

PUBLICATION

Collection of practices and initiatives **Audiovisual, Live Performance** and wider **Creative and Cultural** sectors

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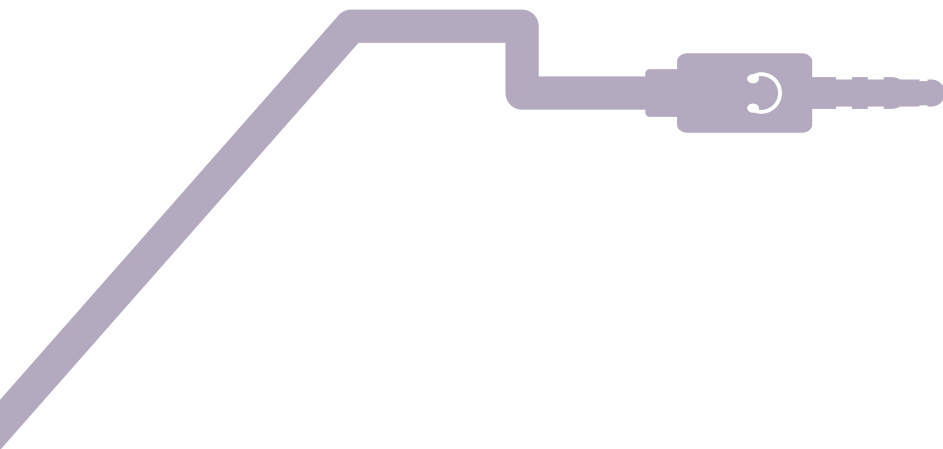
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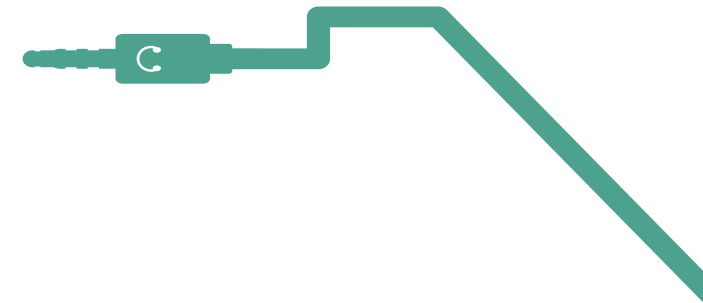


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1. INTRODUCTION AND BACKGROUND TO LIVE SKILLS



1. Introduction and background to Live Skills

The aim of the Live Skills project (www.live-skills.eu - funded under the Erasmus + Programme) is to tackle digital and entrepreneurial skills needs in the creative sector. The partners and experts in the project have worked together to identify and collect examples of e-learning practices and initiatives from the Audiovisual (AV) and Live Performance (LP) sectors, as well as the wider Cultural and Creative Sectors (CCS) from different European countries. This snapshot collection of e-learning activities formed part of our project knowledge sharing as we worked to develop three new innovative training courses in Bulgaria, Romania, Greece and the UK. By sharing this collection of existing tools and initiatives, this report aims to inspire other professionals and stakeholders to develop similar initiatives or synergies. The collection is founded on recognition of the synergies, cultural diversity and creativity and also job creation potential and economic growth of the Audiovisual and Live Performance sectors in the EU.

This report showcases a snapshot of examples, so that they can be easily accessed by; policy makers, governmental agencies, businesses and employers, education providers and any other stakeholders in the AV and LP sectors. ■



2. METHODOLOGY

2. Methodology

This report is one of the outputs of the research carried out as part of and to inform the Live Skills project. The case studies included here have been identified through literature review, an online questionnaire and through telephone and skype interviews.

This collection is not intended to be a comprehensive review of the multiplicity of projects and tools already developed or under development in the AV and LP sectors. In our information gathering process we sought to collect a snapshot of interesting initiatives identified during the research phase of the Live Skills project including the literature review. Our criteria for the collection of examples included considering:

- professionals within the creative sector who have successfully developed and used management digital and entrepreneurial skills within their work (individual or cases at industry/sector level)
- Educational processes on the creative sector (eg. training curricula) across Europe. It covers policy/educational processes schemes across Europe, policies and strategies for training and also working methods in VET and training (innovative pedagogy, training practices)
- Related National and EU Projects with great impact.

