

TEMPLATE

Output factsheet: Trainings

Version 1

Project index number and acronym	CE1565 SACHE
Lead partner	Chamber of Commerce, Industry, Craft and Agriculture of Venice Rovigo
Output number and title	<i>D.T2.3.3 Formal training courses addressed to Regional Authority and policy makers</i>
Responsible partner (PP name and number)	Friuli Venezia Giulia Autonomous Region (RAFG) - Department for culture and sportsPP3
Project website	https://www.interreg-central.eu/Content.Node/SACHE.html
Delivery date	03/02/2021

Summary description of the implemented training measure(s), explaining the specific goal(s) and target groups

The training event was held on the ZOOM platform. The training focused on good practices and cooperation between cultural institutions and CCIs, and on the definition and validation of problems and opportunities related to the development of new collaborations within the SACHE project.

The training agenda was composed by different modules:

- a module made of an informative section concerning new tools for the public-private collaboration and a section dedicated to the analysis of case-histories of partnerships between institutions and CCIs;
- a module dedicated to the analysis of the needs and of the indications emerged in the previous trainings;
- a final module concerning the discussion and the guidelines for the next phase of the SACHE project.

The training main goal was the improvement of the capacity of local and regional authorities' representatives to facilitate and support the matching between CCIs and cultural institutions.

The targets involved were different: in addition to Representatives of local public authorities, regional officers as representatives of the FVG AR (policy maker), target groups reached SMEs, freelancers, organizations operating in the cultural and creative sector and Universities, as components of the whole regional cultural and creative ecosystem.

NUTS region(s) where training(s) have been conducted (relevant NUTS level)

The participants to the on-line training were based in the Friuli Venezia Giulia Region, NUTS 2 region (ITH5) and specifically in the 4 NUTS 3 level areas: Pordenone (ITH41); Udine (ITH42); Gorizia (ITH43); Trieste (ITH44)

Expected impact and benefits of the trainings for the concerned territories and target groups

The improvement of the capacity of local and regional authorities to facilitate the matching between CCIs and cultural institutions and to support it will reinforce the Friuli Venezia Giulia region's cultural and creative ecosystem. The links between cultural and creative enterprises and cultural institutions are in fact central in a region that sees culture as one of the drivers of growth. Moreover, FVG AR tourist expenditure activated by the culture represents 54.1% of the total tourist expenditure (the highest percentage among the Italian regions) and many productions, especially those related to the made in Italy, is a specific interest of the tourists. The improvement of the capacity of local and regional authorities to facilitate the matching between CCIs and cultural institutions and to support it will increase the resilience of the regional economic system as a whole, strengthening the supply chains that already involve cultural and creative enterprises and will increase the ability to attract financial resources and investments.

Sustainability of the training(s) and developed training material(s) and their transferability to other territories and stakeholders

The training event main goal was the improvement of the capacity of local and regional authorities' representatives to facilitate the matching between CCIs and cultural institutions, through good practices, and through the exploration of the possibility offered by the Italian legal cultural system's framework.. Transferability is therefore possible if other regions want to study in deep explore best practices / legal forms as benchmarks, to compare / calibrate their own public-private partnerships and local communities' inclusion.

Lessons learnt from the development and implementation of training measures and added value of transnational cooperation

The main lessons learnt was related to:

- The role of Covid-19 pandemic as an accelerator model for culture and for the related policies;
- On the other hand, Covid-19 pandemic represented for the cultural sector, and for other sectors, an acceleration factor of some new processes already underway in the strategic governance of public and private services;
- New trends concern the community involvement in the management of cultural heritage; the need for new management models for the minor sites, the importance of redefining the ways of involving cultural professionals (going beyond the distorted use of cultural volunteering);
- The pandemic-imposed change factors that emphasized the benefits of public-private partnership (PPP);
- The involvement of communities and businesses has imposed itself as a central element in the new context, far beyond the model of commercial enhancement;
- Some legislative instruments and fiscal measures, useful for private companies to co-participate in the financing of initiatives related to heritage and cultural events, should be reviewed to make them more attractive for the private sector in terms of visibility and commitment;

