



CRE:HUB

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

ACTION PLAN: NAVARRE



1. GENERAL INFORMATION

Project	CRE:HUB
Policy instrument addressed	Strategic Plan for Culture of Navarre 2017-2023 (PECN) Strategic axis 10, "Cultural and Creative Industries"
Partner organisation	Government of Navarre, Department for Culture, Sports and Youth
Country	Spain
NUTS2 region	Navarre ES22
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2. INTRODUCTION

2.1 CRE:HUB project

CRE:HUB project brings together eight regions that consider Cultural and Creative Industries (CCIs) a strategic sector of development and want to create new enterprises and to support the existing ones working in this field. Even though cultural and creative industries (CCIs) are a relatively new concept in the European Union (EU), they appeared at the beginning of the 21st century in most countries. The role of CCIs serves as an important driving element in economic and innovation development¹.

CCIs are facing many problems, among others:

- CCIs have difficulties in access to credit and lack resources to enhance their competitiveness on the global market, build effective partnerships, extend their activity to other countries.
- CCIs represent an innovative branch of business and have the potential to increase regional competitiveness and job creation capacity.

The research analyses completed in the framework of the CRE:HUB project demonstrate that the common challenges in the partner regions are mostly related to such issues as limited export performance, lack of managerial skills and experience to commercialise creative ideas, lack of financial resources that aid CCIs in enterprise growth (e.g. from self-employed unit to small or medium enterprise) difficulties in access of finances specific for CCIs, and poor cooperation between various CCIs stakeholders and others. Nevertheless, CRE:HUB project partners confirm that there is no one-size-fits-all picture of the CCIs as its individual sub-sectors are very heterogeneous in terms of company structures, employment, turnover, markets and business models, etc.²

The CRE:HUB project is implemented in two phases:

1. Exchange of experience (Phase 1: April 2016 - September 2018): Partners, experts, and stakeholders are learning one from each other. The project is oriented to whole regional CCIs policy and productive systems. The main activities are:
 - i. Production of regional analysis including:

¹ There is no universally accepted definition of cultural and creative industries (CCIs) due to its differing application and wide coverage over varying sectors. Policy makers, researchers and experts across the world apply diverse definitions and different activity areas (sub-sectors) that CCIs cover. Moreover, the fast-changing and interdisciplinary nature of the CCIs sector, the rapid development of technologies (digitalisation) and emergence of new sectors make it even more difficult to define CCIs as well.

² CRE:HUB (2018), Cultural and Creative Industries Joint Report.

- characteristics of CCI
 - stakeholders identification
 - SWOT analysis
 - Regional policy and innovation strategy for smart specialization (RIS3)
 - identification of regional best practices and lessons learned
 - preparation of the Action Plan
- ii. Local stakeholder group establishment and their involvement in
- regional analysis assessment
 - barrier and solution matrix definition
 - study visits to learn to share experiences and results with other regions involved
 - roadmap definition to develop Action Plans for improving cultural and creative industries (CCI) in their regions

2. Action Plans implementation (Phase 2: October 2018 – September 2020): Each region will improve eight programmes for Investment for Growth and Jobs that will concretely result in improvements of the management of policy instruments and in the implementation of new projects. Policy changes will be tailored to meet specific CCIs needs.

According to the Interreg Europe Programme Manual, each region involved in the cooperation project produces an action plan, specifying what will be done in the region to ensure that the lessons learned from the cooperation project are put into action. An action plan is a document providing details on how the lessons learned from the cooperation will be implemented in order to improve the policy instrument tackled within a given region. The document specifies the nature of the actions to be implemented, their time frame, the players involved, the costs (if any) and funding sources (if any).

The content of the Action Plan of Navarre is based on:

- analysis of the regional context,
- consideration of the policy instrument,
- consideration of the national context,
- description of existing CCI support instruments in regional policy,
- exchange of knowledge in the form of study visits, results of the peer reviews,
- good practices (CRE:HUB, INTERREG Europe, others),
- workshops with stakeholders.

The elaboration of the Action Plan is the result of intensive internal work of the Government of Navarre, particularly the Section for Resources and Strategic Development of the Culture Department, in close collaboration with the stakeholder group who have contributed valuable insights also in the earlier project steps that form the basis for the Action Plan: State of the Art Analysis of CCIs and the Roadmap. At different moments of the project, recommendations and input from other sections and the Directorate of the Department, as well as experts that carried out the commissioned studies on the sector, and the CRE:HUB peer review experts have additionally inspired the Action Plan.

2.2 Summary of CRE:HUB project findings in Navarre

The Autonomous Region of Navarre (Comunidad Foral de Navarre) is located in the northwest of Spain, bordering France along the Pyrenees Mountains, and counts 643.000 inhabitants. The capital city Pamplona / Iruñea agglomerates about half of Navarre's population and is the heart of the cultural, social and economic activity of the region. As one of the four self-governing regions of Spain, Navarre has its own fiscal system. The cultural and social characteristics of the region have created a favourable atmosphere for the development of various local CCIs sub-sectors. The cultural and ethnic uniqueness of Navarre drives heritage-related and architectural sectors, while its geography and favourable tax legislation have fostered film production and the audio-visual industry.

