



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	<p>Navarra ERDF 2014-2020 Operational Programme</p> <p>Objective 3: Enhancement of SME competitiveness</p> <p>Investment priority: 3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process.</p> <p>The specific objective is to promote the growth and consolidation of SMEs, particularly improving their financing, technology and access to advanced services.</p>
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

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.

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:
 - 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 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.

CCIs had been practically absent from the agenda of regional policies in Navarre until 2016, when *Creative and Digital Industries* were included as one of the priority objectives in the Regional Specialization Strategy. Since then, CCIs are considered “new opportunities” for regional development and a part of the sector receives attention from the Department for Economic Development. The Department of Culture, Sports and Youth of the Government of Navarre, with a broader understanding of cultural and creative industries, had by then launched two successful pioneer initiatives to support actors 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). In November 2017, the first edition of the yearly 948 Merkatua arts fair was organized.

2.3 Main priorities where to focus efforts

To promote the development of the sector, the Culture Department 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, programmes directed to the enhancement of entrepreneurial capacities including internationalization

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>

and innovation. The sector would benefit from increased and shared awareness of CCIs as an economic sector.

The Action Plan for Navarre focuses on the initial policy instrument addressed. The targeted policy document is the Navarre ERDF 2014-2020 Operational Programme, concretely Objective 3: Enhancement of SME competitiveness and Investment priority: 3.4 supports to SMEs for growing in regional, national and international markets as well as in innovation process.

For the Department of Culture, Sports and Youth, the most powerful tool to promote these goals for the CCIs sector is the *Strategic Plan for Culture of Navarre (PECN) 2017-2023*. 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.

Like each of the ten strategic axes that make up the Strategic Plan, this strategic axis “Cultural and Creative Industries” 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.

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 alignment of the CRE:HUB Action Plan with the Strategic Plan for Culture of Navarre 2017-2023 is crucial to capitalize available resources and potentiate the impact of the actions of both

⁴ Plan Estratégico de Cultura de Navarra 2017-2023 de la Dirección General de Cultura - Institución Príncipe de Viana del Gobierno de Navarra, pp. 105-113

plans. Therefore, 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
4. Capacity building for cultural and creative enterprises and professionals
5. Program to support the promotion and commercialization of ICCs, through the organization of professional fairs in Navarra.
6. Development, adoption and implementation of the Law on Cultural Rights

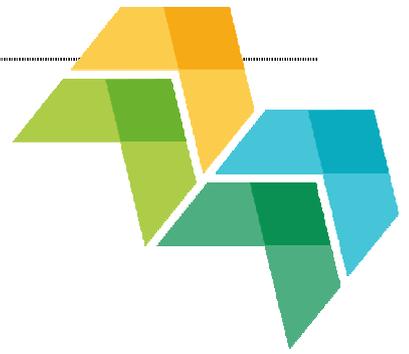
Before these actions will be described in detail in the next section, the following table shows the relation of these actions with the goals established in the Strategic Plan for Culture of Navarre 2017-2023 for strategic axis 10 “Cultural and Creative Industries”:

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

<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	CCI enterprises and professionals observed as a joint sector A website addressing CCIs as a sector CCI enterprises as newly defined target of

		<p>support instruments</p> <p>Action 5: Development, adoption and implementation of the Law on Cultural Rights</p>	<p>calls</p> <p>Use of terms like “cultural and creative ecosystem”</p>
<p>2 – Increase the knowledge base and data sources of the CCI sector</p>	<p>Identify the sector in terms of its structure, specific behaviour and economic impact.</p>	<p>Action 1: Monitoring system on the development of cultural and creative enterprises in Navarre</p> <p>Action 2: Government webspace for CCIs, creativity and innovation</p>	<p>Collection of regular data</p> <p>Registry and directory</p>
<p>3 – Promote a regional perception and a territorial vision for the CCI sector</p>	<p>Create instruments to increase the visibility of the sector, increase its recognition inside and outside the region, and expand markets to neighbouring and transboundary territories.</p>	<p>Action 2: Government webspace for CCIs, creativity and innovation</p> <p>Action 3: Revision of support instruments</p> <p>Action 4: Capacity building for cultural and creative enterprises and professionals</p> <p>Action 5: Development, adoption and implementation of the Law on Cultural Rights</p>	<p>CCI -specific website publicly accessible anytime anywhere</p> <p>An important aspect in revised calls</p> <p>Skills for marketing, business management, internationalization</p> <p>Implementation of the law contributes to regional development</p>
<p>4 – Increase the resources dedicated to</p>	<p>Increase professional opportunities in the</p>	<p>Action 2: Government webspace for CCIs,</p>	<p>Access to relevant information to create</p>

