ACTION PLAN FOR SABADELL

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General Information

Project: RELOS3 (From Regional to Local: Successful deployment of the Smart Specialisation Strategies)	
Partner organisation	City Council of Sabadell
Other partner organisations involved	- ACCIÓ - Catalan Agency for Enterprise Competitiveness, Department of Enterprise and Knowledge of the Government of Catalonia - UAB - Universitat Autònoma de Barcelona - Fundació Parc Taulí - ESDi - School of Design - Sant Quirze del Vallès Town Council - Barberà del Vallès Town Council - EURECAT - Technology Centre of Catalonia
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Introduction

RELOS3, From Regional to Local: Successful deployment of the Smart Specialisation Strategies, seeks to implement regional Smart Specialisation Strategies (RIS3) in a local context by actively involving local authorities, innovation agents and companies. The local level is often overlooked, but it is crucial that it be involved in innovation strategies. In the first phase, the RELOS3 worked on promoting the delivery of innovation at the lowest (local) level. In this regard, it addressed several critical issues identified by the participating entities:

- The need to demonstrate the key role of the local level in the implementation of the RIS3
- The analysis of the collaboration mechanisms between the different agents involved in the specialisation and innovation processes
- How to involve R&D agents in local innovation ecosystems
- How to engage regional and local administrations to recognise the potential of the local level in the RIS3

These questions were discussed by the RELOS3 partners during phase 1 of the project, enabling them to identify key learnings that could be applied to solve the specific weaknesses of their respective policy instruments.

During the different thematic events (TEs) and long-term visits (LTVs), and through the exchange of good practices (GPs) among the RELOS3 partners, the City Council of Sabadell and its local stakeholders identified relevant lessons that could help to cater to the weaknesses of the policy instrument addressed by this Action Plan, the Research and Innovation Strategy for the Smart Specialisation of Catalonia (RIS3CAT) instrument and which hamper the deployment of the innovation projects and the accomplishment of the expected results. This Action Plan aims to contribute to the direct improvement of the RIS3CAT instrument within the framework of the competencies and capacities held by a local administration, in this case the City Council of Sabadell, and through the close collaboration it has maintained with the RIS3CAT Managing Authority (MA).

The Action Plan for Sabadell is the result of this joint learning and exchange of experiences undertaken during Phase 1 and is intended to improve the deployment of the selected policy instrument by the Sabadell partner. The Action Plan has two goals: firstly, to address issues of governance among the regional and local authorities currently involved in the deployment of the selected policy instrument. Secondly, it will improve the participation of agents in the local (subregional) innovation ecosystems in the process of regional smart specialisation, improving the interplay between regional and local innovation processes.

I.   Policy context

The Action Plan sets out to impact	Other regional development policy instrument
Name of the policy instrument addressed	**Research and Innovation Strategy for the Smart Specialisation of Catalonia (RIS3CAT)**

I.I Background

Sabadell, and the area of Vallès, where it is located, is a key local innovation ecosystem in Catalonia. With an important industrial fabric and business tradition, companies that act as driving forces in the textile, construction, industry, energy and banking sectors, to name but some, and complemented by the presence of reference R&D institutions and universities and a strong business ecosystem and organisations, it has a high potential for innovation and technological advancement. For two decades now, the City Council of Sabadell has been a key agent in the promotion of local innovation, developing different innovation strategies and participating in several projects in this regard. It is also recognised as an innovation agent by the Government of Catalonia.

The city's innovation strategy can be traced back to its early policies for the promotion of clusters in sectors such as health, textile or packaging through the development of specific actions to further its companies' competitiveness. Through this and subsequent strategies,

the city council has accumulated proven experience in promoting its local innovation ecosystem. When the first RIS3 documents were issued, the City Council considered that this strategy would provide further support to its own innovation policies and also help the city to drive towards smart specialisation. However, the RIS3 strategy made no specific reference to how subregional policies should be involved and aligned with it, leading the City Council of Sabadell to investigate how other European regions and cities (if any) have implemented these coordinated strategies straddling the regional and the local.

Sabadell is now leading a project in the framework of the RIS3CAT instrument: *Specialisation and Territorial Competitiveness Project "Vallès Industrial"* (PECT Vallès Industrial), which aims to promote this territory as a reference in the specialisation domain of industrial systems and to become a centre for innovation and design in this field. To this end, the city council is collaborating with several agents from the local and regional innovation ecosystem, such as universities, business associations, technological centres and other municipalities. It also maintains an active collaboration with the General Directorate for Economic Promotion, Competition and Regulation (GDEPCR) belonging to the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia. The GDEPCR is responsible for the coordination of the Research and Innovation Strategy for the Smart Specialisation of Catalonia (hereafter, RIS3CAT). As well as with ACCIÓ (Catalan Agency for Enterprise Competitiveness) and the Directorate General for Local Administration (DGAL). More specifically, the Managing Authority has been invited to and has participated in the meetings of the Local Support Group tasked with supervising the PECT Vallès Industrial, enabling the City Council of Sabadell to convey its concerns about the involvement of local innovation agents in the regional specialisation strategy. It is precisely this collaboration and the implementation of its specialisation strategy that led the city council to identify certain areas for the improvement of this policy instrument. Participation in the RELOS3 Interreg Europe network has allowed Sabadell to identify good practices developed by other partners, which have been translated to the Catalan context.

I.2 Policy Context of the Action Plan

The policy instrument initially to be addressed in the framework of the RELOS3 project by Promoció Econòmica de Sabadell through its Action Plan was the Catalonia European Regional Development Fund (ERDF) 2014-20 Operational Programme/Priority Axis (PA) 1: To promote research, technological development and innovation'.

The Catalan OP was articulated through the ECAT 2020, which identified six priority areas for public policies aimed at promoting smart, sustainable and inclusive growth and at advancing towards the Catalonia 2020 Strategy. Over the 2014-2020 period, the European Regional Development Fund (ERDF) and the European Soial Fund (ESF) have focused on strengthening public policies in the six priority areas identified by ECAT 2020. ERDF action focuses on smart and sustainable growth (innovation and knowledge, entrepreneurship and green economy), while actions implemented under the ESF target the areas of employment and training and social cohesion. The area of internationalisation is approached in cross-cutting fashion and is particularly important in terms of promoting

research and innovation. The selection and prioritisation of the thematic objectives, investment priorities and specific objectives set out in the ERDF OP are based on the SWOT analysis conducted within the framework of RIS3CAT, on the ex ante evaluation of the ERDF OP and on the report on the initial years of implementation of ECAT 2020[1].

The ERDF is crucial in enabling Catalonia to advance towards the implementation of ECAT 2020 and achieving the 2020 objectives. ERDF programming focuses on three of the six ECAT 2020 priority areas, which determine the selection and prioritisation of investment priorities and specific objectives of the ERDF OP:

1. Innovation and knowledge (40.9% of the ERDF)

2. Entrepreneurship (37.9% of the ERDF)

3. Green economy (21.2% of the ERDF)

The ERDF also contributes to four cross-cutting priorities that are also key in advancing towards the 2020 objectives. These priorities, unlike the previous ones, receive no specific funding under the ERDF OP, although they must be taken into account in all actions. They are:

1. Territorial balance

2. Internationalisation

3. Employment

4. Smart specialisation

The OP includes many areas on which we as a city council cannot bring an impact to bear as we lack the necessary competences.

