

## PROJECT FINAL REPORT

### Project

Index	1127R4
Acronym	InCompass
Project title	Regional Policy Improvement for Financially Sustainable Creative Incubator Units
Lead partner	Dundee and Angus College

This final report consists of two parts:

a) In the first part, you are asked to provide the JTS with information on the project's achievements, the durability of the results as well as on the challenges you may have faced during the implementation of the project. Finally, this part gives you the opportunity to give feedback on the programme's implementation. This feedback will provide valuable input for the future development of the programme.

b) The second part of the final report has been developed by the INTERACT programme, which is responsible for providing technical support to cooperation programmes across Europe. Through a pilot scheme, INTERACT intends to measure the benefits and provide an overview of the achievements of the European Territorial Cooperation programmes.

## PART I

### 1 Summary of the project's achievements

#### 1.1 Please provide an overview of the main achievements of your project.

The aim of this first sub-section is to provide a cumulative overview of the main results achieved during the lifetime of the project.

The information provided should focus on the main benefits the partners have gained from the exchange of experience.

##### ➤ Good practices transferred (if any) - (for Regional Initiative Projects only)

If applicable, please provide an overview of the transferred good practice(s) that have occurred during the lifetime of the project. The title, location, topic and brief description of each practice should be provided. Also, the partners involved in the transfers should be indicated. Which partner was the "donor" of the good practice, and which one was the "recipient"?

1. Hub Milano's approach to taking care of the green spaces around their incubator in order to gain recognition and attract the community, develop strong relations inside and outside the incubator thus making a social impact on the locality. Lithuanian RIG partner, Rupert Centre for Art and Education has revitalised an area in Vilnius by designing and building the Art Centre replacing the former small food shop where local jobless people were hanging out. This the neighbourhood became an attractive social place for local people and foreign artists.

2. The CoFWD Project 161 from Medway had a good practice entitled, 'financial benefits from public authorities other than subsidies'. This related to an exemption from property tax for the project 161 building. The Beltzou's abandoned building in the Centre of Patras, Western Greece, owned by the regional authority was given planning authorization to use this as an incubator. This was approved during the life of InCompass.

It's development will be undertaken during the next programme period.

3. The Pop up shop concept delivered by Camden Collective (Medway study visit) has been transferred to MAJR Properties, Dundee. During the InCompass project timeline, a disused retail space was purchased and the establishment of a social enterprise called DD Pop was set up to run a pop up shop for artists and creative start ups. The shop will be live by September 2015.

##### ➤ Good practices guide / final publication

Please provide the link to the web link where the project good practices guide / final publication is available for download.

<http://www.incompassproject.eu/>

##### ➤ Overview of the transfer process (for Capitalisation Projects only)

Please provide an overview on the mainstreaming process by completing the table below. Concerning the last column 'Implementation stage', one of the three following levels has to be selected for each transfer of practice:

- - Level 1: Action Plan finalised and signed by the relevant stakeholders and policy makers
- - Level 2: Application(s) for funding already submitted within the concerned Operational Programme (or within other targeted local/regional/national funding schemes)
- - Level 3: Implementation of the Action Plan (and selected good practices) already started (i.e. part of the funding already received to implement the practices)

In case levels 2 or 3 are selected, please provide further details in the last column.

Title of the good practice	Source Region	Adopting Region	Amount of funding dedicated to the practice implementation (if not ERDF, please specify the source of funding)	Implementation stage
<p>➤ Local/regional policies (and/or instruments) improved</p> <p>Further to the lessons learnt during the exchange of experience and based on the different progress reports submitted, please summarise which policies were impacted and how they were impacted. For Capitalisation Projects, please indicate whether policy impacts can be reported beyond the transfer of good practices (e.g. modification of the Regional Operational Programme or any other local / regional policy instruments).</p>				
Regions / areas concerned	Name of the policy document / instrument impacted		Details on how this policy was influenced by the interregional exchange of experience	
Dundee and Angus, Scotland	D&A Regional Outcome Agreement (ROA)		<p>The D&amp;A ROA reflects a much greater focus on enterprise and incubation as a result of the interregional co-operation and learning generated through the InCompass project. The impact of this is that D&amp;A College has prioritised the embedding of enterprise skills across the curriculum and has built an incubator within one of the campuses to support student enterprises and to increase engagement with external entrepreneurs.</p>	
Kaunas, Lithuania	Lithuanian National Action Plan for Entrepreneurship promotion 2014-2020		<p>InCompass has influenced the Lithuanian National Action Plan for Entrepreneurship promotion 2014-2020. InCompass recommendations were delivered and presented to Ministry of Economy which together with Ministry of Culture are responsible for development of creative industry sector. One of the institutions, responsible for an implementation of The National Action Plan for Entrepreneurship Promotion for 2014-2020, is Ministry of Economy. The Plan states that recommendations and analysis results from study visits in InCompass project will (or may) become (or became) as guidelines for further development of creative incubators in Lithuania.</p>	

<p>Western Greece</p>	<p>Western Greece 2014-2020 Strategic Plan</p>	<p>In Western Greece, the Regional Group of Innovation was created with a purpose of monitoring and implementing the Regional Innovation Plan to create an incubator. The 1st step was the creation of regional innovation group with a purpose of monitoring and implementing the Regional Innovation Plan to create an incubator. In addition, in the dissemination event that took place in Patras on 8 Dec'14 were also participants representatives of the Ministry of Development and they underlined the importance of such actions for the new programming period 2014-2020 which enhance entrepreneurship and especially of young people. Moreover, the RIG of WRG is been included with a high degree of importance in the five year strategic regional plan which is a national obligation independently by the structural funds which also support the sector of creative industries. Finally, a small business act regional policy is on the run in WRG, in which the RIP is to be integral part</p>
<p>County of VAS, Hungary</p>	<p>Territorial Operative Programme (TOP)</p>	<p>During the life of InCompass, PBN in Hungary was tasked with preparing the 2014-2020 Operations Strategies. As a result, incubation and reinforcement of creative industries was elaborated as an integral chapter of the operative programme. In Hungary the 2014-2020 Budget is 60 % (12 Billion €) is dedicated to economic development. The Territorial Operative Program (TOP) is an integrated part of this program. PBN was contracted in 2013 to prepare the relevant TOP by the regional authority (County Vas). InCompass project learnings were directly discussed in the form of RIGs and individual talks with the authority management. One member of the authority was personally also participating in 2 study visits (Milan and Lisbon) to gain first-hand experience and insights. As a result of the joint procedure, creative industries is a specially implemented part of the final TOP program. The TOP document was approved by the national government and the EU Commission in the course of 2015.</p>
<p>➤ New projects / activities / approaches which resulted from the cooperation</p>		

Based on the different progress report submitted, please summarise the spin-off activities (i.e. activities that were not initially planned in the application form) that may have resulted from the exchange of experience.

1. D&A College successfully being awarded ERDF funding to create an Incubator within its Gardyne Campus along with a programme of creating an entrepreneurial culture and embed enterprise skills across all areas of the College - LUPS/ERDF/2013/10/3/0085 Incubation@D&A under ERDF Priority 3 Urban Regeneration. Capital Grant Funding of £645,416.95 was awarded from a total project cost of £1,613,542.37. D&A College provided £518,125.42 of match funding and University of Abertay Dundee provided £450,000 match funding.