The cultural and creative sector in Navarra consists of about 2000 enterprises and freelancers and a total of about 5000 employees. The vast majority, 90%, of ICC companies in Navarra, have less than 2 workers. The strongest sector in number of enterprises is architecture, while the biggest enterprises with the greatest numbers of employees belong to the publishing sector. Other important subsectors are film and audio-visual production, communication and advertisement, design and cultural heritage related professions.³ Like in other CRE:HUB partner regions, no common definition of cultural and creative industries exists on regional level. In fact, CCIs have been practically absent from the political agenda in Navarre until 2016, when the Regional Specialization Strategy was updated to include the emerging sector of "Creative and Digital Industries" as strategic objective. The focus lies on the quickly growing audio-visual industry as well as innovative digital industries, revealing that only selected subsectors of CCIs are currently recognized as economically productive sectors by the regional decision-makers for economic development and entrepreneurial support. Regarding support for CCI start-ups and professionals, the regional development agency SODENA collaborates with clusters like CLAVNA (audio-visual sector). CCI enterprises and professionals can find general entrepreneurial and start-up support (not sector-related) in public and private coworkings and incubators (La Tierra Colabora; CEIN; centres for entrepreneurship and technology transfer at the

³ Gobierno de Navarra (2016), *Diagnostico de la situación de las Industrias culturales y creativas en Navarra*. Available at: <https://gobiernoabierto.navarra.es/es/participacion/procesos/1759/diagnostico-objetivos-del-plan-estrategico>

public and private universities) and several capacitating programmes (Pamplona Emprende, Chamber of Commerce, Navarre Service for Employment ...). Furthermore, there are periodic public grants to foster in-house innovation linked to the industrial and commercial economic sectors, which are interesting for areas such as graphic or fashion design.

The Department of Culture, Sports and Youth of the Government of Navarre takes a broader approach to cultural and creative industries that includes professionals related to heritage and the arts. Prior to the start of CRE:HUB, the Culture Department launched two successful pioneer initiatives to support agents of the cultural and creative field (2014): a law on cultural sponsorship with important tax incentives as a framework for public-private cooperation, and a law on attractive tax incentives for film and audio-visual production in Navarre (2016). There are regular calls to provide access to public funds for enterprises and professionals of traditional cultural sectors e.g. for edition, festivals, performing arts, etc. Since 2016, CCIs are increasingly considered new opportunities for regional development and are introduced in cultural policy with the general view of professionalization of Navarre's cultural sector. In 2017, the programme "Culture Think Tank" is created with regular open sessions providing for reflection, networking and capacity building on specific topics of interest for agents of the cultural and creative sectors. In the end of that year, the first edition of 948 MERKATUA Navarre's Fair of Arts takes place - the first CCI support initiative that can be considered a joint action of the Economic and Culture Departments and therefore a good practice shared amongst the CRE:HUB partners.

Taking advantage of the CRE:HUB interregional learning experience, and departing from its own vision on CCI sector development and within its own competences and possibilities, in the last two years the Culture Department has come to settle policy objectives for this new policy area, and to provide a framework for the development of future actions:

Law on Cultural Rights

Based on the legislative competencies of the Community of Navarre, the Law on Cultural Rights was under development in the Department of Culture, Sports and Youth at the time of the CRE:HUB interregional learning phase. After visiting partner regions with a more developed creative economy like Ljubljana, Trieste or Latvia, a common learning was that crucial aspects for the development of ICCs are the general presence of creative and entrepreneurial spirit, a society open to innovation and a background favourable to try-and-failure as well as collaboration. Coworking spaces and incubators unfold their full potential in areas with an already high density of knowledge transfer and innovation projects like Trieste, or when well connected to international innovative markets as is the POLIGON Creative Centre in Ljubljana. Strengthening all agents of the cultural sector, including those who act without profit, was therefore recognized an intrinsic part of the promotion of a living cultural and creative economy. The Law on Cultural Rights constituted an ideal opportunity to provide these insights with a legal framework: Article 17 on the Cultural and Creative Ecosystem was included to protect and foster the background for CCI development. Specifically, the article aims at widening the knowledge of, and

access to the ecosystem and its products, induce the creation of new projects and products, and promote its consideration and inclusion in the Regional Development Strategies. The Law on Cultural Rights will contribute significantly to an evolution in the sense of a cultural sector that is more connected, better shared, more participatory, richer in offer, more creative and innovative, and offering more professional opportunities for those who seek them.

