



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

Roadmap: Culture and Creative Industry Strategy in Slovenia

Regional Development Agency of Ljubljana Urban Region

final document

30th April 2017





Introduction

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

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

- a) On-field evaluations (peer review) in each region: 2 experts (from other partners with relevant skills) assess system and Roadmap of hosting region and provide inputs to improve policy system, adopt new measures/policies and **convert Roadmap into action plan**. Visiting experts hold a local workshop and directly interact with local stakeholders group producing a mutual learning process
- b) Study visits: participants in the study visits are representatives of partners and/or /managing authorities, stakeholders groups. The aim of the study visits is to share and learn partners experiences, building and strengthening interregional relationships among partners, other policy makers and stakeholders. At the end of study visits, participating representatives hold a specific working session of stakeholders group to spread knowledge and experience.

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

Methodology

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

The purpose of the Roadmap is to prepare for building the Action plan. According to the Interreg Europe Action Plan definition "... it is a document providing details on **how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region**. It specifies the nature of the actions to be



implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any)." Please, see the template of Interreg Europe Action Plan attached in the e- mail.

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

Taking into account a close relation between the Roadmap and the Action Plan, it is important to define the policy context of the Action Plan already in the Roadmap stage.

Plan of work

Task	Deadline
Roadmap description and template sent to partners	26.01.2017
PPs sent their comments to Zane and Denize (PP5 – LU)	during 2 nd SG
The final template created and sent to the partnership	End of February 2017
Roadmaps discussed at the CRE:HUB meeting in Trieste	May, 2017
Roadmaps finalized by partners	31 April 2017
Roadmaps presented during peer review sessions and refined according to assessment results	To be define
Roadmaps reverted into Action plans	31 October 2018
Implementation of Action plans	1 November 2018 – 31 October 2020

The Methodology proposes 3 stages to prepare a Roadmap:

Stage 1: Short information of the project, General Partner information.

Stage 2: Research and planning – goals to be achieved by the Partner and policy context.

Stage 3: Actions to implement the project goals – actions, resources, timing and monitoring.



STAGE 1. General information

Short description of the CRE:HUB project

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

- 1) Phase 1. 01.04.2016 – 30.09.2018;
- 2) Phase 2. 01.10.2018 – 30.09.2020.

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

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

General Partner information

Partner organisation: Regional Development Agency of the Ljubljana Urban Region

Country: Slovenija

NUTS2 region: Zahodna Slovenija

Contact person: Tina Pezdirc Nograšek

E-mail address: tina.pezdirc@ljubljana.si

Phone number: (+386) 1 306 19 21

STAGE 2. Policy instruments to be addressed

- **Investment for Growth and Jobs programme (Policy instrument 1)**
 - European Territorial Cooperation programme (Policy instrument 2)
 - ⇨ Other regional development policy instrument (please, identify) (Policy instrument 3)
-

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Please, add some background information, targeted goals and indicators mentioned in the Application Form (AF) as well as possible changes (in policy instrument, if any occurred during the CRE:HUB implementation) following the plan provided below. This analysis will be useful for you to complete the Stage 3 of this Roadmap (max 1 page for each targeted policy instrument).

Plan:

- Background
- Targeted Policy instrument No1 (*please, follow the information you have provided in the AF. If you would like to address also other policy instruments, please, describe each of them separately following this plan*)
- Defined goals (*please, follow the information you have provided in the AF*)
- Planned actions towards implementing CRE:HUB project (*please, feel free to use the same approach as provided in example of Latvia. If you need to follow different approach to achieve your defined objectives, you may also add some changes*)
- Performance indicator (*please follow the AF*)
- Stakeholders.

If you are addressing more than one policy instrument, please, provide similar description as mentioned above following the same plan:

- Targeted policy document No2
- Defined goals
- Planned actions towards implementing CRE:HUB project
- Performance indicator
- Stakeholders.