2. D&A College successfully applied for an ERDF funded project approved in 2014 to support the development of an incubator in its Gardyne Campus mentioned in point 1 above and to embed an entrepreneurial culture within the College - LUPS/ERDF/2013/10/2/0084 Enterprise@D&A under ERDF Priority 2 Enterprise Growth, Revenue Grant funding of £261,715.00 was awarded from a total project cost of £654,287.50. D&A College provided £229,905.15 of match funding, Dundee City Council provided £129,381.60 match funding and Elevator provided £33,285.75 match funding.

3. D&A College invited to join SYMBOLS by lead partner Aviles in a successful Creative Europe application in 2014 now being delivered.

4. Dundee's bid for the UNESCO City of Design status - successfully awarded in October 2014.

5. Dundee University Incubator and D&A College incubator being planned, both with an accelerator programme during 2015.

6. D&A College being approached by Dundee City Council to run a pop up tea room/ restaurant/ events facility/ museum/ cultural industries facility within a historic building in the city.

7. D&A College planning to establish an innovative nursery facility alongside the incubator within the Gardyne Campus.

8. The creation of a Visual Effects Academy led by Tayscreen, supported by Dundee City Council and with partners comprising Abertay University, D&A College and funded through Scottish Funding Council.

9. Angus Council gaining funding from Scottish Government for a stalled spaces programme in empty shop units throughout Angus. This will enable a pop up shop approach to rejuvenate town centres. Students from D&A College will engage with Angus Council to encourage student enterprises to participate in this venture.

10. Delft University became a partner in the Interreg IVb NSR Creative Cities Challenge Reloaded project in which D&A College was already a partner.

#### ➤ Other project's achievements

If applicable, please describe further achievements of your project which you would like to highlight and which may not correspond to the categories outlined here above.

All partners experienced deeper and more meaningful co-operation within their own regions as a result of participating in the InCompass project and the resulting establishment of the Regional Implementation Groups. This led to greater engagement and shaping of policies and approaches to incubation, enterprise and innovation. It has also led to informal, sustainable networks of institutions in all 12 regions representing the triple helix focussed on creative industries and entrepreneurship.

#### D&A 1

The InCompass project has provided significant benefits for the Dundee and Angus regional partners. The region already had a strong tradition of partnership and having this additional perspective from other European regions being able to be considered by the Dundee and Angus partners as to what made them work and how this could benefit our own region. More detail will be provided throughout this report however the key headline achievements can be quantified as: 1. Regular and deeper engagement with and between Regional Implementation Group partners. A full group of 30 partners with a regular core group of 6-8 to be able to implement changes and improvements to policies, approaches and ways of working as a result of the discussion. 2. Continuation of the group beyond the project to ensure the sustainability of the partnership and the focus on enterprise and incubation as policy instruments to support the creative and cultural industries within the region. Creative Dundee was appointed by Dundee City Council for the next 3 year period. 3. 7 Good practices transferred either immediately or planned for transfer in the coming 12 month period across a number of Regional Implementation Group partners. 4. Policy Instruments of Enterprise and Incubation influenced by the InCompass project. 5. Regional Outcome Agreements of the 2 city universities and of D&A College have been influenced by the project. 6. Angus Council were engaged in the project part way through to benefit from the findings of the project and engage this part of the Dundee and Angus region in the creative and cultural industries. 5. D&A College was able to work more closely with Dundee City Council in shaping the approaches taken by all regional partners in enterprise and incubation. 6. Dundee City Council's successful bid for the UNESCO City of Design was enhanced by the partnership. 7. Dundee University and D&A College in partnership with Abertay University took the decision to invest in incubation facilities during the project. These developments are underway and due to complete during 2015.

Good practices which have the potential to be transferred into Dundee and Angus region included:

1. Desk charging from Rotterdam Creative Factory with the option of having an intern attached to the incubatee is a good practice which is being transferred into D&A College new Incubator facility which will be effective from June 2015 onwards. 2. From Fabbrica Del Vapore, Milan a detailed application process which includes experts from the Bosconi Business School in the assessment of candidates has the potential to be transferred into Dundee Business School (Abertay University) and University of Dundee School of Business. 3.

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CoWorkLisboa provision of a kindergarten service for clients will be an approach will be offered within the D&A College new incubator due to open in June 15. The nursery is currently at the stage of finalising the business plan for a September 2016 potential start date subject to board approval. 4. The Camden Collective Coding Academy project is being considered to be adapted for delivery in a Dundee context. Within the Developing Scotland's Young Workforce Agenda from Scottish Government, early intervention of vocational qualifications with direct input and support from industry partners are a key priority. Coding and programming skills are one of the areas which are in demand from industry and discussions are underway between D&A College and Abertay University to provide a solution to address this skills gap. Candidates who have worked in other industries and have been made redundant. Those with an underpinning mathematics skill are ideal candidates for this initiative. Camden Collective's experiences in delivering this programme previously will be invaluable in this programme development. 5. Aspects of the London Metropolitan University's London Accelerator (the Hatchery) project is being transferred to a Dundee University partnership with Dundee based publisher DC Thomson and will be run by Elevator, the company who deliver the Business Gateway start up contract in the Dundee and Angus area on behalf of the 3 local authorities in the region which includes Dundee City Council, Angus Council and Perth and Kinross Council. Elevator are also in discussions with D&A College to potentially offer an accelerator programme within the Arbroath campus of the College. The experiences from the London Accelerator will be valuable in determining the approach, as will experiences from Elevator themselves who are delivering their flagship accelerator programme in Aberdeen focusing on start ups from the Energy sector. The approach to attract corporate sponsorship to support this programme will be a key part of the approach delivered in Dundee Uni and in the Angus Campus of D&A College. In addition, the approach taken to offer university and college students real live commercial experiences and entrepreneurial experiences will be taken by linking students with the accelerator clients to support the growth of their businesses. 6. Utilising Alumni to support new incubatees is an approach used to good effect by Cockpit Arts and Camden Collective. This approach will be adopted by both D&A College and Dundee University in the support of their incubatees. This approach will take time to build as the current alumni from both organisations have not benefited from the support of incubation as such, although many former students from both institutions have gone on to senior roles in business and many are willing to give time and support back to new starts. 7. Pop up shop model worked extremely well for Camden Collective. This approach is being transferred to MAJR Properties who have invested in a retail unit in Dundee City Centre and who is establishing a social enterprise to offer this service to creative and craft businesses to promote and sell their products. This will provide the opportunity for short rentals (1 week minimum) to widen their customer base. D&A College has also piloted the pop up shop approach for the last 2 consecutive Christmas periods to enable retail and design students to run a retail business as part of their studies. This will be expanded into the Hospitality team with a pop up tea room, pop up restaurant and pop up street food being examined as potential enterprise experiences for participating students. This has the support of both Dundee City Council and Angus Council with both Councils offering historic buildings owned by them as hosting these facilities. One will be run as a pilot project over the summer of July and August 2015 within Camperdown House, Dundee (owned by DCC).

#### AV 2 :

Among the 16 Good Practices identified in the framework of the project, as stated in our RIP, most of them are already implemented in our region, either directly by local public institutions belonging to our City Council (such as "La Curtidora" incubator, or "La Factoría Cultural"), or by regional members of our RIG (i.e. Valnalón). However, we could highlight 4 Best Practices in which we should improve and increase our activities in the future, namely:

Within the "Social Contextualization" group of measures: 8 relation to neighbourhood (for the Factoría Cultural)

Within the "Tiers of support..." group of measures: 9 relation to higher education institution / 10 Involve alumni / 13 Pre-incubation and raising awareness.