Strategic Plan for Culture for Navarre

The programmatic agreement of the government elected in 2015 contained the production of a Strategic Plan for Culture for Navarre, that was elaborated starting from a diagnosis of reality and after a participatory process, in 2017 under the responsibility of the Section of Resources and Strategic Development which is also in charge of CRE:HUB. Inspired by the insights and best practice examples from the project partner regions as well as the by then advanced work on the CRE:HUB roadmap, one of the ten strategic axis of the Strategic Plan for Culture treats exclusively the promotion of cultural and creative industries, thus ensuring the CCIs sector considerable attention in the next years.

2.3 Main priorities where to focus efforts

Like in other CRE:HUB project partner regions, CCI enterprises in Navarre face several challenges. The SWOT analysis carried out within the CRE:HUB project revealed the image of a highly fragmented sector, which does not yet define itself as a sector, and lacks professional relationships between subsectors and even within the same sectors. The semi-professional or amateur nature of many agents may further threaten consolidation as an economic sector. Many companies depend on public financing, have a low degree of professionalization and, in the face of a lack of investment capacity, tend to work mainly in the small regional market. 23% of CCIs enterprises have Navarre as their main market and another 22% operate in the markets of Navarre and neighbouring regions of Spain, while the potential of the near-by international market (France) is mainly unexploited. There are indications of the drain of talent to places with a higher density of professionals, which means that members of the value chain are missing and must be subcontracted outside of Navarre. Nevertheless, there is also awareness of a great potential in cultural resources in Navarra and qualities such as perseverance in professional relationships, as well as the increasing presence of clusters and associations.

To promote the development of the sector, the Government of Navarre needs to dispose of more data on CCIs, coordinate with other policy areas and improve the specific support for CCI SMEs. CCI development in Navarre requires tailor-made support systems to increase professional opportunities, and programmes directed to the enhancement of entrepreneurial capacities including internationalization and innovation. The sector would benefit greatly from increased and shared

recognition of CCIs as an economic sector with a cultural background, and representation beyond the borders of Navarre.

Originally, the CRE:HUB project participation was developed and planned to be carried out within the Department for Economic Development, addressing the Operational Programme Navarra ERDF 2014-2020, Objective 3: Enhancement of SME competitiveness, Investment priority: 3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process with the specific objective is to promote the growth and consolidation of SMEs, particularly improving their financing, technology and access to advanced services. After the Foundation for the Development of Navarre MODERNA - involved in the CRE:HUB application process - was absorbed by the Regional Development instrument of the Government of Navarre, SODENA, in 2015, it was decided to carry out CRE:HUB within the Department for Culture, Youth and Sports. The intermediary organization of the Operational Programme for Navarre being the International Projection Service of the General Directorate for Economic, Entrepreneurial and Employment Policy (Servicio de Proyección Internacional de la Dirección General de Política Económica, Empresarial y Trabajo de Gobierno de Navarra), the current project partner does not possess direct access to OP-related funds. The Culture Department has worked towards the goals of the initial policy instrument by paying special attention to CCI enterprises and professionals throughout the project steps and attempted to link its actions to those of the Department for Economic Development, but the lack of a common understanding of CCIs as an economic sector in its own right, and the administrative obstacles of collaboration across departments have so far impeded joint actions within the framework of the initial policy instrument.

Therefore, at this point the PECN is the most powerful tool for the project partner to promote CCI sector development on regional level. Although all actions will have an indirect impact on the ERDF OP objective indicated in the application form, given that no funding for the actions of the Action Plan can be linked to these funds, the PECN is established as the new regional policy instrument addressed, concretely strategic axis 10 “Cultural and Creative Industries”.

Like each of the ten strategic axes that make up the Strategic Plan, this strategic axis focusses on a central challenge:

Implement a change of perspective in the ICC sector to support its development improving the coordination and integration between different regional policy instruments and measures to promote entrepreneurship and professional development⁴.

⁴ Strategic Plan for Culture of Navarre 2017-2023, General Directorate of Culture - Institution Principe de Viana of the Government of Navarre, pp. 105-113

Six different lines of work have been developed to tackle this challenge:

Working line 1 – Promote a shared vision on ICCs amongst the different stakeholders and key actors for sector development

Working line 2 – Increase the knowledge base and data sources of the ICC sector

Working line 3 – Promote a regional perception and a territorial vision for the ICC sector

Working line 4 – Increase the resources dedicated to ICCs and improve the access to them

Working line 5 – Adapt more existing services for new enterprises to the ICC sector and implement new instruments for direct and indirect support

Working line 6 – Reinforce the commitment of public institutions to regional development through culture

The actions chosen for the CRE:HUB action plan all contribute to the goals established for these working lines of the Strategic Plan, and are influenced by the general progress made since the start of its implementation.

