

# Searchable multi-dimensional Data Lakes supporting Cognitive Film Production & Distribution for the Promotion of the European Cultural Heritage

Grant Agreement No 101095303

## SCENE Policy Workshop Future policy needs for the European Film Industry



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# 1 Introduction

This document presents the results of the policy workshop organised within Task 6.3 of the SCENE project as a complementary validation and sense-making component of the overall foresight process. The workshop was designed to support the interpretation and operational translation of the policy scenarios developed through desk research and the two-round Delphi exercise, rather than to generate new empirical evidence.

The workshop brought together a selected group of stakeholders with expertise across filmmaking practice, public policy, funding and governance, and digital transformation. Its purpose was to collectively interrogate the plausibility, internal coherence, and policy relevance of the emerging scenarios for the European filmmaking industry, with particular attention to implementation conditions, governance capacity, and systemic constraints affecting competitiveness, sustainability, and cultural diversity.

Methodologically, the workshop functioned as an integration step between scenario construction and the formulation of final policy recommendations for the SCENE project. Participants were invited to reflect on how alternative future trajectories would interact with existing institutional frameworks, market structures, and regulatory instruments, and to identify areas where policy intent risks diverging from operational reality. This process enabled the stress-testing of key assumptions underpinning the scenarios and helped surface leverage points, trade-offs, and bottlenecks that may not be fully captured through expert elicitation alone.

The results presented in this document are reported in a structured and aggregated manner. They focus on cross-cutting patterns, areas of convergence and tension, and policy-relevant insights emerging from the discussions, rather than on individual positions or statements. Together with the two round Delphi exercise findings, the workshop outcomes contribute to refining the final policy scenarios and strengthening the robustness, feasibility, and strategic relevance of the recommendations presented in Deliverable D6.10, which is publicly available for download on the project website (<https://thesceneproject.eu/resources/>).

## 2 Policy workshop analysis and key findings

This document presents the analysis of the policy workshop discussions in a question-by-question format. Each section corresponds to one guiding question used during the workshop and synthesises the main patterns, points of convergence, and areas of tension that emerged across participant interventions. The analysis focuses on cross-cutting insights and policy-relevant implications. Findings are reported in an aggregated manner and interpreted in relation to the policy scenarios developed under T6.3 of the SCENE project, with particular attention to feasibility, governance capacity, and implementation constraints.

### Q1 - Single most urgent direction: Which draft policy direction should come first (2026–2027)? (Pick ONE)

The participants were asked to pick the one draft policy direction that should be addressed as a first priority in the 2026-2027 timeframe. In general, the data reflects that there is no single “winner” but rather a short-term priority trio around Funding usability reform (F1) and Skills & access at scale (F2) (4 picks each), followed closely by AI governance baseline (F3) (3 picks) as illustrated in **Figure 1** and summarised in **Table 1**. Cross-border integration mechanisms (F4) (2 picks) and Distribution & visibility measures (F5) (1 pick) were picked less often.

This data reflects that the short-term policy agenda is viewed as a sequencing problem, wherein before more fundamental, longer-term policy interventions can be made, the system requires early attention to (i) usability and speed of funding access, (ii) skills and capacity scaling in the sector, and (iii) establishing a baseline for AI governance. Distribution/visibility measures seem to be recognized but not seen as the most

pressing constraint in the 2026-2027 timeframe, while cross-border integration is recognized as important but less “doable” without prior enabling changes.

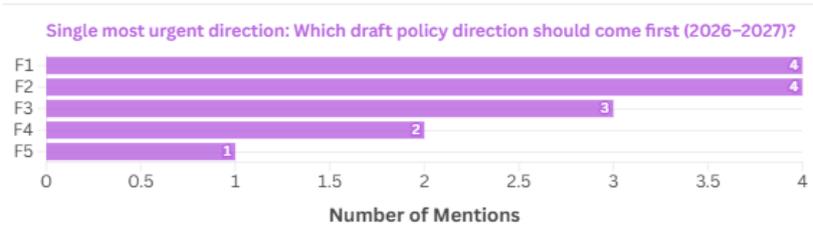


Figure 1: Single most urgent policy direction for 2026–2027.

Table 1: Distribution of responses on the single most urgent policy direction (2026–2027).

Code	Trend	Mentions
F1	Funding usability reform (simplify access, reduce bureaucracy, faster decisions)	4
F2	Skills & access at scale (training, capacity-building, affordability/unequal access)	4
F3	AI governance baseline (authorship/credit, transparency, accountability)	3
F4	Cross-border integration mechanisms (harmonization, smoother co-production & circulation, interoperability across schemes)	2
F5	Distribution & visibility measures (discoverability, long-tail circulation, fair terms)	1

## Q2 - Top two overall: Select your TOP 2 directions overall (Pick TWO)

Q2 allowed respondents to pick their top two overall policy directions, facilitating analysis on which policies are considered complementary rather than mutually exclusive. As shown in **Figure 2** and summarised in **Table 2** Funding usability reform (A1) being the clear anchor choice (8 mentions), followed by Skills & access at scale (A2) (7 mentions). A secondary tier consists of AI governance baseline (A3) (5 mentions), followed by Cross-border integration mechanisms (A4) and Distribution & visibility measures (A5), both of which are mentioned 4 times.

