FROM REACTION TO ACTION

Collaborative Transformation Policies in Culture and Beyond for Future-Oriented Policy-Making and Action

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Climate change, the global pandemic, growing inequalities…

In recent years, our world has faced major challenges that require profound transformations in society.

Culture cannot stand on the sidelines.

Policy-makers at all levels can play an important role in providing the right (policy) frameworks for the cultural and creative sectors to be positively involved in these transformations.

With this paper, we aim to take you on a transformation journey.

The Transformation Journey

OUTLOOKS TO NEW TIMES

USING THE MOMENTUM TO SET A BETTER COURSE

At first sight the future seems unpredictable: What do we already know?

We need to use the momentum to capitalise on the lessons learnt from the pandemic in order to be better prepared for other major transformation scenarios of the 21st century.

We must also better understand the opportunities and challenges for culture and beyond related to the future transformation scenarios.

What can
we learn from
the pandemic?

(Cultural) policy and operators were ...

... ill-prepared for the 2020-21 pandemic

in view of awareness of risks, institutional settings and plans.

... able to mobilise huge amounts of emergency support

but considerable negative collateral for the Cultural and Creative Sectors (CCS) as a whole remained.

... rather underplaying the cross-sectoral potential

namely the social cohesion and innovation potential of the CCS.

...engaged in addressing (some) structural deficits

especially sustainable earning through physical cultural activities.

What are the future scenarios provided by ↗ EU foresight?

Pressure on democratic models of governance and values

Shifts in global order and demography

Digital hyperconnectivity and technological transformation

Climate change and other environmental challenges

Pressure on democratic models of governance and values

The EU is the largest group of democracies, but we face declining democratic governance globally.

Growing zones of instability are close to the EU.

Large-scale disinformation and a new type of information warfare are expected.

How to connect with culture (policy)?

Some Examples:

We need to better understand the relationships between culture and conflict and build on the experience of the Ukraine war

(Cultural) institutions can be places of democracy, but must also become more democratic.

A new media culture is crucial, including among traditional and grassroots media.

We need to engage for global (cultural) citizenship and enhanced cultural rights.

Digital hyperconnectivity and technological transformation

Lack of human–centred knowledge and technologies is challenging.

Breakthrough innovations can support the twin transition.

Increased connectivity for transition, and related problems which concern IP, cyber crime, social, health.

How to connect with culture (policy)?

Some Examples:

Digital business models and the status of creators are central framework conditions.

We need to develop policies, legal frameworks as well as cultural offer(s) related to the emerging Metaverse.

Artificial Intelligence and related impacts on cultural policy and production need to be better understood.

Effects of the digital world on cultural diversity and impact on small structures need to be addressed.

Digital audiences and effects of related practices on society and health are a transversal issue for cultural policy makers.

We need to ensure access to digital culture offers and production spaces including outside urban centres.

Climate change and other environmental challenges

Unpredictable and irreversible impacts due to climate change.

Pressure on water and food security by disrupted (eco-)systems.

Alarming biodiversity loss and impacts on the nitrogen cycle.

All effects also impact health.

How to connect with culture (policy)?

Some Examples:

We need to strengthen those initiatives which are already working for a new "climate culture".

The understanding of the interlinkages of culture and bio-diversity requires a policy framework.

Priority must be given to balanced cultural development including spaces outside urban centres and agricultural areas.

We must ensure a local and global just transition in and with culture.

Shifts in global order and demography

World population will rise to 9.7 billion and the EU working age population will decrease by –16% by 2050.

Global power and the geo-economic centre will move to the East.

Global rivalry is increasing. Interdependencies and a multipolar global order are emerging.

How to connect with culture (policy)?

Some Examples:

The role of women in culture-related transformation scenarios is a transversal policy feature.

The future of cultural diplomacy and international cultural relations needs to be defined.

The understanding of culture(s) at risk, including in post-colonial contexts, needs to be broadly addressed.

Cultures (diversity) as a key societal resource need to be mainstreamed in policies.

All transformation scenarios also have cultural dimensions.

