengthening interregional relationships among partners, other policy makers and stakeholders. At the end of study visits, participating representatives hold a specific working session of stakeholders group to spread knowledge and experience.

The Roadmap is the preliminary framework of the Action Plan. It will also serve for an integrated mutual assessment & learning by peer reviews by each hosting partner presenting its Roadmap to visiting experts. The aim is to receive important suggestions and inputs by partners with the relevant capacity/skill in order to improve the policy system, adopt new measures/policies and refine the Roadmap. In addition, **each stakeholder group is involved in outlining the Roadmap**: it actively participates in regional workshops aiming at sharing and refining the Roadmap.

1.1 Methodology

The Roadmap is based both on the State of Art report (specifically SWOT and good practices' analysis) and on the CCI Barrier & Solution analysis. The Roadmap includes **the list of proposed activities** (which is based mainly on the Barrier & Solution and SWOT analyses) towards **goals to be achieved**, the **allocation of responsibilities to the players**, the **allocation of resources** (budget, materials, equipment, etc.) if relevant, a **timing** and a **monitoring** of the fulfilment and the impact of the Roadmap implementation.

The Action Plan focuses on the selected number of specific actions, while the Roadmap is proposing a larger number of actions against particular goals defined during the research work, peer reviews and discussions with stakeholders. Therefore, the scope of Roadmap is wider than the one of the Action Plan, while the Action Plan is putting a focus on the selected number of specific actions. A key issue is the involvement of policy makers and public authorities in the Action Plan.

1.2 Short description of the CRE:HUB project

The project "Policies for cultural CREative industries: the HUB for innovative regional development" (CRE:HUB) started on April 2016 and it will continue until the end of September 2020. It's divided into two phases:

1) Phase 1. 01.04.2016 – 30.09.2018;

2) Phase 2. 01.10.2018 – 30.09.2020.

During the Phase 1 all eight project partners following their Roadmaps will develop Action Plans for improving cultural and creative industries (CCI) in their regions. During the Phase 2 the implementation of Action Plans will take place.

In the project context CCIs represent highly innovative SMEs and their promotion can effectively increase regional competitiveness and job creation capacity. For participating regions CCIs represent a strategic sector of development as underlined in many of their RIS3 documents. Despite the dynamic and innovative field of action, CCIs encounter difficulties in access to credit and lack resources to enhance their competitiveness on the global market, building effective partnerships, extending their activity to other countries. CRE:HUB overall objective is to improve 8 programmes for Investment for Growth and Employment (TO3), to support creation and development of new SMEs in CC sector at regional and national level through fruitful cooperation among regions with different level of capacities and experiences in CCIs supporting policies.

1.3 General Partner information

Partner organisation: Government of Navarre Region, Department for Culture, Sport and Youth

Country: Spain

NUTS2 region: Navarre ES22

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2. Policy instruments to be addressed

- o <u>Investment for Growth and Jobs programme (Policy instrument 1)</u>
- o European Territorial Cooperation programme (Policy instrument 2)
- o Other regional development policy instrument (please, identify) (Policy instrument 3)

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2.1 Background

The cultural creative sector in Navarra, mainly made up of micro SMEs and freelances, consisted of 2,370 companies in 2013, corresponding to 5,8 % of the total enterprises in Navarre, and generating 2.55% of employment with a total of 6350 employees. On national level, in 2014, CCI enterprises constituted a 3,5% of all enterprises and generated 3% of employment. CCI enterprises in Navarre face several challenges, amongst them sector fragmentation, lack of professional contacts and opportunities, lack of capital and of management capacity, and very limited national and international presence. SMEs from this sector need support for achieving growth in regional, national and international markets to seize the opportunity of the growing EU market. Their main needs are "internationalization" to increase the number of consumers, share knowledge, networking for promotion and joint activities and to increase mobility.

Within the strategic commitments of the RIS3 PRIORITIES and the future Strategic Plan for Culture of Navarre, CCIs are considered as "new opportunities" for regional development. Fiscal incentives to attract production companies is one of the two instruments recently launched by the region. It will promote growth mainly for audio-visual and movies subsectors, that could act as driver for the rest of creative and cultural sectors creating new scenarios for growth. The other instrument, the Law on Cultural Sponsorship, - private capital supporting culture – promises to generate further cultural and socio-economic development and enhance entrepreneurial growth.

To further help develop the sector, the Culture Department needs access to data on CCIs, coordinate with other policy areas and to improve the support for CCI SMEs. CCIs in Navarre would benefit from improved and tailor-made support systems, directed mainly to assistance in the first life phases of CCIs, enhancement of entrepreneurial capacities, internationalization, and clustering.