Background:

In many EU cities and regions, investments in cultural and creative industries (CCIs) already have a significant impact on smart, sustainable and inclusive growth. According to the European Parliament's report on EU policy for cultural and creative industries (June 2016), Cultural and Creative Industries (CCIs) have become high-capacity engines for economic growth, representing 11.2% of all private enterprises and 7.5% of all employed persons. Beyond their significant economic contribution, CCIs have built a bridge between arts, culture, business and technology. Indeed, these industries have a multiple role to play in unlocking the creative and innovative potential of a region, as they:

- are vital for the emergence of new economic activities and the creation of new and sustainable job opportunities;
- have the potential to increase the quality of life in urban and rural areas and to make Europe and its regions more attractive places in which to invest and work;
- contribute to the social integration of marginalised groups of the population and have wide-ranging social impacts, in particular in terms of social regeneration or social cohesion;



- are catalysts for structural change and diversification in many industrial zones and rural areas with the potential to rejuvenate economies, stimulate innovation and contribute to growth;
- constitute a powerful magnet for tourism, generate a creative buzz, attract talent and contribute to changing the public image of regions and cities;
- have potential in generating social demand, engaging the public and addressing social concerns in rapidly growing markets, such as those relating to energy, recycling and biotechnology, aging and health.

Moreover, culture and creativity also promote growth and qualified jobs, as CCIs contribute to and have a strong and positive influence on ICT, research, education and can increase the attractiveness of regions in terms of human resources and investments. Therefore, cultural and creative industries have moved from marginal debates about cultural rights to the centre of the discussions regarding competitiveness throughout the world.

However, Slovenia lags behind in this field. Although the issues of creativity and CCIs have been in and out of policy discussions in the last years, there is still no programmed and systematic support for the CCIs or even a strategic document regarding it. These industries play a significant role in contributing to the success of the economy.

CCIs represent for almost 9% of all businesses the Republic of Slovenia and employ more than 3% of all employees in the year 2015. The role of CCIs is even more important in the Ljubljana urban region (LUR) since they represent more than 11% of all businesses and employ more than 4.5% of all employees. In the LUR is concentrated more than 40% of all enterprises in the field of CCIs in Slovenia. CCIs are of particular interest because they are one of the fastest growing sectors in the world and are expected to be resistant to the recession. Unfortunately, the recent analysis showed that in Slovenia this is not so and that the CCIs during the crisis fare even worse than the average. In the period from 2009 to 2015 both total revenue and number of employees in CCIs steady decreasing trend. These facts show the particular importance of supporting CCIs in Slovenia and in the LUR.

Targeted policy document No1:

The targeted policy document is the Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020: TO 3 Dynamic and competitive entrepreneurship for green economic growth: Investment priority: **Dynamic and competitive entrepreneurship for green economic growth with the 2 specific objectives:** Specific objective 1: Enhancing the total early-stage entrepreneurial activity, particularly start-up enterprises, Specific objective 2: Increase of value added in SMEs.

The OP states that Slovenia lags behind in entrepreneurial dynamics because a satisfying entrepreneurial culture is lacking. Therefore the document aims at improving the support environment for the development of new enterprises (start-ups). Within such aim, the establishment of clusters and further development of support environment is necessary. The

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policy is relevant for business in general and for the creative sector as well. Since the creative sector contains its own specifics, the policy framework should be improved by better incorporating the specifics of the sector (tailored policy). That is not possible without strong cooperation with the creative enterprises, clusters, communities and individuals. As the creative sector is grounded on creativity and (self) expression it is well capable of reflecting and co-developing policies stimulating the development of the respective sector. Therefore the result would be a sub-policy document (**CCIs strategy**) in which strategic and implementation measures for the creative sector would be incorporated. The key part of this operation would be adopting up-to-date open innovation and collaborative planning techniques by which a sub-policy would be formed and legitimized.

Defined goals:

Since the identified policy instrument is a broad document it does not address sub-policies at sector level and specifically at creative sector level. The creative sector would need a sub-policy addressing its needs and potentials directly. That would be the focus of CRE:HUB project at national/regional level: to provide a sub-policy supporting creative sector (**CCIs strategy**) and provide an implementation ground for potential pilot actions. The improvements envisaged concern both the development of the sub-policy and the process of adopting it as well. The process of designing and adopting a policy is relevant in terms of incorporating the actual needs of the sector in the policy and of legitimizing the policy at sector level. It will combine evidence based analysis of the sector and good practice analysis from project partners. The sub-policy could be a new form of support aimed at the creation of institutionalized and non-institutionalized co-working spaces. In Slovenia there is a sector based recognized need of coworking spaces, since they play the role of incubators at creative sector level. The new form of structural funding for the creative sector could be voucher based in order to enable the choice of coworking space to selected (tender) creative enterprises and self-employed.

Planned actions towards implementing CRE:HUB project:

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



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

Performance indicator: Number of co-working spaces providing support programmes for the creative sector.

