

## EXECUTIVE SUMMARY

POLICY HANDBOOK ON  
**HOW TO STRATEGICALLY USE THE EU SUPPORT PROGRAMMES,  
INCLUDING STRUCTURAL FUNDS, TO FOSTER THE POTENTIAL  
OF CULTURE FOR LOCAL, REGIONAL AND NATIONAL DEVELOPMENT  
AND THE SPILL-OVER EFFECTS ON THE WIDER ECONOMY?**OPEN METHOD OF COORDINATION (OMC)  
WORKING GROUP OF EU MEMBER STATES' EXPERTS  
ON CULTURAL AND CREATIVE INDUSTRIES**1 | Introduction**

Cultural and creative industries (CCIs) are in a strategic position to promote smart, sustainable and inclusive growth in all EU regions and cities, and thus contribute fully to the Europe 2020 strategy, which is the EU's growth strategy for the coming decade. It appears, however, that not all EU regions have been able to use the cultural and creative industries at their best to promote socio-economic development – including through the use of EU Structural Funds.

This Policy Handbook aims at better sensitising local, regional and national authorities – but also the cultural community – about the potential of CCIs in boosting regional and local development. The Handbook intends to help them in formulating local, regional and national strategies for CCIs. It also aims to serve as a tool for the planning and implementation of a strategic use of the EU support programmes, including the Structural Funds, to foster the potential of culture for local, regional, national development and the spill-over effects on the wider economy. The target group for the Handbook are the policy makers at local, regional and national levels responsible for both cultural and economic planning, as well as for those responsible for the planning of the EU Structural Funds.

**2 | Context of the report**

This Handbook is the outcome of the work undertaken by the **Working Group on Cultural and Creative Industries**, a group of experts representing the 27 EU Member States. The Working Group was launched in April 2011 under the **Council Work Plan for Culture 2011-2014**<sup>1</sup>, which implements the **European Agenda for Culture**<sup>2</sup>.

The Working Group worked together using the **Open Method of Coordination (OMC)**. The OMC is a voluntary form of cooperation between EU Member States, which aims to improve policy-making and structured cooperation by organising an exchange of best practice. The method was extended to the field of culture in 2008 at the recommendation of the European Commission in the European Agenda for Culture (2007).

The Working Group's mandate was to reflect on the 'Strategic use of EU support programmes, including Structural Funds, to foster the potential of culture for local and regional development and the spill-over effects of CCIs on the wider economy', with the hope that the results can be effectively used in directing Funds from the current period and planning the Funds from the next period to foster the full potential of CCIs in local and regional development policies. The Working Group also worked on national and regional innovation strategies for smart specialisation, which is a potential tool to help the EU achieving smart growth.





### 3 | The framework for the EU cohesion policy and future Smart Specialisation strategy

#### The EU cohesion policy and its impact on culture

##### A. Impact of cohesion policy 2007-2013 on culture

Since 2007, investments in culture through the Structural Funds have been largely linked with the protection and promotion of cultural heritage and the creation of infrastructure and services, in view of enhancing local attractiveness and boosting tourism. Funds directly allocated to culture represent approximately EUR 6 billion (1.7 % of total funds), of which EUR 2.9 billion is ring-fenced for the objective 'protection and preservation of cultural heritage', EUR 2.2 billion for the development of cultural infrastructure, and EUR 797 million for supporting cultural services. Culture-related projects may be also financed through other thematic objectives such as tourism, urban and rural regeneration, and innovation and entrepreneurship.

As regards cultural and creative industries, investments may also relate to research and innovation (entrepreneurship, small and medium-sized enterprises – SMEs, clusters, networks), information society (digitisation), education, youth, urban regeneration (as part of integrated projects), improvement of human and social capital and skills development. However, there is no data on the volume of the Structural Funds that has been supporting these industries.

##### B. Impact of cohesion policy 2014-2020 on culture

On 6 October 2011, the European Commission adopted a draft legislative package, which will frame cohesion policy for the period 2014-2020. The new proposals are designed to reinforce the strategic dimension of the policy and to ensure that EU investment is targeted towards Europe's long-term goals for growth and jobs ('Europe 2020').