A list of relevant European stakeholder organisations was compiled comprising of approximately 40 stakeholders and an online questionnaire which was shared with them looking for trends within the cultural sector, specifically in relation to skills, as well as practices in skills development and training in the sectors. These organisations included, among others, European cultural organisations, practitioners' associations, skills councils, national bodies, Universities and organisations that were involved in important relevant projects.

Additionally, phone and online interviews with over 20 selected stakeholders were undertaken in order to have a deeper and more qualitative insight of the practices.

Complementary to the primary data from the above sources we also used secondary data derived from the review of relevant reports and mostly from the Creative Skills Europe's Report "Trends and skills in the European audiovisual and live performance sectors".

At this point we should stress that this has been a rather challenging task since the compilation of the data for the selected practices and initiatives was predominately based on primary data from the questionnaires and the interviews.

In this sense there are some limitations in our study, such as:

- There is a lack of bench-marking for the selection of the cases
- Not all of the data provided by the examples of e-learning are consistent or complete across the different cases.
- We are not attempting to measure the impact of these cases or make any qualitative judgement. This is just a collection with some of the many worth mentioning initiatives in Europe which we hope contributes to a better understanding of the sector in Europe.
- This research has been very much dependant on the availability of interviews and relevant data and thus does not attempt to be neither geographically balanced or balances across sectors or type of activity.
- Finally we have not been able to cross check or verify the info given by the interviews, so, we do not hold any responsibility if any of the data is not accurate. ■



3. COLLECTED E-LEARNING EXAMPLES

3. Collected e-learning examples

The Culture and Human Wealth Competence Centre

Location: France, Région Nouvelle-Aquitaine

“The Culture and Human Wealth Competence Center” is a competence centre for creative professionals based in the prefecture Nouvelle-Aquitaine (France). The objective of the centre is to accompany culture and creative economy actors in a prospective reflection and strategy for employment, vocational training and skills management.

The competence center is an initiative of the Nouvelle – Aquitaine prefecture funded by the European Social Fund and focuses on two main aspects:

- Coordination, reflection and consultation about employment and skills
- Experimentation and implementation of concrete solutions to address skills gaps & employment needs within the sector

Among its activities, the centre organizes knowledge transfer events that aim to foster partnerships and develop the skills in the sector. There are also support services in crucial fields such as digital technologies, sustainable development, Human Resources Managements, search for financing etc. These services start with a “diagnosis and identification needs” plan followed by supporting specific skills of the participants, strategic planning for their next steps and finally a pre-start financing of their entrepreneurial project.

The Competence Centre:

- Provides a space for collaboration, mutualization and best practices exchange
- Promotes innovative solutions in order to create and sustain employment in cultural and creative economies
- Provides training in project management, human capital management, corporate social responsibility and social innovation, management and collective intelligence, creative economy etc.

Above all, the Competence Center has been developed and is led by cultural and creative actors, thus ensuring proximity with the needs of the sector. The Competence Center aims at tackling challenges affecting the employment environment of the sector such as high volume of work, gender wage gap, pluriactivity, low turnover and wages, high level of qualifications needed etc.

There is also an innovative approach towards the concept of human resources managements since it is perceived more like human “wealth” management rather than human “resources” management.

Finally practices and values such as Social responsibility and gender equality are introduced into the training programme and mainstreamed in the organisation’s activities and working culture.

Website (in French only): <http://confer-culture.org/cooperative/pole-de-competences/>



A cross-country postgraduate degree in Cultural Entrepreneurship

Location: France (Nantes) & the UK (Scotland)

The Master of Science in Cultural Entrepreneurship is a Masters qualification in management for people with a creative education and/or experience in the Creative Industries.

Its aim is to provide managerial and entrepreneurial knowledge, competences, attitudes and behaviours in order to develop and coach projects or organisations which support creativity and brings it to the market in a responsible manner. The programme is jointly developed and organised by Audencia and the Glasgow School Art (GSA) Innovation School.