The RIS3CAT policy instrument is a key element of the Government of Catalonia's strategy to contribute to Priority Axis 1 "To promote research, technological development and innovation", which commands 42.5% of the total available funding of the ERDF OP. This axis seeks to strengthen research and innovation infrastructure and networks – including links to private companies and enhanced knowledge transfer between enterprises and research institutions.

To achieve its strategic and operational objectives, the RIS3CAT strategy establishes actions that focus on four priority pillars: [2]

- Pillar 1. Promoting the seven leading sectoral areas that, due to their importance and potential, can help to generate economic recovery and reorient the Catalan economy towards a growth model that is smarter, more sustainable and more inclusive: food and

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[1]
http://catalunya2020.gencat.cat/web/.content/00_catalunya2020/Documents/angles/fitxers/PO_FEDER_CAT_CAP1_EN.pdf

[2] http://catalunya2020.gencat.cat/web/.content/00_catalunya2020/Documents/angles/fitxers/pla-accio-ris3cat-2018-en.pdf

drink; chemicals, energy and resources; industrial systems; design-based industries; industries related to sustainable mobility; health industries, and cultural and experience-based industries.

- Pillar 2. Identifying and promoting new economic opportunities in emerging sectors, based on technological capabilities (new activities generated by technological change and cutting-edge innovation) and synergies between different but related sectors.

- Pillar 3. A commitment to cross-cutting enabling technologies as the main instrument for transforming the production system and generating new scientific, technological and economic opportunities. The six priority cross-cutting enabling technologies in the RIS3CAT strategy are: ICTs, nanotechnology, advanced materials, photonics, biotechnology and advanced manufacturing.

- Pillar 4. Improving the innovation environment through the public policies implemented by the Government that affect the research and innovation system. These policies concern the digital agenda, entrepreneurship, eco-innovation, non-technological innovation, and training and talent.

Figure 1 summarises the RIS3CAT scheme.

Figure 1. RIS3CAT: schematic diagram

Pillar 1	Pillar 2	Pillar 3	Pillar 4
Leading sectors	Emerging activities	Cross-cutting enabling technologies	Environment for innovation
- Food and drink - Chemicals, energy and resources - Industrial systems - Design-based industries - Industries related to sustainable mobility - Health industries - Cultural and experience-based industries	These will be identified in the smart specialisation process	- ICTs - Nanotechnology - Advanced materials - Photonics - Biotechnology - Advanced manufacturing	**Public policies** - Digital agenda - Entrepreneurism - Eco-innovation (green economy) - Non-technological innovation - Training and talent

RIS3CAT Action Plan measures

- RIS3CAT communities
- Specialisation and Territorial Competitiveness Projects (PECT)
- Emerging technologies
- R&D cooperation projects
- Public-private partnerships in R&D&I
- Industry of Knowledge
- Technology transfer
- Public procurement of innovation
- Strengthening the technological capabilities of research and innovation infrastructures
- International cooperation
- CatLabs
- Advanced digital technologies
- Development of RIS3CAT in Barcelona

Source: RIS3CAT Action Plan 2015-2018.

The different measures are geared towards enhancing the participation of the different stakeholders of the innovation system: companies, universities, technological and R&D centres and public innovation agencies/entities. For instance, RIS3CAT Communities seek to promote knowledge assessment and transfer, the generation of highly innovative and collaborative actions among private companies and research and technology. The Technological Hubs finance R&D projects with a high technological risk, while groups in emerging technologies promote the participation of R&D agents in major European initiatives in emerging technologies such as graphene, etc. The Catalan RIS3 also designed a measure that afforded sub-regional territories the opportunity to influence the innovation and specialisation process and is intended to complement these more sectoral instruments: The PECT (Projects of Territorial Specialisation and Competitiveness), led by city councils, counties or provincial governments, channel funding to local administrations through a competitive mechanism to promote multiagent innovation projects that contribute to the economic transformation of their territories, promoting the local innovation ecosystems.

The competence framework of Promoció Econòmica de Sabadell addresses the RIS3CAT objectives. It was therefore understood that the possibility of impacting this policy instrument was greater than having an influence on the OP, and the decision was

consequently taken to focus on RIS3CAT as a specific instrument to bring an influence to bear through the Action Plan.

This change was deemed appropriate by Promoció Econòmica de Sabadell, taking into account the road travelled since the beginning of the project. In this regard, it was deemed more coherent to address the RIS3CAT instead of the OP, in the understanding that the chances of meaningfully influencing the RIS3CAT were greater on account of the following reasons:

- Considering that the RIS3CAT Managing Authority was actively involved in the project, participating in the stakeholder group meetings and also in the exchange of experience events organised.
- Acknowledging that the OP and the RIS3CAT were actually highly interwoven, since instruments and actions framed in the RIS3CAT are co-funded by the ERDF OP, and in any case that the new instrument would be aligned with the project's subject matter.
- Realising that the new instrument could also be improved by transferring the good practices and lessons learned from the RELOS3 project as much as the former one was attempted to be.

This Action Plan intends to address and improve the Regional Smart Specialisation Strategy of Catalonia (RIS3CAT) policy instrument, especially in those instruments where local sphere may have more impact like PECT. This instrument, approved in 2014, establishes the priorities for public R&D&I policies and actions supported by the ERDF Operational Programme Catalonia 2014-2020 under the investment in growth and employment goals (Catalonia OP).

This Action Plan sets out to specifically address the RIS3CAT policy instrument because it is essentially the one that embodies the elements of the Catalonia OP related to the improvement of local smart specialisation as a way to generate more and better employment and to promote growth. More specifically, the RIS3CAT defines the framework for research and innovation policies in Catalonia for the 2014-2020 period and for the selection of investment priorities, sub-thematic objectives and actions under the ERDF Thematic Objective 1. Therefore, by improving the RIS3CAT, this Action Plan will directly impact the Investment for Growth and Employment Programme.

This Action Plan will improve how the Catalan OP (through the RIS3CAT) addresses the involvement of the local level in the deployment of the Smart Specialisation Strategy, as we are convinced that this is key to achieving the ECAT2020's growth and employment goals.

