

## Action plan for Castilla y León (FUESCYL)

### Part I – General information

**Project:** Beyond EDP

**Partner organisation:** FUESCYL (Fundación Universidades y Enseñanzas Superiores de Castilla y León) – PP2

**Other partner organisations involved (if relevant):** Commissioner for Science & Technology of the Regional Government of Castilla y León

**Country:** Spain

**NUTS2 region:** Castilla y León

**Contact person:** Mr. Gregorio Muñoz-Abad (Deputy Commissioner for Science & Technology, and member of the Board of FUESCYL)

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### Part II – Policy context

**The Action Plan aims to impact:**

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

#### **Policy context: the “Beyond EDP” project’s collective and individual partner’s objectives**

As it was stated in the “Beyond EDP” project’s application form, policy makers do not have innate wisdom about future priorities, so they need to be prepared to listen to entrepreneurs, researchers and citizens in order to identify specialisation areas and find the right policy mix to reach the goals set, within the Regional Research and Innovation Strategies for a Smart Specialisation (RIS3).

By applying this joint identification process, defined as “entrepreneurial discovery”, policy makers will also improve the acceptance of the decisions taken by the members of the triple or quadruple helix, and will facilitate the emergence and growth of new activities.

In order to find the appropriate approach tailored to regional needs and thus improve the results of RIS3, the whole regional innovation ecosystem need not be involved, but only the most relevant players.

Thus, the “Beyond EDP” project aims at professionalising EDP management, so as to avoid common mistakes and to provide efficient methodologies and practices for European regional policy makers, enabling them to implement effective RIS3, and more precisely:

- review the policies and practices of participating regions to identify EDP innovative practices, notably those implemented when designing RIS3 and asset performances
- develop a shared vision of the EDP based on experiences of partner regions
- provide policy makers with tools to better shape EDP, elaborate new methodology to manage and assess EDP and provide recommendations to improve RIS3 processes

An important aspect of the project requested by the Interreg programme is the durability of results (section C.6.4 of the application form), and in relation to that, it was stated the interest of going beyond the current programming period, influencing the design of the future cohesion policy and of individual ERDF operational programmes.

In particular, the expectation of partner 2 (FUDESCYL) for the project, as laid out in the application form, was the improvement of the regional EDP, and more specifically the shift from a ‘snapshot EDP’ to a ‘continuous’ EDP, and a better involvement of the “quadruple helix” actors.

Apart from that original expectation, the door was open to other potential instruments that could be proposed as the project progressed, based on the exchange of experiences with other regions and the outcomes of the peer reviews, taskforces, workshops and other project activities.

**Name of the policy instrument addressed:** RIS3 of Castilla y León

The Regional Research and Innovation Strategy for a Smart Specialisation (RIS3) of Castilla y León 2014-2020 is the R&D and Information Society’s planning document. It continues a path that Castilla y León started in 1997 with the elaboration of the Regional Technology Plan, which was the precursor of many elements that today form part of the European Union’s approach. The elaboration of the Castilla y León RIS3 followed the six-step methodology published by the European Commission’s Smart Specialisation Platform.

The RIS3 of Castilla y León 2014-20 has been updated in 2018 as the result of the intermediate evaluation carried out in the first half of 2017. The update was approved by the Regional Council of Ministers the 26th July. A few elements of the update have been inspired in some of the findings of the Beyond EDP project (even if only a few peer reviews and taskforces’ meetings had been undertaken at that time). As an example, smart specialisation in other regions

(for instance, in Northern Netherlands) has been made by identifying societal challenges instead of following a sectorial approach. Since the existing Castilla y León Strategy's smart specialisation approach could not be radically changed in an update, flagship initiatives have been introduced to complement the existing sectorial approach with this new vision of societal needs.