This data further supports a bundled policy approach. Funding usability is the most frequently represented component in combinations, supporting the idea that it is understood as the key to unlocking progress in other areas. Skills/access, AI governance, and cross-border integration are represented as interdependent layers, required in addition to but not instead of funding reform. Distribution and visibility measures are also represented as a frequent combination, but are more likely to be represented as part of a package deal.

These responses support a strong convergence message: the ineffectiveness of policy is not a lack of tools, but usability, accessibility, and friction, and that early competitiveness success is as much about institutional change as it is about market or technology strategy.

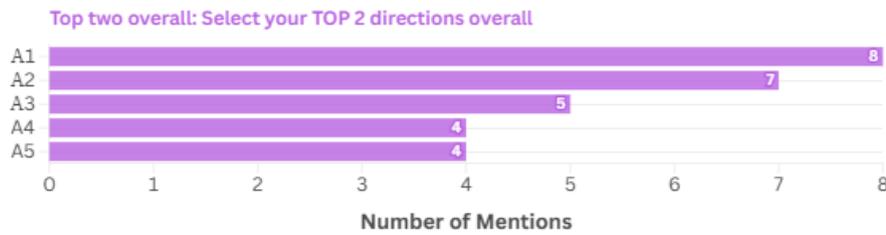


Figure 2: Frequency of policy directions selected as top two priorities.

Table 2: Distribution of responses for top two policy priorities.

Code	Trend	Mentions
A1	<b>Funding usability reform (simplify access, reduce bureaucracy, faster decisions),</b>	8
A2	Skills & access at scale (training, capacity-building, affordability/unequal access)	7
A3	AI governance baseline (authorship/credit, transparency, accountability)	5
A4	Cross-border integration mechanisms (harmonization, smoother co-production & circulation, interoperability across schemes)	4
A5	Distribution & visibility measures (discoverability, long-tail circulation, fair terms)	4

### Q3 - Success by 2027: In one sentence, what would “success by 2027” look like for your #1 direction?

Q3 invited participants to describe what “success by 2027” would look like for their top priority policy direction. Despite minor variations in phrasing, responses converge around a limited set of shared outcomes. Success is primarily defined as simpler, fairer, and more predictable access to funding, enabling greater stability for creators and companies, more sustainable business models, and improved audience reach and retention.

Beyond funding, participants consistently associate success with skills and training systems that are inclusive, scalable, and aligned with real production environments, as well as with enforceable AI governance grounded in transparency, attribution, and accountability, and operationalised through funding conditions and production contracts. A smaller but notable set of responses highlights the importance of an enabling infrastructure layer, including improved data standardisation and EU-wide registries, to support comparability, visibility, and effective enforcement across Member States.

### Q4 - Choose the best 2-part package: Which TWO -part package should be prioritized first? (Pick ONE) (If you selected “Other”, write your package in this format: [A] + [B])"

Q4 asked the audience to pick the two-part policy combination that is most urgent to tackle first. As illustrated in **Figure 3** and summarised in **Table 3** the most picked combination is Funding usability reform + Skills & access at scale (G1) (4 picks), which shows that the audience recognizes institutional friction and skills capacity as the two most pressing issues that need to be addressed simultaneously. The second most picked

combination is AI governance baseline + Skills & access (G2) (3 picks), which shows that AI governance is only credible as a first-step solution if combined with skills and access.

The combinations that include cross-border integration are there but not prominent, which shows that cross-border integration is recognized as important but not credible as a first-step solution. Lastly, distribution and visibility-related measures only appear in combinations involving funding usability reform or cross-border integration, which further supports the notion that distribution reform is a downstream issue that is contingent on prior enabling conditions.

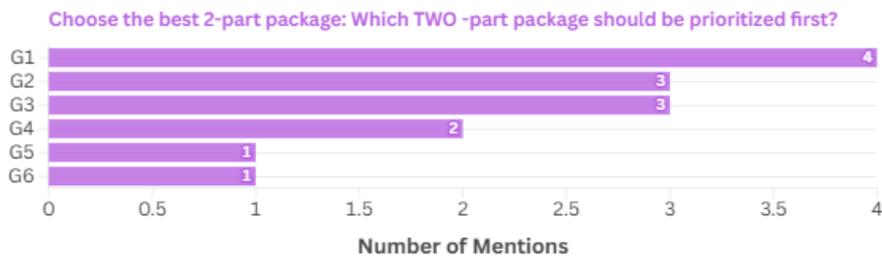


Figure 3: Frequency of selected two-part policy combinations.

Table 3: Stakeholder preferences for initial two-part policy packages.

