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FORWARD-LOOKING PROJECTS

SACCORD

SKILL ACCORD

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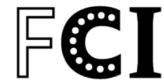
LSP Forward Looking Model

Abstract:

The LSP Forward Looking Model outlines the strategic, operational, and governance framework that will guide the evolution of the Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI) in the coming years. Building on the foundations established through SACCORD—and informed by the Exploitation Strategy, skills intelligence activities, and operational structures put in place since 2024—the model defines how the LSP will sustain member engagement, coordinate activities, and support evidence-based skills development across Europe. The document presents a detailed baseline of the partnership's maturity, a comprehensive forward model, and an implementation plan extending beyond the project's timeframe. It incorporates insights from testing carried out between July and December 2025 and aligns closely with the European Skills Agenda and the Pact for Skills principles. The model provides the structural basis for future policy work, feeding directly into SACCORD Work Package 5. Together, these elements position the LSP CCI as a sustainable European coordination mechanism capable of supporting continuous upskilling and reskilling in the Creative and Cultural Industries.

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Other remarks (if applicable): None.

INDEX

List of Abbreviations

CCIs	Cultural and Creative Industries
CCSI	Cultural and Creative Sectors and Industries
CSW	Creative Skills Week
EC	European Commission
EQF	European Qualification Framework
ESCO	European Skills, Competences, Qualifications and Occupations
KPIs	Key Performance Indicators
LSP	Large-scale Skills Partnership (in the framework of this document, LSP refers to LSP CCIs [see below])
LSP CCI	Large-Scale Skills Partnership for the Cultural and Creative Industries Alternatively: Creative Pact for Skills
LEP / RSP	Local Ecosystem Partnerships/Regional Skills Partnerships
SMEs	Small and Medium-sized Enterprises
PFS	Pact for Skills
WGs	Working Groups

1. Introduction

The **Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI)**, established under the European Commission's *Pact for Skills*, constitutes the principal coordination structure for skills development within the Cultural and Creative Industries (CCIs) ecosystem. It embodies a collective commitment by stakeholders—spanning creative enterprises, education and training providers, policy bodies, and representative organisations—to strengthen the sector's capacity for continuous learning, competitiveness and resilience in the context of the twin green and digital transitions.

Within the **SACCORD project**, the LSP serves as both a testing ground and a driver for innovation in collaborative skills governance. It operates as a central hub connecting European-level objectives with regional ecosystems, sectoral networks, and thematic initiatives. Through its activities, the partnership has demonstrated how structured coordination mechanisms can translate policy ambitions into operational frameworks, thereby enhancing Europe's overall skills ecosystem.

Deliverable **D2.3 "LSP Forward Looking Model"** builds directly upon the foundations established through previous tasks in **Work Package 2 – Large-Scale Partnership**, and particularly on the results of **D2.2 Exploitation Strategy**. While D2.2 defined the strategic direction and conceptual structure for the exploitation and sustainability of the LSP, D2.3 advances this work by developing a **practical, forward-oriented model**. This model outlines the operational, governance, and engagement mechanisms required to ensure the LSP's continuity and long-term growth beyond the duration of SACCORD.

The deliverable thus serves a dual purpose. On one hand, it functions as an **internal operational model**—providing guidance for LSP management, membership engagement, and monitoring. On the other, it constitutes a **policy and sustainability tool**—illustrating to European institutions and stakeholders how a sectoral Large-Scale Partnership should evolve into a self-sustaining, evidence-based, and scalable mechanism for continuous upskilling and reskilling. In this respect, D2.3 not only contributes to SACCORD's immediate objectives but also supports the wider implementation of the *European Skills Agenda* and the *Pact for Skills*, reinforcing Europe's transition towards a more agile, inclusive, and innovation-driven skills ecosystem.

The **LSP Forward Looking Model** is conceived as a living framework, capable of evolving in response to emerging needs, technological developments, and policy priorities. It integrates lessons learned from SACCORD's activities—such as the operation of the LSP Secretariat, the onboarding of members, the functioning of Working Groups, and the outcomes of surveys and workshops—with the strategic vision articulated in the Exploitation Strategy. It therefore represents the *maturity stage* of the LSP: a point where the partnership transitions from coordination to structured, intelligence-driven engagement.

Finally, this document is intended as both a **reference and an implementation guide**. It provides the LSP with a coherent roadmap for future expansion, a framework for member engagement, and a mechanism for monitoring progress and impact. In doing so, it lays the groundwork for the next stage of SACCORD's mission: to transform the Cultural and Creative Industries into a fully integrated, continuously learning, and forward-looking ecosystem of skills development and innovation.

2. Context and Background

The development of the **LSP Forward Looking Model** takes place within a broader European and project-specific context that has progressively strengthened the foundations for collaborative, cross-sectoral approaches to skills development. Within the **SACCORD project**, this deliverable builds on the achievements of the **Exploitation Strategy (D2.2)** and integrates new evidence gathered through project activities, member engagement, and the recent **European Commission/ECORYS mapping of the CCI LSP subsectors** (2025). Together, these sources provide a comprehensive understanding of the current structure, performance, and future potential of the LSP for the Cultural and Creative Industries.

2.1 The evolution of the LSP CCI under SACCORD

Since its establishment in April 2022 under the Pact for Skills, the Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI) has evolved from a conceptual initiative into a mature operational structure. Coordinated by BEDA, CreativeFED, and UNI Europa, and supported by the European Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) and Directorate-General for Education, Youth, Sport and Culture (DG EAC), the partnership has grown into a pan-European community uniting organisations active across the full spectrum of the Cultural and Creative Industries (CCIs). What began as a voluntary coalition has progressively matured into a recognised mechanism for structuring collaboration and strengthening the skills ecosystem at European level.

Through SACCORD, the LSP has gained the tools, processes, and governance structures needed to function as a sustainable and intelligent framework for collective action. The establishment of a dedicated Secretariat, a network of thematic Working Groups, and digital collaboration environments such as Slack and the shared Drive has laid the foundation for continuous exchange, knowledge sharing, and member engagement. As a result, the LSP is becoming a more anticipatory, learning-oriented structure – one that can pick up changes and emerging trends in the CCI ecosystem, bring together signals from different actors, and turn them into forward-looking insights on skills needs.

A key component in this evolution has been **Creative Skills Week (CSW)**, which was shaped, and progressively scaled within the framework of the SACCORD project as a core collective moment for the European creative-skills community. Rather than functioning as an outwards-looking annual event, CSW has operated as an integral element of the LSP's operating model, providing a structured space for sensing emerging trends, testing approaches, and feeding learning back into the partnership's strategic development.

Through its central role in CSW—including programme co-design, session leadership, and facilitation of dialogue among practitioners, educators, policymakers, and ecosystem actors—the LSP has strengthened its capacity to function as a living partnership rather than a static network. This sustained, project-embedded use of CSW as a learning, validation, and alignment environment has reinforced the LSP's position within Europe's skills ecosystem and has contributed to the steady increase in membership, visibility, and engagement.

The SACCORD project has also been instrumental in embedding operational and strategic maturity into the LSP's daily functioning. Activities under Work Package 2 have progressively moved the partnership from exploratory coordination toward a data-driven, impact-oriented governance model.

This evolution reflects the LSP's transition from a phase of conceptual design to one of strategic consolidation and forward planning, supported by regular engagement opportunities such as Creative Skills Week, plenary meetings, and Working Group activities that collectively strengthen the LSP's operational ecosystem.

As the LSP has matured operationally and strategically—supported by SACCORD's governance improvements, digital infrastructure, and recurring ecosystem-wide engagements such as Creative Skills Week—it now operates within a well-defined European skills landscape that shapes its purpose, obligations, and future trajectory. Understanding this broader context is essential for appreciating the LSP's role and for situating the Forward Looking Model within the evolving priorities of the European Skills Agenda and the Pact for Skills. The following section therefore outlines the policy, structural, and ecosystem conditions in which the LSP functions today, and which inform the development of the model presented in this deliverable.

2.2 Membership dynamics and structural composition

The LSP CCI has experienced a phase of **rapid and sustained growth**, confirming both its relevance and its capacity to attract and mobilise stakeholders across Europe. When SACCORD began in early 2024, the LSP counted approximately **150 member organisations**. By **December 2025**, membership had expanded to **233 organisations from 36 countries**, representing a **growth rate of nearly 55%** within 24 months. This quantitative increase is complemented by a steady diversification of actors, geographical distribution, and sectoral representation.
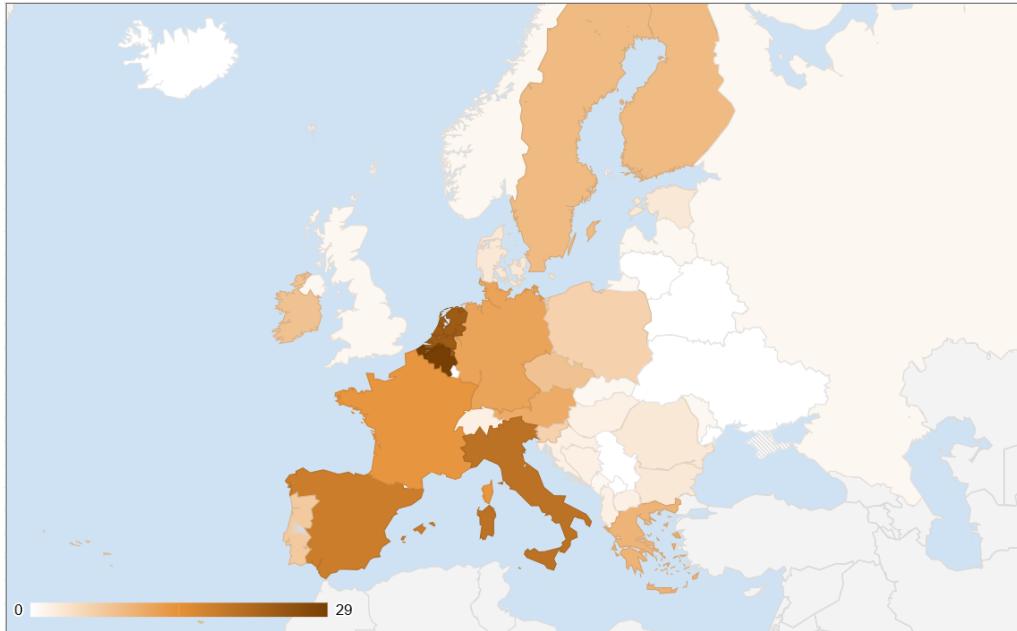
Figure 1. Geographical distribution of LSP CCI member organisations across Europe (colour intensity indicates relative concentration by country)

According to the **Pact for Skills CCI LSP Mapping of Subsectors (ECORYS, 2025)**, the partnership demonstrates a wide distribution of members across creative fields and organisation types. Approximately **44% of members operate across multiple creative subsectors**, demonstrating the cross-disciplinary nature of the ecosystem. However, representation remains uneven: cultural heritage (10 members), digital arts/gaming (9), design & fashion (9), performing arts (8), visual arts (6), and

music (5) are among the most represented, while fields such as architecture, and literature are comparatively underrepresented.