The programme is located in Nantes, France, but the GSA faculty members teach one-third of the classes. It includes a 2-week International Winter School, which brings international design schools together in Scotland, and which is a highlight of the programme.

The specific objectives of the programme are:

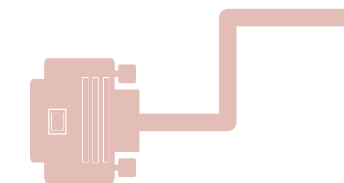
- To build knowledge of business and management within the context of creative and cultural industries
- to engage students into new methods of learning
- to develop a diverse international network of peers, mentors and industry professionals across creative and cultural fields

This programme is designed to advance the students' future careers as freelances/practitioners, or employees of larger organisations within the creative economy. It actually combines creation, culture and business. The students are designers, architects, visual and fine artists, performing artists, writers and others who work in the creative and cultural industries. The faculty members are a lively mix of management specialists and creatives. The programme combines learning in business and management with creative processes and people.

The programme covers an extensive area of disciplines and fields. Courses are jointly taught by the two organisations (Audencia and GSA) and it also entails a research or a consulting project done during an optional internship, providing learners with practical field experience.

The programme adopts a modern approach combining creation, culture and business. Modules integrate teaching and learning methods for both business and arts/design education. The programme combines the design approaches and studio (project-based) teaching methods of The Glasgow School of Art (GSA) with the internationally recognised, innovative, collaborative and responsible business education of Audencia Business School.

Website: <http://master.audencia.com/programmes-english/management-entrepreneurship-in-the-creative-economy/>



A professional training, project development and networking organization for audiovisual producers

Location: Luxembourg

European Audiovisual Entrepreneurs, EAVE, is a professional training, project development and networking organization for audiovisual producers. Based in Luxembourg, it was founded in 1988 and provides professional training and brings producers from different regions of the world together.

Its aim is to contribute towards the creation of strong networks of producers and to encourage the exchange of knowledge and skills which will strengthen independent production across the world.

EAVE organise series of workshops for producers. Initially, participants work within groups led by experienced producers and with several experts on script analysis, development and production financing, legal aspects of co-production, marketing, pitching, packaging and more. Subsequently Decision Makers (commissioning editors, national and regional media funds, sales agents, etc.) join the participants to discuss the projects, companies and careers of the participants.

Together with developing their technical skills in production (fiction, documentary, etc.), participants develop core entrepreneurial skills such as project financing marketing and pitching. Furthermore participants of EAVE's seminars are able to join a network of European audiovisual producers which acts as a hub for the exchange of knowledge and experiences with counterparts from different places of the world.

Website: <http://www.eave.org/>

A project for the development of entrepreneurial skills in the Creative and Cultural Industries

Location: Greece, Italy and Spain

ArtS is a transnational project co-funded by the Erasmus+ European Union programme.

Its aim is to respond to the need for a partnership between the CCS, social partners and training providers that will identify the current and future skill requirements of the cultural and creative labour market in Greece, Italy and Spain. ArtS delivers a joint vocational training programme that provides artists the opportunity to:

- update their professional skills and knowledge and acquire management, business and networking skills, with a special focus on export possibilities,
- receive guidance into finding work or internships at a company of their choice,
- present their work in a joint project at the project closure that was prepared by learners themselves, as an exercise of effective networking and reached the widest possible pool of stakeholders and audience.

The ArtS project covers the following areas a) Craft, b) Performing arts (music, dance, theatre), c) Cultural Heritage (archives, libraries, museums), d) Literary arts (book and press), e) Visual arts, f) Audiovisual and multimedia.

The main outcomes of the project include:

- mapping and potential skill shortages of the Cultural and Creative Sectors in Greece, Italy and Spain. These reports also categorize the professional profiles using the EQF framework in preparation for the application of the ECVET framework.
- a needs analysis that defines the required skills, competences and qualification standards as well as the pedagogical methods that are best suited to unlock the potential of the target group in Greece, Italy and Spain.
- development and implementation of a training program for the effective training of the target group. The training programme included the development of pedagogical tools and methodologies and teaching material for nine different modules.