Code	Trend	Mentions
G1	Funding usability reform + Skills & access at scale	4
G2	AI governance baseline + Skills & access at scale)	3
G3	Distribution & visibility measures + Cross-border integration mechanisms	3
G4	Cross-border integration mechanisms + Funding usability reform	2
G5	Funding usability reform + Distribution & visibility measures	1
G6	AI governance baseline + Funding usability reform	1

## Q5 - Funding reform: what is most impactful? For FUNDING USABILITY reform, which two measures would have the biggest impact? (Pick TWO)

Q5 examined what stakeholders mean by “funding usability reform” by asking respondents to pick the two measures that would have the greatest impact. As shown in **Figure 4** and summarised in **Table 4** priorities are clearly focused on simplifying and speeding up processes, rather than spending more money. The most frequently cited measure is a simplified application process for small/medium projects (B1) (7 mentions), followed by more transparent criteria and decision logic (B2) and faster time-to-decision targets (B3) (6 mentions each). A second level includes minimizing duplication between EU, national, and regional programs (B4) (4 mentions), while improving support for innovation/high-risk projects (B5) (3) and more flexible budgets for cost inflation/contingencies (B6) (2) are less central.

The pattern of results indicates a high degree of convergence around three usability principles: proportionality (simplified processes tailored to project size), predictability and transparency (legible criteria and decision logic), and timeliness (decision cycles aligned with production cycles and cost pressures). System coherence and risk/flexibility instruments are acknowledged as important, but relegated to secondary or

supporting status—implying that stakeholders perceive procedural obstacles as the limiting factor, and that more complex financial engineering will have little impact unless usability issues of access, clarity, and speed are first addressed.

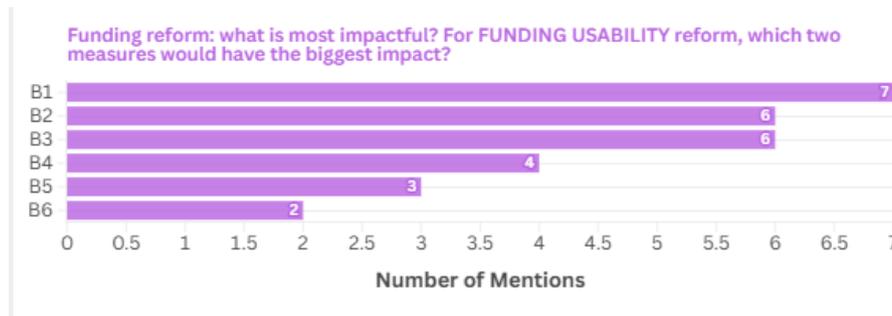


Figure 4: Most impactful funding usability measures (number of mentions).

Table 4: Stakeholder priorities for improving funding usability.

Code	Trend	Mentions
B1	Lighter / simplified application pathway for small–medium projects	7
B2	Clearer criteria + transparent scoring/decision rationale	6
B3	Faster time-to-decision targets (service standards)	6
B4	Reduced duplication across EU/national/regional schemes	4
B5	Better support for innovation/high-risk projects (financing instruments)	3
B6	More flexible budgets to handle cost inflation / contingencies	2

## Q6 - Distribution/visibility: what is most needed? For DISTRIBUTION & VISIBILITY, which two actions matter most? (Pick TWO)

Q6 asked for the two most important actions to improve distribution and visibility for European filmmaking. The data as illustrated in **Table 5** and **Figure 5** indicates a strong focus on structural actions over soft ones. The first action is the improvement of discoverability and long-tail distribution (J1) (10 mentions), followed by a better bargaining position and terms in platform-driven distribution (J2) (7 mentions). The second level includes actions for audience development and media literacy (J3) and improving cross-border distribution through practical solutions (J4) (4 mentions each), while better access to audience data/insights (J5) (3 mentions) emerges as a secondary action.

The data indicate that the respondents consider visibility a problem of sustained algorithmic visibility and platform logic and not a problem of marketing. The combination of discoverability and bargaining position also indicates that the respondents consider distribution a problem of power asymmetry and contractual leverage rather than a problem of market logic. Audience development is seen as helpful but not sufficient on its own, supporting the idea that demand-side actions cannot fully overcome platform gatekeeping. When cross-border distribution is chosen, it is chosen in a practical manner, indicating a preference for concrete solutions over abstract “Europeanisation”-based goals. In general, the results support a platform-based understanding of the distribution problem, in which improved visibility is contingent on both technical and structural discoverability solutions and improved bargaining positions for European films.

Table 5: Stakeholder priorities for distribution and visibility reform.