Within the Strategy, the University-Business Knowledge Transfer Plan (known as its acronym in Spanish "TCUE") has also been approved by the Regional Council of Ministers for the period 2018-20 on the 26th April, and again it has included some changes inspired by the Beyond EDP project. In particular, the finding during the peer review of Northern Netherlands Alliance of the EDP application to innovative environments in order to identify new technologies and opportunities for future developments, has inspired the creation of new measures within the Plan to promote open collaboration between research groups and companies with that purpose. These are the University Consortia for Knowledge Transfer and the development of the reciprocal version of the "University-Business Challenge" that has been in force successfully for several years. The "University Consortia for Knowledge Transfer" are stable consortia, with a duration longer than 2 years and participation of at least one university and one company, both from the region, plus a reference partner in the field, with the aim of developing joint R&I projects, technology foresight, personnel mobility, etc. In previous editions of the TCUE plan, there existed an action called "University-Business Challenge", in which companies requested from the universities solutions to specific problems they were facing. With the objective of strengthening the co-thinking and the joint development of research and innovation projects, a reciprocal version of this action has been established, called "The PhD's Dare", to be developed with the doctorate schools at the universities; in this new action, it is the universities who will make a proposal to companies or social organizations to develop joint proposals in new or existing fields.

### **Further details on the policy context and the way the Action Plan should contribute to improve the policy instrument**

There are a number of ideas that have resulted from the Beyond EDP project and that will feed the current Action Plan as input to improve the RIS3 of Castilla y León, and in particular the role of EDP in it.

As it will be explained below in more detail, the Action Plan will pursue, among other points, the generalisation of the use of EDP in the RIS3, not only in the elaboration and evaluation phases, but also during the implementation, the inclusion for the first time of municipalities as relevant actors in the strategy, the real enlargement of the triple helix to quadruple, and the modification of the methodology of the definition of the regional specialisation pattern, which is the basis for the choice of the Strategy's priorities.

### **Political endorsement**

The present Action Plan is presented by the project's partner 2 (FUESCYL), and is signed by its Director, Mr. Juan Casado. Besides Director of FUESCYL, he is the Regional Commissioner

for Science & Technology, i.e. the responsible for the coordination and elaboration of the regional strategies on R&I and Information Society (presently the RIS3), according to our regional Decree 91/2007.

Additionally, an endorsement letter of this action plan, signed by the responsible for the Intermediate Body of the ERDF Regional Operational Programme, is annexed.

### Part III – Details of the actions envisaged

#### **ACTION 1: Redefinition of EDP in the RIS3 of Castilla y León**

- 1. Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

As it has been explained above, in the “Policy context” section, the main expectation of FUESCYL for the project, as laid out in the application form, was the improvement of the regional EDP, and more specifically the shift from a ‘snapshot EDP’ during the elaboration and evaluation phases of the RIS3 to a ‘continuous’ EDP also during the implementation phase of the Strategy, and also a better involvement of the “quadruple helix” actors, because in reality only the triple helix has been mobilized in the region, the Society remaining as the missing (fourth) leg.

In the different mutual-learning activities organised in the project (peer reviews, taskforces and good practices), these matters have been tackled, and other interesting questions concerning EDP have been raised

So, not surprisingly, the main challenges identified by Castilla y León concerning EDP in its peer review were the two quoted in the previous paragraphs.

- Concerning the first issue (use of EDP during the implementation period), it is a problem also identified by other partners (for instance, it was one of the points that SNN wanted to discuss in their peer review, and it was also the case in Extremadura). In relation to this point, two very similar good practices have been presented by the partners from Extremadura and Umbria, both called “Thematic Working Groups”, which seem to be an interesting answer to the same challenge: keeping stakeholders motivated and engaged in a sustainable way all along the whole strategy, and particularly during the implementation period. In both regions, working groups have been created for each thematic priority as part of the RIS3 governance in order not only to keep regular contact with key players and encourage interaction between them, but also to identify cooperation opportunities, generate new projects, meet intellectual challenges, raise business challenges, discover hidden trends or innovations as well as potential new investments, and also provide recommendations to improve existing policies or create new ones, for instance by assessing the validity of thematic priorities. However, the difficulty to ensure the commitment of stakeholders all

along the strategy and to meet their expectations, so as to keep them motivated and thus actively participating, is still an issue to be solved.