#### Del 3:

The results of the project were implemented in the Regional Implementation Plan (RIP) in recommendations for several policy fields. One is the emphasis placed on the relation between incubation and higher and vocational education, an aspect that is very important in the Rotterdam-Delft region. Furthermore, the idea that it may be advantageous to disentangle the various elements of an incubator, also with regard to location, as commonly distinguished (building, support, networking) met some enthusiasm in our region, particularly in Rotterdam. The same can be said for the insight that incubator should focus their activities, taking into account the composition of the regional economy, rather than to try to be a generalist. After final editing based on comments by RIG members to the draft version of December 2014, the RIP is now ready for distribution among local and regional policymakers. Although policymakers in the region were members of our RIG and hence 'co-owners' of the recommendations, it is ultimately beyond our control how and to what extent the recommendations will be transferred into regional policies because the University of Delft, as a partner in the project, are not a policy making authority themselves.

#### KTU 4:

Based on reports from study visits and situation in Lithuanian creative incubators, several problematic aspects were identified in Lithuanian cases:

1. Meeting requirements of EU funding projects - barriers for flexibility in occupancy and pricing of space in the incubator. The Lithuanian incubators, founded by EU funding projects that apply requirements and legal limitations put barriers for effective use of the infrastructure – there is a price per square meter defined and cannot be diversified for different type of incubatees or rent for outside events/companies that could form an additional part of a budget.
2. Role of incubator in regeneration of deprived neighbourhoods. All the existing incubators have stated that after their establishment the neighbourhood has been deprived only because the physical surroundings were arranged. By the time this scope should be more actively involved in main incubators activities. Regeneration of neighbourhood also means a better commercial success.
3. Supporting creative incubators to strengthen the competitiveness of the city or region. One of the most important issues to Lithuania, because Lithuania is a small economy country lacking natural resources either a huge need of generating competitiveness from the intellectual property and cultural identity because of its history. Supporting is needed for interest and education of public sector/society.
4. Nurture bottom-up initiatives from the creative community. This topic is one of the most important in Lithuanian situation. Top down

decision-making by local authorities, the existing art incubators „bumps to the wall“ with initiatives that could provide them a sustainable incubation system inside Lithuania.

5. Transfer of incubator initiated by local government to skilled private entrepreneur. This topic is very actual, because not all art incubators manage to cope with commercial and strategic part and proceed with their activities without clear vision and competences. Usually at the start point of art incubator, there are a group of initiatives formed, and an additional person coming from the side could be hardly adopted.

6. Lack of entrepreneurial competences of operators, lack in cash flows & budget. The indicated 9 Lithuanian incubators have been financed by European grants to establish and build their infrastructure. Unfortunately some of them by their statement have not been fully finished because of the leak of the competences of the operators or insufficient budget needed to complete the sufficient quality and equipment for the full use of the incubators infrastructure.

7. Lack of sequence in regional policy. All the RIG members that are representatives of existing incubators underlined the leak of sequence in the Lithuanian policy regarding integral culture and art incubation funding system. The statement was the insufficient primary funding and a leak of funding priorities continuity that are not focused on existing incubators maintenance and support for completion. Regarding the members there is needed to develop a vision on the incubation process on a regional scale.

8. Strategic planning flaws in incubators funding. There is a lack of strategic planning and the perception about incubators activities from the commercial point of view. Most of existing incubators work like a cultural entities that usually are funded by the state and have a provision that art incubator must be anyway partly funded because the self-sustainability for art incubator is hardly possible just because of the nature of the cultural field. It is one of the most important issues to be underlined and discussed, because usually business models do not go in line with art and creativity.

WGr 6:

Through the InCompass project, the Western Region of Greece firstly enhanced its ability to collaborate in a regional, national and international level and secondly has found out ways for identifying best practices that are well suited to regional level. In addition, the project has helped the region to recognize the importance of creative and regional industries and thus they have been determined by the decision makers as one of the crucial priorities for the regional development.

UoP 7:

Through the InCompass project, the University of Patras achieved to enhance firstly its ability to collaborate in a regional, national and international level and secondly it found out ways for identifying best practices that are well suited at regional level. In addition, project helped the UoP to recognize/verify the importance of creative and regional industries and this importance has been set by decision makers as one crucial priorities for the regional development.

Med 11

Across all the study visits, Medway identified a total of 54 good practices which showed a relevant example to Medway context (described in the Regional Implementation Plan - Part One) based on the following assessment criteria:

1. Workspace models – can the practice relate to existing or proposed workspace provision in Medway?
2. Incubation – can the practice be applied to existing or proposed incubation support in Medway?
3. Events – can the practice relate to existing or proposed events activities in Medway?
4. Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?
5. Business Development – can the practice be applied to existing or proposed business development activity in Medway?
6. Network Development – can the practice be applied to existing or proposed network development activity in Medway?
7. Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?

These 54 practices have been identified in 14 incubators, and across the 8 countries organising study visits:

- Creative Factory, Rotterdam
- Fabbrica Del Vapore, Milan
- Media Evolution City - Malmo
- MINC - Malmo
- Ideon Innovation - Lund
- Danish Design Centre - Copenhagen
- LX Factory - Lisbon
- Carnival Lab - Patras
- Factoria Cultural - Aviles
- Camden Collective - London
- Cockpit Arts - London
- Trinity Buoy Wharf - London
- London Accelerator - London
- Centre for Creative Collaboration - London

Although one study visit was organised for Medway and London, they are independent regions and London is a very unique case in the UK. Being so close, Medway is largely influenced and has the same macro-economic and regulatory conditions. Therefore, the best practices observed in London could potentially be transferred in Medway and should not be considered of being part of the same area.

The 54 best practices have been channelled into 7 independent projects (described in the Regional Implementation Plan - Part Two) for the local area. Although their transferability has been assessed, some projects have not been implemented yet and the success of these best practices is still to be confirmed:

- Strategic Partnership. The project provided some strong examples of strategic governance, most notably in Malmo and the MINC

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example. Medway Council has got a Cultural Partnership although it is not linked to the Regeneration and Economic Development. It is proposed that a more formal, and potentially independent, strategic partnership for the development of creative industries could provide a delivery role for both the CP and RED. It has been suggested that the Regional Implementation Group established for the purpose of this project carries on meeting to discuss the development of the creative industries in the local area.

- Incubator/Hatchery: there is no incubator of creative industries as such in Medway. A few coworking spaces for the creative sector are present in the area but don't include the specialist support and business development elements of an incubator. This best practice has been observed in many different partner areas: Ideon Innovation (Lund), MINC (Malmo), Cockpits Arts, London Accelerator and Centre for Creative Collaboration (all 3 in London). The recipients of this project could be the co-working spaces (Nucleus Arts, Sun Pier House) in the case of incubators or Higher Education Institutions like University for the Creative Arts, University of Kent and Mid Kent College in the case of the Hatchery, all with the support of Medway Council's Regeneration and Economic Development and the Arts Team.