From an organisational perspective, **61% of members** are service-providing or intermediary organisations, including networks, associations, and education or training providers. **13%** represent academic or research institutions, **13%** are private consultancies or agencies, **8%** are production organisations, and **5%** are public bodies or policy entities. This composition reveals a partnership still largely dominated by **intermediary and knowledge actors**, with comparatively limited direct participation from SMEs, enterprises, and industrial players. Addressing this imbalance will be central to the Forward Looking Model, which aims to expand the LSP's reach and relevance within Europe's creative economy.
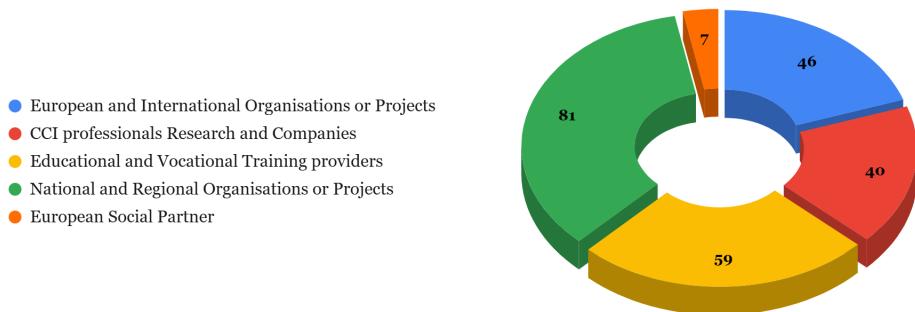
Figure 2: Analysis of types of LSP CCI members

The ECORYS study also highlights the **LSP's intersectionality** within the broader Pact for Skills ecosystem. Approximately **27% of LSP CCI members** also participate in other Large-Scale Partnerships, notably those covering the Proximity and Social Economy, Retail, TCLF (Textiles, Clothing, Leather, and Footwear), Health, and Automotive ecosystems. This finding illustrates the **cross-sectoral potential** of the creative industries, which act as connectors between economic, cultural, and technological domains. The Forward Looking Model builds upon this observation by proposing mechanisms to facilitate structured cooperation between the CCI LSP and other ecosystem partnerships. This combination of quantitative growth, diversification, and interconnection underscores a key message: the LSP CCI has reached a **pivotal stage of institutional maturity**, requiring a more structured approach to engagement, governance, and monitoring. D2.3 responds to this need by providing the operational blueprint that will sustain this momentum.
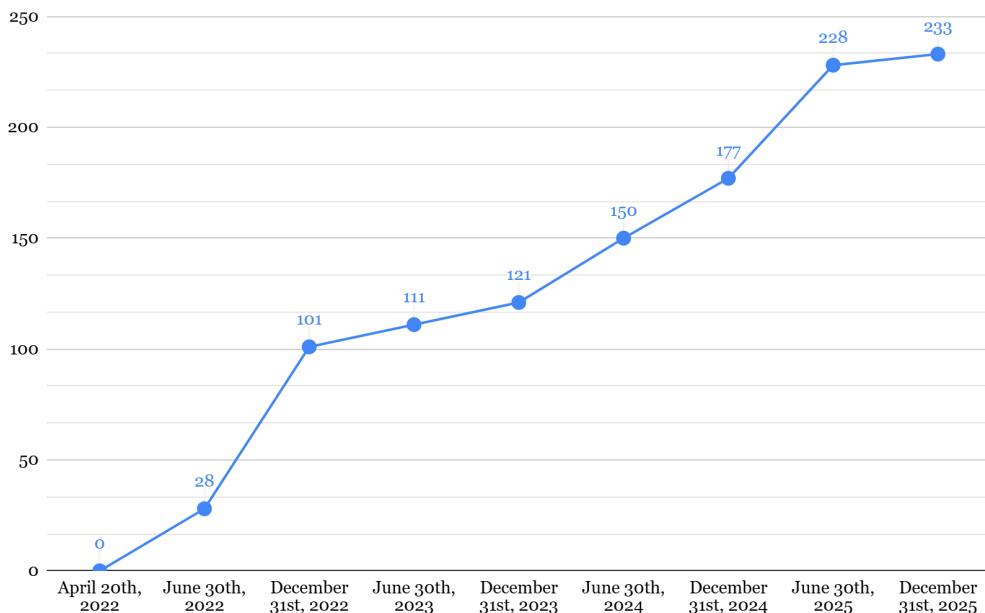
Figure 3: "LSP members evolution timeline

2.3 Policy and strategic alignment

The LSP Forward Looking Model is fully aligned with the **European Skills Agenda (2020)** and the **Pact for Skills** framework. The European Commission's vision for the Pact is grounded in four guiding principles—**joint action**, **monitoring progress**, **commitment to quality and inclusiveness**, and **lifelong learning**—all of which underpin the LSP's activities. The CCI LSP embodies these principles by enabling collective engagement, developing shared monitoring systems, and fostering inclusive participation across Europe's creative ecosystem. The partnership's strategic role in **Creative Skills Week (CSW)** further reinforces this alignment, as CSW serves as an EU-level platform for cross-sector dialogue, visibility, and the dissemination of skills initiatives, making it an essential vector for implementing the Pact's principles in practice. Beyond strategic coherence, this alignment is also functional: the Forward Looking Model enables the LSP to anticipate emerging skills needs, support collective learning and adaptation, and feed insights back into practice through structured engagement processes, including Creative Skills Week and other EU-level interaction mechanisms.

At the same time, the Forward Looking Model contributes directly to the implementation of **SACCORD's overarching objective**: to enhance cooperation among stakeholders, foster skills intelligence, and create a sustainable European structure for continuous upskilling and reskilling. In doing so, it supports a range of EU-level initiatives and policy agendas, including the **Green Deal**, the **Digital Decade**, the **New European Bauhaus**, the **European Education Area**, and the **European Industrial Strategy**. Through its engagement in Creative Skills Week and other EU-level processes, the LSP strengthens the interface between European policies and sectoral actors, ensuring that the CCIs are embedded within broader strategic objectives.

By translating strategic objectives into operational mechanisms—such as onboarding frameworks, engagement cycles, intelligence processes, and monitoring systems—the LSP becomes an instrument for policy implementation rather than merely an outcome of it. The Forward Looking Model therefore situates the LSP as **a bridge between European strategic vision and sectoral practice**, contributing

to a cohesive European approach to skills development that is responsive, data-driven, and future-oriented. Its structural consolidation through SACCORD positions the LSP to play an increasingly active role in shaping and supporting EU-level policy dialogues on creativity, innovation, and skills.

3. The Baseline: from Strategy to Action

The Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI) has progressed from initial coordination toward an operationally mature structure with defined roles, established processes, and collaboration tools. This section consolidates the LSP's current baseline to anchor the Forward Looking Model on a precise understanding of how the partnership functions today—what is in place, where engagement is strongest, and where targeted improvement is most needed.

3.1 Current operating model

The LSP operates as a European coordination and intelligence mechanism that links policy direction with collective action. Day-to-day coordination is provided by the **Secretariat**, which manages onboarding, member services, communication cadences, and the operational interface with Working Group (WG) leaders and the Board. The **Working Groups** constitute the primary thematic engines of the partnership, enabling peer learning, curation of good practices, and the generation of sectoral insights across digital skills, green transition, entrepreneurial skills, microcredentials, regional & local partnerships, cross-sectoral innovation, Pact outreach & engagement, and skills data intelligence. Collaboration runs on an upgraded **Slack** workspace and a harmonised **Drive** structure for document sharing, ensuring discoverability and continuity. Biannual **plenary meetings** provide shared alignment points with the European Commission and underpin the annual planning cycle, while the **newsletter** and **website** serve as persistent outward-facing touchpoints.

3.2 Membership structure and dynamics

As of **December 2025**, the LSP includes **233 organisations** distributed across Europe, with the highest concentrations in Belgium, Italy, the Netherlands, Spain, and France. The partnership's composition is anchored in **intermediary and knowledge actors** (national & regional organisations/projects, educational/VET providers, EU/international organisations), alongside CCI professionals/companies and a smaller cohort of public bodies/social partners. WG selection is strongest in **Cross-sectoral Innovation (70)**, **Regional & Local Partnerships (50)**, and **Entrepreneurial Skills (49)**, with more specialised groups such as **Digital Skills (45)**, **Green Skills (36)**, and **Microcredentials (25)**, showing focused but growing engagement. Selection doesn't mean participation, as i.e. not 70 members attend the works of Cross-sectoral Innovation. A significant number of organisations **(113)** remain **unassigned to any WG**, indicating latent capacity that can be activated through improved onboarding, guided choice of thematic tracks, and proactive invitations by WG leads.
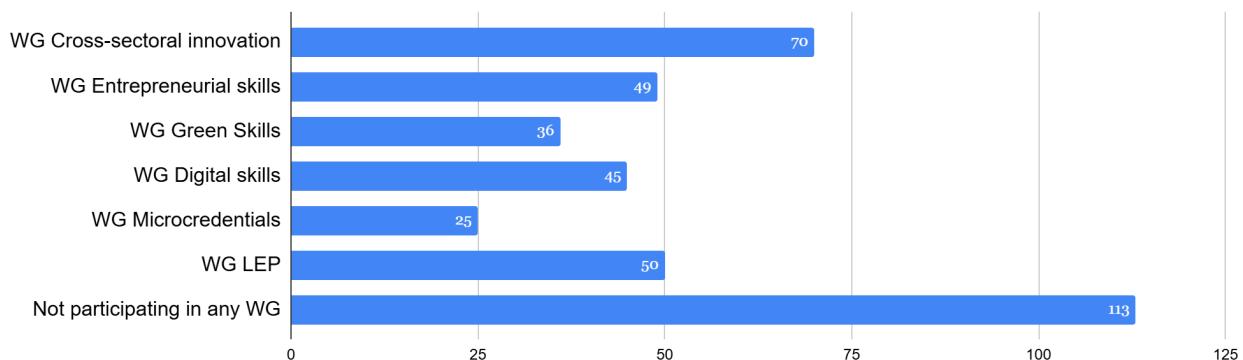

Figure 4: Analysis of LSP CCI Working Group enrolled members

3.3 Governance & engagement mechanisms

The LSP's governance model balances inclusiveness with delegated responsibility. The **Board** (co-leaders) defines priorities, ensures alignment with Pact for Skills objectives, and maintains strategic dialogue with the European Commission. **WG leaders** hold autonomy to curate agendas, schedule activities, and manage their Slack channels and Drive folders, while coordinating via a dedicated leaders' channel and shared SOPs. The **Secretariat** provides backbone support: intake triage, onboarding, WG referral, documentation standards, calendar and newsletter production, and member helpdesk ("LSP Secretariat" feature). Engagement is managed across three layers: (1) broad community touchpoints (plenary, newsletter, calls for input), (2) thematic participation (WG sessions, resource sharing, pilots), and (3) contribution & leadership (hosting sessions, case submissions, co-authoring outputs), supported by light-touch templates to reduce friction for contributors.

3.4 Tools & workflows

To strengthen the coherence and usability of the LSP's operational ecosystem, the Secretariat implemented a short user-insight cycle in May, combining two focused workshops with one-to-one meetings with Working Group (WG) leaders. The objective was to identify the main pain points in the member experience end-to-end—from onboarding and orientation, to active participation, value capitalisation, and long-term retention in the network. This work also enabled the Secretariat to map a clearer engagement journey and prioritise improvements based on recurring needs and friction points.

The **Slack** workspace is the real-time interaction layer (WG channels, leaders' channel, Secretariat help), now upgraded with channel-owner roles for WG leads. The **Drive** follows a unified folder architecture (per-WG subfolders with standardised structure) to minimise search cost. The **onboarding workflow** standardises intake (welcome message, WG pathway suggestions, Slack invite, Drive access), while the **newsletter** consolidates updates, "member news," and WG calls to action. The goal is to also upgrade the website so as to improve **members' view**, **WG presentation and outcomes**, and also develop a **shared library** of resources. Together, these tools support a repeatable engagement cycle —**discover → join → contribute → lead → showcase**— that the Forward Looking Model will now formalise and scale.