- Regarding the second subject (the involvement of society's representatives in the quadruple helix), it has been one of the issues dealt with in Taskforce 1. Besides, during the peer review of Bourgogne-Franche Comté, it was explained how they have integrated in their quadruple helix, as representatives of the Society, their regional Economic and Social Committee (ESC). So, this is an idea to be considered, though it must be studied carefully, because the representation in their ESC is wider than in ours, so it will probably not represent the same social sectors (our ESC doesn't have other NGO than trade unions).

But apart from these two critical points identified by FUESCYL, there are some interesting points that have been tackled at different meetings of the project, which might improve or complement EDP in Castilla y León, even if they were not considered originally.

- In the report about the peer review of Castilla y León, in the section devoted to analyse the methodology used for EDP, one of the relevant points identified was the way to introduce new interesting participants other than the "usual suspects", to prevent lobbying from habitual participants. During the meeting of Taskforce 1 held at Magdeburg, Sachsen-Anhalt presented the Power-Interest Grid that they use to identify the relevant stakeholders, and it seems to be an interesting tool. So, its use in the first steps of the process of improvement of EDP in the RIS3 will be considered, but it has also a disadvantage that will have to be weighed as well: such method is heavy to apply to a large number of possible participants, so it might not be worthy.

- So far, municipalities have not been taken into account in CyL RIS3 because of their lack of official competencies on R&D (in Spain these are shared between the State and the Autonomous Communities –i.e., regions-), but over the last years they have been increasingly active in supporting innovation through various initiatives, such as building incubators, supporting the development of science parks in public universities, or directly participating in innovation projects, such as smart cities. Thus, the RIS3 will have to take into account this reality, integrating local administrations both as recipients of innovation policies and as active supporting actors. The importance of municipalities in the regional Science & Technology System has been learnt during the peer review of Östergötland. There, the RIS3 was established by the East Sweden Business Region (ESBR), founded in 2011 as a collaborative platform involving the county's municipalities, the regional authority, and other actors such as the University, science parks, clusters, the Chamber of Commerce and other representatives from Industry. However, the way of involving the municipalities in the governance of the RIS3 in Castilla y León will be different from the way they are in Sweden, given that their competencies are different.

**2. Nature of the action** *(please describe precisely the content of the action. What are the specific activities to be implemented?)*

The redefinition of EDP in the RIS3 of Castilla y León will consist of three main steps:

- To identify the appropriate stakeholders, including municipalities, representatives of the Society, and more generally, identifying the relevant ones, avoiding the permanent participation of “usual suspects”.
- Beginning of the new EDP process with the newly identified and enlarged group of relevant stakeholders.
- Creation of permanent EDP structures within the RIS3 governance system, that will allow EDP to feed during the RIS3 implementation phase, and not only in elaboration and evaluation, as it has been so far.

**3. Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action and explain their role)*

The main responsible for the redefinition of EDP in the RIS3 of Castilla y León will be the regional Commissioner for Science & Technology, with the assistance of an expert consultant, who will carry out the field work. The other main players involved will be representatives from the quadruple helix who will actually participate in the EDP: representatives from the different levels of public administration (ministries of the regional government with competencies on R&I and municipalities), vice-rectors in charge of R&I at public and private universities and directors of research centres, highly-performing researchers, business associations and clusters, innovative companies, and civil society’s associations.

**4. Timeframe** *(please specify the timing envisaged for action 1)*

Activity number	Activity description	Timing
1	Identification of the suitable stakeholders’ categories and individuals	Q2-Q3 2019
2	Beginning of the EDP process	Q3 2019
3	Improvement of the RIS3 governance system (with Q4H and municipalities), and creation of permanent EDP structures that will work during the strategy’s implementation phase.	Q2-Q3 2020

**5. Indicative costs** *(please estimate the costs related to the implementation of the action)*

The cost of redefining the EDP and RIS3 governance process and involving new stakeholders (civil society, municipalities, etc.) will not be relevant.

**6. Indicative funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II)*

They will be covered by the regional government's budget.

**7. Monitoring and evaluation**

The suitable indicators for this action will be related to the number of civil society's representatives and the number of municipalities involved in EDP, and the % of share in the total number of people involved in EDP. Also the number (and % over the total) of researchers and companies participating in EDP that have changed compared to the previous EDP process.