Code	Trend	Mentions
J1	Measures that improve discoverability and long-tail circulation	10
J2	Stronger bargaining position / fairer terms in platform-driven distribution	7
J3	Support for audience development and media literacy initiatives	4
J4	Strengthen European circulation across borders (practical mechanisms)	4
J5	Better access to audience data/insights for producers/funds (where feasible)	3

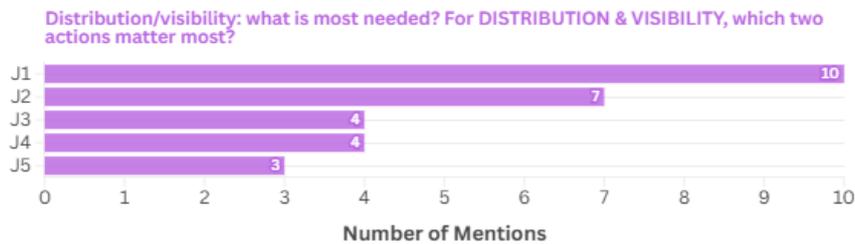


Figure 5: Priority actions for distribution and visibility (number of mentions).

## Q7 - Skills & access: what matters most? For SKILLS & ACCESS AT SCALE, which two actions matter most? (Pick TWO)

Q7 asked for the two most important actions to improve skills and access at scale in the European filmmaking ecosystem. The data as shown in **Table 6** and **Figure 6** a very consistent pattern, with the strongest indication being towards material access and implementation support. The two most popular actions are access to tools and infrastructure through shared facilities or credits/vouchers (L1) with 9 mentions, followed by training pipelines for key roles, including freelancers (L2) with 7 mentions. A second level includes implementation guides for adoption (L3) and standardized curricula/micro-credentials that are recognized across Europe (L4) with 5 mentions each, while train-the-trainer programs (L5) are mentioned 2 times.

The community views “skills and access” more as a set of actions that include hands-on access, role-based capacity development, and support for implementation in the real world. The clear leadership of tool/infrastructure access indicates that skills deficits are not only a matter of education, but also of infrastructure, where the lack of access is a barrier to learning by doing. The focus on role-based pipelines, including freelancers, reinforces the idea that scaling digital skills requires support that is aligned with the needs of specific roles and employment patterns. Finally, the importance of adoption support (toolkits, templates, procurement assistance) suggests that the main barriers to implementation are in the workflow and integration points, rather than awareness. While standardization via credentials is appreciated, it plays a secondary role to access and pipelines, suggesting that recognition systems are only useful in combination with conditions for implementation.

Table 6: Stakeholder priorities for skills and access at scale.

Code	Trend	Mentions
L1	Access to tools/infrastructure via shared facilities or credits/vouchers	9

L2	Training pipelines for priority roles (incl. freelancers)	7
L3	Practical guidance for adoption (toolkits, templates, procurement support)	5
L4	Standardised curricula/micro-credentials recognised across Europe	5
L5	Train-the-trainer programmes (capacity building for training bodies)	2

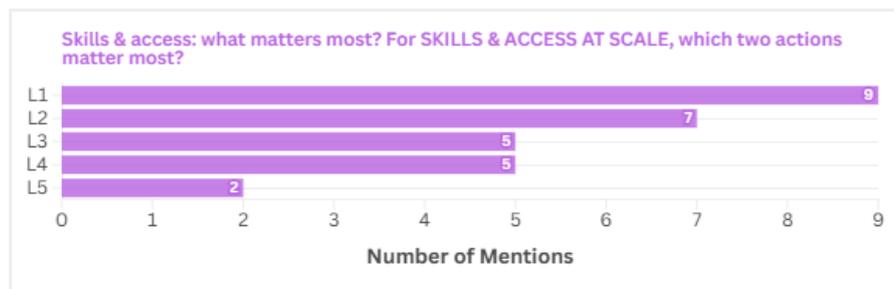


Figure 6: Most important actions for skills and access at scale (number of mentions)

## Q8 - Cross-border: what matters most? For CROSS-BORDER INTEGRATION, which two actions matter most? (Pick TWO)

Q8 asked respondents to pick the two most important steps for improving cross-border integration in European filmmaking. As illustrated in **Figure 7** and summarised in **Table 7** the data clearly indicates a strong operational definition of integration based on administrative compatibility rather than symbolic flow. The most popular answer is “harmonized/compatible funding terms and simplified co-production schemes” (K1) (8 mentions). This is followed closely by “interoperable data standards and shared administrative templates” (K3) and “access mechanisms for smaller regions/markets” (K2) (7 mentions each). A secondary level includes “pan-European circulation support (festivals, subtitling, marketing)” (K4) (4 mentions), while “rights/IP and contracting advice for cross-border productions” (K5) is less common (2 mentions).

All stakeholders view cross-border integration as a matter of smoothing the interface between national and EU frameworks. The high priority given to data interoperability and shared templates suggests that integration is often a matter of “invisible” infrastructure—forms, compatibility, and compliance costs—rather than the lack of cross-border ambition. At the same time, the high priority given to access mechanisms for smaller markets suggests that equity is a fundamental design requirement: without corrective action, cross-border initiatives are likely to perpetuate concentration in already-strong production centers. Circulation support is acknowledged, but placed further downstream, implying that improved visibility and distribution are only effective once projects can be adequately financed and staged across borders.

Table 7: Stakeholder priorities for cross-border integration.