The feedback gathered through the workshops and WG-leader interviews was then translated into a set of new tools and features (across onboarding, communication routines, and collaboration structure), which were piloted and tested during the final six months of the project. This allowed the Secretariat and the Board to validate what improves clarity and reduces friction in practice, while also capturing the refinements needed for the next scale-up phase beyond SACCORD.
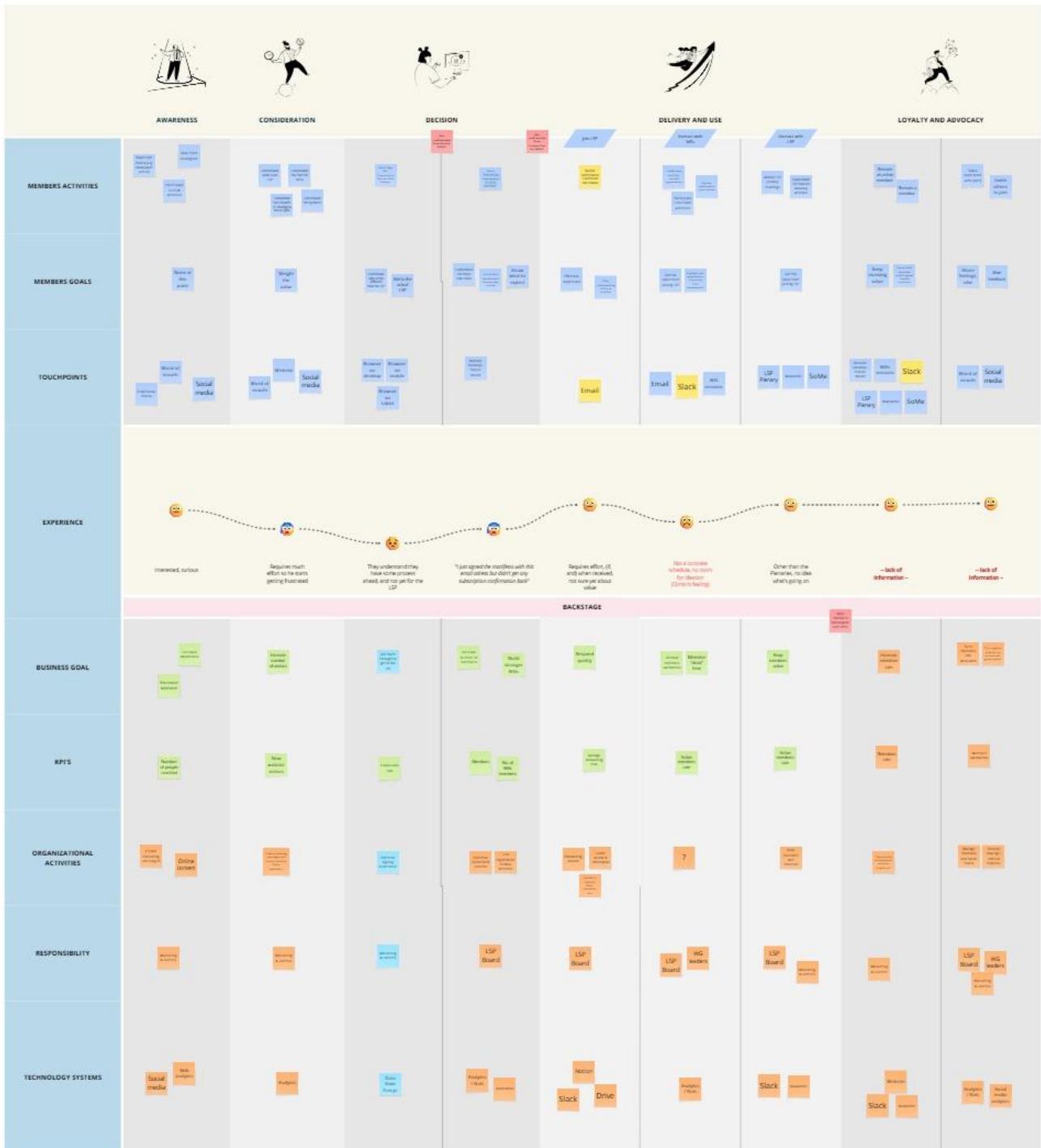
Figure 5. LSP CCI Member Journey Mapping Blueprint (frontstage–backstage mapping underpinning new features development.).

4. The LSP Forward Looking Model

The **Forward Looking Model** defines how the Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI) will evolve over the coming years—from a growing coordination network into a sustainable, data-informed, and impact-oriented ecosystem for skills development. Built upon the achievements of the *Exploitation Strategy (D2.2)* and the baseline established through SACCORD activities, the model aims to consolidate the LSP's operational maturity and ensure its continuity beyond the project's lifecycle. It provides a practical framework to guide how the partnership attracts, integrates, and supports its members, how it governs and monitors collective action, and how it sustains its role as a central European platform for skills intelligence and collaboration in the cultural and creative sectors.

Figure 6. LSP CCI exploitation strategy.

4.1 Conceptual overview: from vision to operation

The Forward Looking Model is founded on a coherent vision that connects long-term purpose with everyday practice. It translates the LSP's strategic intentions into tangible mechanisms that ensure continuity, inclusiveness, and alignment with European policy objectives. The model follows a five-level logic that links vision to operation. At the top lies the shared vision of a creative and innovative Europe where continuous up- and reskilling sustain competitiveness, inclusion, and sustainability. This vision is implemented through the LSP's mission to coordinate collective action for creative-sector skills, connecting policy, practice, and education. The strategy layer ensures that all activities—whether thematic, regional, or cross-sectoral—align with the goals of the Pact for Skills and the

European Skills Agenda. The tactical level translates this strategy into coordinated actions through Working Groups, communication channels, and planning cycles, while the operational level focuses on the day-to-day delivery of measurable outputs, events, and intelligence.

This structure ensures that the LSP functions not as a static network but as a dynamic system—capable of continuously adapting its activities to evolving policy priorities, stakeholder needs, and labour-market trends. It creates a clear line of sight between strategic objectives and the mechanisms that deliver them, ensuring coherence across all layers of the partnership.

4.2 Engagement and growth framework

The sustainability of the LSP depends on its ability to attract, engage, and retain members across Europe's creative ecosystem. The Forward Looking Model therefore introduces a structured engagement and growth framework that formalises how members are reached, welcomed, involved, and supported throughout their participation. The process begins with targeted outreach through communication channels such as the website, newsletter, social media, and events. Upon joining, newcomers are guided through an onboarding process managed by the Secretariat, which ensures they are properly introduced to the partnership's goals, connected to the most relevant Working Groups, and familiarised with the tools and procedures used for collaboration. Onboarding sessions are planned to occur once per quarter, avoiding having newcomers waiting until the following biannual LSP meeting, while also setting a resource-efficient plan in place for the LSP operational support.

Once integrated, members are encouraged to participate actively in meetings, thematic discussions, and resource-sharing initiatives organised by their Working Groups. Their contributions are recognised and showcased through dedicated features in newsletters, the website, and key community events. To maintain engagement over time, the Secretariat implements feedback loops through surveys, consultations, and informal check-ins, ensuring that the partnership continuously adapts to member needs. This cyclical process of attraction, onboarding, engagement, recognition, and retention forms the foundation of the LSP's collective vitality and learning culture.

Figure 7: "Member Journey Cycle" – visual diagram of the five engagement stages

In this context, **Creative Skills Week (CSW)** has emerged as a key annual moment for engaging the wider ecosystem and strengthening the LSP's visibility. Organised each year as a flagship event under the Pact for Skills, CSW provides a high-profile platform for LSP members to exchange practices, present initiatives, and connect with organisations interested in joining the partnership. It also serves as an effective entry point for new members, who become acquainted with the LSP through dedicated workshops, presentations, and thematic sessions. The participation of the LSP CCI in CSW—both as contributor and community host—has therefore become an integral part of its engagement cycle, expanding outreach and supporting the continuous renewal of the community.

4.3 Operational model and governance framework

The Forward Looking Model also consolidates the LSP's operational and governance structures, ensuring clarity of roles and continuity of coordination. The LSP is governed through three interrelated layers: strategic, coordination, and thematic. At the strategic level, the **Board** defines priorities, ensures policy alignment, and maintains the link between the partnership and the European Commission. At the coordination level, the **Secretariat** provides the backbone of daily operations, managing member onboarding, communications, documentation, and the digital infrastructure that enables collaboration. Finally, the thematic level is represented by the **Working Groups (WGs)**, which serve as engines of content creation, knowledge exchange and new initiatives development. Each WG leader is responsible for defining a work plan, moderating discussions, and ensuring that outcomes are properly documented and shared across the partnership.

This governance structure is sustained through regular coordination mechanisms. Meetings between the LSP Board, Secretariat and WG leaders enable alignment across thematic areas. The biannual **plenary meetings** serve as the collective progress-reporting & sdecision-making forum, bringing together all members to review achievements, set new priorities, and reinforce cohesion across the partnership. This tiered structure allows for both agility and accountability—combining bottom-up contribution with top-down coherence.
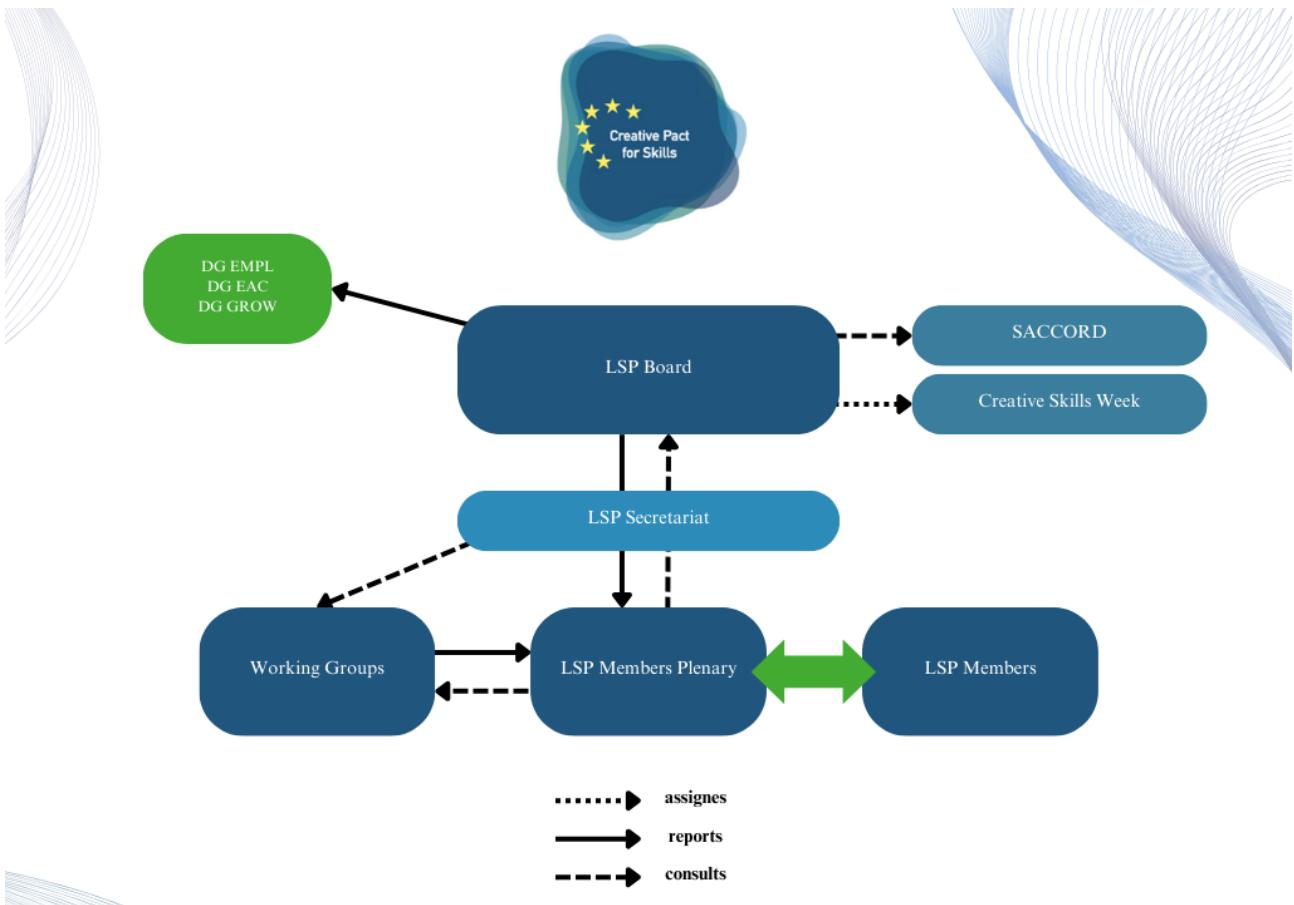
Figure 8: LSP Governance structure

4.4 Monitoring, intelligence, and performance

Monitoring and intelligence collection are essential to transforming the LSP's activities into evidence-based policy and practice. The Forward Looking Model introduces a structured monitoring framework that enables the partnership to track progress and measure impact across multiple dimensions.