As was already mentioned, the City Council of Sabadell was a coordinator and beneficiary partner of one Specialisation and Territorial Competitiveness Project (PECT) awarded in the first call, "PECT Vallès Industrial" project, which promotes specialisation in industrial design in the territory, enhancing the innovation capacities and competitiveness

of its stakeholders and partners: municipalities, universities, private foundations and technological centres. The PECT Vallès Industrial is being implemented by nine entities, seven of which receive ERDF funding, ranging from local administrations (Sabadell is the leader), one technological centre, one university and one hospital, working together to improve innovation in the domain of industrial systems design. The partnership is constituted as a Local Support Group that meets regularly to discuss the project's progress. The managing agent of some instruments included in the RIS3CAT, ACCIÓ, is also invited regularly to the meetings. Through this Local Support Group and the collaboration with ACCIÓ, the City Council of Sabadell seeks to reach out to other agents of the regional innovation ecosystem participating in other RIS3CAT projects and thus improve the efficiency of its local innovation ecosystem, enhancing its connection with the regional one, creating new growth opportunities. In this way, this Action Plan will improve the Catalan OP by developing new actions geared towards promoting the engagement of the agents of the local innovation ecosystems (from city councils to companies) in the smart specialisation process.

I.3 Identified weaknesses of the Policy Instrument related to the RELOS3 challenges

As was already mentioned, the City Council of Sabadell was one of the local administrations awarded ERDF OP co-funding, through a PECT project, to implement a project for specialisation and territorial competitiveness which allowed it to identify certain constraints in the instrument with regard to the involvement of the local level innovation ecosystems in the deployment of smart specialisation strategies. This is what initially led the city council to propose and participate in the RELOS3 project as a way to find answers to these constraints. As was mentioned in the introduction, the RELOS3 project addressed four key challenges in the involvement of the local level in the RIS3 related to the identified weaknesses of the RIS3CAT policy instrument.

- The need to demonstrate the key role of the local level in the implementation of the RIS3
- The analysis of the collaboration mechanisms between the different agents involved in the specialisation and innovation processes
- How to involve R&D agents in local innovation ecosystems
- How to engage regional and local administrations in order to recognise the potential of the local level in the RIS3

The specific weaknesses identified for the RIS3CAT instrument were related to questions of **governance** (both among the managing agents of projects calls included in the RIS3CAT and the different developed instruments under which innovation related projects are being implemented) and to the **sustainability of the cooperation of the triple and quadruple helix** in innovation and specialisation projects, more specifically the participation of the private sector. Its improvement will benefit the implementation of the RIS3CAT instrument,

which is now being deployed through the projects approved under the different measures (23 PECT projects, 13 RIS3CAT Communities; more than 100 companies developing high technological risk projects through the R&D Cooperation instrument, etc.). With this Action Plan, we intend to contribute improvement proposals to the responsible unit of the RIS3CAT coordination that will allow local innovation ecosystems to work to their full potential and be a key element in the deployment of the regional specialisation strategy and the promotion of innovation. For each weakness identified, our participation in the RELOS3 project afforded us the opportunity to learn ways of contending with them.

I.4 Main learnings of the RELOS3 Phase 1 relevant to this Action Plan

In the course of Phase 1 of the project we had the opportunity to learn about different good practices that catered to the weaknesses identified, from which we selected the ones that would have a particularly appropriate impact on the RIS3CAT policy instrument. Moreover, in the course of the different interregional learning events of the RELOS3 project we developed shared knowledge of the several critical issues posed by the partners at the beginning of the project. The figure below depicts the different events held and the long-term visits in which Sabadell has been involved, as well as the main questions discussed in them.

Figure 2. RELOS3 events
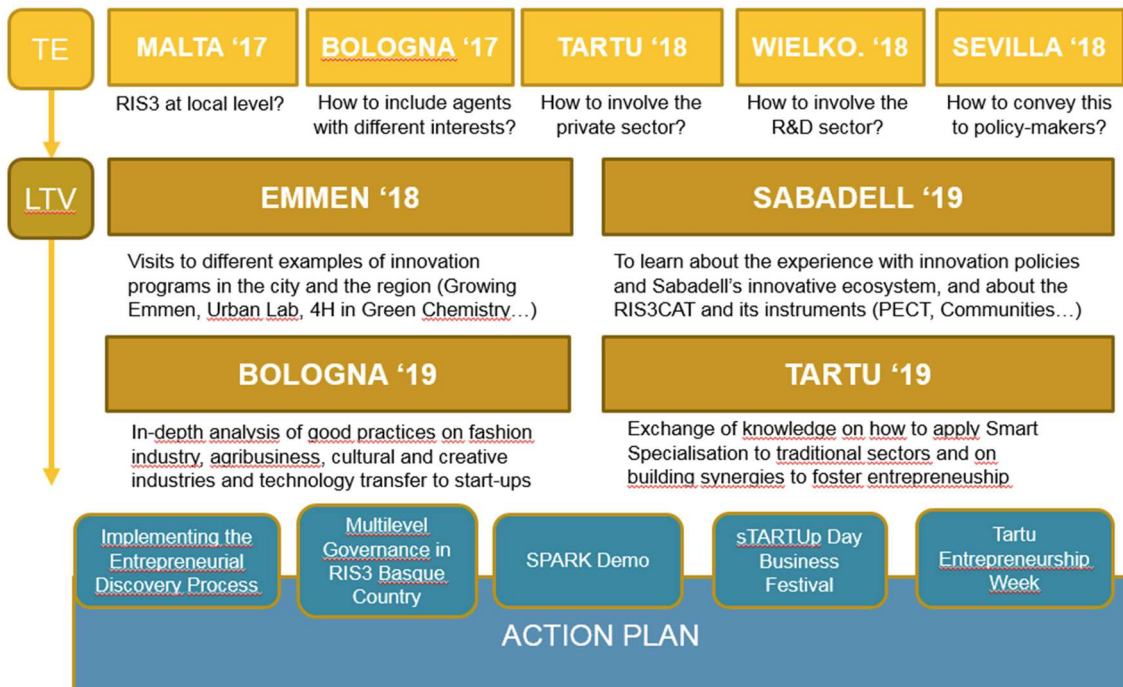
a) Regarding the involvement of the local level in the RIS3 in general terms:

➢ There are different approaches for generating the involvement of the local level in specialisation strategies based on the competences held by local governments in each country. Involving local governments is always recommended, since they are close to their businesses and civil society and can then become excellent partners for the specialisation strategy of their region.

➢ To improve local involvement there should be a good RIS3 communication and dissemination plan in place, involving all the quadruple helix stakeholders in the decision-making process (to develop programmes, tools, follow-up indicators);

➢ When choosing projects emerging from the RIS3 strategy, governments should be able to "say no" to projects that do not match the respective RIS3 key areas. However, flexibility should be provided for to include "out of the box" initiatives;

➢ Inter-departmental coordination among the managing agents of projects calls is key in the RIS3 implementation process;

b) Regarding the sustainability of Quadruple Helix (4H) Collaboration (industry, R&D and academia, the public administration and citizens):

➢ The role of facilitators is of the essence in helping the stakeholders to work together. They should be independent entities capable of connecting with each other the different quadruple helix agents, as well as facilitating/guiding a collaborative work among them.

➢ Motivation is the only way to involve and innovate. The policy should integrate different challenges and interests.

➢ The experimental design of public policies opens up a dialogue with the city's needs and challenges.