Excluding this element will prevent the emergence of meaningful and sustainable answers to current challenges and opportunities.

There is a danger that the cultural and creative sectors will be left behind while at the time they will be heavily impacted by all the foresight scenarios.

Examples: Culture Responses to Foresight Topics

"Resolution on cultural solidarity with Ukraine and a joint emergency response mechanism for cultural recovery in Europe:

(…) The Commission and the Member States are called on to: include the emergency needs of the culture and cultural heritage sectors within the EU's humanitarian support to Ukraine; focus on culture in all key EU policies and priorities such as climate action, the digital transformation, economic recovery and international relations; scale up their innovation capacity in terms of cooperation and public-private partnerships in order to increase resilience against future crises affecting the cultural and creative sectors and industries; further foster the digitalisation of the CCSI and ensure broad digital access to artistic and cultural creations. (…)"

European Parliament: 2022/2759(RSP) – 20/10/2022 consulted on 08.11.2022;
↗ More information

"Novels and Empathy: Foundations for the new political order at the end of the 18th century:

Novels like Julie (Jean-Jacques Rousseau) drew their readers into identifying with ordinary characters, who were by definition unknown to the reader personally. Readers empathized with the characters, especially the heroine or hero, thanks to the workings of the narrative form itself. Through the fictional exchange of letters, in other words, epistolary novels taught their readers nothing less than a new psychology, and in the process laid the foundations for a new social and political order. (…)"

Hunt, L.: "Inventing Human Rights. A History",
W. W. Norton & Company, New York 2007, p. 38–39;
↗ More information

What does the Metaverse mean for luxury fashion?

(…) Luxury brands such as Burberry, Balenciaga, and Louis Vuitton are paving the way for a future of fashion in the Metaverse. In the new frontier of the Metaverse, executives of luxury brands are starting to recognize the potential of augmented reality (AR) and virtual reality (VR), moving quickly to capitalize on this new marketing opportunity. According to a recent study, 53% of fashion brands are investing $300bn in the gaming sector, experimenting with Instagram filters, digital avatars, and virtual stores.. (…)"

Cannone, G., Fashion Technnology Accelerator, 2022 consulted on 07.11.2022;
↗ More information

SETTING NEW SAILS

GUIDING ELEMENTS FOR FUTURE-ORIENTED POLICY AND ACTION

We need a broader understanding of changing environments for policy making to cope with future transformation scenarios.

This broader understanding of policy–making frameworks in the 21st century will help to achieve updated strategies, rules and regulations, policies, and actions from all stakeholders of change.

How to cope with new environments?

At a time when ...

... dynamic contexts are the rule

but many of the policies and actions remain the same.

... emergency support is at the core of policy action

and it has become almost impossible to develop longer term strategies.

... divisions within societies and in governance reflect disorientation

and human rights as well as democracy are under threat.

... trust and empathy become a rare resource

and the response to disinformation falls short.

What can be the guiding elements for future policies of trans-formation?

Science-based	→	EU-foresight and science provide a framework for planning based on what we (think we) know	→
Eco-Systemic	→	All are actors of a dynamic system of change: governance, institutions, individuals	→
Value-driven	→	EU way (democracy, human rights, socialmarket), sustainable, transparent, participative, (cultural) rights-based, prevention values	→
Collaborative	→	Future challenges involve different sectors and should be based on horizontal rather than vertical partnerships	→
Urgent	→	Dynamic transformation is a fact and failure to act will emphasise crisis effects as well as prevent a just transition	→
Consider behavioral patterns	→	Understanding the human dimension of change / opposition to change is fundamental to providing ways forward	→
Territory-specific & International	→	All future scenarios are global and at the same time specific for a certain location	→
Middle- to long-term oriented	→	The crisis and emergency mode needs to be overcome by forward-looking policies and actions	→

... the oxygen for a sustainable change in practices

COPING WITH STORMY WINDS AND NEW HORIZONS

STRENGTHENING COLLABORATIVE ECO-SYSTEMS

Current cross-sectoral policies are often linked to the innovation agendas with the aim of using related potential for economic development and are rather a client-service provider type of vertical relationship driven by the values and objectives of the client.