Stakeholders:

- **Governmental institutions:** The Government Office for Development and European Cohesion Policy, The Ministry of Economic Development and Technology, The Ministry of Culture, The Ministry of Finance, The Ministry of Education, Science and Sport, The Ministry of Labour, Family, Social Affairs and Equal Opportunities; The Ministry of Public Administration; The Municipality of Ljubljana, Municipalities of Ljubljana Urban Region.
- **Business support organisations:** Slovenian Regional Development Fund, Slovenian Enterprise Fund, Technology Park Ljubljana, Ljubljana University Incubator, ABC Accelerator, Spirit Slovenia, SID bank, The Slovenian Tourist Board (STB).
- **Educational and Research institutions:** Academy of Fine Arts and Design, Faculty of Design, Faculty of Electrical Engineering, Faculty of Economics, Faculty of Information and Computer Science, Institute for Economic Research, Centre for Technology Transfer and Innovation (Jožef Štefan Institute) ...
- **CCIs support organisations, interest organisations:** Intellectual Property Office, British Council, Museum of Architecture and Design, City Museum of Ljubljana/ROG Creative Centre, Brumen Foundation, Designers Society of Slovenia, Slovenian Chamber of Architecture and Spatial Planning ...
- **CCI Initiatives, creative centres:** Punkt Trbovlje, Poligon, Hekovnik, Ferfl, Ping Pong, Tkalka, UAUU, Creative Mornings, Service8, Mesto oblikovanja, Kikštarter Kamnik, Tkalka, Društvo Pekinpah, CCI Companies, Halcom, Studio Marketing, Studio Miklavc, Gigodesign, Scapelab ...

STAGE 3. Activities to implement the project goals

Activities to implement the project goals (If you are working with more than one policy instruments indicated in the stage 2, please, name it in the table or create a new table each time.)

Please, list all possible activities chosen to reach your defined project goals. On the later stage this list of activities will be used to choose those measures, which you would like to include in the Action Plan. Remember that activities/measures should be based on the experiences and good practices learnt from other project partners' regions.



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

Goals (defined by each partner)	Activities to implement the goals ¹	Resources (budget, materials, equipment, etc.), if applicable ²	Timing of each activity	Monitoring systems (Please, indicate which monitoring systems will be used for monitoring of implementation of each activity) ³	Players involved
Improving business environment for developing CCIs in Slovenia and in the LUR	Mapping and studying the potential of CCIs: Understanding of the specific characteristics of the CCIs in Slovenia and in the LUR: their strengths, weaknesses, key enablers and overall development trends in all sub-sectors.	Within the scope of CRE:HUB project; EU funds, national funds	2018	Mapping study (1 overall mapping study), sub-sectoral studies (10)	Ministry of Culture; Ministry of Economic Development and Technology; Center for Creativity; Central Statistical Bureau; professional associations; chambers; educational organisations; co-

¹ The list of possible activities to reach the defined goals.

² An indicative allocation of resources, if possible to define at this stage.

³ The AF states that Peer Review will assess: different regional policies/ instruments/ systems to support the creation of CC SMEs, **related monitoring system** and identified experiences.





					working organisations; RCKE
	<p>Improved institutional framework: Linking different stakeholders from the government, business community, education sector, CCIs (professional associations, creatives) and non-governmental sector together to create an integrated strategy for the CCIs (ad-hoc working groups, CCIs council); improved inter-ministerial cooperation; establishment of the Center for Creativity; better inclusion of professional associations ...</p>	<p>Within the scope of CRE:HUB project; EU funds; national funds</p>	2018	Establishing Center for Creativity (1)	<p>Ministry of Culture; Ministry of Economic Development and Technology; The Government Office for Development and European Cohesion Policy; Center for Creativity; professional associations; chambers; educational organisations; co-working organisations; RCKE</p>
	<p>Awareness-raising and promotion about the potential of CCIs in boosting socio-economic development⁴: Conferences, seminars, awards, events, festivals; web portal(s); promotion materials also in</p>	<p>Within the scope of CRE:HUB project, EU Funds, national funds</p>	2020	<p>Conferences, seminars, awards, events, festivals (20) Web portal (1)</p>	<p>Ministry of Culture; Ministry of Economic Development and Technology; RCKE; Center for Creativity; Technology park LJ; co-working places; HE and research organisations; Chamber of Commerce and</p>

⁴ Target groups: the policymakers, cultural operators, creative entrepreneurs, other industries as well as the general public in Slovenia and abroad.