The Action Plan for Navarre includes the following actions:

1. Monitoring system on the development of cultural and creative enterprises in Navarre
2. Government webspace for CCIs, creativity and innovation
3. Revision of support instruments
 - Activity 1: Network of Creative Incubators of Navarra
 - Activity 2: Modification of tax incentive for audio-visual investments
4. Capacity building for cultural and creative enterprises and professionals

Before these actions will be described in detail in the next section, the following table shows the relation of these actions with the goals established in the Strategic Plan for Culture of Navarre 2017-2023 for strategic axis 10 “Cultural and Creative Industries”:

Table 1. Overview: Impacts of CRE:HUB Action Plan actions on the goals of the Strategic Plan for Culture for Navarre 2017-2023 regarding CCIs

<i>PECN Working line</i>	<i>Objectives of PECN Working line</i>	<i>CRE:HUB Action Plan actions contributing to this objective</i>	<i>Principal means of contribution</i>
<i>1 - Promote a shared vision on CCIs amongst the different stakeholders and key actors for sector development</i>	Decide on an identification of the ICC sector that is based on international standards for comparability and, however, is region-specific, and that is shared among the key actors.	Action 1: Monitoring system on the development of cultural and creative enterprises in Navarre Action 2: Government webspace for CCIs, creativity and innovation Action 3: Revision of support instruments	CCI enterprises and professionals observed as a joint sector A website addressing CCIs as a sector CCI enterprises as newly defined target of calls
<i>2 – Increase the knowledge base and data sources of the CCI sector</i>	Identify the sector in terms of its structure, specific behaviour and economic impact.	Action 1: Monitoring system on the development of cultural and creative enterprises in Navarre Action 2: Government webspace for CCIs, creativity and innovation	Collection of regular data Registry and directory
<i>3 – Promote a regional perception and a territorial vision for the CCI sector</i>	Create instruments to increase the visibility of the sector, increase its recognition inside and outside the region, and expand markets to neighbouring and	Action 2: Government webspace for CCIs, creativity and innovation Action 3: Revision of support instruments	CCI -specific website publicly accessible anytime anywhere Territory as important aspect in tax incentive

	transboundary territories.	Action 4: Capacity building for cultural and creative enterprises and professionals	Skills for marketing, business management, internationalization
<i>4 – Increase the resources dedicated to CCIs and improve the access to them</i>	Increase professional opportunities in the sector.	Action 2: Government webspace for CCIs, creativity and innovation Action 3: Revision of support instruments Action 4: Capacity building for cultural and creative enterprises and professionals	Access to relevant information to create professional opportunities Exclusive calls for CCIs Capacity building programme for cultural professionals adapted to CCI needs (ThinkTank)
<i>5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support</i>	Adapt to the CCIs sector existing services aimed at new companies and implement new direct and indirect support instruments	Action 2: Government webspace for CCIs, creativity and innovation Action 3: Revision of support instruments Action 4: Capacity building for cultural and creative enterprises and professionals	Creation of this new website Exclusive calls for CCIs Capacity building programme for cultural professionals adapted to CCI needs (ThinkTank)



3. PRIORITY ACTIONS

3.1 POLICY CONTEXT

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

Strategic Plan for Culture of Navarre 2017-2023 (PECN)

Strategic axis 10, “Cultural and Creative Industries”

3.2 DETAILS OF THE ACTIONS ENVISAGED

ACCION 1: MONITORING SYSTEM ON THE DEVELOPMENT OF THE CCI SECTOR IN NAVARRE

The background

The support for the cultural and creative industries has come into being as a policy object in Navarre only in the most recent years. After the recognition of Digital and Creative Industries as one of the priority objectives in the Regional Development Strategy with the update of the strategy in 2016, CRE:HUB has played a major role in promoting awareness for cultural and creative industries within the Government of Navarre.

Like in other CRE:HUB project regions, so far no regionally agreed definition for cultural and creative industries exists in Navarre, nor a clear understanding on which sub-sectors are or should be covered. The different approaches lead to difficulties in obtaining relevant, comparable statistical data to inform policy making and, to the disadvantage of CCI enterprises and professionals, hinder a general understanding of CCIs as belonging to both the culture and economic sector. The State-of-art analysis of Navarra revealed e.g. that data on important aspects was missing and key elements like total numbers of enterprises per sector were available, but the sectors defined differently between the years. The lesson learned is that a region-specific definition of CCIs together with a framework regularly providing information on the sector is required to improve policy making and raise awareness for CCI support amongst society, key players in regional development, and the sector itself.

The Culture Department will therefore set up a long-term monitoring framework for CCI development. It will be part of the Cultural Observatory, which has been established in the beginning of 2018. The monitoring and evaluation system for cultural policies which has been elaborated within the CRE:HUB project will serve as basis for the indicator set to be followed up, and will be adapted to the regional characteristics and needs. This action will inform cultural policy makers in the sense of recommendation nº 1 of the peer review experts, "Identify Navarre's cultural and creative strategic assets". The peer review experts Roberto Linzalone, President and founder of the Institute for Knowledge Asset Management - IKAM Center for Research, and Ionut Tata, President and Senior Consultant of Iceberg Consultancy for Strategic Management, visited Navarre from 30th – 31st October 2017 to give recommendations on how to improve the regional policies related to CCI development, and the CRE:HUB roadmap concretely. The indicator set will also be a great tool to provide details on the value chains – corresponding to another recommendation issued by the peer review experts "List and map the companies operating in the sector, group them into subsectors and position them in the Value Chain" and "Represent the Navarre's CCI with Porter's VALUE CHAIN model. Represent "as-is" value chain, "to-be" value chain, and track changes of it over the time" - complementing the efforts already being made in this regard by CLAVNA, the Navarre Audio-visual Cluster.