We must improve collaboration in policy and action to address better common future challenges and opportunities.

How to improve collaborative policies and practices?

A vision for Collaborative Policies would be ...

... based on horizontal partnerships

driven by common values, missions and ojectives.

... negotiated in a co-creation setting

and on the principle of equal-level involvement of all parties.

How can we build
a collaborative eco-system?

**The Eco-System of
(CCS) Policies
of Transformation
builds on**

**collaborative
individuals**

from and beyond
the CCS

**collaborative
governance**

of the CCS
and beyond

**collaborative
organisations**

from and beyond
the CCS

Cooperating provides a win-win framework and deepens the understanding of
interlinked future scenarios in which single sectors will not be able to come up with sustainable
answers without the involvement and understanding of the wider environment.

How can an eco-system of collaboration be brought into practice?

Transformation scenarios need to be addressed in a cross-sectoral system involving ...

... Collaborative governance

Updated policy visions and actions are built on the understanding of dynamic frameworks of transformation.

A set of related updated cross-sectoral policies, strategies, action and support programmes is required.

An understanding of related requirements in view of rules and regulations is needed.

... Collaborative organisations (public, private, administrations, companies)

Modernised missions are based on a mindset of collaboration between sectors in order to achieve positive change.

An understanding of transformation readiness needs and the involvement of different actors of positive change is important.

Financial engagement is needed to develop further collaborative attitudes, as well as dedicated time and budget provisions, and the introduction of awarding frameworks.

... Collaborative individuals

Enhancing the understanding of all actors of positive change and addressing transformation frameworks is key.

A readiness to be trained for those skills required for transformation (readiness) and for collaborative attitudes is crucial.

A commitment to being (becoming) actors of positive change, with empathy and readiness for dialogues of transformation, are central skills.

Examples: Collaborative Governance / Collaborative Organisations

The OECD provides a wide range of policy support tools for the design and implementation of mission-oriented innovation policies, based on the analysis that the most prevalent weakness within national innovation systems is the lack of holistic strategic orientation and policy co-ordination required to tackle mounting societal challenges

Larrue, P. (2021), "The design and implementation of mission-oriented innovation policies: A new systemic policy approach to address societal challenges", OECD Science, Technology and Industry Policy Papers, No. 100, OECD Publishing, Paris;
↗ More information