The first dimension, **engagement**, covers metrics such as member growth, Working Group participation, Slack activity, and newsletter readership. The second focuses on **skills intelligence outputs**, including reports, case studies, and datasets produced through the Working Groups. The third dimension addresses **visibility and influence**, capturing the LSP's representation in European Commission consultations, events, and public references. The final dimension assesses **satisfaction and learning outcomes**, based on regular surveys and qualitative feedback from members.

All monitoring data will be compiled by the Secretariat in quarterly dashboards shared with the Board and, where relevant, with the European Commission and its services. Over time, this mechanism will allow the LSP to transition from anecdotal reporting to a structured evidence base that can guide decision-making, validate impact, and support advocacy. Where relevant, the monitoring indicators will draw on the subsector classification and analytical categories used in the ECORYS mapping (2025), ensuring that the LSP's intelligence processes remain comparable with the broader Pact for Skills assessment framework.

To reinforce the robustness of the monitoring framework and ensure alignment with the expectations of the Pact for Skills, the LSP will progressively incorporate a set of **quantitative indicators** that allow for more systematic tracking of engagement, outputs, and impact. These indicators are intended to complement the qualitative insights generated by the Working Groups and the Secretariat, and to provide a clearer picture of how the model performs over time. Building on the current baseline of **233 member organisations (December 2025)**, the LSP will monitor annual growth in membership, aiming for a gradual increase driven by targeted outreach and enhanced visibility. Engagement levels within the Working Groups will be assessed through participation rates in meetings and thematic activities, with an indicative objective of ensuring that each Working Group organises at least **two activities per year** and maintains regular exchanges through its Slack channel. Communication performance will be measured through **newsletter reach and engagement**, the frequency of interactions in Slack, and the volume of resources shared through the Drive. Skills intelligence outputs will be monitored through the **number of reports, case studies, and datasets produced annually**, while the partnership's visibility will be assessed through its involvement in **European Commission's events and cross-LSP collaborations**. Finally, member satisfaction and perceived value will be evaluated through **annual feedback surveys**, enabling continuous refinement of the model.

4.5 Sustainability and resource development

Ensuring the long-term sustainability of the LSP is central to the Forward Looking Model. The partnership has reached a level of operational maturity where its continued development requires a stable foundation for governance, coordination, and thematic activity. Sustainability, in this context, is not only a matter of financial continuity but also of organisational resilience, institutional recognition, and the capacity to deliver consistent value to its members and to the wider European skills ecosystem.

The sustainability strategy developed under SACCORD builds on three mutually reinforcing pillars: **alignment with EU programmes**, **service-based value creation**, and **strategic partnerships**.

At European level, the LSP will continue to position itself as a relevant coordination structure capable of supporting calls under *Erasmus+*, *Creative Europe*, *Single Market*, or *Horizon Europe*— particularly in areas related to skills development, innovation, or ecosystem strengthening. These programmes offer opportunities to embed the LSP's governance and intelligence functions within long-term coordination actions or thematic projects.

Cross-sectoral and cross-LSP collaborations will also play a vital role in ensuring continuity. Partnerships with other Large-Scale Partnerships—such as those in the Proximity and Social Economy, TCLF, Retail, or Digital ecosystems—can generate shared activities, knowledge exchanges, and joint policy actions that enhance the LSP's influence and operational reach.

At the regional level, the emerging RSPs and LEPs can serve as vehicles for mobilising local resources through ESF+, ERDF, or national innovation programmes, ensuring that skills development activities remain embedded in territorial ecosystems.

Recurring sector-wide moments also play a critical role in sustaining the partnership over time. Flagship convenings such as Creative Skills Week have demonstrated their value not only for promotion and awareness-building, but also for maintaining momentum, enabling in-person interaction, and reinforcing trust and collaboration across the LSP. As part of the sustainability

approach, such events are understood as relational and coordination assets that support continuity, strengthen collective identity, and renew engagement beyond formal project cycles.

Operational resource requirements for sustainability

Sustaining the LSP's activities over time requires an organisational backbone capable of supporting coordination, communication, and intelligence processes in a consistent manner. The Secretariat is expected to remain the central operational unit of the LSP, ensuring the continuity of onboarding procedures, daily communication, member support, and the maintenance of digital collaboration infrastructures. Based on the experience gathered during SACCORD, maintaining these functions in a stable form would require an estimated operational capacity equivalent to **1.5–2.0 full-time roles**, distributed across coordination, communication, and administrative support. This level of involvement reflects the workload associated with managing a community of more than 230 organisations, coordinating multiple Working Groups, and producing quarterly monitoring and intelligence outputs.

Working Groups will continue to rely on motivated leaders who contribute thematic guidance and agenda-setting. SACCORD has demonstrated that WG leaders can operate effectively when supported by clear templates, structured communication workflows, and light-touch coordination from the Secretariat. Ensuring the LSP's sustainability therefore also requires retaining this balance between autonomy and support, while recognising the voluntary nature of WG leadership and avoiding administrative overload.

Finally, the sustainability plan must account not only for the maintenance but also for the continuous improvement of the digital ecosystem on which the LSP relies, in order to meet members' expectations and strengthen satisfaction and loyalty, following service design principles. This includes the regular testing and refinement of tools and features, informed by user feedback and periodic evaluation cycles. The Slack workspace, shared Drive infrastructure, and LSP website represent modest but essential operational requirements that enable day-to-day collaboration and long-term knowledge preservation. Clearer visual identity, accessible formats, and improved visibility of Working Group outputs further contribute to strengthening engagement, communication, and recognition of members' contributions. Ensuring that these systems remain active, accessible, and well-managed is fundamental to the partnership's continuity and its ability to support upskilling and reskilling activities in a structured and user-friendly way.

By clearly articulating these operational resource requirements, the LSP strengthens its ability to position itself for future funding opportunities and builds a realistic pathway toward becoming a permanent coordination platform for skills development in Europe's cultural and creative sectors.

4.6 Strategic priorities for 2026 and Beyond

Looking ahead, the Forward Looking Model identifies several strategic priorities that will guide the LSP's actions over the coming years. These include better connecting the LSP members members, expanding representation across underrepresented subsectors, particularly SMEs and creative entrepreneurs; strengthening cooperation with data providers such as EC's support services to ensure robust evidence for policy advocacy; and enhancing the interoperability of the LSP's data systems with the broader Pact for Skills framework. The partnership will also focus on improving communication and visibility through upgraded digital tools. Finally, LSP Board will explore options for establishing a permanent coordination platform, securing the continuity of the Secretariat and Working Groups beyond the SACCORD project.

Together, these priorities position the LSP to consolidate its achievements and extend its influence, ensuring that the creative industries remain central to Europe's vision for a sustainable, innovative, and socially inclusive future.

At the same time, the implementation of these priorities is contingent on the availability of stable resources: sustaining a functioning Secretariat, maintaining digital infrastructure, and supporting Working Group activities requires predictable operational funding. In this context, continued European Commission contribution and alignment with future EU funding instruments will be critical to enable the LSP CCI's next era and safeguard the continuity of the partnership's public value.

4.7 Expected outcomes

The implementation of the Forward Looking Model is expected to transform the LSP CCI from a project-driven consortium into a long-term, self-sustaining European coordination structure. By integrating governance, monitoring, engagement, and sustainability measures, the partnership will be able to grow its membership, reinforce collaboration, and expand its influence in policy and practice. The model also serves as a proof of concept for how a sectoral Large-Scale Partnership can evolve beyond its initial mandate, providing a replicable approach for other ecosystems under the Pact for Skills. In essence, the LSP will become not only a network but a living infrastructure—one that continuously generates value, intelligence, and policy relevance for Europe's creative economy.

4.8 Testing and validation of the Forward Looking Model

The second half of 2025 represented a crucial phase in the transition from conceptual design to practical validation of the Forward Looking Model. In line with the SACCORD work plan, the period between July and December 2025 served as the first opportunity to operationalise the model's key components, test engagement mechanisms, and observe how members interacted with the strengthened coordination structures introduced earlier in the project. Although a full testing cycle will require more time to mature, the initial implementation activities already provide valuable insight into the model's feasibility, relevance, and areas requiring adjustment.

Following some insights-capturing workshops with LSP members and meetings with WG leaders, prior to the "testing period", some new features in the **onboarding process** were activated, and the process was handed over by the Board, to be managed by the LSP Secretariat. New members were welcomed through a standardised workflow that included introductory communication, access to the Slack workspace, orientation to the Working Groups, and guidance on using the shared Drive and other collaboration tools. The Secretariat handled a consistent flow of questions and support requests, illustrating that members were able to navigate the system effectively. The onboarding templates and guidance materials developed during SACCORD were tested in real conditions and proved fit for purpose, increasing the consistency and clarity of the member experience. A feature to be rolled-out in early 2026, is an onboarding event, happening once per quarter, better providing information to newcomers and also providing a greet & meet moment, together with LSP Board representatives and WG leaders.

The **Slack workspace** served as the primary environment for day-to-day communication and interaction among members. Throughout the testing period, Working Group leaders began using their channel-owner roles to organise exchanges, share updates, and engage members in discussions.

Members contributed resources, asked questions, and shared opportunities across the ecosystem, demonstrating that Slack has quickly become an intuitive and accessible communication channel. The Secretariat provided continuous guidance to ensure smooth use of the platform and appropriate routing of messages.

The **shared Drive structure** also underwent real-world testing. WG leaders started organising materials according to the harmonised folder structure introduced earlier in 2025, while members accessed these repositories to consult documents, upload materials, or follow ongoing activities. Although levels of usage varied across Working Groups, the structure proved functional and easy to navigate, confirming that shared digital infrastructure can effectively support a large and diverse community.

In parallel, **Working Groups** gradually resumed thematic activities, ranging from preliminary discussions to the exchange of materials, early drafting work, and planning of upcoming actions. Differences in activity levels across groups reflected their respective maturity and thematic scope, yet the model showed sufficient flexibility to accommodate these variations. Several groups began identifying recurring topics for collaborative work, while others focused on structuring future initiatives.

Throughout the testing period, the **Secretariat's support and monitoring role** ensured that feedback was captured and translated into iterative adjustments. Interactions with members, WG leaders, and the Board helped identify small refinements to onboarding messages, Slack structure & operation, Drive instructions, and communication flows. This iterative approach—rooted in SACCORD's Build–Measure–Learn logic—allowed the partnership to strengthen processes in real time based on user experience.

These initial implementation activities indicate that the Forward Looking Model is both feasible and well-suited to the needs of the partnership. The responsiveness of members, the usability of the digital tools, and the adaptability of the governance arrangements collectively confirm that the LSP is ready to advance to the next stage of consolidation and scale. The insights gathered during this period will inform upcoming refinements to engagement processes, monitoring mechanisms, and sustainability planning, reinforcing the model's long-term robustness. These early implementation insights form the operational foundation for the action-oriented roadmap presented in Chapter 5, ensuring that the Forward Looking Model evolves on the basis of tested processes and real user experience.

5. Action Plan for implementation

The implementation of the Forward Looking Model marks a decisive step in the consolidation of the Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI). Having moved through its formative and operational-maturity phases, the LSP now enters a stage of strategic consolidation in which the mechanisms for coordination, engagement, and monitoring must be embedded into the partnership's everyday functioning. This action plan provides the structured pathway through which these mechanisms will be rolled out, tested, and progressively refined during the remaining months of SACCORD and the subsequent period of autonomous operation.

5.1 Purpose and approach

The purpose of this implementation plan is to ensure that the principles and systems described in the Forward Looking Model become part of the LSP's routine practice. Implementation will be guided by three interdependent principles. The first is **continuity**, ensuring that every existing structure and digital tool—Secretariat, Working Groups, Slack channels, shared Drive, and newsletter—is fully utilised and incrementally enhanced rather than replaced. The second principle is **coherence**, maintaining consistency with the broader Pact for Skills governance and with SACCORD's evaluation framework. The third is **learning through iteration**, whereby each implementation cycle is assessed, refined, and scaled in response to member feedback and emerging opportunities. This ensures that the LSP evolves as a responsive organisation rather than a static blueprint.