Regarding the policy instrument addressed, this action responds directly to the objectives L1 and L2 of strategic line 10 on the CCI sector of the Strategic Plan for Culture:

- L1 – Promote a shared vision on CCI amongst the different stakeholders and key actors for their development
- L2 – Increase the knowledge base and data sources of the CCI sector

By promoting improved policies for CCI enterprises and professionals, this action also supports Objective 3 of the OP of Navarre 2014-2020 aiming to increase the competitiveness of SMEs.

Action

The Monitoring and Evaluation system from CRE:HUB will be adapted to the regional needs, so that a number of indicators can be included in the Cultural Observatory to monitor the development of the CCI sector in Navarre.

The steps are:

1. Decision of the Government of Navarre to implement a Cultural Observatory (2017)
2. Implementation of the Cultural Observatory (ongoing).
3. CREHUB Monitoring and Evaluation system
4. Adaptation to region-specific indicator set
5. Implementation

In the period 2018-2020 the following activities will be implemented:

- Collection and analysis of existing data on CCIs in Navarre (statistics, studies carried out and new information available in the Culture Department and from other agents e.g. cluster organizations, incubators, entrepreneurship and employment programs, Department for Economic Development, ...)
- Update, if required, of the definition of key CCI sectors in Navarre based on the registered participants at MERKATUA fair editions (principle of self-definition of the sector)
- Adaptation of CRE:HUB monitoring system indicators; definition of Navarre-specific CCI monitoring system
- Comprehensive study applying the indicators in 2019 and 2020 (and beyond)

Players involved

- Section for Resources and Strategic Development of the Department for Culture, Sports and Youth – Government of Navarre
- Other sections of the Culture Department e.g. Cultural Action Service and Cultural Observatory
- Players involved in entrepreneurship: Department of Economic Development, incubators, employment programs of different public authorities
- Faculty for Business and Economic Sciences of the Public University of Navarre (UPNA)
- Navarre Institute for Statistics (Instituto Estadística de Navarra)
- CCI sector organisations (clusters, associations, ...), for consultation and contribution of data
- Companies and public Foundations involved in the matter: SODENA, CEIN, Baluarte Foundation, NICDO

Timeframe

2018-2020

Costs

Estimation: 45,000 €

(2018: 5,000 € / 2019: 25,000 € / 2020: 15,000 €)

Funding sources

Own (Department of Culture, Sports and Youth: Budget line “Strategic Projects”, additional funds from the Cultural Action Service)

Indicators

- Number of monitoring systems for Navarre: 1
- Number of periodic analyses carried out: 2
- Number of websites with published results: 1

ACTION 2: GOVERNMENT WEBSITE FOR CCIS, CREATIVITY AND INNOVATION

The background

The general experience within the CRE:HUB consortium shows that a crucial factor for the development of a cultural and creative economy that fruitfully embeds the SME and professionals of the CCI sector, consists in the relations amongst the different actors of the CCI and also other economic sectors as well as sharing information amongst them. In Navarre, the Barrier and Solution analysis carried out with the stakeholder group in the beginning of the project, complementing the State-of-Art analysis and focussing on principle obstacles for CCIs and first ideas how to overcome these, has highlighted the creation of a community around CCIs, creativity and innovation as one of the most important needs.

A number of best practices from CRE:HUB partners serve as inspiration, particularly the website FOLD in Latvia, an online magazine and communication platform for CCIs from Latvia and beyond, providing information on creative processes, interviews, documentaries on creative people and an event calendar. In Navarra, the yearly 948 Merkatua fair provides a crucial opportunity for the sector to present itself and get into contact as a first step. Taking advantage of this platform, an online space available throughout the year will be created that provides access to relevant information for CCI enterprises and professionals throughout the year, promoting awareness, self-identification, interaction and exchange as well as professional opportunities for CCIs.

This action responds to the objectives L1, L2, L3, L4 and L5 of strategic line 10 on the CCI sector of the Strategic Plan for Culture 2017-2023:

- L1 – Promote a shared vision on CCI amongst the different stakeholders and key actors for their development
- L2 – Increase the knowledge base and data sources of the CCI sector
- L3 – Promote a regional perception and a territorial vision for the ICC sector
- L4 – Increase the resources dedicated to CCIs and improve the access to them
- L5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support

By promoting networking, innovative collaborations and easier access to CCI-specific services, this action has an indirect impact on the original policy instrument addressed Navarra ERDF 2014-2020 OP, Objective 3: Enhancement of SME competitiveness - 3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process.