The New European Bauhaus is a cross-sectoral, bottom-up and top-down initiative involving a wide range of sectoral backgrounds from culture, art, creative industries, territorial development and ecology with the aim of addressing the challenges and opportunities of the EU Green Deal on the level of citizens.
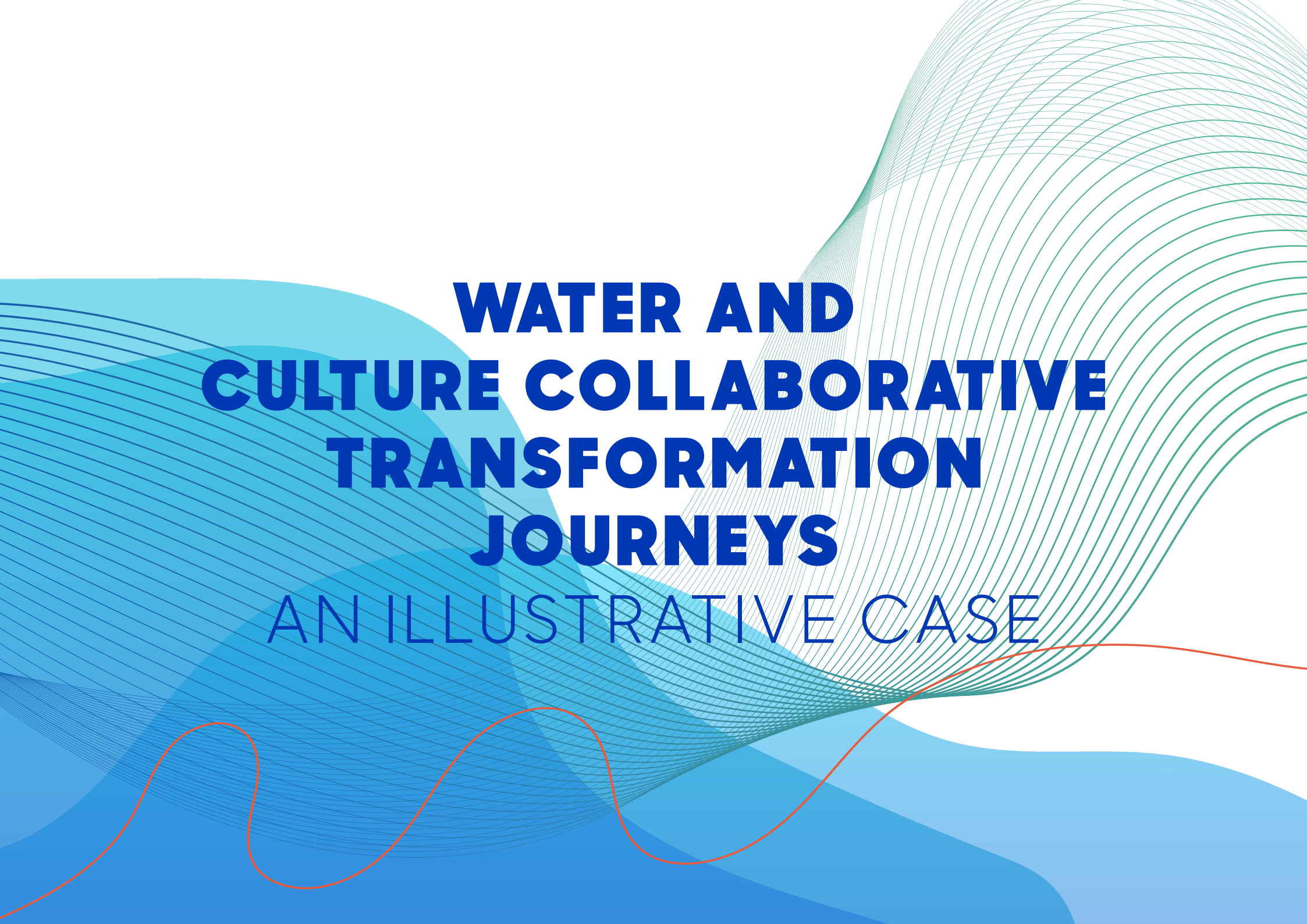
European Union, 2022 consulted on 31.10.2022,
↗ More information

The European Commission Working Methods: To ensure collegial preparation of new initiatives based on evidence and expertise, interservice consultations have to take place before the adoption process by the College of Commissioners. (...) All services concerned by the field of activity or nature of the draft text need to be included in the interservice consultation.

European Commission, 2019 consulted on 07.11.2022,
↗ More information

Culture and Health Nouvelle Aquitaine: In France is a public policy called « Culture et Santé » which is developed in each region. In Nouvelle Aquitaine, the policy is based on a cooperation between DRAC Nouvelle Aquitaine, Regional Health Agency Nouvelle Aquitaine and the Nouvelle-Aquitaine Region that have been cooperating for years. The last convention was signed in 2021. Each proposal must be based on a cooperation between at least one artist and a health institution. Target groups are patients, but also employees as well as the wider "environment".

Culture and Health Nouvelle Aquitaine, 2022 consulted on 07.11.2022,
↗ More information

WATER AND CULTURE COLLABORATIVE TRANSFORMATION JOURNEYS

AN ILLUSTRATIVE CASE

Water and culture (policies) are closely linked and interdependent.

We urgently need to modernise the way in which we use water in view of current practices in agribusiness, energy production, the touristification of water heritage, and other unsustainable approaches.

Climate change is expected to cause major transformations in global water cycles and food production. The issue of water pollution needs to be better addressed.

All these transformations have cultural dimensions.

Which future water-related scenarios are predicted by science?