In this context, national and regional governments are invited to develop 'smart specialisation strategies', building on their respective strengths and competitive advantages in order to concentrate public resources on few key priorities rather than spreading investment thinly across areas and business sectors. Ideally, the development of such strategies should combine goal-setting (in line with Europe 2020) with a dynamic and entrepreneurial discovery process, involving key stakeholders from government, business, academia and other knowledge-creating institutions.

In many regions and cities, cultural and creative sectors constitute a major asset for growth. The challenge is now how to further integrate these sectors into innovation strategies for smart specialisation. To this end, regions have to fully take into consideration the complex links between traditional cultural assets (cultural heritage, dynamic cultural institutions and services) and the development of creative businesses or tourism.

EU Member States and regions are therefore invited to use Structural Funds to finance their own strategies in the field of CCIs through investment priorities such as 'promoting centres of competence; promoting clusters; developing ICT products and services; promoting entrepreneurship; developing new business models for SMEs (in particular for internationalisation); improving the urban environment; developing business incubators; and supporting the physical and economic regeneration of urban and rural areas and communities, etc.'

The Commission's proposals are now being discussed by the Council and the European Parliament, the aim being to have them adopted by the end of 2012, to allow for the launch of a new generation of cohesion policy programmes in 2014.



## CCIs and the Smart Specialisation Strategy

### A. Map regional assets (taking into account the level of development of CCIs in the region):

- identify specialisation patterns in the region (quantitative as well as qualitative analysis);
- identify optimal CCI-specific conditions and develop a positive creative climate to enhance the attractiveness of the city or the region;
- identify lead organisations and dynamic individuals who are potential partners in development projects and possible structures for coordinating action;
- collect statistical data and perform qualitative-based surveys to better understand the dynamics of CCIs to be used for implementing smart specialisation strategies;
- perform benchmarking activities to better understand the positioning of the region in the sector of CCIs in comparison to other EU regions.

### B. Involve all cultural, administrative and political actors in the decision making process:

- develop partnerships between national and regional authorities in charge of different public policies: economic development, employment, higher education, and culture;
- set up platforms, networks, and clusters to support building of partnerships with representatives from the private sector – and allow the creation of valuable synergies for the regional economic development;
- promote transnational cooperation to exchange experience on the level of both CCI SMEs and the authorities in charge of developing local creative strategies to facilitate knowledge and capacity transfer and accelerate the learning path.

### C. Strategic and inclusive approach to investments and the use of financial resources:

- streamline regional, national and EU funding support to cover the different needs of the cultural and creative sectors;
- develop innovative financial instruments such as equity funds or guarantee funds to co-finance investments in the cultural and creative sectors;
- further exploit links between the CCIs and other important policy areas for cohesion and/or rural development policies, in particular urban and rural regeneration, territorial cooperation, cultural heritage and tourism;
- promote investments in the protection, promotion and development of cultural heritage, in the development and use of new information technologies, strengthening of entrepreneurship in CCIs, support to urban regeneration, the development of ICT-based cultural products, applications and services, and support to new business models for CCI SMEs, etc.

## 4 | Suggestions for measures

This Handbook gives also useful examples of measures taken by different Member States to further support the potential of CCIs in boosting regional and local development. There is clearly no 'one-size-fits-all' strategy in the field of CCIs and it is up to each and every region in the EU to find its own way based on its own assets. However, the good practices presented in the Handbook can serve as examples and inspiration for national, regional and local authorities.