Action

Action 2 consists of the creation of a key resource for CCIs, a publicly accessible online web space that will be pooling information on culture, creativity and innovation particularly for cultural and creative enterprises. It is planned that the website will count with the following content:

- Directory of organizations in the field of cultural and creative entrepreneurship (professional associations, clusters, academic and vocational training sites, institutional addresses, etc.)
- Directory of interesting spaces (Coworkings, incubators, exposition spaces, ...)
- Directory of cultural and creative enterprises and professionals
- Registry of artistic, cultural and creative proposals presented at 948 Merkatua
- Timeline of government initiatives for CCI support (programmes, 948 Merkatua, laws, ...)
- Links to relevant policy documents and published analyses and studies carried out on the sector
- List of relevant calls and support lines published by the government
- Link to other support programmes and their agendas, including training
- Link to Cultural Agenda of Navarre
- Links to other sites of interest, e.g. Creative Europe Desk Madrid

The steps of implementation are:

1. Creation of webspace within Government website www.culturana Navarra.es
2. Data base/ registry conditioning
3. Regular update/ maintenance.

Players involved

- Section for Resources and Strategic Development of the Department for Culture, Sports and Youth – Government of Navarre
- Other sections of the Culture Department e.g. Cultural Action Service (948 Merkatua)
- CCI sector organisations (clusters, associations, ...)
- ICT department of the Government or external ICT subcontractors for the configuration of the website

Timeframe

2018-2020

Costs

Estimation: EUR 6,000

Funding sources

Own (Department of Culture, Sports and Youth: Budget line “Dissemination and Communication”)

Indicators

- Number of websites: 1
- Number of accesses: 500

ACTION 3: REVISION OF SUPPORT INSTRUMENTS

The background

In Navarre, governmental support for enterprises and professionals of the cultural and creative sectors can traditionally be found or in the sense of support for entrepreneurship generally - mainly by means of the Department for Economic Development, Chamber of Commerce and incubators – or, by means of the Department of Culture, Sports and Youth, in the sense of support for specific subsectors like Edition or Audio-visual production and to cultural (often not-for-profit) projects.

A lesson learned from CRE:HUB is that cultural and creative professionals, enterprises and subsectors have specific support needs, as they function differently. This means not only that a great number of cultural and creative enterprises and professionals lack support tailored to their needs in Navarre, but also that a “silo mentality” needs to be overcome to raise opportunities and awareness for creative and innovative co-working and co-production amongst CCIs. This is particularly relevant because the experience shared amongst CRE:HUB partners shows that Cultural and Creative Industries grow best where they find a vibrant creative environment that offers possibilities for professionalization, new projects and innovative collaborations. In this regard, the regional stakeholder group as well as peer review experts highlighted the danger of talent drain to other regions of Spain as a consequence of lack of professional opportunities. Good practice examples from the partnership that foster a desirable environment and collaborations were incubators and creative spaces with specific services for ICC enterprises and start-ups like the LIAA Creative Industries Incubator in Riga or the POLIGON Creative Centre in Ljubljana. LIAA Creative Industries Incubator offers two incubation programmes for creative start-ups and contributes 50% of costs for financial or legal advice and coaching in marketing and prototyping. The private initiative POLIGON Creative Centre was created to empower cultural and creative self-employed, enterprises and communities, offering capacity building e.g. for crowd-funding, residence programmes, and bringing locals in contact with an international community of over 200 creatives.

While the creation of such a centre for ICCs is currently being considered in Navarre as well, its development and implementation will lie beyond the CRE:HUB action plan implementation phase. Therefore, and as a first step, the Culture Department decided to start with modifying existing support instruments in the sense of promoting a growing thickness of both intersectoral and sector specific collaborations, in line with the peer review recommendations: “Create a stimulating, vibrant, environment”, “Increasing the awareness and the commitment to co-working and co-production among Creatives and Cultural economic players”, and “Start mixing and combining CC competences in order to have more complex products/services (value added products and services)”.

Action

Action 3 consists of the following activities:

- Activity 1: Network of Creative Incubators of Navarra
- Activity 2: Modification of tax incentive for audio-visual investments

Activity 1: Network of Creative Incubators of Navarra

With the intention of promoting innovation and creativity, the Department of Culture, Sports and Youth organized a new open competitive call in 2018, “Geroko”. The purpose of this call was the “development of original initiatives aimed at stimulating artistic creation and contemporary thinking, their free expression and diversity, their diffusion and approach to citizenship and local, national and international projection.”⁵

This new concept of financing was, amongst others, directed towards physical and non-physical creative spaces and hubs as well as any kind of hybrid and synergic projects. “Geroko” counted with a version for not-for-profit organizations with an economic endowment of EUR 25,000 and a version for for-profit entities, “Geroko Pro”, with EUR 75,000⁶.