Code	Trend	Mentions
K1	Harmonised/compatible funding rules and simpler co-production procedures	8
K2	Access mechanisms for smaller regions/markets (equity/fair access)	7
K3	Interoperable data standards and shared administrative templates	7

K4	Pan-European circulation support (distribution, festivals, subtitling/marketing)	4
K5	Rights/IP and contracting guidance for cross-border productions	2

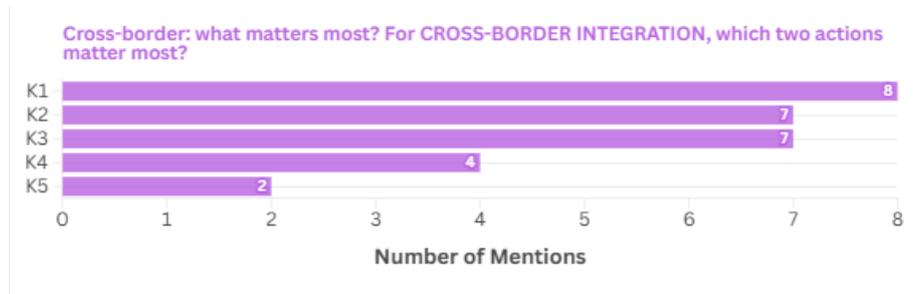


Figure 7: What matters most for cross-border integration (number of mentions).

## Q9 - AI baseline: pick the two non-negotiables: For AI governance, which TWO baseline rules are non-negotiable? (Pick TWO)

Q9 asked participants to pick the two baseline rules that must be regarded as non-negotiable in AI governance in the screen industry. As shown in **Figure 8** and **Table 8** the results reveal a strongly hierarchical structure. The first level is clearly the protection of authorship/credit and human creative control (M1), picked 11 times, well ahead of any other option. The second level consists of transparency and disclosure regarding the use of AI (M2) and rules regarding accountability/liability for AI-enabled outputs (M3), both picked 6 times, followed by consent and data rights regarding training/inputs (M4), picked 5 times.

The data show a near-universal consensus that AI governance in the screen industry must be founded first and foremost on the protection of creative authorship and human control. Transparency and accountability are seen as necessary and unconditional baseline requirements, but clearly subordinated to this fundamental principle. Data rights and consent are also acknowledged as part of the baseline, but clearly subordinated to the immediate need of protecting creative ownership, credit, and responsibility in AI-enabled production processes.

Table 8: Stakeholder priorities for AI governance baselines.

Code	Trend	Mentions
M1	Protect authorship/credit & meaningful human creative control	11
M2	Transparency / disclosure when AI is used (proportionate to role/risk)	6
M3	Clear accountability / liability rules for AI-assisted outputs	6
M4	Consent & data rights for training/inputs	5

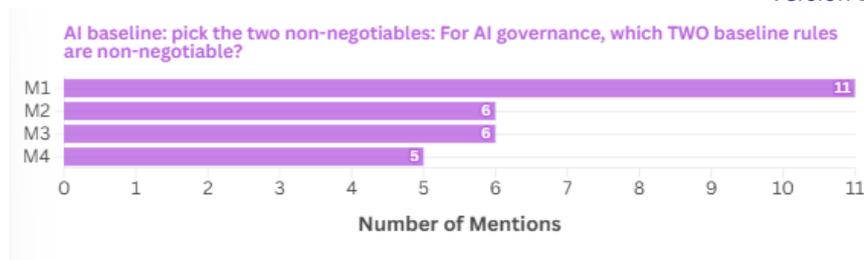


Figure 8: Priority AI governance baselines (number of mentions).

## Q10 - Do you support including the following in the policy brief? “Require transparency when generative AI is used in screen production/distribution workflows.”

Q10 examined whether the respondents are in support of the inclusion of the following in the policy brief: “Require transparency when generative AI is used in screen production/distribution workflows.” As illustrated in **Figure 9** The results are clear and unanimous. Of the 14 responses, 11 are in support of inclusion as is, and 3 are in support of inclusion but propose a different formulation. What is important to note is that there are no opposing responses (0 “No” responses).

The results suggest that there is a high degree of consensus on the proposition that the requirement for transparency in AI should be considered a baseline policy requirement in the screen industry.



Figure 9: Level of support for AI transparency in screen workflows.

## Q11 - If rewording, how? If you chose “needs rewording”, what would you change (1-2 sentences)?

Q11 asked respondents who chose “needs rewording” to suggest alternative wording for the AI transparency statement. Although the number of comments is small, they all point to a similar set of improvements in drafting. Respondents highlight that transparency needs to be operational and enforceable, rather than symbolic—particularly through disclosure and basic record-keeping whenever generative AI is used. They also highlight that transparency obligations need to cover the entire creative process, from development/writing through to production, post-production, and distribution, to prevent loopholes or cherry-picking.

Another consistent message is that respondents would like clarification on what needs to be disclosed and when, with minimum “traceability” (such as what was AI-assisted, at what point, and key inputs/datasets if applicable). The comments overall indicate a concern with wording rather than a disagreement with the substance, which respondents strongly support but want to be drafted in a proportionate and auditable way so that compliance can be understood and verified.