➢ The local level is where RIS3 is best at developing collaboration.

c) Regarding the participation of the private sector in territorial innovation operations to pave the way for the deployment of the RIS3:

➢ Start-ups: support them to extend their knowledge base, realising the time they need to grow and be successful.

➢ It is critical to identify the most central node in the target activity.

➢ Large companies might want to work with start-ups and cooperate with them, although this must take place within a stable framework.

➢ Start-ups and entrepreneurs: how do we transform a person with an idea into an entrepreneur? Training, planning, identifying the target costumer for each new product/service (from Tartu Creative Centre).

➢ The public sector expects to reach a broad community of potential entrepreneurs. To do so, it must connect with existing initiatives and deploy a stable operating framework.

2. Action Plan

The figure below provides an overview of the Action Plan, how it addresses weaknesses, the lessons underpinning it and the good practices leveraged to design the activities, which are described in section 2.1.

**Figure 3. Overview of the Sabadell Action Plan and the underpinning Good Practices**

ACTION PROPOSED	SPECIFIC ACTIVITIES	GOOD PRACTICE IDENTIFIED	SPECIFIC LEARNINGS	WEAKNESSES TO BE ADRESSED
ACTION 1: A MORE EFFICIENT MODEL OF RIS3CAT GOVERNANCE	**A1.1 Improvement of the existing information platform RIS3-MCAT**	Implementing the Entrepreneurial Discovery Process in practice	Structures and systems to stimulate, guide and drive the local EDP and promote agents' participation	**GOVERNANCE ISSUES**
	A1.2 Organisation and holding of the RIS3CAT agents, PECT and Communities, online meeting	Multilevel Governance in RIS3 Basque Country	Inter-departmental and multiagent cooperation for the S3 deployment	
ACTION 2: IMPROVEMENT OF THE QUADRUPLE HELIX COLLABORATION	**A2.1 Pilot 1: showroom about Smart Specialization in the area**	SPARK Demo	Showcase the capabilities and strengths of local and regional companies located with focus on S3 domains	**SUSTAINABILITY OF 4H COOPERATION & INVOLVEMENT OF PRIVATE SECTOR**
	A2.1 Pilot 2: Entrepreneurship Month (online)	sTARTUp Day Business Festival	Collaboration between stakeholders from traditional business sectors, IT and biotechnology,start-ups, business, support organisations, government and media	
		Tartu Entrepreneurship Week	Business culture and attitude towards entrepreneurship	
	A2.2 Dissemination of an Action Guide	SPARK Demo, sTARTUp Day Business Festival, Tartu Entrepreneurship Week	Need to point out the value of actives in one's territory to facilitate networking across value chain. Actions to promote must be guided by some kind of publication.	

2.0 Methodology used to produce the Action Plan

The Action Plan is the outcome of the findings and discussions developed during Phase I of the RELOS3 project. Through the four thematic events, one capacity-building event and four long-term visits, the City Council of Sabadell enjoyed the opportunity to exchange and discuss the challenges identified and learn about different good practices that could be transferred to improve the Catalan RIS3.

These learnings were conveyed to the Local Support Group, which helped to implement them in an Action Plan to address the specific weaknesses of the Catalan policy instrument. The Local Support Group (LSG) is comprised (see figure 4) of the same stakeholders that participate in the "PECT Vallès Industrial" project and meets regularly as part of its implementation. In addition to these standing members, the LSG also meets regularly with ACCIÓ, the managing agent of some instruments included in the RIS3CAT, which has also participated in some of the Thematic Events of the RELOS3 project and in the long-term visit organised by the City Council of Sabadell. The participation of ACCIÓ ensures that this Action Plan will have a direct impact on the RIS3CAT instrument.

Figure 4. Members of the Local Support Group for the City Council of Sabadell and a picture of one of the meetings
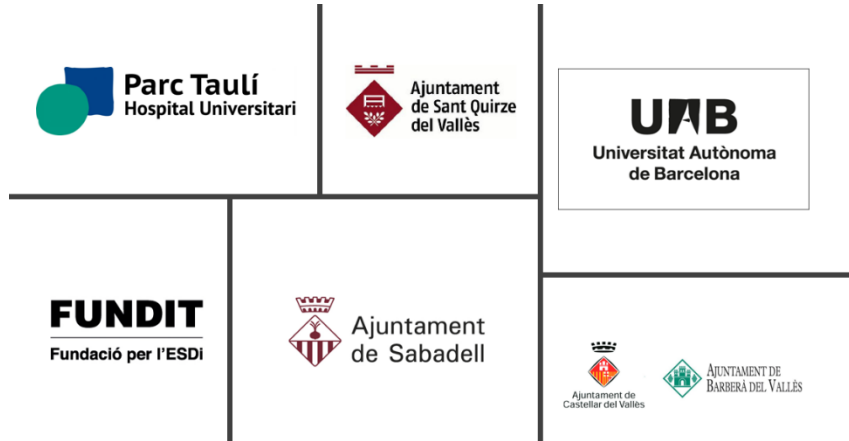
Besides the preceding meetings, the Local Support Group participated in three workshops specially devoted to discuss in detail what this Action Plan should be like, as well as the shortcomings of the RIS3CAT instruments where local level is more capable of taking action. In the course of the first meeting, the LSG members discussed the weaknesses they had identified in the RIS3CAT instrument regarding the topics of the RELOS3 project: involvement of the local level, participation of the private sector or how to promote collaboration between R&D and other innovation ecosystem agents. The group also discussed which of the Good Practices identified during the RELOS3 project's first phase were more useful in addressing the issues identified. An initial outline of possible actions was subsequently defined.

During the second workshop, the LSG discussed on the proposed activities of the Action Plan by the City Council of Sabadell, and the definitive ones were defined jointly.

The third workshop was dedicated to approving the final version of the Action Plan.

2.1 Detail of the Actions

ACTION 1. A MORE EFFICIENT MODEL OF RIS3CAT GOVERNANCE

2.1.1 Objectives

➤ To improve the current knowledge and information exchange model of the RIS3CAT instrument regarding the different ongoing projects of the RIS3CAT measures. All this information is currently available at the Action Plan monitoring reports of the RIS3CAT 2015-2020. However, there is a lack of mechanisms capable to guarantee a dynamic exchange of information among the agents who are currently deploying projects.

➤ To promote a new governance model that allows the different agents of the innovation ecosystem of the RIS3CAT policy instrument to meet and potentially collaborate, also generating synergies with complementary policies from other regional and local administration departments, such as the Directorate General for Local Administration of the Government of Catalonia.