5.2 Short-term actions (2026–2027)

The immediate implementation phase will focus on consolidating operational structures and ensuring full participation of existing members. The Secretariat will oversee the rollout of standardised onboarding templates and member-journey communications, integrating feedback from the baseline survey and recent member consultations. Each Working Group will formalise its annual work plan, with clear deliverables, timelines, and communication patterns, coordinated through the Slack workspace. The Secretariat will launch a simplified quarterly reporting template, enabling WG leaders to capture progress, activities, and insights that directly inform SACCORD's monitoring and policy outputs.

In parallel, the LSP website will undergo its planned upgrade to provide a clearer "members' view," dedicated space for WG updates, and a shared library of good practices and outputs. The newsletter will continue to operate on a quarterly rhythm, adding the "Member News" feature to highlight achievements and calls for participation.

Additionally, the Secretariat will implement a campaign in order to connect the members that are not linked with any Working Group, to the existing ones, while investigating the need for the development of new Working Groups, in order to fully serve the interest of the LSP members.

Collectively, these short-term measures will ensure operational coherence and a renewed sense of belonging within the partnership.

5.3 Medium-term actions (2028–2029)

The medium-term phase will focus on scaling engagement, deepening data collection, and reinforcing collaboration with other Large-Scale Partnerships. A targeted membership drive will be launched to attract organisations from underrepresented subsectors, particularly SMEs and creative entrepreneurs, through thematic campaigns and direct outreach at key European events. The Secretariat will work with Pact for Skills' support services to maintain a live database of members and activities, ensuring that the LSP is progressively aligned with the broader Pact for Skills monitoring system.

As part of this effort, the LSP will continue to engage with sector-level platforms that support outreach, visibility, and mobilisation across the creative and cultural ecosystem. Where relevant, this includes Creative Skills Week (CSW), which brings together creative professionals, educators, policymakers, and training providers from across Europe and offers opportunities to showcase the LSP's activities, disseminate Working Group outputs, and attract new organisations into the partnership. Engagement through such platforms—through workshops, presentations, and community-led sessions—will strengthen the LSP's presence within the European skills ecosystem and support outreach to new audiences and subsectors.

This period will also see the consolidation of cross-LSP cooperation, particularly with partnerships operating in adjacent areas such as digitalisation, sustainability, and cultural entrepreneurship. At the same time, the LSP will begin designing its long-term funding framework, identifying opportunities to embed its coordination functions within EU programmes. By 2029, the LSP aims to have a stable operational model supported by diversified funding streams and institutional recognition within the Pact for Skills ecosystem.

5.4 Long-term outlook (2030 and Beyond)

In the longer term, the LSP will transition from a project-supported structure to an autonomous coordination platform. By this stage, the operational backbone would be fully organised, with the Secretariat functioning as a standing service unit and the Working Groups operating as permanent thematic clusters.

The long-term goal is to maintain a stable governance and funding model that allows the LSP to continue curating knowledge, supporting regional implementation, and producing policy-recommendations in a bottom-up approach. Its activities will expand to include the publication of annual Skills Intelligence Reports produced by the LSP members (with findings sorted by type / domain of focus), the organisation of recurring community events, and the maintenance of a comprehensive repository of training resources and case studies accessible to all creative professionals in Europe. In this way, the LSP will evolve into a lasting infrastructure for collective intelligence and continuous learning.

5.5 Implementation governance and review

The success of this action plan will depend on consistent oversight and transparent evaluation. The Secretariat will coordinate implementation and produce quarterly progress summaries reviewed by the Board. WG leaders will report on thematic actions using the harmonised templates and contribute to shared monitoring dashboards. Annual plenary meetings will serve as review milestones, allowing

members to discuss achievements, challenges, and priorities for the coming year. Periodic consultation with the European Commission will ensure alignment with Pact for Skills expectations and policy updates.

This working cycle of governance and reflection will create a stable operational cadence: quarterly reporting, bi-annual coordination reviews, and annual strategic updates. It will also reinforce the LSP's identity as a learning organisation—one that measures its progress not only by growth in membership or activities but by the quality, inclusiveness, and policy relevance of its collective outcomes.

Creative Skills Week will also continue to function as an annual ecosystem touchpoint, providing an opportunity to gather broad community feedback that will inform the partnership's ongoing reflection, learning, and planning cycle.

5.6 Expected impact

The full implementation of this plan will secure the LSP's transition to a self-sustaining, policy-relevant structure that continuously supports upskilling and reskilling across Europe's cultural and creative sectors. By embedding engagement routines, governance processes, and monitoring mechanisms into everyday operations, the partnership will move from ad-hoc coordination to systemic collaboration. The Creative Pact for Skills will thereby become a living demonstration of how Europe's creative ecosystem can collectively design, deliver, and sustain learning opportunities that strengthen competitiveness, innovation, and social cohesion.

6. Conclusions and recommendations

The development of the **LSP Forward Looking Model** represents a significant milestone in the maturation of the Large-Scale Partnership for the Cultural and Creative Industries (LSP CCI) and in the broader effort to establish a coordinated, sustainable approach to skills development within Europe's creative ecosystem. Through SACCORD, the partnership has evolved from a conceptual alliance into an operational framework that brings together policy, practice, and innovation under the umbrella of the *Pact for Skills*. This deliverable consolidates that evolution, providing both the analytical foundation and the practical model necessary for the LSP to continue growing beyond the lifespan of the project.

The work undertaken through D2.3 demonstrates that coordination across the creative ecosystem is not only feasible but essential. The creative and cultural sectors operate at the crossroads of education, technology, and entrepreneurship—fields that are continuously transformed by digitalisation, sustainability imperatives, and shifting labour markets. In such a context, fragmented or isolated action is no longer sufficient. The LSP offers a structure through which collective intelligence can be mobilised, shared, and converted into actionable knowledge, ensuring that training provision and policy priorities evolve in tandem with the sector's realities.

At the operational level, the Forward Looking Model equips the partnership with the means to sustain this coordination over time. Its engagement and governance mechanisms formalise how the LSP attracts, integrates, and empowers its members, ensuring that every participant—whether a national association, university, SME, or creative network—finds a meaningful and manageable entry point. The monitoring and intelligence framework adds a layer of accountability, allowing progress to be tracked and successes to be communicated with evidence. Finally, the sustainability plan transforms the LSP from a project-based initiative into a structure capable of self-renewal and continuity through diversified funding, partnerships, and institutional anchoring.

The lessons learned throughout this process point to several clear directions for the future. First, the **LSP must continue strengthening its representativeness** by engaging more directly with small and medium-sized creative enterprises, independent professionals, and industrial actors. This will ensure that the partnership reflects the full diversity of Europe's creative economy and remains grounded in practice. Second, the **connection between data and policy** must be deepened through collaboration with ECORYS, the Pact for Skills Support Services, and other observatories, ensuring that the LSP's intelligence outputs inform decision-making at both European and national levels. Third, **cross-sectoral collaboration** should become a defining feature of the LSP's future, linking the creative industries to other Large-Scale Partnerships where creativity, technology, and sustainability intersect.

Contribution to WP5 and Policy Integration

The systems, coordination mechanisms, and intelligence processes described in this Forward Looking Model also constitute a foundational input for **Work Package 5**, which focuses on the formulation of policy recommendations and a long-term action plan for the sector. By articulating how the LSP mobilises members, structures collaboration, and generates evidence, Deliverable D2.3 provides the operational perspective necessary for translating experience into policy-relevant insights. The governance arrangements, monitoring tools, and sustainability approach outlined here directly inform Deliverable D5.2, ensuring that the policy recommendations produced by SACCORD are grounded in the practical realities of coordinating a large-scale, multi-stakeholder skills ecosystem. This alignment reinforces the project's internal coherence and strengthens the connection between implementation and policy impact across the European cultural and creative landscape.

From a policy perspective, the experience of SACCORD and the LSP CCI suggests that Europe's investment in sectoral partnerships is an effective mechanism for achieving the objectives of the *European Skills Agenda*. By providing a structure that combines governance, intelligence, and delivery capacity, the LSP model helps bridge the gap between strategy and implementation. It ensures that upskilling and reskilling are not abstract policy ambitions but concrete, shared endeavours. For the European Commission, supporting such partnerships through dedicated coordination frameworks, data-sharing infrastructures, and long-term funding mechanisms would represent a decisive step toward a more resilient and inclusive Union of Skills.

In conclusion, the LSP Forward Looking Model establishes the foundations for a sustainable and forward-thinking European mechanism dedicated to creative skills. It captures the learning of SACCORD while projecting a clear vision for the years ahead—one where collaboration replaces fragmentation, evidence replaces assumption, and creativity becomes both a driver and a beneficiary of Europe's transition towards a green, digital, and inclusive future. With its governance, engagement, and intelligence systems now in place, the LSP stands ready to evolve into a permanent structure—an enduring platform where Europe's creative talents and institutions can work together to design the future of learning, work, and innovation. The LSP therefore contributes not only to the CCI ecosystem but also to Europe's broader ambitions for a skilled, innovative, and resilient workforce.

Annexes

Annex I. WGs' member organisations

WG Cross-sectoral innovation

#	Organisation	Type of organisation	Country
1	OGUL Law & Consultancy	CCI professionals Research and Companies	Türkiye
2	Red Arrayan de Cultura, Patrimonio y Medio Ambiente	National and Regional Organisations or Projects	Spain
3	Creative Prahue (Kreativní Praha)	National and Regional Organisations or Projects	Czechia
4	RICC Network - Regional Initiative for Culture and Creativity	European and International Organisations or Projects	Italy
5	The New Art School	Educational and Vocational Training providers	Spain
6	Fundación UCEIF - CISE	Educational and Vocational Training providers	Spain
7	Estonian Association of Designers	National and Regional Organisations or Projects	Estonia
8	Cultural Center "Nikola Djurkovic" Kotor	National and Regional Organisations or Projects	Montenegro
9	Design With Isabelle	CCI professionals Research and Companies	France
10	INNOVILLAGE MOLDOVA	National and Regional Organisations or Projects	Moldova
11	Society for Creative Initiatives RE.KreAKTa	National and Regional Organisations or Projects	Russia
12	ANTICIPATE	CCI professionals Research and Companies	Denmark
13	Institute of Design in Ireland	National and Regional Organisations or Projects	Ireland
14	The Heritage Management Organization (HERITΛGE)	Educational and Vocational Training providers	Greece
15	GOM	Educational and Vocational Training providers	Türkiye
16	THE INVENTORS	National and Regional Organisations or Projects	Portugal
17	Future Storytelling Lab	European and International Organisations or Projects	The Netherlands
18	Future Innovation Labs	European and International Organisations or Projects	Bulgaria
19	Ministry of Creativity LLC / Creative Switzerland	CCI professionals Research and Companies	Switzerland

20	WZORZEC Consulting	CCI professionals Research and Companies	Poland
21	Illustrious Lab	CCI professionals Research and Companies	Finland
22	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland
23	University of Namur	Educational and Vocational Training providers	Belgium
24	Pirkanmaan muotoilu- ja taideteollisuusyhdistys Modus ry	European and International Organisations or Projects	Finland
25	Creative Futures Academy	Educational and Vocational Training providers	Ireland
26	CulturePolis	National and Regional Organisations or Projects	Greece
27	lab.davanac	Educational and Vocational Training providers	Belgium
28	Technocité	Educational and Vocational Training providers	Belgium
29	EURODOC	Educational and Vocational Training providers	France
30	Culture for Change	National and Regional Organisations or Projects	Greece
31	Liceul Tehnologic TOMA SOCOLESCU Ploiești	Educational and Vocational Training providers	Romania
32	Intercultura Consult	CCI professionals Research and Companies	Bulgaria
33	Centre for Creativity, Museum of Architecture and Design	National and Regional Organisations or Projects	Slovenia
34	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
35	LAB University of Applied Sciences	European and International Organisations or Projects	Finland
36	University of Turku, School of Economics, Pori Unit	Educational and Vocational Training providers	Finland
37	TULIP PEER2PEER LEARNING BV	European and International Organisations or Projects	The Netherlands
38	Upphandlingsbryggan	National and Regional Organisations or Projects	Sweden
39	TIME VISION SCARL	Educational and Vocational Training providers	Italy
40	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
41	ALTER EGO (X)	National and Regional Organisations or Projects	France
42	Creative Industry Košice	National and Regional Organisations or Projects	Slovakia