## Q12 - Biggest implementation bottleneck: What is the biggest bottleneck to implementing your preferred package? (Pick ONE)

Q12 asked respondents to pick the biggest single bottleneck in implementing their preferred policy package. As shown in **Table 9** and **Figure 10** clearly shows the dominance of funding design and bureaucracy/administrative burden (H1), picked 6 times, as the foremost perceived bottleneck in implementation. Two second-order bottlenecks are equal in weight: skills/capacity and uneven access to people, tools, and infrastructure (H2) (3 picks) and market power and platform-driven distribution dynamics (H3) (3 picks). Very few respondents pick legal clarity (H4) or cross-border fragmentation (H5) as the biggest bottleneck (1 pick each).

The data clearly shows that the distribution of perceptions about implementation risk is that it is a delivery problem, not a legal or conceptual one. Even if respondents rank AI governance and rights highly in other questions, they do not see it as the biggest bottleneck if funding systems are slow, complex, and inflexible. This strongly corroborates the earlier findings on funding usability (Q6), which again emphasizes that procedural barriers are the crucial failure point where reforms fail. However, the high ranking of market power and platform-driven distribution dynamics and skills/access bottlenecks also indicates that even with better delivery systems, the outcomes can be driven by structural distribution imbalances and skill gaps. Cross-border alignment and legal issues are important but are relegated to secondary issues that can be easily managed if the core delivery systems are in place.

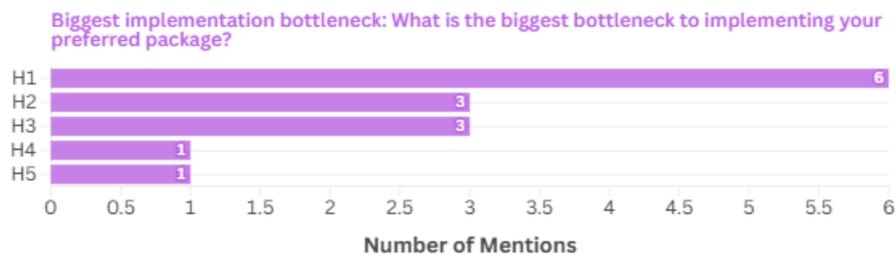


Figure 10: Perceived implementation bottlenecks in EU film policy.

Table 9: Stakeholder views on primary implementation barriers

Code	Trend	Mentions
H1	Funding design & bureaucracy / administrative burden	6
H2	Skills/capacity & uneven access (people + tools + infrastructure)	3
H3	Market power & distribution dynamics (platform-driven conditions)	3
H4	Legal clarity (IP/AI/rights/ethics) and contracts	1
H5	Cross-border fragmentation / lack of alignment across Europe	1

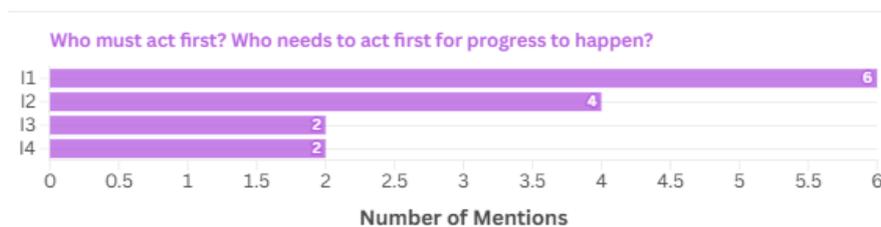
## Q13 - Who must act first? Who needs to act first for progress to happen? (Pick ONE)

Q13 asked participants to pick who needs to move first in order for substantial progress to be made. As illustrated in **Figure 11** and summarised in **Table 10** the results indicates that the first-mover advantage is most strongly held by EU-level policy and initiatives (I1), picked 6 times, followed by a mixed/shared responsibility (I2) (4 picks). National/Regional public funds and film commissions (I3) and industry actors (I4) are picked less often (2 times each).

It seems that participants consider the EU to be the main first mover, especially regarding issues of agenda-setting, coordination, and rule-setting in areas where harmonization and common standards are necessary—such as funding usability, AI governance foundations, and cross-border compatibility. However, the fact that the percentage of those picking shared responsibility is relatively high indicates that participants do not believe that progress can or should be made unilaterally: implementation is expected to be a shared process among levels once the direction is set. National and regional bodies are seen as important implementation actors, but not as system-level reform drivers without the support of those above them. Finally, the low percentage of industry-led action suggests a lack of trust in self-driven or self-regulated change, further underscoring the need for public intervention and governance to facilitate change at scale.