In this context ArtS project's joint training programme which will provide sectors with the mix of skills needed for creative entrepreneurship and provides artists with the opportunity to:

- update their professional competences and acquire management, business, and networking skills,
- receive guidance into finding work or internships at an employer/company of their choice,
- present their work in a joint, multinational project at the end of ArtS project.

ArtS project provided useful outputs regarding the skills gaps in the three countries and triggered the need for further research and undertaking of similar actions.

Website: <http://arts-project.eu/results/>

A pan-European educational pathway for long-term unemployed and low-skilled adults

Location: Pan European

ASK4JOB is a pan-European educational pathway for long-term unemployed and low-skilled adults. It is a project funded under the Erasmus+ Programme and it contributes to:

- digital citizenship, meant as open access and participation in the society with a full digital awareness
- digital inclusion, meant as quality of opportunities in the use of the network and for the development of a fun-innovative culture.

ASK4JOB aims at strengthening and upskilling long-term unemployed and low-skilled adults in order to make them efficiently manage information technology for work, leisure time, and communication.

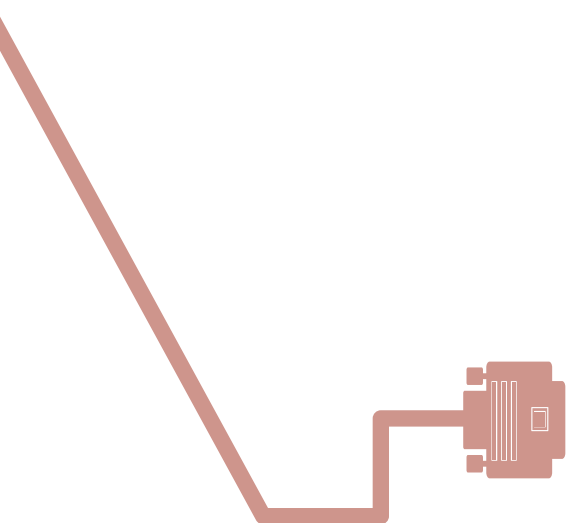
The project will deliver three main products:

- Skills Assessment for Job Requirements – an online self-assessment that adapts the DIGCOM 2,0 to the needs of long term unemployed adults, to foster their digital competences, needed to implement work-related activities
- Capability A-MOOC – tailored to adults completed by guidelines to be used by professional counsellors and adult educators as well as by other professional figures involved in supporting activities for job seekers.
- Appreciative Validation – a procedural methodology (guide) for the appreciative validation of non-formal competence of low-skilled adults.

During the project lifetime (2017-2020), 200 low skilled unemployed adults will benefit of the pathway as testers and they will contribute, through their experience, to validate the final tools within the European dimension.

Although ASK4JOB project is not focusing on the Creative and Cultural Sector it is a very good practise for transferring digital skills to adults. Especially the methodology used diagnosis and training delivery adopts a personalised approach that could better fit the special needs of every person.

Website: <https://www.ask4job.net>



Synergy of Music theater (S.Mou.Th.)

Location: Greece

Synergy of Musical Theater (S.Mou.Th.) is an non-profit organization in Larissa-Greece, founded in 2001 by young theatre, music, dance and media artists (such as directors, actors, musicians, composers, dancers, designers, researchers etc).

The fundamental objectives of S.Mou.Th. are to provide youth and adults with opportunities of initiation, training, education, creation, research and professionalization, in the performing and audiovisual arts, and to reinvent the means of artistic expression through this process.

SMouTh's work, both locally and at a European level, includes educational activities such as creative workshops and skills' development projects, cultural activities such as theatre performances, dance theatre performances and street art performances and events with special focus on social aspects, professional productions of theatre, music theatre and operas, and the annual organization of two festivals: Mill of Performing Arts and European Music Day in Larissa.

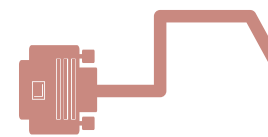
In 2009, SMouTh's production of the opera "Carmen" staged in Larissa in collaboration with the Municipal Conservatory, has been awarded by the Greek Theatre and Music Critics Association.

SMouTh is the longest-living artistic group of musical theater in the Greek provinces, producing high quality productions.