<p><i>CCIs and improve the access to them</i></p>	<p>sector.</p>	<p>creativity and innovation</p> <p>Action 3: Revision of support instruments</p> <p>Action 4: Capacity building for cultural and creative enterprises and professionals</p> <p>Action 5: Development, adoption and implementation of the Law on Cultural Rights</p>	<p>professional opportunities</p> <p>Exclusive calls for CCIs</p> <p>Linking vocational training to career opportunities in CCI value chain</p> <p>Creating obligation for public administration to actively support cultural and creative ecosystem</p>
<p><i>5 – Adapt more existing services for new enterprises to the CCI sector and implement new instruments for direct and indirect support</i></p>	<p>Adapt to the CCIs sector existing services aimed at new companies and implement new direct and indirect support instruments</p>	<p>Action 2: Government webspace for CCIs, creativity and innovation</p> <p>Action 3: Revision of support instruments</p> <p>Action 4: Capacity building for cultural and creative enterprises and professionals</p>	<p>Creation of this new website</p> <p>Exclusive calls for CCIs</p> <p>Capacity building programme for cultural professionals adapted to CCI needs (ThinkTank)</p>
<p><i>6 – Reinforce the commitment of public institutions to regional development through culture</i></p>	<p>Provide a solid legal framework to the ICC sector that contributes to its development.</p>	<p>Action 5: Development, adoption and implementation of the Law on Cultural Rights</p>	<p>Creating obligation for public administration to actively support cultural and creative ecosystem</p>



3. PRIORITY ACTIONS

3.1 POLICY CONTEXT

The Action Plan aims to impact:

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

Name of the policy instrument addressed:

Navarra ERDF 2014-2020 Operational Programme

Thematic 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.

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

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 lessons learned from the project indicate 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.

Therefore, the Culture Department will opt for setting up a long-term monitoring framework in charge of regular follow-up. This framework structure, the Cultural Observatory, has been established in the beginning of 2018. A 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.

Amongst other impacts, 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 indicator set will also be a great tool to provide details on the value chains in place – corresponding to another recommendation issued by the peer review experts and complementing the efforts by CLAVNA, the Navarre Audio-visual Cluster, to analyse the value chain in the audio-visual sector.

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, ...)
- Establishment of working definition of key CCI sectors in Navarre
- 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 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. 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.

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,...)
- 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 and enterprises often have different support needs than other start-ups, 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, 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 in Navarre. 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; and the regional stakeholder group also highlighted talent drain to other regions of Spain as a consequence of lack of professional opportunities.

Action

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; and to support awareness-raising on the contribution of CCI enterprises to cultural life as well as economic development.

Action 3 consists of the following activities:

- Activity 1: Network of Creative Incubators of Navarra
- Activity 2: Modification of tax incentive for audiovisual 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, the Department for Culture after the analysis of this initiative will launch in 2019 a program of support to the network of factories of artistic creation and creative incubators will consist of:

- Call for grants for companies and cultural and creative professionals who 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 available economic support for this call will be 115,000 € in 2019 as well as 2020

Players involved

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

- 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 115,000 / year

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 audiovisual investments

Activity 2 will consist in promoting modifications to the Deduction for investments in cinematographic productions and audiovisual series (Article 65 of the Statutory Income Tax Law, hereinafter LFIS) with the objective of ensuring that the incentive has a better impact on the development of the audiovisual industry of the territory. To do this, it is proposed: analyze the deduction base percentage of art. 65.1 that must correspond to expenses incurred in Navarre territory, and regulate what is meant by expenses made in Navarre territory for the purposes of calculating the percentage indicated above. Likewise, work is being carried out to regulate in the LFIS that the legal entities that participate in the financing of projects of cinematographic productions and audiovisual series can benefit from the deduction foreseen in article 65 of the LFIS.