2.1.2 Background

As was seen in figure 3, the main learnings used to design this action are culled from two Good Practices identified in the "Good Practice Analysis" document commissioned by the Metropolitan City of Bologna, a partner in the RELOS3 project, to the Sant'Anna School of Advanced Studies within the framework of the project. Both of them were extensively discussed in the course of the Thematic Events of the project in Malta (TE1, 16-17 May 2017), Bologna (TE2, 27-29 September 2017) and the Long-Term Visit to Emmen (17-20 September 2018). The GPs selected are:

- **GP "Implementing the Entrepreneurial Discovery Process in practice"**: The Maltese GP shows how they modified their original RIS3, mostly a top-down approach, to one involving fourth helix representatives (government, academia, private and civil society). More specifically, we focus on the tools they used in the process, as they can be adapted to the context of our action: the use of data analysis (through surveys and questionnaires) to obtain useful information to include in the RIS3 instruments, uni- and multi-sectoral meetings to discuss the features of the RIS3 and the organisation of thematic seminars targeting specific agents.
- **GP "Multilevel Governance in RIS3 Basque Country"**: The Basque Country GP points to the importance of involving different departments of the regional government in the design and implementation of the RIS3. Moreover, it shows how the inclusion of the local scale in the RIS3 helps to reach agents that might otherwise be left out of the specialisation process (such as SMEs or small business associations). Finally, the Basque Country RIS3 features a key figure, the facilitators, agents that activate the collaboration process. These learnings were key in realising the importance of setting up meeting spaces for the different departments of the administrations and in acknowledging that a local administration such as the City Council of Sabadell can act as a "facilitator" of these encounters. In the case of the RIS3CAT instrument, city councils

are hinges that can connect the Department of Business and Knowledge (responsible for the programmes targeting companies, research centres, universities, the technological sector) with the Directorate General for Local Administration (responsible for the PECT) and other relevant entities of the Regional Government, such as the organisation in charge of employment policies, the SOC (Employment Service of Catalonia). Although this GP does not belong directly to any of the RELOS3 partners, it has been present throughout the project, as its representatives have been invited to attend several of the Thematic Events. Most partners have found this GP to be of particular interest as an additional element to other good practices stemming from the RELOS3 project.

2.1.3 Activities

**A1.1 Improvement of the existing RIS3-MCAT information platform:**

This activity will serve to improve the existing RIS3CAT (RIS3-MCAT[3]) information platform created by the Managing Authority of the RIS3CAT instrument as an open information platform with data to visualize the activity of Catalan entities in science and innovation projects financed with European funds. We will discuss and work with the Managing Authority on how create a new tool that furthers the reach of the current platform to include the projects led by local administrations and other improvements regarding access to information about ongoing projects identified by innovation agents.

This platform currently makes it possible to select the programmes of the RIS3CAT instrument to show how entities are interrelated and the configuration and evolution of innovative networks and communities in the different fields of specialisation. However, we have identified certain issues that might prevent it from being fully leveraged by the agents involved in the innovation ecosystem, and more particularly by those involved in ongoing RIS3CAT projects. Thus, a usability and interest survey of the platform, addressed to PECT, appears as a very interesting tool for its improvement.

- It could provide more information about the projects in which the different entities are involved.
- It could complement the current information with data about the projects led by local administrations.
- Having links between the platform and other databases about innovation being implemented in the RIS3CAT projects would deliver added value.

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[3] http://ris3mcat.gencat.cat/#/

Figure 5. Screenshot of the RIS3-MCAT platform with the selection of ongoing RIS3CAT programmes
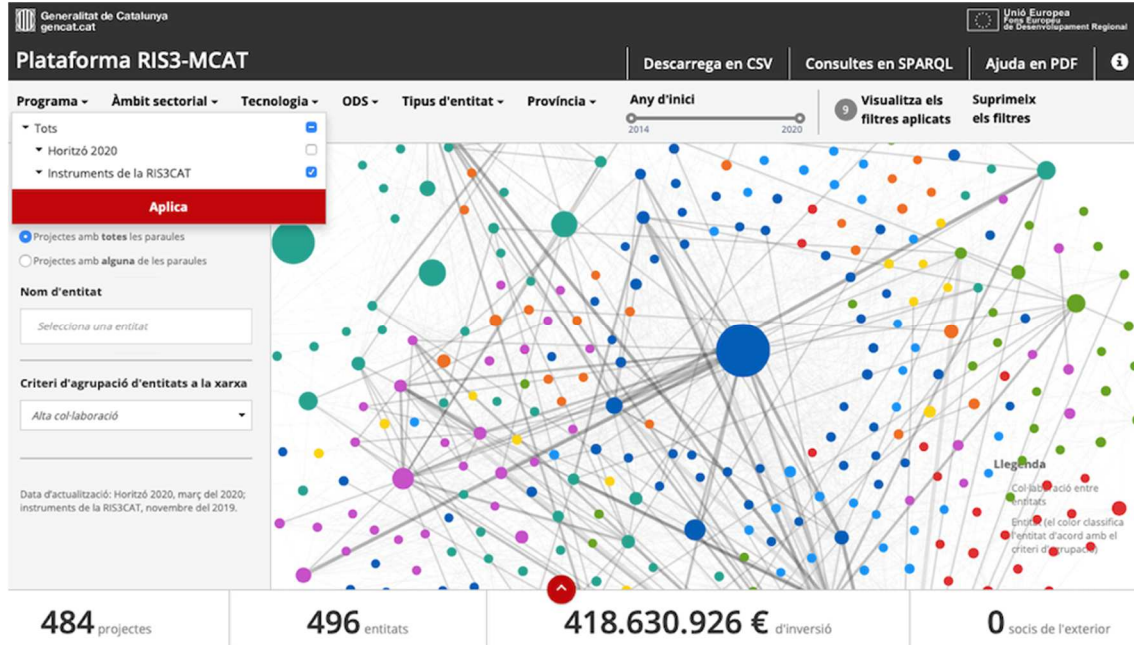
The specific steps involved in this activity are:

a) The design and execution of a usability and interest survey of the platform. This will be addressed to all the agents involved in PECT.
b) A content analysis of survey responses.
c) The elaboration of an improvement proposal document which will include suggestions for the RIS3-MCAT platform updating.
d) The results communication of the survey to the Managing Authority and to the specific agent in charge of the platform. Besides, in order to accelerate the platform improvements on usability, the improvement proposal document will be provided.

A1.2 Organisation and holding of the RIS3CAT agents, PECT and Communities, online meeting

This activity will serve to create new mechanisms in the RIS3CAT policy instrument to promote contact and networking between the different agents involved in the deployment of RIS3CAT at regional and local level. We will invite representatives of the different PECT and Communities ongoing projects funded by the RIS3CAT in Catalonia. We will use the previous experience of Sabadell PECT with the Local Support Group of the RELOS3 project as a model, as well as the learnings of the Basque Country GP.

On one hand, this event will help to visualise the role being played by local administrations in the deployment of the specialisation strategy in Catalonia, allowing the traditional innovation agents to regard them as potential partners for their projects. Secondly, it will

be a platform for the different agents to present their ongoing projects and to identify potential partners for future projects or for the creation of synergies among complementary ones. The event will include an initial overview of a selection of ongoing projects (PECT and Communities) funded by the RIS3CAT instrument, followed by a participation-based methodology with breakout sessions to promote networking among the different participants, facilitating face-to-face encounters between complementary projects. The ultimate goal is for it to be a regular yearly event organised by the Municipality of Sabadell with the support of ACCIÓ (Catalan Agency for Enterprise Competitiveness) and the Directorate General for Local Administration (DGAL).