↗ "Restore our Oceans and Water" including Towards Zero Pollution for Water

Horizon Europe EU Mission

↗ Addressing the water crisis including related to climate change, pollution and unsustainable agricultural practices

European Parliament Structural Risks Study 2020

↗ International Ocean Governance including peacefully and sustainably managing the global commons

EU Foresight Scenarios

↗ The heritage perspective of future water and port challenges

UNESCO chair Water, Ports and Historic Cities, TU Delft

What can be the guiding elements for future water and culture policies of transformation?

Guiding element	Description
Science-based	EU-foresight and science (Horizon Europe missions, EP structural risk study, UNESCO Port Heritage cities, etc.) provide a framework for the planning of integrated water and culture policies
Eco-Systemic	All are actors of a dynamic system of change: governance, institutions, individuals from water and culture
Value-driven	From touristification to water and heritage commons; from agribusiness to intangible rural water cultures; from water management to participative water cultures, etc.
Collaborative	Horizontal partnerships of water and culture stakeholders and citizens guided by common objectives
Urgent	Water is a scarce resource, people survive only two days without water, many of the current water culture practices are not sustainable
Consider behavioral patterns	New water cultures are difficult as they impact a wide range of current practices and feedbacks from peers e. g. to consumption patterns
Territory-specific & International	Water challenges are different according to territory, but water is globally connected and we all face specific water challenges. Priority areas could be water cultures in port cities, non-urban areas and transnational river basins
Middle- to long-term oriented	From water management to sustainable long-term water cultures as well as related policy-making

... the oxygen for a sustainable change in practices

How to best address transformation scenarios with collaborative cross-sectoral eco-systems?

Example: EU Mission – ↗ Reduce plastic litter at sea by 50%		Collaborative Governance	Collaborative Organisations	Collaborative Individuals
Negative outbound from the Cultural and Creative Sectors	Example: Cultural festivals still produce considerable plastic waste	Public funding of festivals is conditional on a high-quality plastic recycling plan (funding rules)	Festival organisers cooperate with local environmental agencies for recycling plans (prevention)	Festival audiences are trained in recycling of plastic waste (audience and volunteer engagement)
Negative inbound to the Cultural and Creative Sectors	Example: Coastal heritage (e. g. ports) is losing attractiveness and local / international visitors due to plastic pollution	Establishment of collaborative strategies between culture, residents, tourism, recycling, natural heritage, ports, agriculture stakeholders (participative governance)	Banning all plastic products and merchandising from heritage and museum sites and providing related training for employees and visitors (skills development)	Collaborative cleaning days involving heritage professionals, port officials, residents, visitors, educationaland public sector (participative practices and informal learning)
Potential positive effects due to collaborative action	Example: Plastic is not cool – the new narrative in lifestyle advertising	Policy makers restrict advertising possibilities for those products causing plastic waste (regulations)	Creative industries and environmental agencies develop an award for advertisements that best address plastic-free alternatives (awards)	Artists, stars and users from the creative industries share their zero waste / plastic strategies on Creatives Unite and on "water networks" (awareness raising)

Interlinkages between sectors become visible as does the need for an eco-systemic approach.

The set of tools might comprise rules, regulations, participative governance, prevention, skills development, awards, volunteers and audience engagement, informal learning, awareness raising, and many more.