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 STUDENTS, PROFESSIONALS AND ENTERPRISES

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 CREHUB Barrier and Solution analysis, as well as during the analysis carried out in relation with the Strategic Plan for Culture. Also, according to peer review recommendations, 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

The action will be carried out partly in-house, but mainly in collaboration with different organizations that have elaborated training offers for cultural and creative entrepreneurs and professionals against the background of the RIS3 priority “Creative and Digital Industries” that aims particularly on strengthening the cinematographic and audio-visual production sector.

Concretely, action 4 consists of the following activities:

- Activity 1: Capacity building laboratories for cultural and creative professionals
- Activity 2: 3D Animation course programme
- Activity 3: Collaboration of vocational training programmes with the audio-visual industry

Activity 1: Capacity building laboratories for cultural and creative professionals

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 or reconducted as a different learning programme according to the needs expressed by the participants and interested professionals. After addressing topics such as communication and internationalization in 2018, new topics could be marketing, organization and management, entrepreneurship for CCIs etc. In collaboration with the section of the Department for Culture organizing the second edition of the CCI fair 948 Merkatua, the option will be discussed to offer a number of sessions at the fair, thus attracting more participants and gaining visibility.

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)

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

Activity 2: 3D Animation course programme

The Audio-visual cluster of Navarre, part of the CRE:HUB stakeholder group, has developed with the support of the Regional Development Agency SODENA a cutting-edge course programme in 3D animation including a job pool with the aim of promoting employment in the audio-visual industry⁸. The background is that companies settling down in Navarra attracted by the tax deductions find difficulties to subcontract certain professional profiles in the audio-visual field, but the program also indicates a clear strategic support for the digitalization of the industry in Navarre.

The programme financed by the Navarre Employment Agency (Servicio Navarro de Empleo) offers 30 participants the opportunity to take part in the first round of courses starting October 2018, which consists of 3 courses with 416 hours each: "3D lighting, shading, compo and render", "Concept Art for animations and videogames", and "Advanced digital animation". A next round starting in February 2019 is in design phase.

Players involved

- NICDO Public Society
- CLAVNA Audio-visual cluster of Navarre
- SODENA Regional Development Agency of Navarre
- SNE Navarre Employment Agency

Timeframe

2018-2019

Costs

Estimation: EUR 130,000

Funding sources

- Department of Social Services

Indicators

- Number of participants in 3D Animation programme: 30
- Number of course hours 3D Animation programme: 1.248
- Percent of 3D animation programme participants that achieve employment contract: 50%

⁸ <http://www.animacion3dnavarra.es/>

Activity 3: Collaboration of vocational training programmes with the audio-visual industry

Not only are professionals of the audio-visual professions missing in the value chain of the audio-visual industry of Navarre, but also specialized service providers such as hairdressers, catering or scenario staging services. Therefore, the Department of Education of the Government of Navarre, also present in the regional stakeholder group, is working with different vocational training centres to include modules in relevant training programmes that offer the students the option to enter in contact and apply their abilities in the cinematographic industries.

Players involved

- Department of Education, Government of Navarre
- CLAVNA Audio-visual cluster of Navarre

Timeframe

2018-2020

Costs

Estimation: EUR 0,000

Funding sources

- Department of Education, Government of Navarre

Indicators

- Number of modules included in vocational training programmes: 5

ACTION 5: SUPPORT PROGRAM FOR THE PROMOTION AND COMMERCIALIZATION OF ICCs, THROUGH THE ORGANIZATION OF PROFESSIONAL FAIRS IN NAVARRA.

Activity 1: 948 Merkatua, market of the Arts of Navarre

Activity 2: Fair of the Edition of the book, disc and other supports

Activity 1: 948 Merkatua, market of the Arts of Navarre

In 2017 the program of cultural promotion and innovation of the cultural and creative industries of Navarra was launched within the Cultural Action Service.