Apart from the great impact in the city of Larissa S.Mou.Th has developed various European-wide co-operations and activities through EU funded projects (among others they have been a member of the Arts Project consortium cited in the current document).

S.Mou.Th is a notable example of how collaborative schemes in the creative and cultural sector can develop added value and become a factor of development for the sector in local communities.

Website: <http://smouth.com/>



A collective of Culture Bars

Location: France

The collective Culture Bar-Bars was created in 1999 and is a federation of culture bars in France, gathering artists performances and promoting arts and culture.

One of its main activities is the production and dissemination of Guidelines for Corporate and Public Entertainment Representatives. The main aim of these guidelines is to provide support, structure and guidelines to Entertainment Professionals (Culture and Creative projects), along with relevant Public Authorities, through Skills Enhancement.

The guidelines specifically pursue the enhancement of managerial skills of Professionals and Corporate audience and the awareness of Public Authorities towards the latest evolutions and changes in the cultural and creative sector.

The project includes:

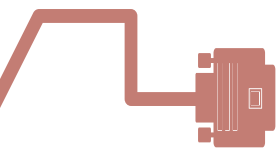
- Operational guidelines for cultural performances establishments (venues such as cafes, hotels and restaurants).
- Concretely, 30 practical sheets describing the 3 main subjects of cultural performances: organization, social considerations and security issues.
- Security training, required to obtain the Number 1 Licence - "Entrepreneur de Spectacle".
- Development of entrepreneurs' skills on business economics, innovation and management, fund raising, investment optimization, human resources etc.

Apart from the production of the above guidelines the collective of culture bars is very active in representing the interests of its members at public consultations and submitting proposals to the state, local authorities, trade unions etc.

It has also created a common fund for the artistic use of cultural cafes, and occasionally gives the opportunity to new and amateur artists to present their work in the culture cafes.

The project provides an optimized toolbox for venues and artists and also useful information for public policies. It is also a hub that supports and promotes artists at local and national level, strengthening cultural and artistic diversity. In this sense it could be considered as a facilitator with a holistic approach to the needs of its members.

Website (in French only): www.bar-bars.com



Métiers – Culture (“Jobs – Culture”)

Location: France

Métiers – Culture is an employment and vocational training skills platform for the cultural sector in the Region Centre – Val de Loire in France. The main aim of this project is to enhance employment and vocational training and also develop a skills platform for the cultural sector for the Region of Centre – Val de Loire. The platform applies to individuals and operators across the cultural and creative sector. It is organised around four focus themes with concrete applications:

- Permanent consultation framework building process; On the strength of a regional network of resource, training, support and structuring operators (federations, networks), across region Centre – Val de Loire. The governance is based on a steering committee and a monitoring committee.
- Economic development support for social innovation; Support, experiment, research to support innovative collaborative projects’ emergence.
- Collective strategy implementation for support and training; Question operators and their needs to convert them into training courses, tools and actions, collective or individual.
- Resource and observation; Observe and understand regional cultural and creative employment, its issues and trends, with studies, reports and research.

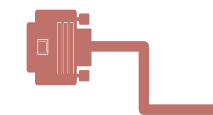
Métiers – Culture initiative incorporates innovative elements such as:

- provision of free online resources such as a diagnostic interactive tools for the training support needs of entrepreneurs,
- facilitation of an Employers’ Alliance between music schools in Loir-et-Cher (French department in Centre – Val de Loire)
- organizing training and support courses for professionals
- Implementation of surveys

Métiers – Culture is a tool that adopts a personalized approach for the cultural entrepreneurs and set the foundation for the creation of a regional cultural training and employment hub.

It involves a wide range of stakeholders related to employment, skills and training in the cultural and creative sector. One very positive characteristic of the project is that through continuous diagnosis and consultation it uses tools and methods that already exist.