*Table 10: Stakeholder views on who should act first.*

Code	Trend	Mentions
I1	EU-level policy / programmes	6
I2	Mixed / shared responsibility	4
I3	National/regional public funds & film commissions	2
I4	Industry (producers, unions/guilds, associations)	2



*Figure 11: Perceived first movers for policy progress*

## Q14 - One example we should capture: Any concrete example, pain point, or “good practice” we should capture for the policy brief? (2-5 lines)

Q14 asked for a specific example or “good practice” that should be reflected in the policy brief. While the number of answers is small, they provide three different kinds of evidence that are complementary to each other: a system-level pain point related to a diagnostic system-level problem, an institutional capacity gap, and a proof-of-concept.

First, the answer provides a description of a system-level pain point where even prize-winning European films have difficulty in circulating beyond their own markets. The pain point described is not related to quality or demand but to the fact that there are fragmented cross-border needs (rights, deliverables, reporting, marketing) and platform conditions that restrict long-tail use.

Second, one of the answers identifies an institutional capacity gap: that is, reform is more likely to happen only when policymakers have a clear understanding of the macroeconomic implications of the audiovisual

sector. The answer emphasizes the importance of continuous communication, increased data supply, and capacity-building for policymakers, suggesting that progress is conditional on institutional capacity rather than one-off consultations.

Finally, SCENE is introduced as a good practice example, showing how an integrated set of digital solutions (location scouting, simulation, audience analysis, and IP protection) can address fragmentation and support competitiveness, cultural, sustainability, and governance priorities. These three elements of the answer support the logic of the project’s policy brief: identify system-level pain points, build institutional capacity, and provide integrated solutions that are feasible in practice.

## Interactive prioritization exercise (NOW/NEXT/LATER)

The collaborative sequencing exercise provided a practical roadmap for how policy action could realistically unfold:

- **NOW (start immediately):** skills/access mechanisms and training pipelines; funding time-to-decision and transparency improvements; cross-border interoperable templates/alignment; baseline AI disclosure guidance and contract clauses; initial standardisation actions (reporting/templates/IDs and registries).
- **NEXT (scale and formalise):** wider cross-border interoperability and alignment; development of Europe-wide data/insights infrastructure “where feasible”; scaling and institutionalising service standards and templates.
- **LATER (longer-horizon structural measures):** distribution structural market power measures; deeper AI governance implementation; investment architecture and governance targets for public support of digital creative infrastructure (including instruments to incentivise private capital).

Participants also contributed specific additional notes, including: improved coordination with broadcasters/EBU for catalogues/co-production, standardised reporting templates to reduce duplication, registry/identifier alignment to improve discoverability, EU-level workforce/working-conditions audit, and regulatory gap mapping.

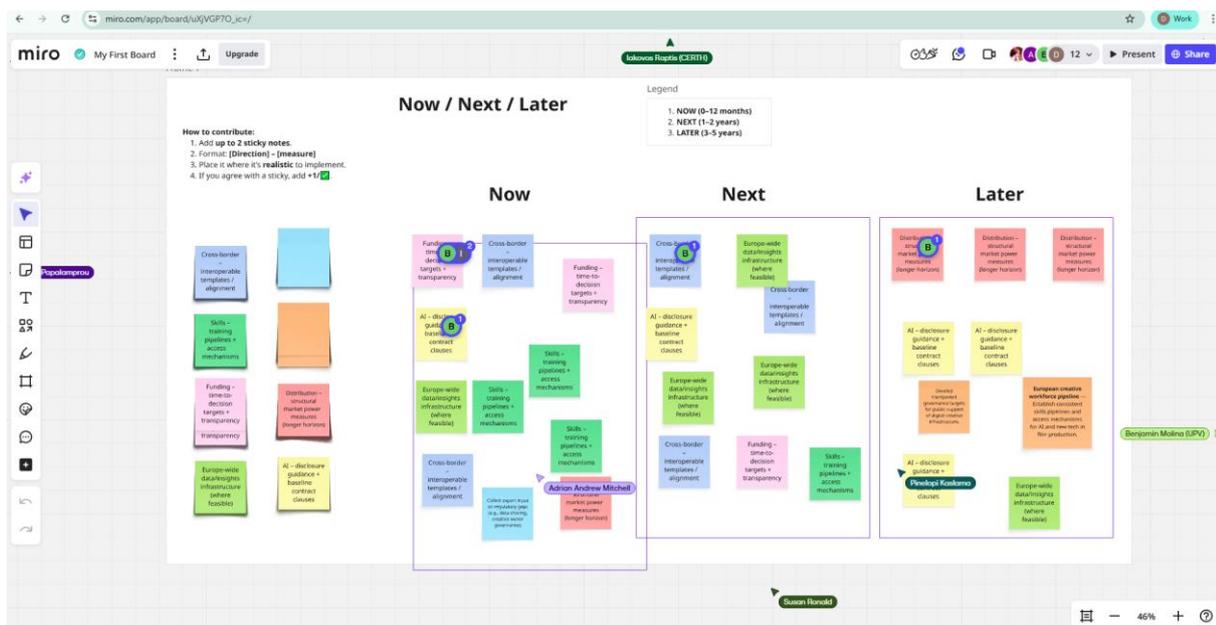


Figure 12: Interactive prioritization exercise (NOW/NEXT/LATER) on Miro board.