43	3Walks	National and Regional Organisations or Projects	Spain
44	K8 Institut fuer strategische Aesthetik gGmbH	European and International Organisations or Projects	Germany
45	Stichting EQ-Arts – Enhancing Quality in the Arts	European and International Organisations or Projects	The Netherlands
46	Medaarch	Educational and Vocational Training providers	Italy
47	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
48	University of Teramo	Educational and Vocational Training providers	Italy
49	Region Skåne	National and Regional Organisations or Projects	Sweden
50	Association Makerspace Garage	National and Regional Organisations or Projects	Bosnia and Herzegovina
51	Escola Artística e Profissional Árvore	Educational and Vocational Training providers	Portugal
52	Region of Central Macedonia	National and Regional Organisations or Projects	Greece
53	Creative Business Network	European and International Organisations or Projects	Denmark
54	Stichting wedowe	National and Regional Organisations or Projects	The Netherlands
55	Ankara Aks	National and Regional Organisations or Projects	Turkiye
56	Inholland University of Applied Sciences	Educational and Vocational Training providers	The Netherlands
57	ekip - European Cultural and Creative Sectors and Industries Policy Platform	European and International Organisations or Projects	Sweden
58	Foundation We Are	CCI professionals Research and Companies	The Netherlands
59	ARTIFACTORY	European and International Organisations or Projects	Greece
60	Ihecs	Educational and Vocational Training providers	Belgium
61	O(map) creativity	Educational and Vocational Training providers	Ireland
62	Just Monkeys	National and Regional Organisations or Projects	Czechia
63	AANT - Accademia delle Arti e Nuove Tecnologie	European and International Organisations or Projects	Italy
64	sQuare	National and Regional Organisations or Projects	The Netherlands
65	Fashion Innovation Center	CCI professionals Research and Companies	Sweden

66	Arts and Theatre Institute	National and Regional Organisations or Projects	Czechia
67	ECV école de création visuelle	Educational and Vocational Training providers	France
68	Bath Spa University	Educational and Vocational Training providers	UK
69	Albanian Center for Education Care and Training	Educational and Vocational Training providers	Albania
70	stichting miraculous artfreaks	European Social Partner	The Netherlands

WG Entrepreneurial skills

#	Organisation	Type of organisation	Country
1	OGUL Law & Consultancy	CCI professionals Research and Companies	Türkiye
2	Finnova	European and International Organisations or Projects	Spain
3	Virtual Campus Lda	CCI professionals Research and Companies	Portugal
4	Fundación UCEIF - CISE	Educational and Vocational Training providers	Spain
5	Impact Hub Ankara	National and Regional Organisations or Projects	Türkiye
6	Cultural Center "Nikola Djurkovic" Kotor	National and Regional Organisations or Projects	Montenegro
7	Kimitisik	Educational and Vocational Training providers	The Netherlands
8	INNOVILLAGE MOLDOVA	National and Regional Organisations or Projects	Moldova
9	ANTICIPATE	CCI professionals Research and Companies	Denmark
10	GOM	Educational and Vocational Training providers	Türkiye
11	THE INVENTORS	National and Regional Organisations or Projects	Portugal
12	Future Innovation Labs	European and International Organisations or Projects	Bulgaria
13	Ministry of Creativity LLC / Creative Switzerland	CCI professionals Research and Companies	Switzerland
14	WZORZEC Consulting	CCI professionals Research and Companies	Poland
15	Illustrious Lab	CCI professionals Research and Companies	Finland
16	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland

17	La Grand Poste	National and Regional Organisations or Projects	Belgium
18	University of Namur	Educational and Vocational Training providers	Belgium
19	Pirkanmaan muotoilu- ja taideteollisuusyhdistys Modus ry	European and International Organisations or Projects	Finland
20	DIVERS+S LAB	National and Regional Organisations or Projects	Spain
21	SPECIAL TRIP	National and Regional Organisations or Projects	Greece
22	Liceul Tehnologic TOMA SOCOLESCU Ploieşti	Educational and Vocational Training providers	Romania
23	/rehub	CCI professionals Research and Companies	Türkiye
24	Cultuurloket	National and Regional Organisations or Projects	Belgium
25	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
26	LAB University of Applied Sciences	European and International Organisations or Projects	Finland
27	Re. Imagine	Educational and Vocational Training providers	Austria
28	TULIP PEER2PEER LEARNING BV	European and International Organisations or Projects	The Netherlands
29	Upphandlingsbryggan	National and Regional Organisations or Projects	Sweden
30	TIME VISION SCARL	Educational and Vocational Training providers	Italy
31	Pan-European University Prague	Educational and Vocational Training providers	Czechia
32	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
33	ALTER EGO (X)	National and Regional Organisations or Projects	France
34	Creative Industry Košice	National and Regional Organisations or Projects	Slovakia
35	3Walks	National and Regional Organisations or Projects	Spain
36	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
37	University of Teramo	Educational and Vocational Training providers	Italy
38	Association Makerspace Garage	National and Regional Organisations or Projects	Bosnia and Herzegovina
39	European Forum of Technical and Vocational Education and Training (EfVET)	European and International Organisations or Projects	Belgium

40	HOFFMANN & PARTNER Fortbildung und Beratung GmbH	Educational and Vocational Training providers	Germany
41	Nikola Karev Regional VET Centre	Educational and Vocational Training providers	North Macedonia
42	Creative Business Network	European and International Organisations or Projects	Denmark
43	Stichting wedowe	National and Regional Organisations or Projects	The Netherlands
44	Inholland University of Applied Sciences	Educational and Vocational Training providers	The Netherlands
45	Curious Culture	Educational and Vocational Training providers	The Netherlands
46	AANT - Accademia delle Arti e Nuove Tecnologie	European and International Organisations or Projects	Italy
47	sQuare	National and Regional Organisations or Projects	The Netherlands
48	Albanian Center for Education Care and Training	Educational and Vocational Training providers	Albania
49	stichting miraculous artfreaks	European Social Partner	The Netherlands

WG Green Skills

#	Organisation	Type of organisation	Country Input
1	Faculty of design, independent higher education institution	Educational and Vocational Training providers	Slovenia
2	Finnova	European and International Organisations or Projects	Spain
3	Cultural Center "Nikola Djurkovic" Kotor	National and Regional Organisations or Projects	Montenegro
4	Formare Culturala	CCI professionals Research and Companies	Romania
5	INNOVILLAGE MOLDOVA	National and Regional Organisations or Projects	Moldova
6	GOM	Educational and Vocational Training providers	Türkiye
7	THE INVENTORS	National and Regional Organisations or Projects	Portugal
8	Future Storytelling Lab	European and International Organisations or Projects	The Netherlands
9	Future Innovation Labs	European and International Organisations or Projects	Bulgaria
10	Illustrious Lab	CCI professionals Research and Companies	Finland
11	Foundation ARTeria	National and Regional Organisations or Projects	Poland

12	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland
13	Pirkanmaan muotoilu- ja taideteollisuusyhdistys Modus ry	European and International Organisations or Projects	Finland
14	Creative Futures Academy	Educational and Vocational Training providers	Ireland
15	lab.davanac	Educational and Vocational Training providers	Belgium
16	Liceul Tehnologic TOMA SOCOLESCU Ploieşti	Educational and Vocational Training providers	Romania
17	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
18	LAB University of Applied Sciences	European and International Organisations or Projects	Finland
19	Re. Imagine	Educational and Vocational Training providers	Austria
20	Upphandlingsbryggan	National and Regional Organisations or Projects	Sweden
21	TIME VISION SCARL	Educational and Vocational Training providers	Italy
22	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
23	Creative Industry Košice	National and Regional Organisations or Projects	Slovakia
24	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
25	University of Teramo	Educational and Vocational Training providers	Italy
26	Region Skåne	National and Regional Organisations or Projects	Sweden
27	Association Makerspace Garage	National and Regional Organisations or Projects	Bosnia and Herzegovina
28	European Forum of Technical and Vocational Education and Training (EfVET)	European and International Organisations or Projects	Belgium
29	Escola Artística e Profissional Árvore	Educational and Vocational Training providers	Portugal
30	Nikola Karev Regional VET Centre	Educational and Vocational Training providers	North Macedonia
31	University of Ljubljana, Academy of Fine Arts and Design	Educational and Vocational Training providers	Slovenia
32	Ankara Aks	National and Regional Organisations or Projects	Turkiye
33	AANT - Accademia delle Arti e Nuove Tecnologie	European and International Organisations or Projects	Italy
34	Arts and Theatre Institute	National and Regional Organisations or Projects	Czechia

| 35 | Albanian Center for Education Care and Training | Educational and Vocational Training providers | Albania |
| 36 | stichting miraculous artfreaks | European Social Partner | The Netherlands |

WG Digital skills

#	Organisation	Type of organisation	Country Input
1	ReSkills Training	Educational and Vocational Training providers	Türkiye
2	Finnova	European and International Organisations or Projects	Spain
3	Cultural Center "Nikola Djurkovic" Kotor	National and Regional Organisations or Projects	Montenegro
4	Kimitisik	Educational and Vocational Training providers	The Netherlands
5	INNOVILLAGE MOLDOVA	National and Regional Organisations or Projects	Moldova
6	Society for Creative Initiatives RE.KreAKTa	National and Regional Organisations or Projects	Russia
7	The Heritage Management Organization (HERITΛGE)	Educational and Vocational Training providers	Greece
8	GOM	Educational and Vocational Training providers	Türkiye
9	THE INVENTORS	National and Regional Organisations or Projects	Portugal
10	Future Innovation Labs	European and International Organisations or Projects	Bulgaria
11	Ministry of Creativity LLC / Creative Switzerland	CCI professionals Research and Companies	Switzerland
12	WZORZEC Consulting	CCI professionals Research and Companies	Poland
13	Illustrious Lab	CCI professionals Research and Companies	Finland
14	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland
15	Pirkanmaan muotoilu- ja taideteollisuusyhdistys Modus ry	European and International Organisations or Projects	Finland
16	Agence du numérique	National and Regional Organisations or Projects	Belgium
17	lab.davanac	Educational and Vocational Training providers	Belgium
18	Eurometropolitan e-Campus	Educational and Vocational Training providers	Belgium
19	SPECIAL TRIP	National and Regional Organisations or Projects	Greece

20	Liceul Tehnologic TOMA SOCOLESCU Ploiești	Educational and Vocational Training providers	Romania
21	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
22	LAB University of Applied Sciences	European and International Organisations or Projects	Finland
23	University of Turku, School of Economics, Pori Unit	Educational and Vocational Training providers	Finland
24	Re. Imagine	Educational and Vocational Training providers	Austria
25	TULIP PEER2PEER LEARNING BV	European and International Organisations or Projects	The Netherlands
26	TIME VISION SCARL	Educational and Vocational Training providers	Italy
27	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
28	Creative Industry Košice	National and Regional Organisations or Projects	Slovakia
29	Hochschule Merseburg University of Applied Sciences	Educational and Vocational Training providers	Germany
30	The Pontifical University of John Paul II in Krakow	Educational and Vocational Training providers	Poland
31	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
32	University of Teramo	Educational and Vocational Training providers	Italy
33	Region Skåne	National and Regional Organisations or Projects	Sweden
34	Association Makerspace Garage	National and Regional Organisations or Projects	Bosnia and Herzegovina
35	European Forum of Technical and Vocational Education and Training (EfVET)	European and International Organisations or Projects	Belgium
36	Escola Artística e Profissional Árvore	Educational and Vocational Training providers	Portugal
37	Region of Central Macedonia	National and Regional Organisations or Projects	Greece
38	Nikola Karev Regional VET Centre	Educational and Vocational Training providers	North Macedonia
39	Stichting wedowe	National and Regional Organisations or Projects	The Netherlands
40	ARTIFACTORY	European and International Organisations or Projects	Greece
41	Ihecs	Educational and Vocational Training providers	Belgium
42	Curious Culture	Educational and Vocational Training providers	The Netherlands