Website (in French only): <https://metiersculture.fr>



Cre8tv.eu: an FP7 research project on creativity and innovation

Location: Transnational (Italy, UK, Denmark, Hungary, Netherlands, Greece, Italy, Germany, Sweden)

Cre8tv.eu is a research project that ran from February 2013 to January 2016 and was funded by the 7th Framework Programme of the European Commission (Socio-economic Sciences and Humanities). It aimed to make a substantial step forward in the study of an important aspect of the European economy: creativity, and its role in innovation. The project consists of a highly valuable and original source of knowledge and understanding for the research, business and policymaking communities at both the EU and national/ regional levels. It has also helped to build a European research community focused on creativity and innovation, and will contribute to building research capacity by providing opportunities for early career researchers. Moreover it sought to advance the role of female researchers and research managers in Europe.

Coordinated by the the University of Manchester Cre8tv.eu is a multi-partner and multi-disciplinary project which will unveil the significance of creativity and cultural and creative industries in Europe (and beyond). It involved 11 partners from 10 countries which are amongst Europe’s leading centres for research (e.g. universities and research institutes) on the economics and management of creativity, design and innovation, many of which also have strong links to research in the arts and humanities.

Cre8tv.eu specifically focused on the areas below:

- Comparative International Data on the CCI, their Innovation Activities, & Wider Impacts
- Models of Creativity, Design & Innovation, & the Competitiveness of Firms and Industries
- Entrepreneurs, New Entrants, Firm Growth and Industrial Dynamics in the CCIs
- Digital Ecosystems, Digital Creatives and the Blurring of Production and Consumption
- Intellectual Property Protection & Intellectual Property Rights in the CCIs & Related Activities
- Policy Issues and Recommendations for Smart Growth in CCIs and Related Activities

Among the main findings was open innovation being of particular importance to the creative industry and the wider creative community. This is because creative industries do not usually engage in researcher-based innovation but still innovate through creativity and design. Therefore, innovation policy needs to be broadened to include these forms of innovation. They are also highly relevant to the creation of jobs, to realising the benefits of a connected digital single market, to strengthening Europe’s industrial base and to providing a more inclusive society.

Website: <https://cordis.europa.eu/project/rcn/106719/factsheet/en> ■



4. COLLECTED E-LEARNING EXAMPLES

4. Further examples gathered by Creative Skills Europe

In addition to the research carried out by Live Skills, which has resulted in our snapshot collection of e-learning resources, a key source of inspiration and information for the project was the Creative Skills Europe publication “Trends and skills in the European audiovisual and live performance sectors” (June 2016).

This publication includes a Chapter on “Inspiring initiatives”, and in this section we have briefly introduced these initiatives. Credits are fully attributed to Creative Skills Europe and its authors: <http://www.creativeskillseurope.eu/longform/trends-skills-european-audiovisual-live-performance-sectors/> and we strongly suggest that readers access the full report for a more detailed analysis of the sector and more detailed information on the initiatives.

A platform to offer guidance and advice to the employees and employers of the cinema and audiovisual technical industries in France

Over the last few years, due to digitalisation, profound modifications have been made to the audiovisual industry, mostly affecting its production process. This new age is mainly based on a wide use of media platforms and innovative digital technologies.

In France, the need for the audiovisual industries to respond to these changes led to the creation of a platform for the technical industries in 2010. The platform's purpose is to detect each sector's main problem and direct any necessary human or financial resource combining the support of many partners to its assistance.

The statistics of people and companies that received effective support were very encouraging, so the platform's activity was extended, focusing mostly on video laboratories. The platform offers tailored career management guidance through the identification of the qualifications required, the interconnection between interlocutors and the information about funding and professional training. The thorough analysis of how the company's workforce responds to the digital environment is succeeded by the implementation of training plans and information sessions.

The development of apprenticeships schemes in the live performance sector in the United Kingdom

The need for apprenticeships schemes in the creative and cultural sectors in the U.K. led Creative & Cultural Skills to develop the first creative apprenticeships framework. The Creative Employment Programme in 2013, was very successful. Its 2016 publication, 'Building a Creative Nation: Putting Skills to work – creating jobs,

apprenticeships and work opportunities in the creative and cultural industries provides a profound analysis of the UK's creative and cultural system, implementing new tools for the future apprenticeships schemes. These schemes have proved to be very important for both the apprentices and the employers by relating their work experience and providing all the necessary information respectively.