- Small Business Finance Scheme: establish a small business and finance scheme for Cultural and Creative Industries in Medway. This best practice was observed at Cockpit Arts in Medway. Medway Council already run interest-free loan for established businesses to grow. This project could create a specific fund to enable small business financing of creative businesses. Medway Council Regeneration and Economic Development team would be the recipient of this good practice.

- Business Development Project: Establish a business development project to provide support for Cultural and Creative Industries in Medway. This best practice was observed in several partner areas: MINC (Malmo), Cockpit Arts and Camden Collective (London). It is not clear who would be the recipient of the best practice at this stage but would require the support of key partners like Medway Council and its Business Support team as well as Educational Institutions.

- Event Programme: as observed at the Carnival Lab in Patras, this project would open existing and new events to local creative businesses for commissions and contracts. Medway has got a several renowned festivals like the Dickens Festivals or the Fuse Festival and they are run by Medway Council.

- Music Venue: establish a music venue and multi-purpose creative space in Medway. Although this has not been seen in any of the other partner regions, there are a few models of buildings offering colocation of creative production and consumption. Creative Medway CIC would be the recipient of these best practices and be supported by local organisations (Nucleus Arts) for the management of the venue.

- Creative Agency: expand the creative agency project running in Mid Kent College (Aspire). There are some parallels to the paid commercial arrangements for students at the London Accelerator. Aspire provides hands-on project experience in a commercial environment. This would expand the scope of the project and increase the range and quality of services on offer by including students from Medway Universities and external expertise. Mid Kent College would be the recipient of this best practice.

Another key achievement of the project has been the creation of the RIG. The composition of the Regional Implementation Group evolved as the project went and the interest from different partners grew bigger. The first RIG meeting took place at the Centre for Creative Collaboration and involved a limited number of organisation. As we relocated the RIG in Medway, local organisations and HEIs showed an interest and got progressively involved in the project. The expertise around the table was really varied and complementary. The nature of the partners grew the interest to work together on the theme of creative industries as everyone saw an opportunity to get something out of the collaboration. It was the first time that all these organisations sat around the table to work together on a specific subject.

Sw13:

Uppsala County: The review pointed at three main areas which need attending to in the County of Uppsala.

The first is a need for space for companies within the cultural and creative industries to develop and show their work and to meet and develop new possible collaborations with in the sector. A second area is the need for more flexible business development methods to support companies. Today, companies in the cultural and creative industries and the tourism industry find it difficult to get into the existing innovation system in the County of Uppsala Uppsala. A third area concerns the need to strengthen networks within and across businesses to promote innovation, by finding new partnerships, new products and services. Efforts can be categorized into three areas:

1. Spaces for creativity
2. Business development
3. Innovation

The target groups are small and medium-sized enterprises and associations in the cultural and creative industries and tourism industry, cultural creators and researchers.

PBN 14:

Due to the fact that there are no creative incubator units in Hungary, it was very important and useful to see the various examples from all over Europe. A lot of relevant information have been gained which can definitely be used in the future. The experiences of the supporting units, we see now models which could be tried to be adopted. Another important learning was that not only Hungarian but also SMEs in other EU member countries face the problem of making business abroad or to get into foreign markets. Therefore, the setting-up of the virtual incubator unit has been started, where most of the InCompass partners showed interest.

The overall learnings are already implemented into the regional development plan, which is a great succes not only from the project's view but also for the whole Western-Hungarian region.

## **1.2 Please assess the participation and involvement of the partners in the project. Were all your partners active? Did they attract other local/regional actors to the project events?**

All partners were active within their own regions and within the interregional events. They attracted other strong local/ regional/ national actors to the project events through their Regional Implementation Group engagements and other dissemination events. Key RIG members from the participating regions included:

D&A P1 and DCC P8

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Dundee City Council - Diane Milne, Alan Dobson, Stan Ure, Head of Economic Development, Stuart Murdoch, Director Cultural Industries, Allan Watt, Project Manager Dundee Waterfront. D&A College - Veronica Lynch, Director External Relations, Grant Ritchie, Depute Principal, Anne Cant, International Manager, Simon Hewitt, Academic Head Creative and Digital Industries, Fiona Muhsin, Creative and Digital Industries lecturer. Dundee University - Alasdair McGill, Head of Enterprise and Entrepreneurial Strategy, Georgina Follet, Vice Principal and Dean of Duncan of Jordanstone School of Art and Design, Michael Marra, Head of Design in Action. Angus Council, Alison Smith, Head of Economic Development, Cllr Mairi Evans, Convener Economic Development. Dundee Contemporary Arts, Clive Gillman. Wasps Studios, David Cook. Creative Dundee, Gillian Easson, Owner. Elevator, Gary McEwan Chief Executive and also Honorary Professor of Entrepreneurship at Dundee University, Graham Morgan, Director, Simon Fraser, Project Manager. Fleet Collective, Lyall Bruce. Abertay University, Paul Durrant Director, Gregor White, Head of Creative and Digital Industries. Scottish Enterprise, Joyce Matthew, Account Manager Creative Industries and Peter Noad, Infrastructure Project Manager. Dundee Maker Space, Grant Richmond. MAJR Properties, Richard Meiklejohn, CEO. Maklab, Richard Clifford. Phillip Long, CEO V&A Museum of Design

AV 2: Aviles RIG members have been very active and collaborative on InCompass project activities:

In the Interim Conference and the Aviles Study Visit, included the active participation of the following Aviles RIG's institutions: Valnalón, Cultural Factory, La Curtidora, the School of women entrepreneurs of Asturias and BIC-CEEI Asturias (also member of Interreg IVC's projects Creative Growth & Boo-Games). Some of these hosted study visits and attended the project conference and participated as speakers in the Conference.

Regarding the Final Conference, a representative from Valnalón attended and participated in the morning panel.

Del 3: RIG amongst others: Pim de Bokx (Dutch Incubator Association), Hugo Bongers (Rotterdam University of Applied Sciences), Jeannette Nijkamp (idem), Jorn Douwstra (Mun. of Delft), Stephanie van Mal (idem), Rene Kooyman (Utrecht School of Arts), Bart Ashmann (Delft University of Technology), Farhan Alibux (entrepreneur), Vera Cerutti (entrepreneurs, consultant), Elselen Smit (entrepreneur), Jeroen Heemskerk (entrepreneur), Chantal Oiffers (Mun. of Rotterdam). Study visit Rotterdam: Jurjen Lengkeek, Gabrielle Muris (RDM Campus/DNAMO), Yvonne Trip, Roel van der Bolt, Cor van Asch, Gabor Everaerts (Mun. of Rotterdam, Port of Rotterdam), Leo van Loon (Creative Factory). Extraordinary RIG meeting at annual conference of the Dutch Incubation Association: three RIG members, supplemented with Rebecca Richardson (Creative Factory)

KTU 4: There were 33 members selected to participate in Lithuanian regional implementation group (RIG). The members were selected from different fields: existing creative and common business incubators, creative entrepreneurs, SME's, education and government unit representatives, in order to collect a comprehensive information and study of good practices as well as obtain feasible conclusions for Lithuanian regional policy improvement.