This program is executed within the framework of the Smart Specialization Strategy RIS3 and consists of:

1.- Definition of the 2017 operational program to support the professional cultural sector of Navarra:

- Definition of promotional strategy and support for the marketing of ICCS.
- Development of database of commercial product and offer and of potential programmers and mediators.
- Definition of cultural promotion action plan: plan of fairs and other events or markets.
- Creation and design of supports: sales folder, online and paper supports, corporate identity and brands, stands, photography banks and images

2.- In the definition of promotional strategy and support to the commercialization of the ICCS (March / May 2017), a diagnosis and study of the profile and needs of the ICCS of the different artistic disciplines was carried out (audiovisual sector, visual arts, edition of disc, book and other supports, scenic arts, music etc)

a) 948made- Contents. Definition of the support program for promotion and commercialization. 948 made and 948 incubators.

b) Identification of the offer-Product. Definition of files and requirements by sectors.

c) Demand. Definition of professionals by territories and disciplines. Creation of strategy by territories.

d) Argument: general presentation and disciplines of ICCS and proposals.

3.- FAIRS In parallel, a strategy was defined to attend trade fairs with assistance to DFeria, Tárrega, Vic, Huesca, Bime, Irun open innovation with the purpose of carrying out the study prospecting for short-term presence and the promotion of ongoing programs.

4.- 948 Merkatua. The 2017 edition of 948 Merkatua, market of the Arts of Navarre was held in Pamplona on November 15 and 16 and was aimed at showing the production of the Navarre cultural sphere to distributors and agents from different sectors and territories. This show included film and television, performing arts, book edition, disc and other publishing, music, plastic and visual arts and other creative and cultural industries such as digital design, fashion and textiles, architecture, engineering or new Professions.

948 Merkatua was an event that was born with the aim of consolidating itself in the panorama of fairs of the professional cultural and artistic sector and had as its objective to be a referential meeting for the exhibition of cultural and artistic products, for the exchange of knowledge and the exhibition of innovative proposals, and of course, (something fundamental), for the promotion of the arts of the whole area of the Euroregion: Navarra / Aquitania and Euskadi, and also of other bordering communities.

It is the first time that a market of these characteristics has been launched in Navarre and, in fact, 948 Merkatua, Navarra's Arts Market is to some extent a new fair model because it covers all artistic disciplines, which will allow a practically unprecedented dialogue between all of them in the same workspace.

After the successful development and development of the program in 2017, in 2018 we proceed to the continuation of the program advancing in the processes, edition organization 2018 of 948 Merkatua, arts market of Navarra (21-23 November, 2018), organization of the II Edition of Book, Disco and other media (November 21-25, 2018) and execution of the Trade Fair Plan with assistance to DFERIA, Fira Internacional de Tarrega, BIME and MERCARTES.

Actors involved

- Cultural Action Service of the Department of Culture, Sports and Youth, - Government of Navarre
- Other departments of the Government of Navarre such as the Navarre Employment Service, Euskarabidea, Economic Development, General Directorate of Communication, Museum Service, Strategic Resources and Development Section, Library Service, etc.
- Governments of Nueva Aquitania, Euskadi, Aragón, La Rioja.
- City Hall of Pamplona. Other City Councils
- Various public and private entities.

Time frame

2018-2020

Cost

Estimate: Total support program for promotion and marketing 240,000 € per year.

Financing resources

Own (Department of Culture, Sports and Youth- Government of Navarre) and also collaborations of various entities.

Indicators

- Number of presentations of the fair. 6
- Number of editions: 3
- Number of projects generated by fair edition: 5

Activity 2: Fair of the Edition of the book, disc and other supports

In 2017, the Cultural Action Service launched the 1st Edition of the Book, Disk and other media edition. The objective of this action was to promote a fair in the publishing sector of Navarra; a fair of book publishers, newspaper publishing companies both daily and periodical, local magazines, publications of the Government of Navarra, self-publishing, music, etc...

In short, a photograph was created showing the richness of Navarra's publishing, from newspapers to bibles, from large companies to the small self-publisher or association that publishes the magazine of its neighbourhood or town. The fair took place in the ticket office and cafeteria area of the Old Bus Station of Pamplona-Iruña / Geltokia, in the heart of the city, from November 15 to 19, 2017.