The meeting will be held online due to the current COVID19 situation.

The specific steps in this activity are:

a) To identify all the agents participating in PECT and Communities projects.
b) To consult with the agents identified on the approach to such an event.
c) To reach a joint agreement on event methodology and content.
d) To hold a meeting with the Managing Authority to define the event, its agenda, speakers and participation methodologies. In this regard, the Managing Authority will evaluate the possibility of holding this event in the course of some of the general events it is organising as part of the RIS3CAT programme.
e) To organise the event, with the support of ACCIÓ (Catalan Agency for Enterprise Competitiveness) and the Directorate General for Local Administration (DGAL) and the participation of the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia, (contact speakers and participants, design the sessions and participation methodology, venue, etc.)
f) To hold the event with the participation of the 4H agents involved in the RIS3CAT projects and the Departments of the Government of Catalonia that are relevant to the specialisation process but who are not fully involved in the RIS3CAT.
g) To compile the improvement proposals suggested by the participating agents and reach an agreement on the actions to be carried out with the Managing Authority.
h) To disseminate the results.
i) To present the conclusions to the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia and to establish a dialogue on the possible actions to be deployed in the territory.

2.1.4 Expected impacts of Action A1 on the RIS3CAT policy instrument

Figure 6. Impacts of Action 1 on the policy instrument

ACTIVITIES	IMPACT IN THE POLICY INSTRUMENT	SPECIFIC RESULTS
A1.1 Improvement of the existing RIS3-MCAT information platform	New mechanism to detect the usability and interest of the platform at local level, more specifically to PECT participating agents.	1 improvement proposal document which will include suggestions for the RIS3-MCAT platform updating.

A1.2 Organisation and holding of the RIS3CAT agents, PECT and Communities, online meeting	A new element in the governance of the RIS3CAT. The meeting among the agents participating in PECT and Communities projects, will make it possible to include all the agents of the local and regional innovation ecosystems in consultative mechanisms about the regional government's innovation policies.	1 event organised with the participation of the main agents involved in PECT and Communities projects. Supported by ACCIÓ (Catalan Agency for Enterprise Competitiveness) and the Directorate General for Local Administration (DGAL) and with the participation of the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia
		1 reference document with the results of the meeting and ideas to establish stable consultative mechanisms in the RIS3CAT policy instrument
		1 checklist of improvement proposals agreed to
		1 Working Group to follow up the implementation of the proposals agreed to

2.1.5 Stakeholders

City Council of Sabadell: in charge of the survey elaboration for the improvement proposal document of the platform and the meeting organization.

The City Council of Sabadell's Local Support Group in the RELOS3 project: regarding the first activity, it will provide content to be included in the improvement proposal document.

With regard to the PECT and Communities participating agents to the event, they will collaborate with the City Council of Sabadell in the organisation of the event, the definition of the agenda and specific activities to promote networking among the participants.

Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia: it will be invited to participate in the event with the agents of the different RIS3CAT instruments.

ACCIÓ: the agency responsible for managing competitive calls for RIS3CAT Communities and R&D cooperation projects. It will support the event organization.

Directorate General for Local Administration of the Government of Catalonia: responsible for managing competitive calls for PECT (one of the RIS3CAT instruments). It will support the event organization.

The 13 approved RIS3CAT Communities: the lead partners of the approved RIS3CAT PECT will be asked to identify which of the approved RIS3CAT Communities would be of most interest to invite to the meeting.

The 23 approved and ongoing PECT: The lead partners (local administrations) of the ongoing approved PECT projects will be invited to answer the survey about the RIS3-MCAT platform and to participate in the inter-RIS3CAT event.

2.1.6 Time frame

Figure 7. Proposed timeframe for Action 1

	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ACTION 1: A MORE EFFICIENT MODEL OF RIS3CAT GOVERNANCE					▓	▓	▓	
A1.1 Improvement of the existing RIS3-MCAT information platform					▓	▓		
The design and execution of a usability and interest survey of the platform. This will be addressed to all the agents involved in PECT.				▓	▓			
The content analysis of survey responses.						▓		
The elaboration of an improvement proposal document which will include suggestions for the RIS3-MCAT platform updating.						▓		
The results communication of the survey to the Managing Authority and to the specific agent in charge of the platform.							▓	
A1.2 Organisation and holding of the RIS3CAT agents, PECT and Communities, online meeting					▓	▓	▓	
Identification of PECT and Communities agents.					▓			
Consultation about the approach with the identified agents					▓			
Definition of the methodology and the event agenda with the Managing Authority					▓			
Organisation of the event					▓			
Holding of the event						▓		
Analysis of the event and production of a document with recommendations for a new event in the future						▓		
Compilation of the improvement proposals and agreement on the actions to be carried out						▓		
Dissemination of the event results.							▓	
Presentation of the conclusions to the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia and to establish a dialogue on the possible actions to be deployed in the territory.							▓	

2.1.7 Cost and sources of funding

Costs will be related to:

- The staff assigned to organise the event, who will meet with groups of stakeholders and support entities to define the agenda and expected outcomes and to monitor the development of the event, its organisation, holding and the evaluation of its impact.
- External experts hired to provide support in the development of the event (agenda, selection of speakers, methodology, expected outcomes, etc.) and in the evaluation of its impact, resulting in a document with recommendations to be delivered to the Managing Authority.
- Material for the actual event.

The activity is expected to be funded using the City Council of Sabadell's own resources and other regional (such as the Provincial Council of Barcelona or the Government of Catalonia's calls for proposals) and international (through EU programmes such as Erasmus+, H2020 or COSME) resources.

ACTION 2. IMPROVING THE SUSTAINABILITY OF 4H COLLABORATION IN THE RIS3CAT

2.2.1 Objectives

- ➢ To test two (pilot) initiatives intended to permit greater interaction with the private sector and the R&D sector of the specialisations domains at local level to be transferred as permanent new tools of the RIS3CAT policy instrument
- ➢ To test new ways of engaging "non-usual" agents of the quadruple helix, particularly entrepreneurs, in the actions to promote entrepreneurship and competitiveness in the specialisation domains
- ➢ To scale up these initiatives so that they can be applied regionally and be adopted by other RIS3CAT projects

2.2.2 Background

This action will address the challenge identified by Sabadell regarding the difficulties involved in integrating certain key 4H agents properly in the deployment of the specialisation project: the private sector and the citizens. The shortcomings identified pertain to the lack of participation of specific types of companies in the RIS3CAT, such as SMEs and micro-companies, traditional companies or start-ups. As identified in the RIS3CAT monitoring report of April 2020[4], current participation by companies is concentrated in calls by RIS3CAT community instruments and technology clusters. However, the difficulty to

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[4]http://catalunya2020.gencat.cat/web/.content/00_catalunya2020/Documents/angles/fitxers/aprenent atges-ris3cat-2014-2020-en.pdf

manage the grants and adapt to the administrative timetables appears as a real problem for small SMEs, which practically are excluded from receiving this support.