- Ligita Valalyte, Science and technology park Technopolis;
- Gediminas Banaitis, Kaunas City Municipality;
- Vitalija Romanoviene, Kaunas City Municipality;
- Mindaugas Danys, Ministry of Economics of the Republic of Lithuania;
- Evelina Karkutyte, Ministry of Economics of the Republic of Lithuania;
- Erika Furman, Ministry of Culture of the Republic of Lithuania;
- Ieva Dicmonaite, Specialist of EU funding in Lithuania;
- Daiva Nazaroviene, Ministry of Culture of the Republic of Lithuania;
- Rasa Levickaite, Kazimieras Simonavicius University;
- Vytautas Ratkevicius, Uzupis Creative Cluster;
- Edgaras Leichteris, The Forum of Knowledge & Economy, Lithuania;
- Monika Petraite, Kaunas University of Technology, Executive school;
- Marius Urbonavicius, Vilnius Academy of Arts Design Innovation Center;
- Alius Levinskas, CECHAS creative agency;
- Daina Urbonaviciene, Lithuanian Council for Culture;
- Aurimas Pautienius, International School of Management;
- Vaidotas Norkus, Kaunas University of Technology, Design centre;
- Jurate Tutlyte, Vytautas Magnus University;
- Andrius Vilkauskas, Kaunas University of Technology;
- Roma Surviliene, National Association for Creative and Cultural Industries;
- Žilvinas Jancoras, National Association for Creative and Cultural Industries;
- Giedrius Bagdonas, Užupis Arts Incubator;
- Inesa Kurklietyte, AMI Incubator of Audiovisual Arts;
- Darius Žakaitis, Rupert Centre of Art and Education;
- Raimonda Laužikiene, Culture Factory;
- Palma Urbanaviciene, Telsiai Arts Incubator;
- Daiva Pereviciene, Anyksčiai Arts Incubator;
- Greta Mikalauskaite, Raudondvaris Arts Incubator;
- Tadas Balciunas, Incubator of Architecture;
- Audronis Imbrasas, Arts Printing House;
- Kristina Puleikyte, Vilnius Academy of Arts Design Innovation Center

WGr 6 and UoP 7:

Key members of RIGs:

Control number: f829248f4fbc1ed9d767de19f9c1d89b



- Mr. Apostolos Katsifaras (Head of the Western Greece Region)
- Mr. Vasileios Antonopoulos (Vice-regional Governon of Aitolokarnania)
- Mr. Spyros Papaspyrou (western Greece Region)
- Ms. Eirini Vasilopoulou (Patras Municipality)
- Mr. Dimosthenis Giagkas (Agrinio Municipality)
- Mr. Spyros Zafeiropoulos (Municipality of Ilida)
- Mr. Platonas Parlafekas (Chamber of Achaia)
- Mr. Konstantinos Bokas (1st Vice President of the Chamber of Aitolokarnania)
- Mr. Nikos Kotsonis (Federation of Peloponnese & Western Greece Industries)
- Mr. Gerasimos Mentzelopoulos (Patras Science Park)
- Mr. Dimitris Papailiou (Corallia Clusters Initiative)
- Mr. Theodoros Abazis (Municipal and Regional Theatre of Patras)
- Mr. Vasileios Avdikos (Panteion University)
- Prof. Christos Bouras, Prof. Kostas Tsekouras (University of Patras)

#### Med 11:

The Regional Implementation Group was composed of 8 partner organisations and 14 people:

Medway Council - Regeneration and Economic Development - Estelle Timothy, Vincent Hagnere - Project leader

Medway Council - Arts Team - Caren Stafford - Project leader

Thames Gateway Kent Partnership, Richard Longman - Regional development organisation

Nucleus Arts Centre - Dalia Halpern-Matthews, Claire Poynter - Arts Centre organisation, creative coworking space and gallery space

Sun Pier House - Heather Burgess - Arts Centre organisation, creative coworking space and gallery space

University for the Creative Arts - Amie Rai and Uwe Derksen - HEI University specialised in Creative Industries careers

University of Kent - Peter Hatton and Kevin Dawe - HEI, School of Music and Fine Arts

MidKent College - Steve Cole and Michael Smith - HEI

Creative Medway CIC - Matt Peacock - Consultant and Local Community Interest Company

Swe 13: 1.Uppsala County. Regional coordinator. UU Innovation/Uppsala University, Visit Uppland, Uppsala Municipality. 2. Lund Municipality - coordinator. The Creative Plot/Ideon Business Park

PBN 14: it had various levels of groups, formed. Firstly, with the authority, responsible for the acceptance of the Territorial Operative Program (that is the Municipality of county Vas), Mr. Daniel Holdosi and Mr. Ferenc Marton. Than with key local business players, who have a central role in local feasibility checks and potential implementation (that is Mr. József Grebenár HR company owner, Mr. László Sákoviits and Mr. Tamás Kovács, marketing company owner, all of them specialized on start-up and creative industries) and further intermediary organizations participating on events (Mr. Károly Balogh, Chamber of Commerce, Mr. Dániel Magyar, Regional Innovation Agency), who act as partner organizations in the subsequent implementation activities.

## 2 Contribution of interregional cooperation to the project's achievements

### 2.1 Link to previous INTERREG IIIC experience

Does your project build on a previous INTERREG IIIC project?  Yes  No

If yes, please provide the acronym of this previous project:

If yes, were any of the practices identified during the previous project transferred during the INTERREG IVC projects  Yes  No

If yes, how many of these practices were transferred?

In case of transfer, please provide further information below.

### 2.2 How has interregional cooperation contributed to your project's achievements? In addition to the spin-off activities described in the precedent section, are there any other benefits / lessons learnt / added value obtained through interregional cooperation?

The InCompass project aimed to deliver better evidence based policy making. The transnational approach has helped the project partners and policy makers in the regions to identify examples of good practice, share results and experiences and develop transferable tools and methodologies. One of the key learning points from the InCompass project was the role of the different social, economic and cultural contexts. This provided learning for policy makers and incubators alike. As a reverse point to this, these different perspectives made it more difficult for the transfer of practices and policies. It did however enable gaps in opportunities in regional policy frameworks to be identified.

The interregional cooperation was one of key components of the Incompass project for helping the partners to exchange ideas and thoughts about study visits focused on the identification of good practices providing financial sustainability to creative incubators. Through this cooperation, CP3 Lead Delft University created a best practices Toolkit where 16 best practices were selected from about 170 good practices observed in study visits and under the conditions of five criterion as were discussed in Szombathely thematic seminar. The Western Region of Greece (in co-operation with the University of Patras) utilised this Toolkit for producing its Regional Implementation Plan by focussing on some of those best practices which were more suitable to the region characteristics.

In addition, this interregional cooperation into the creative sector give partners the opportunity to identify that some of those practises not only supported the provision of financially sustainable incubators, but also can increase neighbourhood prosperity, such as Creative Factory and DNAMO Incubator in Rotterdam. This has acted like a spill over effect on the wider economy and given some boost to urban regeneration.

One of the InCompass partners, Medway Council is also the lead partner in an INTERREG IV A France Channel England project focusing on the support to Creative Industries and town centre regeneration: Recreate. The findings of the InCompass project have fed into elements of our Recreate project and also fed into new project ideas for future European funding opportunities under the programme period 2014 - 2020.

The interregional cooperation has allowed Medway Council staff and their consultant to find out about economic, regeneration and business models of great added value to improve the situation of and the services towards the creative industries in the local area. It provided a wealth of knowledge and experience of setting up, running and sustaining models to support the growth of the creative sector.

The interregional cooperation was used to feed into Medway's Regional Implementation Plan which will be shared internally with the Head of Regeneration and Economic Development, the Principal Business Support officer and the Principal Economic Development Officer at Medway Council.