2.2 Targeted policy document Nº 1

"Enhancement of SME competitiveness" is Objective 3 of the Navarra ERDF 2014-2020 Operational Programme and it is targeted towards the improvement of productivity and efficiency of SMEs as well as to adapt the productive system towards higher added value activities. One of the investment priorities under this thematic objective is "3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process".

The specific objective is to promote the growth and consolidation of SMEs, particularly improving their financing, technology and access to advanced services.

The policy instrument should enable both the access of CCI companies to investments but also to support services within business incubators and business accelerators.

2.3 Defined goals

1. Services for SMEs' start up and entrepreneurs

2. Methods to organise calls and select SMEs start up projects

3. SMEs network development

CRE:HUB actions will allow an improvement of the above mentioned policy instrument through a change in its management, implementing a new approach to the way thematic calls are organised and projects are selected in order to increase the number of SMEs from this sector gaining access to ERDF funds and the implementation of a new monitoring system of the CCIs policies. New support services tailored for cultural and creative SMEs addressed to both, individual SMEs (micro and self-employed), and clustering to reinforce their internationalisation activities are envisaged.

2.4 Planned actions towards implementing CRE:HUB project

1. Exchange of experience, knowledge and practices with other project partners;
2. Transfer of knowledge and good practices in the CRE:HUB framework;
3. Defining problems and possible solutions to achieve defined goals through the regional analysis, SWOT analysis, Barrier&Solution analysis as well as learning from partners;
4. Preparation of recommendations for policy makers;
5. Based on the project experience (good practices, peer reviews, interregional learning, etc.) and work with stakeholders, elaboration of the Roadmap for the Action Plan;
6. Preparation of the Action Plan;
7. Implementation of the Action Plan;

Achieved policy changes shall be tailored to meet specific CCIs needs, such as creation of partnerships and collaborations among different industries, promotion of internationalization, enhancing entrepreneurial capacities, etc.

2.5 Performance indicator

N. of new support services tailored for cultural and creative SMEs addressed to both, individual SMEs (micro and self-employed)

2.6 Stakeholders

Other areas of the Department of Culture, Department of Economics, Navarre Development Agency SODENA, CEIN incubator, Chamber of Commerce and Industry, municipalities and regional authorities, professional associations of creative industries, cultural institutions, education institutions, self-employed persons, etc.

3. Activities to implement the project goals

Activities (measures) under Policy instrument 1 - Investment for Growth and Jobs programme

Goals	Activities to implement the goals[1]	Resources	Timing of each activity	Players involved
A. Identify the sector in terms of its structure, specific behaviour and economic impact and **promote a shared vision** on CCIs amongst different stakeholders and key actors for the development of CCIs.	Identify a working definition of the CCI sector that is based on international standards for comparability and yet region-specific, and which is shared amongst the key actors Increase knowledge and data sources on the CCI sector: mapping and monitoring; line for Cultural Observatory	CRE:HUB; own funds (Government of Navarre, including Economic Department)	2018 - 2019	General Directorate and Section of Resources and Strategic Direction of the Culture Department; Departments of Economic Development and Industry SODENA Consorcio EDER Instituto Estadística de Navarra Universities

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[1] The list of possible activities to reach t defined goals.

B. Foster a regional (self-) perception and territorial vision for the CCI sector	Create platforms foster events to increase the visibility of the sector, increasing its recognition within and outside the region, and expanding markets into neighbouring and cross-border territories. Agglomerate existing platforms, improve communication amongst them; promote clusters, associations and networking.	CRE:HUB; Own funds (Government of Navarre, including Economic Department)	2018-2020	Cultural Activity Service of the Culture Department (MERKATUA) Euroregion and European Info Point Existing events e.g Biennal Arquitecture Economic Development and Tourism Departments
C. Improve accessibility of existing resources for the sector.	Create an open, shared database of cultural resources, particularly those relevant to the CCI sector. Eagle's eye perspective of the Government.	CRE:HUB; own funds (Government of Navarre)	2019-2020	Section of Resources and Strategic Direction of the Culture Department and IT Department of the Government of Navarre ANICC
D. Coordinate agents to collaborate on CCI specific policy development and on the improvement of existing services.	Implement new direct and indirect support instruments Adapt more services existing now for start-ups to CCI sector Special attention to: Focus on value chain, draw from existing potential, capacity building, promote for-profit organizational forms.	CRE:HUB; Own funds (Government of Navarre, including Economic Department)	2018-2020	Industry and Economic Development Departments City council of Pamplona (programme Pamplona Emprende) CEIN AIN

E. Promote culture as the forth pillar of sustainability.	Create a legal base that helps reinforce the commitment of public institutions to regional development through culture, fostering a deeper understanding of the culture value chain. Law on Right for Culture *(currently under construction)*	Own funds (Government of Navarre)	2018	Government of Navarre Departments Local administrations Federation of municipalities Association of Cultural Management Professionals