Website: <https://ccskills.org.uk/supporters/advice-research/article/building-a-creative-nation-putting-skills-to-work>

A project to accompany the internships of young graduates in the audiovisual sector in Belgium

An initiative project of the mediarte.be, called 'Stages Media', aims to help young people in Belgium to obtain professional experience in the field. Through this project, young people have the opportunity to acquire professional skills and competencies, while mediarte.be is essentially the link between young graduates and employers by publishing internship offers in its online jobs database. mediarte.be also monitors the internship, making sure that young graduates are offered a meaningful work experience and helps the intern with his first career steps. Moreover, mediarte.be, aims to deliver workers with updated information about career opportunities such as job positions, clarifying their different employment status. At the same time, it provides additional information concerning different levels of a specific job position, such as financial information or information about the responsibilities of the job offered or the personal and professional evolution opportunities that provides or other quality information (Creative Skills Europe, 2016).

Website: <https://www.mediarte.be/fr/accueil>

Sector-driven initiatives for a sustainable action in the skills field in Sweden

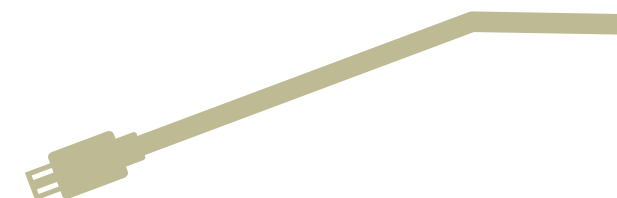
Sweden's cultural sector is obliged to develop specialized operational innovations in order to cope with specific challenges that seem to dominate within the cultural field. These challenges are common across Europe and include things such as high rates of job precariousness, high percentage of workers that need to retrain and shift between jobs and a rapid technological progress that creates a very challenging job environment.

Accordingly, one of the initiatives that Trygghetsrådet TRS, a company representing the social partners in Sweden, has taken, is the KROM study, financed by the European Social Fund, about skills/competences, mobility and transformation based on the true needs of the sector. This study aims to establish sustainable skills platforms responding to a sector's current need and reacting to future trends.

Apart from the KROM study, many other projects have already been running for several years such as, the KulturKraft-project ran from 2010 to 2014, which focused on skills development in the fields of performing arts, music, film, television, transmedia and the gaming industry. The "Dance Alliance", the "Music Alliance" and the "Theatre Alliance" are also some key organizations that help mostly independent performers to secure their careers by developing their professional skills.

Moreover, training programmes such as the Kulturakademin Trappan, which is designed for film, television and performing arts professionals, provide very important courses and workshops assessing their impact in terms of employment and addressing some fundamental challenges for the sector.

Finally, a new organization, connected to TRS, aims to financially support retirement age artists and to provide them with some coaching advice.



A comparative diagnosis (1997-2014) of the employment and training situation in the live performance sector in France

Based on an initial study about the Live Performance sector in France (1997) aiming at improving employment and training in the sector, the French national joint committee for employment and training in the live performance sector (CPNEF SV), made a comparative diagnosis in 2014 to evaluate the field's new challenges and implement new strategies.

Among others, several factors were identified as being influential in the development of the sector, such as: the development of new subsectors (modern music, street arts, urban dances etc.), the increasing involvement of regional and local authorities in culture, the so called "digital evolution", the fluctuations of public funding, the constant quest of new funding streams, the economic crisis, the development of a global labor market and many more.

Recognizing the potential and dynamism of the sector in the country, the report highlights the structural weaknesses of the LP sectors in social and economic terms, and calls upon several measures and actions to be taken, including the regulation of employment, the qualification of individuals, the improvement of the quality of the training offer & the enforcement of the production of tools for a better understanding of the situations on the labor market.

'2020 starts tomorrow': anticipating future profiles in the media and communications fields in the Netherlands

The Dutch publication '2020 starts tomorrow – meet the employees of media and communication companies in 2020' presents the profiles of ten employees of tomorrow's media and of their companies through competence descriptions and long interviews.

The publication intends to inform readers about future trends while highlighting the importance and relevance of collaboration between colleagues and partners in the same company and between companies within one sector. Thus, professionals can learn details about what they do, how they interact with their colleagues and the most important professional skills they need/have.