Medway Council has been represented across all the study visits organised during the project and this has made possible the observation of all the best practices to populate it's Regional Implementation Plan. The InCompass project also made possible the creation of a group of key organisations under the Regional Implementation Group in which everyone agreed to meet and develop of strategy for the creative industries for Medway. The best practices observed were also largely discussed during the meetings of the RIG and these discussions populated the different projects for Medway.

During the study visits, partnership working has been very effective and have led to the creation of 7 study visit reports of high quality and which were very useful to the discussion in all of the local RIG meetings. Most of the partners have agreed to develop new European opportunities and ideas emanating directly from the project include: a virtual incubator, a project linking creativity to regeneration and many others of interest to partners.

During the project lifetime, both good practice cases as well as negative examples have been presented and all have provided a learning experience for the participating regions. This was particularly useful for a region like Szombately in Hungary where incubation is being developed from scratch which can be extremely expensive. This experience resulted in the creation of the Virtual Incubator concept which is a much more cost effective solution. This also enables the interregional co-operation being continued and the international partnership and its combined network to support the incubatees within the participating regions.

## 2.3 Clustering activities

Did you organise/participate in any joint activities with one or more INTERREG IVC projects working on a similar theme (e.g. organisation of joint events)?  Yes  No

If yes, how many of these activities were organised / participated in?

The Hungary based partner, PBN, ran 7 Interreg IVC Projects at the same time which meant that a lot of the activities were done together. Because PBN was responsible for preparing the Regional Economic Development Plan for County Vas for 2014-2020, all the experiences gained from the 7 IVC projects were integrated straight into the strategy. There were more joint events, dissemination possibilities, joint press conferences organised within the collaboration of all of the IVC projects.

One of the RIG members of the Aviles partner, BIC-CEEI Asturias, has participated in Creative Growth project (<http://www.creative-growth.eu/>). The results of Creative Growth were presented at one of our RIG meetings. In the same call, BIC-CEEI Asturias also participated in the BOO-GAMES project. Such project was presented at the InCompass Interim Conference, that took place in Avilés on November 2013.

Our Delft partner was engaged with CIE (Cleantech Incubation Europe). They attended some project events, but no common activities were organized. Although both InCompass and CIE were about incubation, the economic sectors (creative versus cleantech industry), organisation and schedules of the two projects were too different for common activities.

Please briefly describe these activities below (name of the IVC projects you have worked with, place, date, topic of the event, etc.).

Other INTERREG IVC Projects of PBN:

- DIFASS
- MESSE
- TR3S
- WORKING 4 TALENT
- DESUR
- PLUSTEX

### 3 Durability of the project and its results

#### 3.1 What will happen to the project's results now that your project is coming to an end? Will there be institutional structures that will maintain and/or disseminate the project's results? For Regional Initiative Projects, have you developed an action plan in order to mainstream the lessons learnt from the exchange of experience?

There have been several examples of ongoing structures that will maintain and/or disseminate the InCompass results.

Within a Dundee and Angus Context, Dundee City Council has appointed Creative Dundee to support the continuation of the Regional Implementation partnership beyond the project. Also D&A College has engaged with Creative Dundee to continue some of the work undertaken during InCompass and ensure partners implement the good practices identified as beneficial from other regions into our Dundee and Angus organisations. This will ensure that these initiatives are implemented within agreed timelines and where possible mainstreamed as policy approaches for future benefit.

For our Delft partner, the ability to create a sustainable institutional structure is not in their own hands, as they are not regional policy-makers themselves. Nevertheless, they are continuing engagement with policy-makers in Rotterdam and Delft about the results of the project, possibly within the context of follow-up activities. Furthermore, some publications based on the project are planned.

Within Lithuania, the KTU partner has indicated that good practices were identified are presented to national key players in the field and it is expected that the recommendations from the RIG report will be taken into account when drawing new national policies. KTU RSP and a project partner will continue to develop its activities on lessons from study visits learnt. The network which is built on the basis of RIG membership will help the KTURSP to better reflect on the needs of client companies as well as to develop more attractive environment for creative businesses. New co-working spaces were already opened in the institution based on some good examples from study visits.

Within Medway, firstly, the consultant working on the project, Matt Peacock has put together a timeline for the implementation of the Medway projects as part of the Regional Implementation Plan. This plan will also be shared with Medway's upper management team to feed into wider strategies and instruments as described in Section 1.

The findings and experience of the Incompass project have also been really useful in order to develop Medway's new European project ideas for cross-border collaboration under the Interreg V A 2 Seas programme and for Interreg Europe. The Va2 project will focus on creative hubs and links with universities to provide support to SMEs and professional experiences for graduates in the creative sector. This will include physical as well as virtual creative hubs with elements of business supports and growth and the results and reports written up as part of the project will surely be disseminated within these new projects.

The Incompass website will also be a great legacy for the project. A link on our Recreate project website will signpost all beneficiaries to the InCompass website.

In Hungary, the project results are constantly disseminated through various channels, such as the Virtual Incubator Unit PBN is coordinating, but also for proposing new project ideas and co-operations and partnerships. While there's no concrete written action plan, the toolkit for the InCompass best practices are constantly in use.

#### 3.2 What will happen to the partnership after the closure of the project? Will the partnership continue to cooperate on this issue? Are any follow-up projects planned? If so, please name and briefly describe them.

There are 9 project concepts identified from the InCompass partnership. Some are for Interreg Europe next project call and some for Horizon 2020 or Erasmus + funding strands. These projects are: 1. Quantifying the Social Return on Investment as a measure of impact from incubation, enterprise and creative and cultural industries interventions. 2. Design Led Business Approaches to business development and innovation etc. 3. Virtual Incubator – SME focused service based on network of incubators partner organisations. 4. Linking Creativity to Regeneration. 5. Improvement of Local eco-system with an energy efficiency perspective. 6. Open Innovation Concepts for Creative Industries. 7. Sustainable Regions utilising energy production techniques like Anaerobic Digestion. (All 7 of these are concepts for Interreg Europe) 8. Creative Training Networks (Universities partnering with SME's etc. (Horizon 2020). 9. Early learning interventions to support enterprise and employability. (Option for either Interreg Europe or Erasmus+).

In addition, as a spin off project from the partnership, Aviles led a successful bid under Creative Europe for a SYMBOLS project in which D&A College have become a partner. D&A College also successfully obtained ERDF funding to develop in incubator and embed an entrepreneurial culture across the College.

D&A College are also continuing to work with Delft University within the Interreg Ivb NSR project Creative Cities Challenge Reloaded which will proceed to a next stage bid within Interreg Vb NSR.

#### 3.3 What communication actions do you feel have been most useful in disseminating the

## **project's achievements? Can you provide any examples of how your communication activities will ensure that the results will last after the project has ended?**

A cross functional series of communication mechanisms was instrumental in getting the messages of the InCompass out to partners and interested parties.

The website has been an extremely useful way of getting the overarching messages out to interested parties ([www.incompassproject.eu](http://www.incompassproject.eu)). This was particularly successful by recording more the 25.000 visits to date. As an example, on January 2015 (beyond the project duration) the web site has recorded 1.669 visits. The fruitful results of the web may be due to the quality, the quantity and the periodicity of the information included. The Aviles partner led this activity and worked extremely hard on creating a useful, visually appealing and functional web, always connected to the social networks. This supplementary promotion through social media interventions has onward generated further interest to a wider audience.