43	AANT - Accademia delle Arti e Nuove Tecnologie	European and International Organisations or Projects	Italy
44	Arts and Theatre Institute	National and Regional Organisations or Projects	Czechia
45	Albanian Center for Education Care and Training	Educational and Vocational Training providers	Albania

WG Micro-credentials

#	Organisation	Type of organisation	Country Input
1	VPLT - The German Entertainment Technology Association	European and International Organisations or Projects	Germany
2	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland
3	University of Namur	Educational and Vocational Training providers	Belgium
4	Creative Futures Academy	Educational and Vocational Training providers	Ireland
5	DIVERS+S LAB	National and Regional Organisations or Projects	Spain
6	lab.davanac	Educational and Vocational Training providers	Belgium
7	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
8	TULIP PEER2PEER LEARNING BV	European and International Organisations or Projects	The Netherlands
9	Upphandlingsbryggan	National and Regional Organisations or Projects	Sweden
10	TIME VISION SCARL	Educational and Vocational Training providers	Italy
11	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
12	Creative Industry Košice	National and Regional Organisations or Projects	Slovakia
13	3Walks	National and Regional Organisations or Projects	Spain
14	Stichting EQ-Arts – Enhancing Quality in the Arts	European and International Organisations or Projects	The Netherlands
15	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
16	University of Teramo	Educational and Vocational Training providers	Italy
17	Nikola Karev Regional VET Centre	Educational and Vocational Training providers	North Macedonia

18	University of Ljubljana, Academy of Fine Arts and Design	Educational and Vocational Training providers	Slovenia
19	sQuare	National and Regional Organisations or Projects	The Netherlands
20	Arts and Theatre Institute	National and Regional Organisations or Projects	Czechia
21	ECV école de création visuelle	Educational and Vocational Training providers	France
22	Albanian Center for Education Care and Training	Educational and Vocational Training providers	Albania
23	stichting miraculous artfreaks	European Social Partner	The Netherlands
24	Fundamentals Academy	CCI professionals Research and Companies	The Netherlands
25	DICI DESIGN	National and Regional Organisations or Projects	France

WG LEP

#	Organisation	Type of organisation	Country Input
1	APCI - Promotion du design	National and Regional Organisations or Projects	France
2	Albanian Skills	National and Regional Organisations or Projects	Albania
3	INNOVILLAGE MOLDOVA	National and Regional Organisations or Projects	Moldova
4	The Heritage Management Organization (HERITΛGE)	Educational and Vocational Training providers	Greece
5	GOM	Educational and Vocational Training providers	Türkiye
6	THE INVENTORS	National and Regional Organisations or Projects	Portugal
7	Future Innovation Labs	European and International Organisations or Projects	Bulgaria
8	WZORZEC Consulting	CCI professionals Research and Companies	Poland
9	Illustrious Lab	CCI professionals Research and Companies	Finland
10	Institute of Art, Design & Technology, Dún Laoghaire	Educational and Vocational Training providers	Ireland
11	Turku University of Applied Sciences	Educational and Vocational Training providers	Finland
12	University of Namur	Educational and Vocational Training providers	Belgium
13	Pirkanmaan muotoilu- ja taideteollisuusyhdistys Modus ry	European and International Organisations or Projects	Finland

14	CulturePolis	National and Regional Organisations or Projects	Greece
15	DIVERS+S LAB	National and Regional Organisations or Projects	Spain
16	KIKK	National and Regional Organisations or Projects	Belgium
17	Wallifornia MusicTech	CCI professionals Research and Companies	Belgium
18	lab.davanac	Educational and Vocational Training providers	Belgium
19	SPECIAL TRIP	National and Regional Organisations or Projects	Greece
20	OneBabel group	CCI professionals Research and Companies	France
21	Centre for the Development of Creative Industries	National and Regional Organisations or Projects	Poland
22	INOVA+ Innovation Services	National and Regional Organisations or Projects	Portugal
23	University of Turku, School of Economics, Pori Unit	Educational and Vocational Training providers	Finland
24	Re. Imagine	Educational and Vocational Training providers	Austria
25	TULIP PEER2PEER LEARNING BV	European and International Organisations or Projects	The Netherlands
26	TIME VISION SCARL	Educational and Vocational Training providers	Italy
27	University of Novo mesto	National and Regional Organisations or Projects	Slovenia
28	Hochschule für Angewandte Wissenschaften Burgenland GmbH	Educational and Vocational Training providers	Austria
29	3Walks	National and Regional Organisations or Projects	Spain
30	Time Machine Organisation	European and International Organisations or Projects	Austria
31	Wirtschaftsfoerderung Region Stuttgart GmbH	National and Regional Organisations or Projects	Germany
32	Helsingborg City	National and Regional Organisations or Projects	Sweden
33	Medaarch	Educational and Vocational Training providers	Italy
34	Austrian Federal Economic Chamber WKO, WIFI Institute for Economic Promotion	Educational and Vocational Training providers	Austria
35	University of Teramo	Educational and Vocational Training providers	Italy
36	Association Makerspace Garage	National and Regional Organisations or Projects	Bosnia and Herzegovina

37	Fondazione Roma Tre Teatro Palladium	Educational and Vocational Training providers	Italy
38	Escola Artística e Profissional Árvore	Educational and Vocational Training providers	Portugal
39	Brighters Smiles	CCI professionals Research and Companies	Norway
40	Region of Central Macedonia	National and Regional Organisations or Projects	Greece
41	Stichting wedowe	National and Regional Organisations or Projects	Netherlands
42	Ankara Aks	National and Regional Organisations or Projects	Türkiye
43	Utrecht Creative Community	National and Regional Organisations or Projects	The Netherlands
44	ARTIFACTORY	European and International Organisations or Projects	Greece
45	Ihecs	Educational and Vocational Training providers	Belgique
46	mkrz lab OG	National and Regional Organisations or Projects	Austria
47	Arts and Theatre Institute	National and Regional Organisations or Projects	Czechia
48	ECV école de création visuelle	Educational and Vocational Training providers	France
49	stichting miraculous artfreaks	European Social Partner	The Netherlands
50	Fundamentals Academy	CCI professionals Research and Companies	The Netherlands

Annex II. Membership of the Cultural and Creative Industries LSP - Mapping by subsector and service provided (ECORYS Survey)

Membership of the Cultural and Creative Industries LSP

Mapping by subsector and service provided

Contents

1. The objectives of this exercise

The **Cultural and Creative Industries (CCI) Large-Scale Partnership (LSP)** is a dynamic and engaged initiative, marked by active participation in regular meetings, working groups, and collaborative events. This strong level of engagement reflects the sector's commitment to addressing shared skills challenges. However, the CCI sector in the EU is inherently fragmented and diverse, characterised by a predominance of micro and small enterprises, freelancers, and non-traditional employment structures.

Membership of the CCI LSP has grown steadily in recent years. As of 14 July 2025, 139 members were registered, compared to 212 members in May 2025. While the Pact for Skills database requires members to indicate the type of stakeholder they represent (e.g., training provider, SME, sectoral organisation), this self-assessment is not always reliable and does not capture the specific subsectors in which CCI LSP members operate.

To address this gap, the Pact for Skills Support Services downloaded the Pact for Skills database at the end of June 2025, with **124 organisations**[1], and conducted desk research to assess (1) the CCI subsectors that members are active in, and (2) the types of services they provide.

Subsectors

- Architecture
- Artistic crafts
- Cultural heritage
- Visual arts
- Design & fashion
- Literature, books and publishing
- Music
- Performing arts
- Digital arts/ gaming
- Operating across multiple CCI subsectors
- Other
- Not specific to CCIs

Operating across multiple CCI subsectors means active across two or more CCI subsectors (e.g., music + visual arts, publishing + performing arts, or multiple art forms simultaneously). **Not specific to CCIs** is used to indicate that the organisation does not have a primary focus on cultural/creative industries or only indirectly engages with them.

The categories of **services offered** were introduced to distinguish between the different roles organisations play within the CCI ecosystem.

- Commercial research/consultancy
- Academic research/ universities
- Sector support (education/ skills/training/knowledge sharing/learning/representation)
- Production (development/delivery/dissemination) of product/service

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[1] Four organisations did not have a functioning website and could therefore not be categorised (adding up to 128 organisations)

● Governance (public regional/national authorities/regulatory bodies)

2. Subsector Coverage of CCI Members

As shown in Figure 1, **the vast majority of CCI Members registered to the Pact operate across two or more subsectors (55; 44%), while it is less common for a member to operate predominantly within a single subsector**. Among those that do, the most represented subsector is Cultural Heritage (n=10), followed by Digital Arts and Gaming (n=9) and Design and Fashion (n=9). Performing Arts (n=8), Visual Arts (n=6), and Music (n=5) are also distinctly represented. Conversely, no organisations were found to directly represent the Architecture, Artistic Crafts, or Literature, Books and Publishing subsectors, although it is likely that these are partially captured within the cross-sectoral category.

A considerable number of Members (19) were found not to conduct activities specific to the cultural and creative industries, engaging with CCIs only indirectly. This does not mean that their activities are completely unrelated to CCIs, but rather that they cannot be clearly associated with a specific subsector, nor can they be classified as cross-sectoral actors across CCIs.

Figure 1: Subsectors of CCI Members (N= 124)
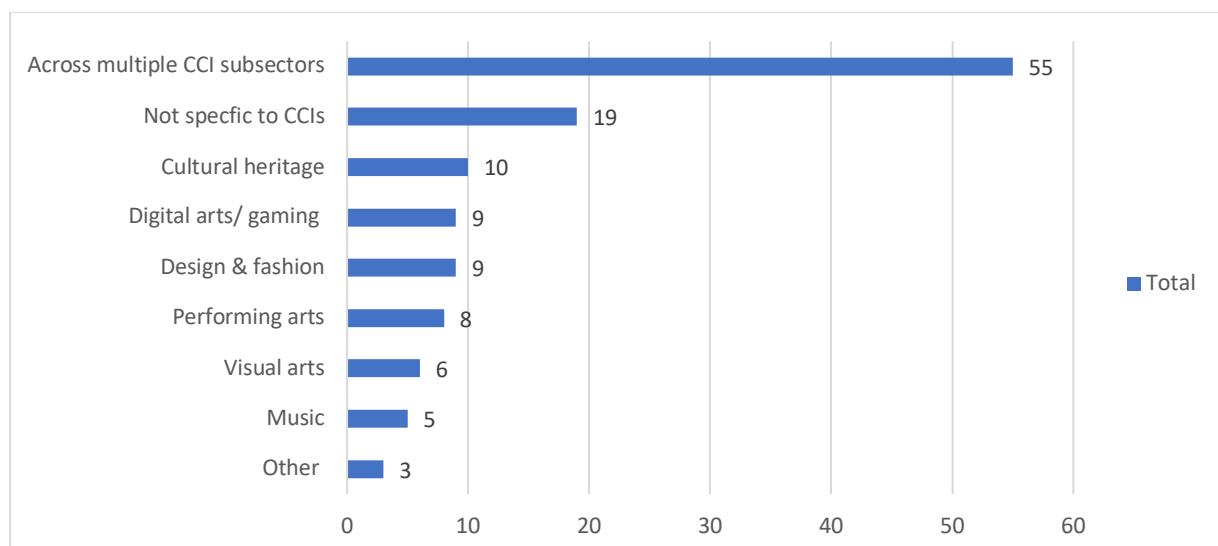
Ecorys: Pact for Skills Database, June 2025

3. Services offered by CCI Members

As shown in **Figure 2**, the majority of CCI Members registered to the Pact primarily offer services related to **sector support (61.3%)**, encompassing education, skills development, training, knowledge sharing, learning activities, and representation. Academic research and universities (12.9%) and commercial research and consultancy (12.9%) make up a smaller but still significant share of service providers. A further 8.1% of Members focus on the production, development, delivery, or dissemination of products and services, while only 4.8% are public authorities or regulatory bodies providing governance functions.