Sabadell identified this shortcoming through its participation in one of the RIS3CAT financial instruments, the aforementioned PECT. The non-involvement of these different actors was deemed critical to the PECT programme as it does not provide for the involvement of profit-making organisations and places certain constraints on non-profit entities or micro-companies that do not fulfil certain financial requirements. Another critical aspect is improving communication of the impacts of the RIS3CAT on the local economy to create opportunities for synergies between existing local projects and initiatives and RIS3CAT projects.

The action will test two initiatives based on the GPs identified in Tartu. The pilot actions will be tested in the territory of Sabadell and will culminate in the publication of a document with recommendations (Action Guide) that will be delivered to the Managing Authority and to the bodies of the Government of Catalonia involved in the RIS3CAT, namely the Directorate General for Local Administrations-DGAL (in charge of PECT calls) and to ACCIÓ (the managing agent of some instruments included in the RIS3CAT) for use as a tool for the other ongoing PECT programmes and for the RIS3CAT during the period 2014-2020. The actions will therefore have a primary impact on the current Sabadell specialisation project, funded by the PECT financial instrument, by involving many other agents in the development of smart specialisation in the territory (RIS3CAT). In this regard, Sabadell will act as a testing ground for these new project proposals which, if successful, would be institutionalised at the highest level in the RIS3CAT.

Three GP identified in Tartu have been selected to be transferred to our Action Plan, as they address the aforementioned challenges. As in the previous action, these GP were identified in the document of good practices produced by the Sant'Anna School team during the Thematic Event held in Tartu (TE Tartu, 21-22 November 2017) and during the Long-Term-Visit to Tartu at the end of Phase 1. In the course of these visits we met key actors of these GPs and gleaned better knowledge through specific requests for information to the Tartu partner. The GPs are:

- **GP "SPARK Demo"**: This is a showroom for companies based in Estonia. Companies in southern Estonia working in the region's specialisation domain (and successful companies in other areas) can showcase their strengths and uniqueness. The demo area is also a meeting point for entrepreneurship, workshops, seminars and networking among agents as manufacturers, start-ups and educational and R&D institutions from the area.
  The following learnings from this good practice are expected to be transferred to Sabadell by setting up an equivalent of this showroom in the city:

  • Leverage a public facility to attract and retain local companies.

- Facilitate mutual knowledge and the emergence of synergies among innovative actors and companies in the region in the field of RIS3.
- Provide a space for the development of entrepreneurship-related activities, such as meetings, workshops or product demonstrations.
- Increase the competitiveness of local companies by showcasing their strengths and uniqueness.

- **GP "sTARTUp Day Business Festival"**: The largest business festival in the Baltic states, bringing start-ups and the traditional business community together. These agents, together with experts, government and the media, discuss early-stage business. It was conceived as a private event that now enjoys the sponsorship of different R&D institutions, public organisations and business centres in Tartu. It is a good example of a platform for generating new business ideas, swapping experiences and contacts and enhancing cooperation between start-ups, mature businesses and public organisations.

- **GP "Tartu Entrepreneurship Week"**: In the course of this week, entrepreneurship-related competitions, exhibitions, seminars, conferences, information days and educational games are held and are open to citizens, companies, students and anyone interested in entrepreneurship.

The following learnings are expected to be transferred to Sabadell from these entrepreneurship-related good practices:

- Bring different events together under a single umbrella, providing consistency and aligning the efforts of the different relevant local agents related to entrepreneurship promotion.
- Share the leadership in the development of such an event so that all agents (town/city councils, universities, civil society, business associations, companies, etc.) are actively involved in a public-private action.

2.2.3 Activities

A2.1 Development of two pilot activities to engage the non-usual triple helix (3H) and quadruple helix (4H) agents in the RIS3CAT projects

This activity comprises the design, organisation and holding of two pilot activities based on the aforementioned GPs:

PILOT 1: Showroom about Smart Specialisation in the area

Can Roqueta is an Entrepreneurship Centre, an economic promotion facility owned by the City Council of Sabadell. Here, we will provide a space where both existing relevant economic activities and other local initiatives related to the specialisation domain can showcase their products and services, with the cases provided by the Local Support Group

agents: for instance, young talent in the field of industrial design (coming from the ESDI, one of the Local Support Group agents); innovations being developed by researchers at the Parc Taulí Hospital and companies from Sabadell and the other municipalities participating in the project.

This space already hosts several of the city council's economic promotion events and programmes and is the perfect site for showcasing these initiatives and for interaction.

Figure 8. View of the outside of the Can Roqueta Entrepreneurship Centre

The steps involved in this activity are:

a) Meeting with the Local Support Group and other relevant agents to define the content of the demo area
b) Development of the demo area in Can Roqueta space
c) Selection of companies that will participate in the Demo area
d) Opening of the demo area in Can Roqueta
e) Collection of results to be transferred to the Action Guide

PILOT 2: Entrepreneurship Month

We will transform a set of existing entrepreneurship-related events performed by different agents (universities, technological parks, city councils...) and an existing event that brings companies from the territory together, the 'Cafè Aventura', to include **micro-enterprises working in the industrial systems specialisation domain**. The event will also include activities to improve the communication flow toward the citizens about the RIS3 and get them more actively involved in the process. This event will consist of several parallel events organised by the Local Support Group's different agents. Moreover, ACCIÓ will also help to ensure that some of the events they organise for the promotion of smart specialisation and innovation can be held during this Entrepreneurship Month.

The events will be held online due to COVID19 situation.

The specific steps involved are:

a) Meeting with the Local Support Group and other relevant agents to define the content and locations of the event
b) Definition of the event agenda and organisation
c) Holding of the event, with several parallel events in different locations belonging to local support group agents.
d) Compilation of results to be transferred to the Action Guide

A2.2 Dissemination of an Action Guide to the responsible agents for managing competitive calls of interest in this Action Plan

This activity consists of producing an Action Guide based on the two initiatives carried out in action 2.1 to be shared with the RIS3CAT Managing Authority for the latter to disseminate it to other agents involved in RIS3CAT projects, and more specifically to the other local authorities managing PECTs to promote the adoption of similar initiatives to reach different 4H agents and engage them in the smart specialisation process.

It will include also a communication campaign targeting citizens to publicise the event and the benefits of smart specialisation.

2.2.4 Expected impacts of Action 2 on the RIS3CAT policy instrument

Figure 9. Impacts of Action 2 on the policy instrument

	ACTIVITIES	IMPACT IN THE POLICY INSTRUMENT	SPECIFIC RESULTS
A2.1 Development of two pilot activities	Pilot 1: Showroom about the specialisation domain in CEI Can Roqueta	Existing initiatives for innovation promotion transformed toward RIS3, to promote the participation of "non-usual" agents. New methodologies to facilitate 4H collaboration translated to the MA to disseminate to the other local authorities and stakeholders participating in the RIS3CAT instrument measures Better knowledge of RIS3 among the citizens	1 new example of a space to help companies in the specialisation domain to showcase their products and services
	Pilot 2: Entrepreneurship month (online)		Pilot actions to promote RIS3 among companies and other 4H agents that are not currently benefiting from the smart specialisation ecosystem
A2.2 Dissemination of an Action Guide			1 Action Guide based on the two activities to be disseminated to the agents participating in RIS3CAT projects
			Mailing campaign addressed to agents involved in RIS3CAT projects to disseminate the Action Guide
			Better knowledge of the specialisation project and its benefits among the local citizens

2.2.5 Stakeholders involved

City Council of Sabadell: responsible for organising the showroom about smart specialisation in the area and the Entrepreneurship Month.