The examples are introduced in a logical development progression:

1. Starting with activities creating favourable conditions for CCIs development: a majority of the successful cases all over Europe have gone through similar process model, starting with bringing together different stakeholders from cultural and economic areas, collecting information on available resources, conducting a mapping study on the potential of CCIs in the area, developing strong political support for the process, raising awareness among policy makers, cultural operators, creative entrepreneurs, the education sector and

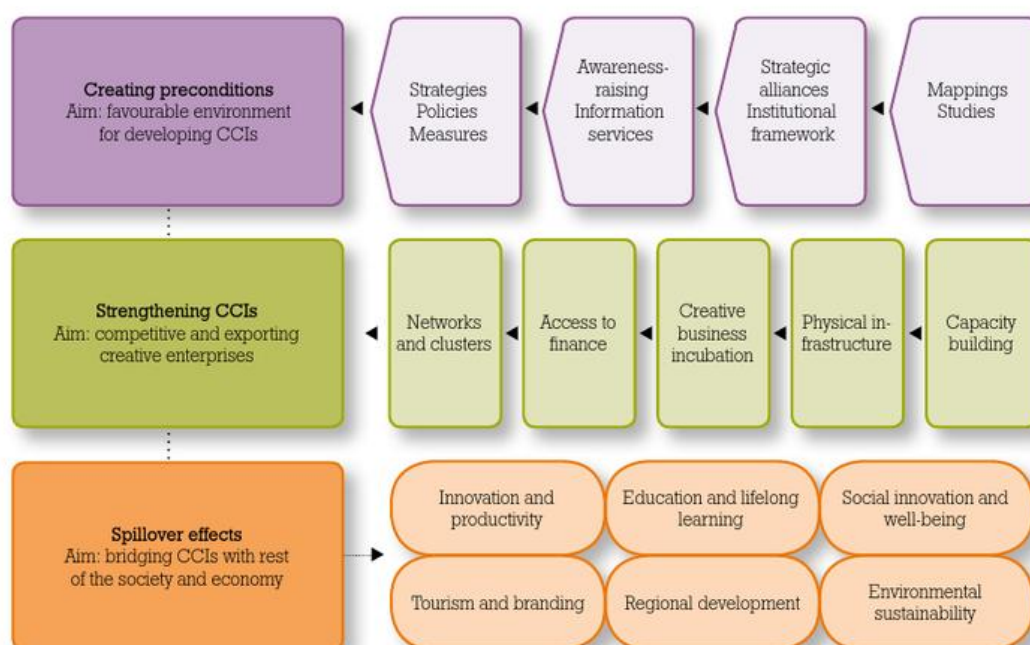


businesses from other industries and launching a strategy with earmarked resources (mostly from different EU programmes, including those of the Structural Funds).

2. Following with strategies aimed at strengthening the cultural and creative sectors and entrepreneurs: In order to develop CCI, the latter should have access to a wide range of services and support mechanisms. The key task is to determine when general business support mechanisms can address the specific needs of CCI and when new sector-specific measures should be introduced.
3. Finishing with initiatives bridging CCI with other areas: CCI produce many different types of positive spill-overs on the economy and society as a whole, from inspiring and nurturing creative and innovative entrepreneurship to promoting innovation in other sectors of the economy, from promoting a more quality-oriented tourism to helping social or urban regeneration. Regions and cities should promote such spill-over effects and innovative linkages.

### Framework for developing Cultural and Creative Industries (CCIs)

EU OMC Working Group on CCIs, 2012



- 1 Proposed by the European Commission in May 2007 and endorsed by the Council of the European Union in November 2007: <http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2007:287:0001:0004:EN:PDF>
- 2 [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/educ/117795.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/educ/117795.pdf)

To read the full report, please use the following link:

<http://ec.europa.eu/culture/our-policy-development/documents/120505-cci-policy-hand-book.pdf>

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Relevant links:

[http://ec.europa.eu/culture/our-policy-development/cultural-and-creative-industries\\_en.htm](http://ec.europa.eu/culture/our-policy-development/cultural-and-creative-industries_en.htm)

[http://ec.europa.eu/culture/our-policy-development/cultural-and-creative-industries/green-paper\\_en.htm](http://ec.europa.eu/culture/our-policy-development/cultural-and-creative-industries/green-paper_en.htm)

<http://ec.europa.eu/culture/our-policy-development/documents/icc-platform-info.pdf>