Examples: Water and Culture Policies

Carola Hein, UNESCO Chair Water, Ports and Historic Cities, TU Delft:
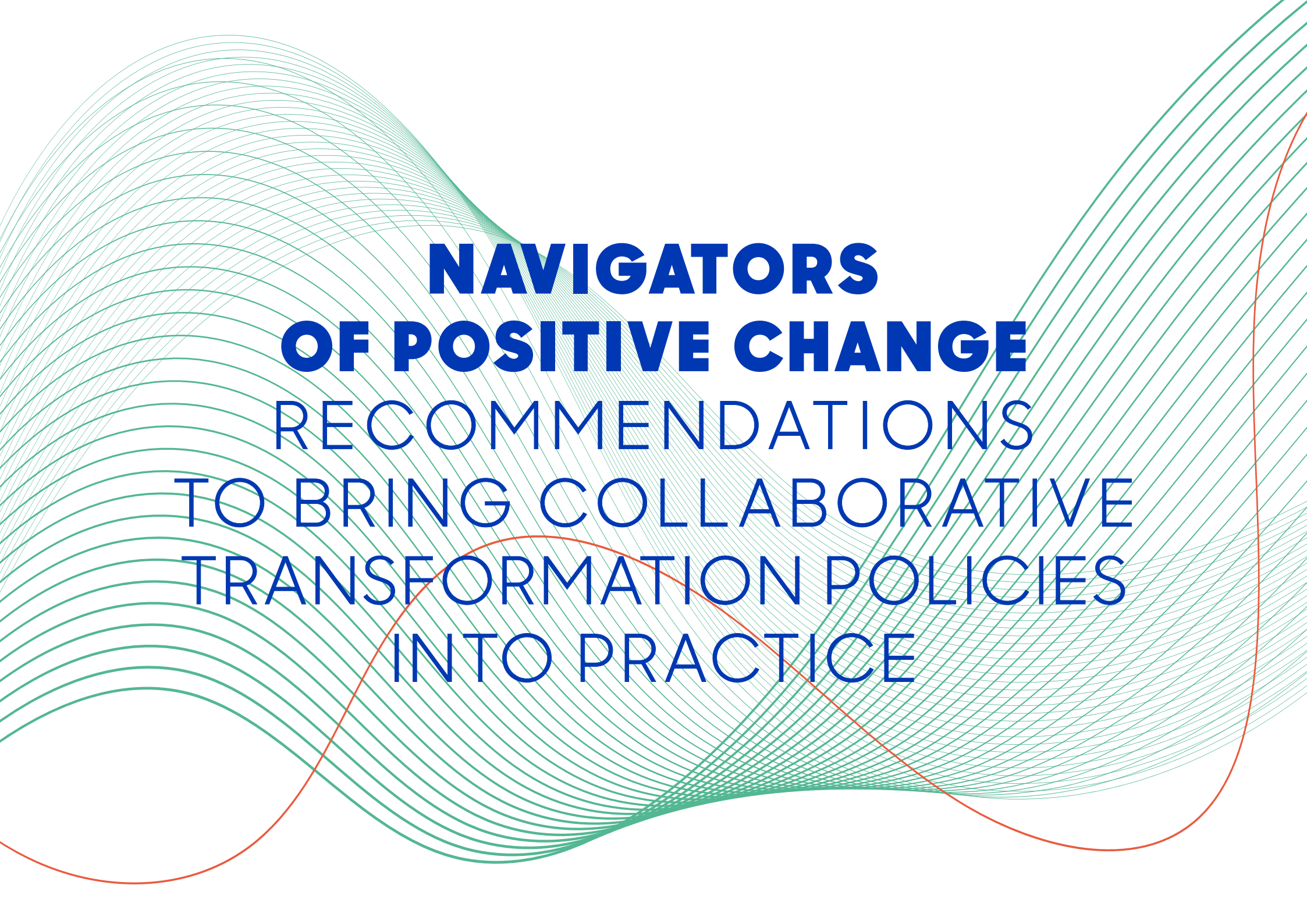
"People have lost their understanding of water as a system fully integrated in daily life. The dominant water culture today aims at keeping water out and resisting it; given the current climate crises, we need a new approach anchored in living in a resilient way with water. Furthermore, we must understand that water management, for example in The Netherlands, has a long tradition that also influences the future. In this way, water management is also a heritage practice. The links between culture and water become visible when further reflecting on the role of social, cultural practices and their relation to technology."