As a next step, after the analysis of this initiative, the Department for Culture will launch in 2019 a program of support to the network of factories of artistic creation and creative incubators which will consist of:

⁵ navarra.es, Trámites. “Ayudas para proyectos de creación y producción contemporánea - GEROKO 2018”; Normativa, Bases de la Convocatoria. http://www.navarra.es/home_es/Servicios/ficha/7595/Ayudas-para-proyectos-de-creacion-y-produccion-contemporanea-GEROKO-2018

⁶ navarra.es, Trámites. “Ayudas para proyectos de creación y/o producción contemporánea - GEROKO PRO-2018”; Normativa, Bases de la Convocatoria. http://www.navarra.es/home_es/Servicios/ficha/7621/Ayudas-para-proyectos-de-creacion-y-produccion-artistica-GEROKO-2018

- Call for grants for companies and cultural and creative professionals that will develop their project in creation factories or business incubators.
- Creation of Network of Creative Incubators of Navarra.
- Coordination and accompaniment of the network of spaces.

The principal objective of this action is to make existing support instruments accessible to a greater range of CCI agents, provide more opportunities for professionalization including cross-sector collaborations; to better promote the connections of culture, innovation and creativity via innovative projects, to strengthen the subsectors, and to support awareness-raising on the contribution of CCI enterprises to cultural life as well as economic development.

This action corresponds to the objectives L1, L4 and L5 of strategic line 10 on the CCI sector:

- L1 – Promote a shared vision on CCI amongst the different stakeholders and key actors for their development
- L4 – Increase the resources dedicated to CCIs and improve the access to them
- L5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support

Indirect impacts on the OP are generated by fostering innovation and collaboration of CCI SMEs, and by providing greater access to support instruments.

Players involved

- Section for Resources and Strategic Development of the Department for Culture, Sports and Youth – Government of Navarre
- Other sections of the Culture Department: Cultural Action Service

Timeframe

2019-2020

Costs

Estimation: EUR 230,000

The available economic support for this call will be 115,000 € in 2019 as well as 2020.

Funding sources

Own (Department for Culture, Sports and Youth – Government of Navarre)

Indicators

- Number of new open competitive calls: 1

Activity 2: Modification of tax incentive for audio-visual investments

To further promote the positive development of the sector thanks to the existing fiscal incentives, Activity 2 will consist in promoting modifications to Article 65 of the Statutory Income Tax Law (hereinafter LFIS) on the Deduction for investments in cinematographic productions and audio-visual series, with the objective of ensuring that the incentive has a better impact on the development of the audio-visual industry of the territory. Concretely, two changes will be carried out:

- The peer review experts recommended Navarre to strategize financial support: “Finance the activities and related economic players, strictly relating to Programming (success of a Program is path-dependent, then finance should reflect the designed program)” and “Concentrate Financial Resources” rather than “distribute financial resources”. In this sense, the first modification will be to analyse the deduction base percentage of art. 65.1 that must correspond to expenses incurred in Navarre territory, and regulate what can be defined as “expenses made in Navarre territory”, since this is used to calculate the percentage of tax reduction to be obtained.
- Likewise, work is being carried out to regulate in the LFIS that also legal entities that participate in the financing of projects of cinematographic productions and audio-visual series can benefit from the deduction foreseen in article 65 of the LFIS. This will widen the applicability of the incentives, with a benefit in line with peer review recommendation “Support/incentive the birth of firms acting as “Business catalyser/coordinator” in the CCI’s Value chain (that means Contractors).”, and generally further promote the attractiveness of this measure.

Activity 2 contributes to the Strategic Plan for Culture 2017-2023 by impacting on:

- L3 – Promote a regional perception and a territorial vision for the CCI sector
- L5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support

The positive indirect impact on the OP consists in access to this support measure for a greater number of enterprises, and spill-over effects within the sector value chain by subcontracting.

Players involved

- NICDO Public Society
- Department of Economics and Financial Policy, Government of Navarre
- Department of Economic Development, Government of Navarre

Timeframe

2018-2020

Costs

No direct cost (loss of income in taxes)

Funding sources

Own (Department for Culture, Sports and Youth – Government of Navarre)

Department of Economics and Financial Policy - Government of Navarre

Indicators

- Number of modified tax incentives: 1

ACTION 4: CAPACITY BUILDING FOR CULTURAL AND CREATIVE ENTERPRISES AND PROFESSIONALS**The background**

Enterprises and professionals from the cultural and creative sectors need to combine a great number of skills: technical or crafts skills according to the profession, business management skills, entrepreneurial attitude, communication and marketing including digital skills, as well as language skills to access international markets.

In Navarre, capacity building has been identified as an important need of the CCI sector by stakeholders in the CRE:HUB Barrier and Solution analysis, as well as during the analysis carried out in relation with the Strategic Plan for Culture. Also, according to the peer review recommendation, “To plan Education and Training projects in order to develop Organization and Management skills”, courses in business management, marketing techniques and internationalization, tailored to the characteristics and needs of CCIs, would foster the professionalization of the sector and increase the chance to seize opportunities for growth.