The newsletter which has had 6 issues across the lifetime of the project meant that more detailed stories focusing on the study visits and the learning from the project was a good way for discussive content to be disseminated. These together with the 7 study visit reports will always be available through the website for continuing access. The good practices toolkit led by our Delft partner has been an excellent reference tool for policy makers and will also be accessible beyond the project through the website.

The project was presented at a variety of European, National and regional business, incubation themed and at academic conferences, and our Delft and University of Patras partners hope to complete some publications in academic and professional journals.

The dissemination events that every partner has organised in their own regions were also one of the most useful communication actions for disseminating the project achievements as these events allowed for a greater level of discussion and how these practices could impact individual organisations. As an example, the Western Region of Greece sent more that 150 invitation for the 6th RIG through email which were accompanied with a brief project's progress report and many references to the InCompass website. Moreover, it was made an effort of obtaining all the potential stakeholders into the region's RIG with the aim of achieving the essential involvement of our community. Finally, the projects result were presented firstly to 56 individual from 17 different stakeholder in the region's 6th RIG and secondly approximately to 100 individual by the WGR participation in the Creative Workshop 2014 arranged by the Panteion University.

The video footage of the final conference being accessed through the InCompass website will ensure that the results of the project will last beyond the project. This coupled with the partnership engagements throughout the life of the project and this being sustained beyond its 3 year lifetime will ensure the project's messages have longevity and continuity. A follow up Interreg Europe project or series of projects will further enhance the likelihood that these findings will be built upon and disseminated to a wider audience.

## **4 Challenges**

**Did you face any particular difficulties / challenges during the project's implementation?  
What measures were taken to face these difficulties / challenges?**

Most partners reported that they faced no specific challenges with this project but those that did are included in this section.

From the perspective of the lead partner, one of the challenges which took place during the early stages of the project was one of the partners, BIC La Fucina from Italy going into receivership. This resulted in additional time for the lead partner and for the Milan Municipal authority to take the responsibilities of that partner and to remove them from the partnership. A RFC was the approach taken to address this formally. Also, the lead partner Dundee College underwent a merger with Angus College to become Dundee and Angus College midway through the project. This resulted in the existing project manager, Andrew McKenzie and the key finance contact, Kathleen McGuire both opting to take Voluntary Severance and leave the College. This resulted in Veronica Lynch taking over the lead project management role and Laura Miller taking over the lead finance contact role. They both took a short period of time to become familiar with the project and its partners. This was dealt with by making partners and the JTS aware of these combined changes and creating a revised contract and partnership agreement as a result. This did however lead to a request from JTS for a new approbation certificate even though D&A College's legal status had not changed as Dundee College was the host college for Angus College. In addition, the FLC did not change. We were receiving conflicting advice from our UK contact point to say that a new certificate would not be required and from the JTS insisting that it was. It took between April and June 14 to resolve this situation and in the end a new Approbation certificate was provided.

The Medway partner reported some challenges although not specifically in relation to the project implementation. They reported being aware of their project underspending but that this did not prevent Medway Council achieving the project outputs including the Regional Implement Plan.

From the beginning of the project, they reported being clear about the fact that Medway Council is not a region as such but a unitary authority. However, their focus was to engage a large local partnership with a regional influence: University for the Creative Arts is present in Medway and Kent, the University of Kent and Thames Gateway Kent partnership have a regional influence too. Medway reports that the closure of the project was slightly problematic as they were not made aware until late that there was no closure period in the project and that all expenditure had to stop on December 31st 2014. Between the Final conference taking place on 18th November 2014 and the end of December, this did not leave them enough time to collect all the evidence and do our First Level Control on time. Therefore, our time spent in January to close the project and the last FLC invoice can't be claimed for and are a loss for Medway Council's core budget.

The Delft partner reported that it was difficult to engage local experts and stakeholders in the Regional Implementation Group for a period of three years. In the end they had a relatively small, but quite loyal RIG. They compensated for this by discussing the draft of the regional implementation plan with a wider audience at the Dutch Incubator Association conference, where they organized a workshop which worked well.

## 5 Experience gained and feedback on the programme

### 5.1 Please report on your experience on project management.

#### > Project coordination / implementation of foreseen activities

This was reported as largely positive by partners. Some reported delays with their FLC and this did cause some delays for the lead partner in ensuring that all documentation was able to collated in time for the final reporting deadlines.

The Medway partner reported, 'With a limited knowledge of the creative industries when taking over the project, we were fortunate to have the right consultant on board who provided the knowledge, the expertise and some of the network to implement some of our activities. The organisation of the Medway - London study visit for example was successful because our Consultant had an excellent understanding of the project objectives, the partners expectations and had a great knowledge of the creative industries, especially in London.

Locally, our partners made it easy for us to organise our Regional Implementation Group and made sure almost everytime that one representative would attend our meetings. Finally, Dundee College was a very proactive and experienced lead partner which helped the general administrative and financial management of the project.

#### > Financial management

This was reported as largely positive by partners. Only 3 partners reported more specific comments.

The lead partner reported, 'There were some challenges in year with partners being behind the forecast spend although the activities were continuing to be able to be delivered. The reallocation of BIC La Fucina budget took longer to complete than the lead partner and the partnership had expected. This meant that the additional activities which Milan Municipality and that Delft had undertaken to deliver were under more pressure of time than would normally be expected'.

University of Patras reported, 'The financial management from UoP and the LP was efficient. The only problem that UoP faced during the project implementation was the delays from the FLC. In detail, UoP sent all the list of expenditures according to the timeline set by the LP; however the response of our FLC usually took longer that expected, and sometimes after the deadline that was set by the LP'.

Medway Council is facing a great underspend in the Incompass project. The Project officer and programme coordinator were only appointed in April 2013 and went full time from June 2013 whereas the Incompass project started in January 2012. It was therefore very difficult to catch up this time in terms of spending in the staff costs budget line. Staff costs were overestimated and the main underspend comes from this specific budget line.

In terms offinancial management, the INTERREG IV C has proved to be very efficient and the process of claim submission simple. The limited number of budget lines simplifies the inputting of project expenditure and the monitoring tools are very clear to understand and use.

### 5.2 How would you evaluate in general the INTERREG IVC programme implementation? Please indicate strong and weak points as well as ideas and proposals for improvements.

Strong:

Good relationships existed between the JTS contacts and the lead partner. Advice and support was provided in a timely manner when required and this worked extremely well.

Delft reported, 'Compared to our experience in Interreg IVB, the IVC projects are much more focused and generate more new and useful insights'.

Hungary partner PBN reported, 'Because with the help and achievements of the project, effective support can be given to decision makers to develop regional strategies. In the case of PBN, we had the opportunity to have concrete influence on the regional development plan, so a lot of learnings of various INTERREG IVC projects are already implemented'

Weak:

One of the partners reported, 'The JTS sometimes behaves fussy and bureaucratic. Examples are the need for a new FLC statement for every minor reduction of the claim (of e.g. 100 euros), asking questions about other projects which we hardly can answer, and the de facto impossibility to claim the final FLC invoice and other invoices that are received in the last weeks before the end of the project period. All together, this means a too large share of time has to be spent on procedures, rather than on the project itself, and difficulties with payments of invoices to third parties. Furthermore, the strong focus specifically on regional policy-makers is not always appropriate, as not all found best practices are within their capacity and competence for implementation. In the case of InCompass, e.g. the incubator management should be taken into account as well, especially as the aim of the project was to reduce the involvement of regional government in incubators (at least financially).