From the FLIP Focus Group on Water and Culture Policies for Positive Transformation held on 10 June 2022 in Brussels
More information

Christos Giovanopoulos, City of Halandri, and Chiara Lucchini, EU-UIA-Expert, Urban Innovation Action Project "Cultural Hidrant – Cultural Hidden Identities ReAppear through Networks of WaTer":

"This three-year project aims at using water as a protagonist in domains it is not usually part of, like cultural heritage, local history and memory. The objective of the project is to establish a different relation between the people and the ancient Roman aqueduct of Hadrian. Water is used as a means to gather and establish a community, generating a new water commons and new heritage commons, establishing an inclusive community of practices with the public. Cultural Hidrant aims at reinforcing self-management skills and frameworks, enhancing the quality of life of citizens and promoting an approach to the valorisation of cultural heritage that goes beyond ordinary tourist promotion."

From the FLIP Focus Group on Water and Culture Policies for Positive Transformation held on 10 June 2022 in Brussels
More information

NAVIGATORS
OF POSITIVE CHANGE

RECOMMENDATIONS
TO BRING COLLABORATIVE
TRANSFORMATION POLICIES
INTO PRACTICE

We need to come up with an updated system for collaborative transformation policies.

Future scenarios and transformation require integrated approaches including horizontal cross-sectoral partnerships with and by the cultural and creative sectors to provide sustainable and innovative solutions for the societies and economies.

What are the building blocks of collaborative policies of transformation?

4 Main EU Foresight Scenarios

Pressure on democratic models of governance and values	Climate change and other environmental challenges
Digital hyperconnectivity and technological transformation	Shifts in global order and demography

8 Guiding Elements
The Oxygen of Sustainable Transformation Frameworks

Collaborative	Eco-Systemic	Middle- to long-term oriented	Value-driven
Consider behavioral patterns	Science-based	Territory-specific & International	Urgent

collaborative individuals from and beyond theCCS

The Eco-System of (CCS) Policies of Transformation is based on

collaborative organisations from and beyond the CCS

collaborative governance of the CCS and beyond

RECOMMENDATIONS FOR POLICY MAKERS, STAKEHOLDERS AND ACTORS OF CHANGE

How can we all become actors of change
and best contribute to transformation agendas?

By...

... investing in dynamic systems of collaboration:

We need to understand better the transformation context:

This requires research related to the four main foresight scenarios. What are the related positive / negative and in-out-bound effects on culture and related sectors? The related moments of impact are also crucial.

We require related updates of strategic policy papers:

They need to reflect the foresight areas as well as the necessities for collaborative policy-making. The eight guiding elements are the wider framework. This applies to all governance levels. The EU work plan and agenda for culture could be a starting point.

We must adapt our institutional frameworks to collaboration needs:

Stakeholder involvement from different sectors including culture must be mainstreamed. Collaborative working methods like interservice consultations and cross-department cooperation must be anchored in the working principles of organisations. An EU Charter for Good Collaborative Governance could have an accelerator effect for these updated practices.

We need to honour and award collaborative practices:

This implies the update of funding programmes and selection criteria as well as motivation programmes for workers and freelancers. We can also opt for an updated set of awards like a new EU Award for Transformation Practices with Culture.

... strenghtening all actors of transformation across sectors:

We must better address the transformation readiness gaps:

These gaps might comprise a lack of new or updated skills as well as shortcomings (mission, time, budget, other) in institutions to cope with the needs of cross-sectoral, foresight-oriented practices. A self-assessment tool related to transformation readiness developed on EU level could be very helpful.

We require updated education and lifelong learning frameworks:

Skills and mindsets for collaboration need to be in place that include active and future generations. This also includes bold initiatives for experimenting with new collaborative practices, as well as a focus on collaborative research projects.

We need to strengthen individuals and actors for positive transformation:

This implies investing in culture, arts and health to help individuals better cope with some of the negative effects predicted by the foresight scenarios. We must equally strengthen capacities and spaces of innovation for positive transformation.

For further information:

Creative FLIP – Finance, Learning, Innovation and Intellectual Property Rights for CCSI is a Preparatory Action, co-funded by the EU and project partners. Its goal is to build a stronger resilience of the cultural and creative sector, by further strengthening their overall ecosystem and supporting their capacities in the areas of Finance, Learning/Skills, Innovation and Intellectual Property Rights for the CCSI.

www.CreativeFLIP.eu

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