**ACTION 2: New methodology to establish the Regional Smart Specialisation Pattern**

**1. Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

The RIS3 of Castilla y León has gone through a mid-term evaluation by an independent team in 2017. One of the conclusions stated that the methodology used to elaborate the Regional Specialisation Pattern did not allow to identify new emerging sectors that could be opportunities for the region, and the solution proposed was the use, in the Pattern's Economy pillar, of flow variables instead of volume (static) ones. But it still posed the problem of the difficulty of anticipating future trends.

The inclusion in the regional specialisation pattern of Education and Training as a fourth dimension is an idea taken from the peer review of the Centru region. During the first review of their RIS3, the analysis of the pillars of the regional economy that could become regional areas of excellence was updated, including the conclusions from the first exercise of entrepreneurial discovery process. In general, each sectorial analysis followed the same pattern and covered, among other topics, the labour force and education and training. Hence, the inclusion of Education and Training as a fourth leg in the Regional Specialisation Pattern seems to add an interesting perspective regarding the future possibilities of development of new activities in the region, since they should be based not only on existing economic, scientific and technological strengths in the region, but also (and especially) on the rightly qualified personnel.

**2. Nature of the action** *(please describe precisely the content of the action. What are the specific activities to be implemented?)*

The main steps that will lead to the definition of the new Specialisation Pattern will be:

- Definition of the methodology to be used.
- Quantitative analysis of current situation and tendencies of the main regional assets in the four dimensions (economic, scientific, technological and educational).
- Prospective, qualitative analysis, based on EDP and on other more specialised techniques, in order to identify the future trends, both global and local.
- Matching of the actual and expected regional strengths with the foreseen opportunities, in order to set the regional priorities.

**3. Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action and explain their role)*

The main responsible for the elaboration of the new Specialisation Pattern of Castilla y León will be the regional Commissioner for Science & Technology, with the assistance of an expert consultant, who will be in charge of the methodological (analysis of data, etc.) and field work. The other main players involved will be representatives from the quadruple helix in the EDP (who will be defined in the previous step of this action plan), in order to add a qualitative vision to the analysis, and to validate the final result of the Regional Specialisation Pattern.

**4. Timeframe** *(please specify the timing envisaged for action 1)*

Activity number	Activity description	Timing
1	Starting of the works; back-office work; analysis of documentation; setting of the framework, and definition of the methodology.	Q3 2019
2	Elaboration of the new Regional Specialisation Pattern (quantitative analysis).	Q4 2019
3	EDP to identify future trends and opportunities for the region.	Q1 2020
4	Establishment of the new regional priorities in the RIS3, based on the Regional Specialisation Pattern and the EDP findings.	Q2 2020

**5. Indicative costs** *(please estimate the costs related to the implementation of the action)*

The cost of the elaboration of the new Specialisation Pattern is estimated to be approximately 25.000 €.



**6. Indicative funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II)*

It will be financed by the Regional Government of Castilla y León.

**7. Monitoring and evaluation**

The success of this action will be measured by the inclusion of Education as the fourth leg of the Regional Specialisation Pattern. So the indicator will be the existence of the Regional Specialisation Pattern based on four pillars, not three.

**Date:** 25th March 2019

**Name of the organisation:** Fundación Universidades y Enseñanzas Superiores de Castilla y León (FUESCYL)

**Signature of representative of the relevant organisation:**

Juan Casado Canales (Director and Member of the Board of FUESCYL, and Commissioner for Science & Technology of the Regional Government of Castilla y León)

## Action plan Castilla y León (FUESCYL) – Endorsement letter

Valladolid, 25<sup>th</sup> March 2019.

As Intermediate Body of the ERDF Regional Operational Plan of Castilla y León 2014-2020, I agree with the contents of the action plan for the Interreg-Europe project “Beyond EDP”, elaborated by the Foundation Universities and Higher Education of Castilla y León (FUESCYL), to be carried out by the Commissioner for Science and Technology during the project’s second phase.

Sincerely yours,



Armando Baeta Canales  
Director General for Budget and Statistics