Local business associations: to help to identify relevant companies to be invited to both initiatives.

The City Council of Sabadell's Local Support Group in the RELOS3 project: for the first pilot (Showroom), they will contribute to defining the features of the showroom and will host some of the showroom's decentralised stands. Students from the ESDI (design university) will help to design the stands.

For the second pilot (Entrepreneurship Month), they will organise parallel events related to the specialisation domain and targeting different types of audiences (citizens, students, researchers, companies…). They will therefore contribute to identifying speakers and events and to attracting other stakeholders interested in the entrepreneurship event and the showroom initiative.

ACCIÓ as the agency responsible for managing some of the instruments included in the RIS3CAT: they will collaborate in the organisation of the activities and events and will disseminate the Guide to involve the 4H in the specialisation strategy.

Directorate General for Local Administration of the Government of Catalonia: they will be invited to the pilot actions and to a session to discuss the results of the pilots and how they can be transferred to the other PECT.

2.2.6 Timeframe

Figure 10. Proposed timeframe for Action 2

ACTION 2: IMPROVEMENT OF THE QUADRUPLE HELIX COLLABORATION	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A2.1 Development of two pilot activities to involve non-usual 3H and 4H agents in the RIS3CAT projects								
Pilot 1: Showroom about the specialisation domain in CEI Can Roqueta:								
Meeting with the Local Support Group and other relevant agents to define the demo area content								
Development of the demo area in Can Roqueta								
Selection of companies that will participate in the demo area								
Opening of the demo area in Can Roqueta								
Pilot 2: Entrepreneurship Month (online)								
Meeting with the Local Support Group and other relevant agents to define the content of the event								

Definition of the agenda and organisation of the event				▓	▓		
Holding of the event					▓		
A2.2 Dissemination						▓	▓
Production of the Guide						▓	
Compare the Guide with the Managing Authority						▓	
Dissemination of the Guide to other RIS3CAT project entities							▓

2.2.7 Cost and sources of funding

The costs will be relate to:

- Staff dedicated to monitoring the development of the suggested activities.
- External experts hired to design the showroom as well as to provide support in the development of the methodology for management purposes and to analyse its implementation.
- Material for the development of the actual showroom.
- External experts to provide support in the development of the agenda (selection of speakers, methodology, expected outcomes, etc.) and organisation of the Entrepreneurship Month, as well as to develop the subsequent analysis of its impact.
- Material for the event.

The activities are expected to be funded through the City Council of Sabadell's own resources, as well as other regional (such as the calls for proposals by the Barcelona Provincial Council or the Government of Catalonia) and international (namely through EU programmes such as Erasmus+, H2020 or COSME) resources.

3. Monitoring of the Action Plan

The City Council of Sabadell team will be tasked with monitoring. The Local Support Group will be involved in providing feedback about the deployment of the Action Plan.

Figure 11. Action Plan Monitoring Indicators

ACTIVITIES	SPECIFIC RESULTS	INDICATORS	
A1.1 Improvement of the existing RIS3-MCAT information platform	1 improvement proposal document which will include suggestions for the RIS3-MCAT platform updating	**Ind.1**	Number of participating agents in the survey to develop the improvement proposal document
	1 event organised with the participation of the main	**Ind.2**	1 Event organised

A1.2 Organisation and holding of the RIS3CAT agents, PECT and Communities, online meeting		agents involved in PECT and Communities projects. Supported by ACCIÓ (Catalan Agency for Enterprise Competitiveness) and the Directorate General for Local Administration (DGAL) and with the participation of the Ministry of the Vice-presidency and of the Economy and Finance of the Government of Catalonia	**Ind.3**	Number of participants from the RIS3CAT projects
		1 document with the results of the meeting and recommendations on creating stable consultative mechanisms about RIS3CAT	**Ind.4**	1 document produced and delivered to the managing bodies of PECT and Communities calls for dissemination to the agents participating in RIS3CAT projects
			Ind.5	Number of participants that received the document from PECT and Communities
A2.1 Pilot activities	Pilot 1: Showroom based on the specialisation domain in CEI Can Roqueta:	1 new space in Sabadell Can Roqueta to help companies in the specialisation domain to showcase their products and services	**Ind.6**	Number of companies that showcase their products in Spark Demo
	Pilot 2: Entrepreneurship month (online)	1 event organised to promote RIS3 among companies and other 4H agents not currently benefiting from the smart specialisation ecosystem	**Ind.7**	Number of traditional companies participating in the event
			Ind.8	Number of microcompanies participating in the event
			Ind.9	Number of other 4H agents participating in the event
	1 new programme of the RIS3CAT policy instrument to help other local authorities to implement the two pilot activities		**Ind. 10**	Number of local governments that have implemented the Pilot Activities
A2.2 Dissemination		1 Action Guide based on the two activities to be disseminated to the agents participating in RIS3CAT projects	**Ind.11**	1 Action Guide produced
		Mailing campaign addressed to agents involved in RIS3CAT projects to disseminate the Action Guide	**Ind. 12**	Number of participants that have received the Action Guide
		Communication campaign for citizens	**Ind.13**	1 new campaign in the city council website and social media

4. Glossary

ECAT 2020: Catalunya Strategy 2020

ERDF: European Regional Development Fund

ESF: European Social Fund

GP: Good Practice

LSG: Local Support Group

LTV: Long-term visit

MA: Managing Authority

OP: Operational Programme

PA: Priority Axis

PECT: Specialisation and Territorial Competitiveness Project (acronym in Catalan for *Projecte d'Especialització i Competitivitat Territorial*).

RIS3: Smart Specialisation strategies

RIS3CAT: Research and Innovation Strategy for the Smart Specialisation of Catalonia

ROP: Regional Operational Programme

TE: Thematic Event

3H: triple helix

4H: quadruple helix

Partner organisation	Promoció Econòmica de Sabadell, SL
Name and position of the representative	Antoni Bayona Castillo Manager of Promoció Econòmica de Sabadell, SL
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Managing Authority	Department of the Vice-Presidency and of the Economy and Finance of the Government of Catalonia
Name and position of the representative	Tatiana Fernandez Sirera Head of the Economic Promotion Area
Signature	Tatiana Fernández Sirera - DNI 46646460E (SIG) Signat digitalment per Tatiana Fernández Sirera - DNI 46646460E (SIG) Data: 2020.12.01 10:49:05 +01'00'

Sabadell, November 2020