	cooperation with other industries; collecting and disseminating good practices; disseminating results of mappings and studies				Industry; RCKE
	Developing the adequate political tools for CCIs ⁵ : national CCIs strategy; evaluation of existing programmes/projects (process, results); inclusion of CCIs in national strategies/programmes (innovation, tourism, internationalization, education, sustainable development, public administration...); overview and the adjustment of the legislation.	Within the scope of CRE:HUB project; EU funds; national funds	2019	CCIs strategy (1) Overview of the legislation with recommendations (1)	Ministry of Culture; Ministry of Economic Development and Technology; The Ministry of Finance; The Ministry of Education, Science and Sport; The Government Office for Development and European Cohesion Policy; Center for Creativity; professional associations; chambers; HE and research organisations; co-working organisations; RCKE
Competitive and exporting CCIs	Capacity building (education and training) : New education programmes (based on the needs of the market);	Within the scope of CRE:HUB project, EU funds;	2020	Updated/new education programmes (3) Trainings of creatives (10, 100 participants)	Ministry of Culture; Ministry of Economic Development and Technology; The Ministry of Education,

⁵ The key questions are the following: When general business support mechanisms can address the specific needs of CCIs and when new sector-specific measures should be introduced? Is it possible to introduce overarching CCIs strategy or sub-sectors strategies/measures are needed?



	consulting to CCIs (general, specific); training of creatives on business skills, project management, digital skills), IPR; mentoring; training of public officials (new training programme); supporting competence centres; creating new certificates (as "User experience design thinking")	national funds		annually) Trainings of public officials (5, 50 participants annually)	Science and Sport; The Ministry of Labour, Family, Social Affairs and Equal Opportunities; Center for Creativity; chambers; HE and research organisations; co-working organisations; RCKE
	Improved access to finance: Grants (result-oriented, well defined – public interest); new financial instruments (microcredits, repayable assistance, guarantee mechanisms, venture capital funds); tax changes.	Within the scope of CRE:HUB project, EU funds; national funds	2019	New financial instruments developed (2)	Ministry of Culture; Ministry of Economic Development and Technology; The Government Office for Development and European Cohesion Policy; Slovenian Regional Development Fund; Slovenian Enterprise Fund; Technology Park Ljubljana Ljubljana; University Incubator; ABC Accelerator; Spirit Slovenia; SID bank.
	Supporting physical infrastructure and creative business incubation (taking into	Within the scope of CRE:HUB project, EU	2020	Number of co-working spaces providing support programmes for the creative sector (7)	Ministry of Culture; Ministry of Economic Development and Technology; The

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<p>account regional approach): Developing physical infrastructure and regeneration of places; financial support for creative incubators and co-working places (management costs, subsidising renting, systematic financing).</p>	<p>funds; national funds</p>			<p>Government Office for Development and European Cohesion Policy; municipalities; RCKE; co-working organisations</p>
<p>Support for the internationalization of CCIs: Export advice and information support to CCIs abroad (legal and business advice); financing studies on foreign markets; financial support, promotional activities (e.g. trade missions, supporting participation in world-important exhibitions or trade fairs, etc.); support for internationalization of clusters, networks, platforms; support for (pilot) projects; branding Slovenia (Made in Slovenia); internationalization of existing/new sub-sector specific intermediate institutions (film, music,</p>	<p>Within the scope of CRE:HUB project, EU funds; national funds</p>	<p>2020</p>	<p>Share of exports in turnover of CCIs companies (25 %)</p>	<p>SPIRIT Slovenia; Center for Creativity; Ministry of Culture; Ministry of Economic Development and Technology; The Ministry of Foreign Affairs; Chamber of Commerce and Industry; The Slovenian Tourist Board (STB)</p>



	design, architecture ...)				
Bridging CCIIs with the rest of economy and society	Collaborative R&D projects between business sector, CCIIs and HEIs (new products, new business models, living labs ...): Research grants; vouchers	Within the scope of CRE:HUB project, EU funds; national funds	2019	Number of projects (20)	The Ministry of Education, Science and Sport; Ministry of Economic Development and Technology; The Government Office for Development and European Cohesion Policy
	Networking and clustering: Establishing cluster(s), networks, platforms (based on the value chain approach)	Within the scope of CRE:HUB project, EU funds; national funds	2020	Number of established clusters, networks and platforms (5)	The Ministry of Education, Science and Sport; Ministry of Economic Development and Technology; The Government Office for Development and European Cohesion Policy
	Pilot projects in the public sector stimulation social innovations: Project grants; public procurement; match-making events	Within the scope of CRE:HUB project, EU funds; national funds	2020	Number of projects (20)	The Ministry of Public Administration; municipalities; public sector organisations