A number of CRE:HUB partners already work in creative centres and incubators with programmes and consulting services directed specifically to the CCI sector, for example POLIGON creative centre in Ljubljana or the LIAA Creative Industries Incubator in Riga. Also, the European Capital of Culture Matera2019 identifies capacity building of CCI professionals as a key aspect of its programme. These best practices have inspired the activities of this action.

Action

In 2018, “Culture Navarra Think Tank” was created in the context of the Department for Culture, a set of regular laboratories for joint reflection and learning on topics related to the promotion and distribution of projects and products in the cultural and creative fields⁷. This programme will be continued according to the needs expressed by the participants and interested professionals.

After addressing topics such as communication and internationalization in 2018, the 2019 edition will focus on different aspects of cultural mediation. Cultural mediation is key to building a critical mass and sufficient market for cultural and creative products. A lack of available consumers has been highlighted by the regional stakeholder group during the Barrier and Solutions Analysis, making it difficult for CCIs to increase their market and/ or consolidate their position. In coherence with strategic line 4, objective 3 of the Strategic Plan for Culture, “Promote the awareness-rising in terms of culture and creativity and the attraction and fidelization of audience”⁸, cultural mediation is handled as a powerful tool for audience development as well as capturing new consumers of cultural products and increasing their loyalty. Article 9.2 of the Law on Cultural Rights also highlights the importance of efforts by agents of the cultural field to bring citizen closer to their work and make them participants of the creation processes⁹.

Furthermore, Strategic line 3 “Promote quality employment and dignify the profession in the cultural sector to recognize the value of its professionals, their contribution to the quality of life, to welfare of society, and to the wealth of the territory”, the development of objective 5 “Promote the generation of new professional and emerging profiles” highlights cultural mediation as one of the new professions with potential for creating employment¹⁰.

Foreseen topics are:

- Mediation in the context of contemporary cultural production
- Mediation and creative processes
- Mediation for youth, disabled, ...
- Mediation and cultural sponsorship
- Mediation and intangible cultural heritage

⁷ Cultura navarra.es, Obs. de la Cultura, Think Tank. <http://www.culturana Navarra.es/es/think-tank>

⁸ Strategic Plan for Culture of Navarre 2017-2023, General Directorate of Culture - Institution Principe de Viana of the Government of Navarre, pp. 62-66

⁹ Ley Foral 1/2019, de 15 de enero, de Derechos Culturales de Navarra, <http://www.lexnavarra.navarra.es/detalle.asp?r=51081>

¹⁰ Strategic Plan for Culture of Navarre 2017-2023, General Directorate of Culture - Institution Principe de Viana of the Government of Navarre, p. 60

In collaboration with the section of the Department for Culture organizing the next edition of the CCI fair 948 Merkatua, the option will be discussed to offer several sessions at the fair, thus attracting more participants and gaining visibility.

Regarding the Strategic Plan for Culture of Navarre 2017-2023, this action corresponds to the following two objectives of strategic line 10 on the CCI sector:

- L1 – Promote a shared vision on CCI amongst the different stakeholders and key actors for their development
- L3 – Promote a regional perception and a territorial vision for the CCI sector
- L5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support

By promoting new professional profiles, employment and strategies for customer attraction and loyalty, this action has valuable indirect impacts on the originally addressed policy instrument Navarra ERDF 2014-2020 OP, Objective 3: Enhancement of SME competitiveness - Investment priority: 3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process.

Players involved

- Section for Resources and Strategic Development of the Department for Culture, Sports and Youth – Government of Navarre
- Cultural Action Service of the Department for Culture, Sports and Youth

Timeframe

2018-2020

Costs

Estimation: EUR 9,000

Funding sources

- Own (Department for Culture, Sports and Youth – Government of Navarre)

Indicators

- Number of capacity building laboratories: 3 (1 per year)

4. MONITORING OF THE ACTION PLAN

Action	Indicator		How	Who
	Measurement unit	Value		
1	Number of monitoring systems for Navarre	1	Record	Department of Culture, Youth and Sports – Government of Navarre
1	Number of periodic analysis carried out	2	Record	Department of Culture, Youth and Sports – Government of Navarre
1	Number of websites with published results	1	Record	Department of Culture, Youth and Sports – Government of Navarre
2	Number of websites	1	Record	Department of Culture, Youth and Sports – Government of Navarre
2	Number of accesses to website	500	Record	Department of Culture, Youth and Sports – Government of Navarre
3	Number of new open competitive calls	1	Record	Department of Culture, Youth and Sports – Government of Navarre
3	Number of modified tax incentives	1	Record	Department of Culture, Youth and Sports – Government of Navarre
4	Number of capacity building laboratories	3	Record	Department of Culture, Youth and Sports – Government of Navarre



Date: _____

Signature: _____ 

Stamp of the organisation (if available): _____