After the development and successful development of the program in 2017, in 2018 we proceed to the continuation of the program advancing in the processes, with the organization of the II Fair of the Edition of Book, Disk and other supports (21-25 November 2018).

Actors involved

- Cultural Action Service of the Department of Culture, Sports and Youth - Government of Navarra
- Strategic Resources and Development Section of the Department of Culture, Sports and Youth - Government of Navarra.
- City Hall of Pamplona.
- Association of Publishers in Navarra.

Time frame

2018-2020

Cost

10,000 €

Financing resources

Own (Department of Culture, Sports and Youth - Government of Navarra) and also collaborations of various entities.

Indicators

- Number of editions: 3
- Number of participating companies and professionals: 15-20

ACTION 6: DEVELOPMENT, ADOPTION AND IMPLEMENTATION OF THE LAW ON CULTURAL RIGHTS

The background

Strengthening all agents of the cultural sector, including those who act without profit, is an intrinsic part of the promotion of a living cultural and creative economy. The Law on Cultural Rights, currently in development phase and pending approval in the fall of 2018, 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.

Against the background of numerous international declarations and conventions regarding the right of every person's access to and participation in culture; as well as the Spanish constitution stipulating that the public administrations will promote and enforce de access to culture; and with the legislative competencies of the Community of Navarre, the Department of Culture, Sports and Youth has come to develop the Law on Cultural Rights.

This new Law concretizes the obligations of the public administration regarding the Right to Culture: Firstly, it recognizes the function of culture to produce sense of belonging, critical thinking, improve sustainability, to integrate, transform and dynamize society, and to generate employment and economic development.

Secondly the Law develops into specific Cultural Rights, facilitating the exercise of human rights, the universal right of access to culture and artistic creations, to participation in cultural life, to stimulation of creativity, to the protection of the artistic expressions and to the recognition of the function of those working in the cultural field, including cultural and creative entrepreneurs and professionals.

One of the aspects that have been influenced by the good practices seen in CRE:HUB, is article 17 on the Cultural and Creative Ecosystem aiming 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.

Action

After the successful elaboration and development of the Law proposal and a public consultation phase from 2017 to 2018, the Law has been approved by the Government and is now due to be voted upon in Parliament in autumn 2018. Once approved, the law takes effect approximately in January 2019.

It will then be the task of each of the six sections of the Department of Culture, Sports and Youth to develop the different items covered by the law within 1 year, via charters of services to be provided by each section.

Players involved

- Department for Culture, Sports and Youth – Government of Navarre
- Other departments of the Government of Navarre
- Federación Navarra de Municipios y Concejos

Timeframe

2018-2020

Costs

Estimation: EUR 0,000

Funding sources

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

Indicators

- Number of approved law: 1
- Number of developed Charters of Services: 6
- Number of presentations of the law outside of Navarre: 9

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 modified 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
4	Number of participants in 3D Animation programme	30	Record	Audio-visual Cluster CLAVNA; Employment Agency of Navarre
4	Number of course hours 3D Animation programme	1.248	Record	Audio-visual Cluster CLAVNA; Employment Agency of Navarre
4	Number of modules included in vocational training programmes	5	Record	Department of Education – Government of Navarre
4	Percent of 3D animation programme participants that achieve employment contract	50 %	Record	Audio-visual Cluster CLAVNA; Employment Agency of Navarre

5	Number of presentations of the fair	6	Register	Department of Culture, Sports and Youth - Government of Navarre
5	Number of editions	3	Register	Department of Culture, Sports and Youth - Government of Navarre
5	Number of projects generated by fair edition	5	Register	Department of Culture, Sports and Youth - Government of Navarre
5	Number of editions	3	Register	Department of Culture, Sports and Youth - Government of Navarre
5	Number of participating companies and professionals	15-20	Register	Department of Culture, Sports and Youth - Government of Navarre
6	Number of approved law	1	Record	Department of Culture, Youth and Sports – Government of Navarre
6	Number of developed Charters of Services	6	Record	Department of Culture, Youth and Sports – Government of Navarre
6	Number of presentations of the Law on Cultural Rights outside of Navarre	9	Record	Department of Culture, Youth and Sports – Government of Navarre



Date: _____

Signature: _____

Stamp of the organisation (if available): _____