Figure 2: Type of service offered by CCI Members (N = 124)

- ■ Sector support (education/ skills/training/knowledge sharing/learning/representation)
- ■ Academic research/ universities
- ■ Commercial research/consultancy
- ■ Production (development/delivery/dissemination) of product/service
- ■ Governance (public regional/national authorities/regulatory bodies)
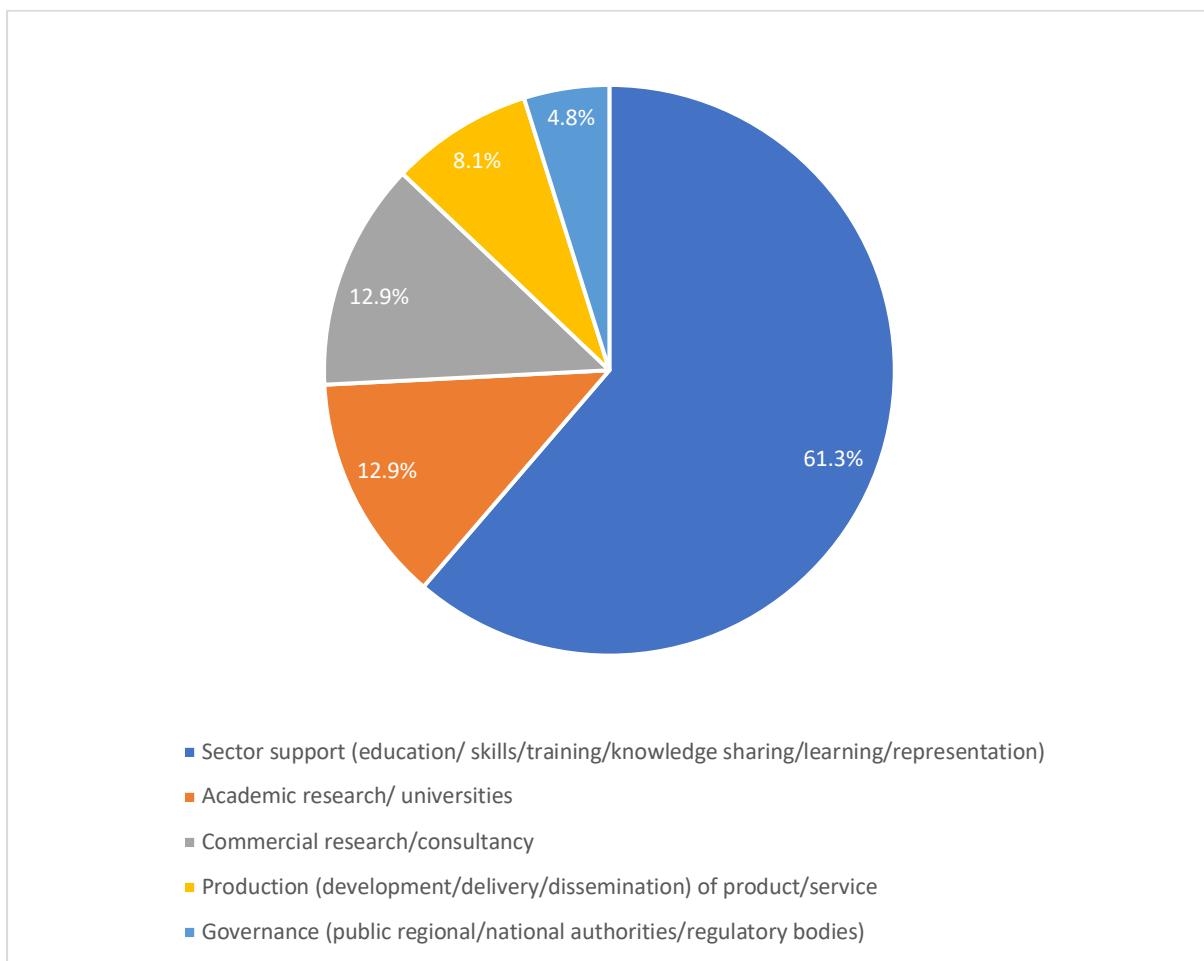
Ecorys: Pact for Skills Database, June 2025

# 4. CCI Members affiliated with multiple partnerships

This section examines the number and type of members affiliated with other LSPs, with a particular focus on those whose activities do not appear to be strongly linked to the Cultural and Creative Industries (CCI) ecosystem and those operating across multiple CCI subsectors. The aim is to **identify opportunities for cross-sectoral engagement** and highlight which other partnerships these members are part of.

As shown in **Figure 3**, **33 out of 124 (27%) CCI members registered in the Pact for Skills database are affiliated with multiple partnerships** (large-scale and regional partnerships).

The majority of these 33 members (17) operate **across multiple CCI subsectors**. Given that this group represents the largest share of the total CCI LSP membership (55 out of 124), their broader engagement is not unexpected. In total, **39% of members operating across CCI subsectors are also affiliated with at least one other LSP.**

More notably, 10 out of 19 members whose activities are **not specific to CCIs are affiliated with other partnerships, representing 53% of that subgroup**. This suggests a relatively high level of cross-sectoral involvement among members whose primary focus lies outside the CCI domain.

Figure 3: Subsector of CCI members affiliated to more than one partnership (N = 33)
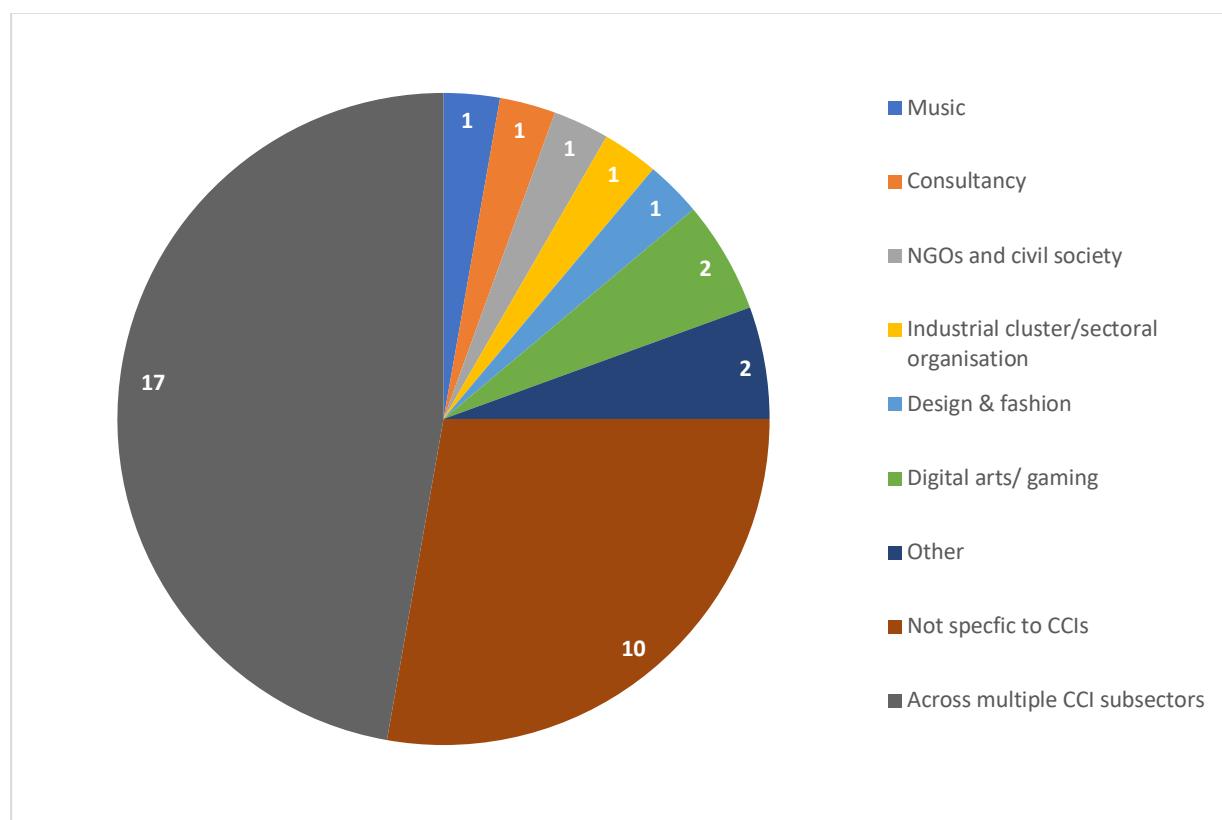

Ecorys: Pact for Skills Database, June 2025

Analysis of CCI members operating in fields not specifically linked to CCIs.
This section examines the affiliation of the 10 members whose activities are not specifically tied to CCIs. Importantly, members can be affiliated with more than one partnership, which is why the total number of affiliations (12) exceeds the number of members in this group (10).

The figure below shows that:

- **Proximity and Social Economy LSP**, is affiliated with CCI members 4 times, making it the most common partnership among this group.

- Other affiliations include the Automotive Skills Alliance, Digital, European Health Industry, Health, Long-term Care, TCLF (Textile, clothing, leather and footwear), and Tourism. Other, stands for the 'LiberateSkills - A Lifelong Learning European Pact for Correctional Excellence' partnership.

Figure 4: Affiliated partnerships of Members with activities that are not connected to CCIs (n=12)
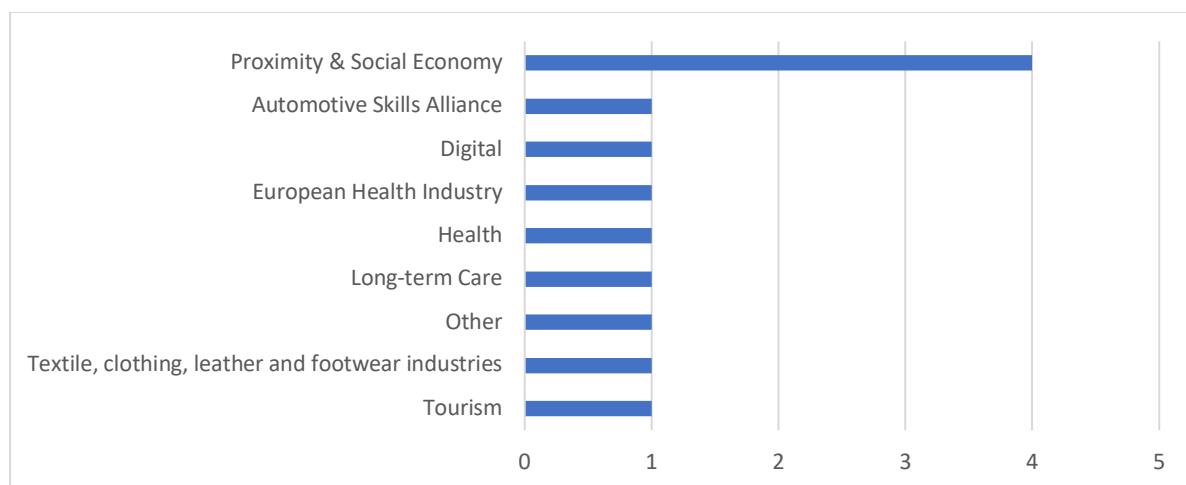
Ecorys: Pact for Skills Database, June 2025

This distribution suggests that while members with non-CCI-specific activities engage across various sectors, there is a **notable concentration in the Proximity and Social Economy** domain. However, given that these CCI members do not have a strong link with the CCI ecosystem, they are likely less relevant for the LSP for the purpose of creating synergies.

Analysis of CCI members operating across CCI subsectors and their affiliation with other partnerships
**Figure 5** illustrates the partnerships affiliated with the 17 CCI members who operate across multiple CCI subsectors and are also involved in more than one partnership. In this figure, regional partnerships are highlighted in **red**, while Large-Scale Skills Partnerships (LSPs) are shown in **blue**.

Among the **regional partnerships**, the KSIgune Regional Skills Partnership is the most common one with five affiliations, while the Skills in the Chemical Industry Regional Skills Partnership has one affiliation.

In terms of **LSPs**, the strongest connection is with the **Proximity and Social Economy LSP**, which includes **three affiliations**. This is followed by individual affiliations with the **Textile, Clothing, Leather and Footwear (TCLF)** LSP, **Retail**, **Health**, and the **Automotive Skills Alliance**. There is scope to approach these LSPs to explore future collaboration and synergies.

Figure 5: Affiliated partnerships of Members operating across multiple CCI subsectors (n=24)

Ecorys: Pact for Skills Database, June 2025