(In Dutch only): <http://www.goc.nl/Onderzoeken-Publicaties/2020-starts-tomorrow>

A peer learning network on human resources management in the life performance s

In Flanders, the Social Fund of the Performing Arts (SFP) set up a peer learning network that refers to live performance human resources managers.

The project aims at bringing together people with common professional backgrounds facing common challenges. SFP updated a sectoral classification system of occupations and also developed a complementary sectoral dictionary of skills. Through this process, 25 behavioral skills (together with Technical skills) were linked to 15 behavioral indicators. This list of skills could be used by HR managers as a toolbox in order to establish a job profile. It also provides managers with a number of 'reference profiles' and 'skills packages' which can facilitate their work and the boost the sectors.

The development of new National Occupational Standards for digital skills in the UK

Creative Skillset in the UK have developed a new set of National Occupational Standards (NOS) for Digital Production Skills, after the recognition of the skills gap mainly created by the technological and digital evolution.

The development of NOS was originated by the development of new disruptive technologies that were changing job roles and by the legislative changes mostly related to the working conditions and the employment rights. The Creative Industries Council recognises that there is an increased need for multi-skilling and that creative industries need a variety of different skills including science, technology, production and business skills.

Website: <https://www.screenskills.com/>

A Service Centre for the insertion of arts students and their professionalization in Germany

The Career and Transfer Service Centre (CTC) founded in 2001 in Berlin is the first career centre at a university of the Arts in Germany. Its mission is to advise students and graduates from all artistic universities in Berlin on issues referring to the beginning of their professional careers. Advice is given on how to start and plan a business in the cultural sector but also on how to make a strategic decision when entering the cultural business field.

The CTC institution undertakes a mediating role between the universities and the labour market offering opportunities for additional practical experience and competences such as communication, social, personal and organizational skills.

Therefore, CTC aims to inform students about the labour market demands, to promote entrepreneurship and to transform innovative project ideas into viable business plans.

Furthermore, workshop modules cover topics such as 'Positioning', 'Financing', 'Social Security and Taxes', 'Law', 'Marketing and Social Media' and 'Communication and Cooperation'. Information on regional, national, and international internships and job opportunities, access to literature and to on line platforms are also provided by the CTC, additionally to the above.

Website: <https://www.udk-berlin.de/en/service/career-transfer-service-center/>

A retraining programme for dancers in the Netherlands

The 'Dutch's Transition Programme for Dancers' mission is to assist dancers who have reached the end of their careers. The support is provided in different ways including career advices, additional training/re-training, refunding training costs, providing income or giving financial advices.

The programme's budget consists of contributions from employers and employees and public subsidies and is open to all professional dancers who adhere to the programme, thus supporting them in the professional development at any time of their career.

Website: http://www.omscholingdansers.nl/homepage_en.htm ■





5. CONCLUSIONS

5. Conclusions

As mentioned in the beginning of this report, this snapshot collection of practices and initiatives does not assert any geographical or sectoral representativeness. This is a compilation of cases as suggested by our network. It has assisted the project by providing a general view of endeavors currently taking place in Europe, which we hope will be an inspiration to others.

We reached the following high level conclusions in our non-comprehensive review, based on our snapshot examples:

- There are many cases of professionals, projects and training programmes that predominately focus on the development of certain case specific transversal skills.
- Projects usually cover just fragments of the needs of specific professions since their scope is defined by their programme's rationale and targeting.
- Training programmes seem to have a wider scope but usually lack in direct connection with the market and its needs.

Collaborative schemes seem to have greater scope, impact and effectiveness.

- It was difficult to find cases of practitioners who have undertaken innovative initiatives using their entrepreneurial skills. It seems that their efficiency is limited by the small size of their business. Formulation of collaborative schemes such as clusters of entrepreneurs would further boost the efficiency of such endeavours.
- What seems to be missing is an holistic approach to the needs of professionals and an integrated approach in their training that will combine traditional training methods and on the job training.
- Giving incentives to employers for them to be engaged into on the job training is also very crucial.

This leads us to state that policy makers in national and EU level should encourage the development of frameworks that will provide structures and funding for the development of collaborative schemes for professionals, employers and educators to provide training. ■



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