Suggested improvements:

Requests for change approaches could have been completed more quickly. This was particularly the case where one of the partners went into liquidation and other partners requested additional budget to undertake the liquidated partner activities or to undertake activities which were additional to the project plan. This meant a shorter time for delivery, although both the Milan and Delft partner managed to deliver these in time in the end.

For the end of the project, as a minimum, it would have been useful if the FLC costs and an allowance for staff time would have been able to be claimed the costs associated at least one month beyond the end of the project. Also, it would have been useful if the final 20% budget shift RFC process was able to be invoked at least 1 month beyond the end of the project end. It is not until all partners have submitted their final claims until the true drawdown becomes clear. More flexibility on this timeline for RFC would have benefitted the partnership overall as well as the lead partner.



**5.2.1 Programme information and application (information events, application pack and forms, consultations, availability of the JTS/MA etc)**

(5 very good, 4 good, 3 neutral, 2 poor, 1 very poor)

5  4  3  2  1

Comments/proposals

**5.2.2 Approval, contracting, and start-up (conditions for approval, lead partner seminar, subsidy contract, consultations etc)**

(5 very good, 4 good, 3 neutral, 2 poor, 1 very poor)

5  4  3  2  1

Comments/proposals

**5.2.3 Monitoring, implementation and finalisation (reporting, consultations, workshops and seminars, payments, final report etc)**

(5 very good, 4 good, 3 neutral, 2 poor, 1 very poor)

5  4  3  2  1

Comments/proposals

Largely good however there were some delays with payments and particularly with RFCs.

**5.3 Any other issues / comments / suggestions?**

**PART II**

**INTERACT – Project achievement report**

There are 79 cooperation programmes across the European Union and each of them is unique. The variety of actions is the strength of these programmes but at the same time it makes it hard to explain their effect to outsiders. While programmes can say quite a lot about the outputs of individual projects, but it is currently impossible to see the accumulated result of what has been achieved by the territorial cooperation projects across EU. This information is needed to help to explain the added value of cooperation between Europe’s regions and ensure support to cooperation activities in future. To collect this kind of information is the objective of the below questionnaire, which is piloted in approximately 20 European cooperation programmes.

For completing this questionnaire, you are encouraged to set aside for a moment the existing project and programme indicators, and instead to look at your project with fresh eyes and identify one most important achievement your project delivered.

The collected information will be displayed using digital maps, and used to demonstrate to stakeholders the range of effects being achieved by cooperation projects in every part of Europe.

**1. Type of achievement**

Please identify only one main achievement you consider the most important outcome of your project. In this context, the achievement is understood as the most significant and immediate advantage of carrying out your project activities; a change your project has made. Describe it in max 200 characters and indicate the main users targeted by the achievement. Please also choose one type of the achievement, where your example best fits in (tick box). It may happen that your achievement fits into more than just one type – in this case please chose the one that is considered the closest to the main purpose of the project.

Type of the achievement	Description
New knowledge or analysis (e.g. studies, surveys and analysis) <input type="checkbox"/>	
New ways of working (e.g. change or significant improvement of working methods, skills, practices, procedures and structures; for example guidelines, strategies, tool kits where these are used by the relevant stakeholders and have produced changes in practices) <input checked="" type="checkbox"/>	The regional implementation groups and RIP planning process was the aspect which gave most value to the InCompass partnership. By having partners from policy makers, educational institutions, industry partners and incubators themselves provided both a formal and informal structure which will sustain beyond the project. This has encouraged policy makers to consider their decisions with end users in mind and the incubators to learn from similar organisations in different partner regions.
Changes to policy or public behaviour (e.g. new or amended laws, regulations or changes to public behaviour) <input type="checkbox"/>	
Product or service (e.g. delivery of concrete outcomes such as new services or products) <input type="checkbox"/>	

**2. Theme of achievement**

Please select only one theme, which your achievement described above contributes to.

Economic development	<input checked="" type="checkbox"/>
Environment	<input type="checkbox"/>

### 3. Value of cooperation

Cooperation is of course a vital element in territorial cooperation programmes. The following fields try to capture the added value of the cooperation in implementing the project activities leading to the achievement. Thus, the information in the following fields relates to the way the particular achievement described under point 1, and not to the project as a whole.

#### a) Nature of cooperation

Please answer each of these three questions by choosing one answer option.

Question	Yes	To a large degree	To a minor degree	No
Does the project build on an existing partnership?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has cooperation been intensified/extended during the project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will cooperation continue after the project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### b) Benefits of cooperation

What were additional effects of the cooperation for your partnership when working on the identified achievement?

Please choose the most suitable option for each effect.

Effect	Description	Yes	To a large degree	To a minor degree	No
Awareness - raising	The project partners in neighbouring regions/countries are more aware of cooperation possibilities and project results.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extended networks	Long term networks were created within and/or outside the partnership, which will be used in future cooperation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidence and trust building	Partner organisations trust each other and have more confidence in working together in future.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge transfer	Changes in the knowledge and/or performance of partners occurred due to the knowledge transfer within partnership.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity building	Abilities, skills and behaviour of individuals were strengthened and institutional structures and processes improved.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development of new ideas and solutions	Cooperation resulted in identification of new ideas for future cooperation and revealed initially unforeseen solutions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to new / additional actions	The partnership agreed to work together on certain issues and it will take action beyond the approved funding period.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost savings	The achievement costs per partner were lower than if each partner would implement it by himself, despite the additional costs for project management. This includes also saving of any other resources which can eventually be expressed as cost savings – i.e. time and human resource savings as well.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: Increased profile	Please specify: Partners have increased their own profile both within their own region and across the partner regions where InCompass touched.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### c) Territorial impact

Who or what area is affected by the achievement as described in question 1? Please choose only one option describing the most extensive impact.

Partner organisations	<input type="checkbox"/>
Partner regions	<input checked="" type="checkbox"/>
Partner countries	<input type="checkbox"/>
Whole / most programme area	<input type="checkbox"/>
Whole / most EU area	<input type="checkbox"/>
It is not yet possible to know	<input type="checkbox"/>

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**d) Transferability of achievement**

*Would it be possible to transfer the main achievement as described in question 1 to other organisations / regions / countries outside current partnership?  
Please choose only one option.*

Yes	<input checked="" type="checkbox"/>
Yes, but only to some extent	<input type="checkbox"/>
No, but this achievement could inspire others	<input type="checkbox"/>
Not at all, it was not meant to	<input type="checkbox"/>

### Contact details and signature

Please provide contact details for obtaining information about the project after its official closure.

Institution: Dundee and Angus College  
Address: Kingsway Campus  
Postal code: DD3 8LE  
Town: DUNDEE  
Country: Scotland  
Region: UK  
  
Contact person: Veronica Lynch, Director External Relations  
Phone: +44 1382 834847  
Fax:  
Email: v.lynch@dundeeandangus.ac.uk  
Website: www.incompassproject.eu

Place, date: .....

.....  
Name and title of the signatory

.....  
Signature and stamp of the Lead Partner