Participants also contributed specific additional notes, including: improved coordination with broadcasters/EBU for catalogues/co-production, standardised reporting templates to reduce duplication, registry/identifier alignment to improve discoverability, EU-level workforce/working-conditions audit, and regulatory gap mapping.

## Key outcomes of the SCENE policy workshop

### 1) Priority directions for 2026–2027:

Participants showed strongest convergence around a “near-term cluster” of reforms combining:

- **Funding usability reform** (simplify access, reduce bureaucracy, improve transparency and speed),
- **Skills and access at scale** (training pipelines and access mechanisms for tools/infrastructure), with **AI governance baseline** and **cross-border interoperability** repeatedly appearing as enabling priorities rather than standalone issues. Distribution/visibility was consistently raised as important, but more often positioned as a coupled or longer-horizon lever.

### 2) Policy packages:

The workshop reinforced the need for **bundled policy action**; the strongest package signals were:

- **Funding usability + Skills & access** (as a fast, implementable combination),
- **Distribution/visibility + Cross-border integration** (to support circulation beyond home markets),
- **AI governance + Skills & access** (to ensure adoption without eroding rights, credit, or accountability).

### 3) Concrete measures most emphasized:

Across the interactive exercise, participants repeatedly prioritised measures that are implementable and reduce friction:

- For **funding usability**: lighter pathways for small/medium projects, clearer criteria and transparent scoring/decisions, and time-to-decision service standards.
- For **skills & access**: access mechanisms to tools/infrastructure (e.g., shared facilities, vouchers/credits), training pipelines for priority roles (including freelancers), and practical adoption guidance (toolkits/templates).
- For **cross-border integration**: harmonised/compatible procedures, interoperable templates/data standards, and mechanisms supporting fair access for smaller markets.
- For **distribution/visibility**: discoverability and long-tail circulation measures, combined with attention to platform-driven terms and the practical conditions for European circulation.

### 4) AI governance baseline: strong support for minimum safeguards.

Participants broadly supported establishing baseline expectations around AI use in screen production and distribution. The most consistently emphasised safeguards were: **authorship/credit and meaningful human creative control**, supported by **transparency/disclosure** and clearer **accountability** and **data/consent** considerations. Where refinement was suggested, it focused on making transparency requirements more **operational and proportionate** (e.g., clear disclosure and record-keeping practices).

### 5) Feasibility and bottlenecks:

The workshop highlighted that implementation success depends on reducing systemic friction. The most frequently cited bottlenecks are related to:

- **administrative burden / funding design complexity,**
- **market power and distribution dynamics,** and
- **uneven skills/capacity and access to tools/infrastructure.**

Participants also noted the need for clear role allocation across governance levels (EU, national/regional funds/commissions, industry actors).

The interactive sequencing exercise produced a clear implementation roadmap that complements the priority rankings. Participants consistently framed the **“NOW” agenda around actions that remove friction** and can be deployed quickly—strengthening skills/access mechanisms, improving funding speed and transparency, enabling cross-border interoperability through shared templates, and setting a practical AI baseline (disclosure guidance and contract clauses), supported by early standardisation steps. The **“NEXT”** phase focuses on **scaling these foundations across Europe** by formalising interoperability and, where feasible, building shared data/insights infrastructure and institutionalising service standards. **“LATER”** captures the longer-horizon **reforms that require deeper structural change**—addressing distribution market power, maturing AI governance beyond baseline safeguards, and developing investment and governance frameworks for sustainable digital creative infrastructure (including mechanisms that can crowd in private capital).

## Conclusions

The SCENE policy workshop confirmed a near-term direction for strengthening the European filmmaking ecosystem: stakeholders prioritised **practical funding usability reforms** and **skills/access at scale** as the most immediate levers to reduce friction and enable innovation. Across discussions and structured inputs, **AI governance** and **cross-border interoperability** consistently emerged as enabling conditions (necessary to ensure adoption is trustworthy and scalable) while **distribution/visibility** was recognised as essential but often positioned as a coupled or longer-horizon area where structural conditions shape outcomes.

A key takeaway is that participants emphasised **bundled policy packages** (notably Funding+Skills; Distribution+Cross-border; and AI+Skills) and stressed that implementation success depends on addressing the main bottlenecks: **administrative burden, market power in distribution, and uneven capacity and access to tools and infrastructure**. The Now/Next/Later sequencing exercise provided a roadmap, favouring immediate action on usability, access mechanisms, interoperable templates and baseline AI guidance, followed by scaling interoperability and data/insights infrastructure, and reserving deeper structural and investment architecture changes for later stages.

These workshop outcomes provided the basis for SCENE’s policy brief: a **prioritised shortlist of directions**, a small number of **policy packages**, and a set of **implementable measures** supported by stakeholder reasoning and sequencing. These results will be integrated with the broader Task 6.3 evidence base (Rounds 1 and 2) to refine final wording and recommendations, and to ensure the policy brief reflects both urgency and feasibility.