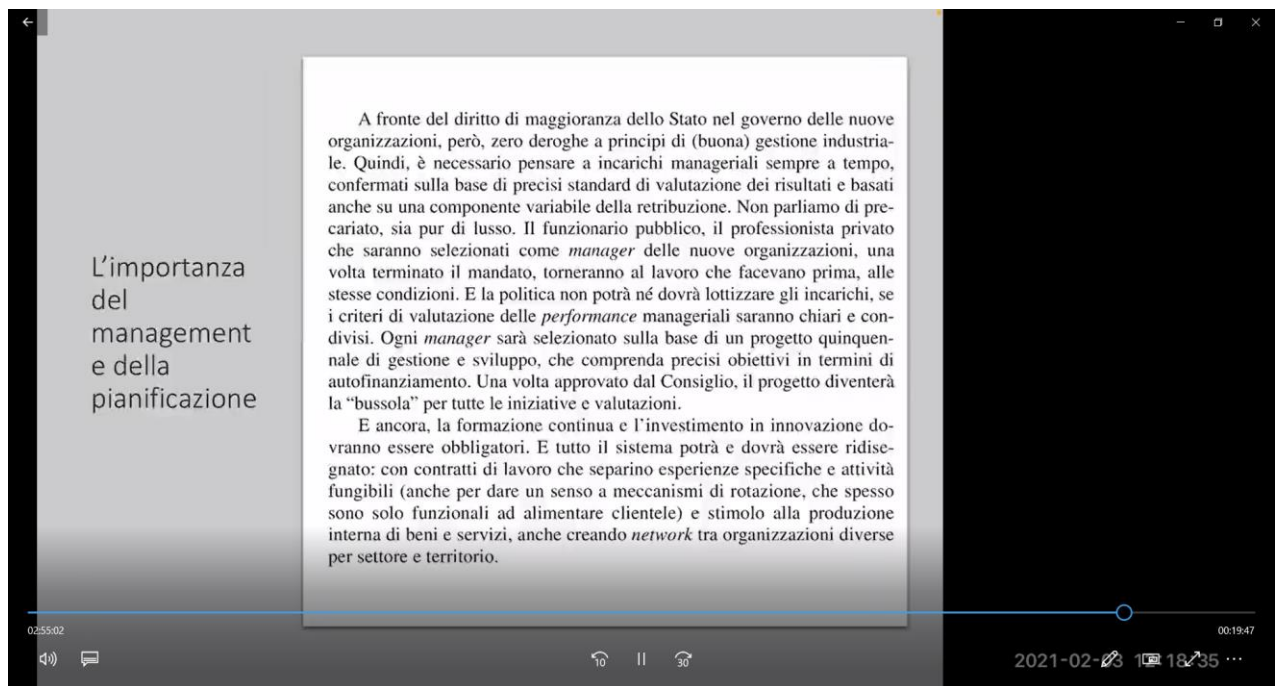
Some of the lessons learned, appropriately decontextualized, can represent noteworthy themes around which to develop a transnational cooperation. In particular, the role of Covid-19 pandemic as an acceleration factor of new trends and, at the same times, acceleration factor of a part of current organizational and management models linked to culture and related policies, could be a relevant theme for different territories.

References to relevant deliverables and web-links If applicable, pictures or images to be provided as annex

The recordings of the training and the materials shared with the participants are available at the following links:
http://www.regione.fvg.it/rafvfg/export/sites/default/RAFVG/cultura-sport/progetti-bandi-europei/FOGLIA10/FOGLIA4/allegati/2102_Presentazione_SACHE_3_febbraio_2021.pdf

http://www.regione.fvg.it/rafvig/export/sites/default/RAFVG/cultura-sport/progetti-bandi-europei/FOGLIA10/FOGLIA4/allegati/Le_partnership_pubblico-privato_nel_settore_culturale_3_febbraio_2021.zip

Pictures:



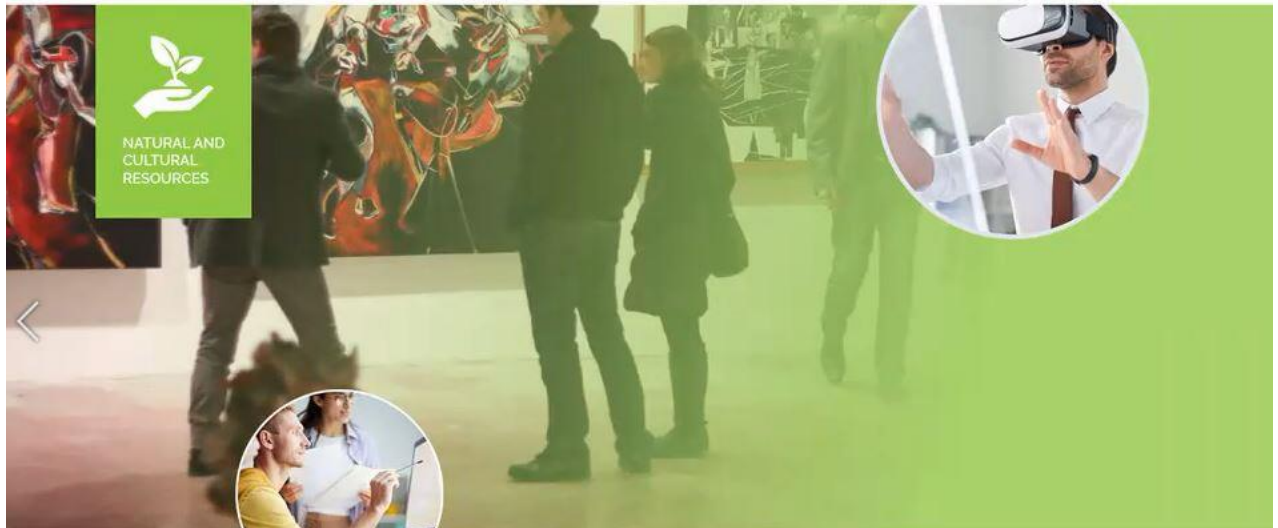
The screenshot shows a video player interface. On the left, a vertical title reads "L'importanza del management e della pianificazione". The main content area displays two paragraphs of text:

A fronte del diritto di maggioranza dello Stato nel governo delle nuove organizzazioni, però, zero deroghe a principi di (buona) gestione industriale. Quindi, è necessario pensare a incarichi manageriali sempre a tempo, confermati sulla base di precisi standard di valutazione dei risultati e basati anche su una componente variabile della retribuzione. Non parliamo di precariato, sia pur di lusso. Il funzionario pubblico, il professionista privato che saranno selezionati come *manager* delle nuove organizzazioni, una volta terminato il mandato, torneranno al lavoro che facevano prima, alle stesse condizioni. E la politica non potrà né dovrà lottizzare gli incarichi, se i criteri di valutazione delle *performance* manageriali saranno chiari e condivisi. Ogni *manager* sarà selezionato sulla base di un progetto quinquennale di gestione e sviluppo, che comprenda precisi obiettivi in termini di autofinanziamento. Una volta approvato dal Consiglio, il progetto diventerà la "bussola" per tutte le iniziative e valutazioni.

E ancora, la formazione continua e l'investimento in innovazione dovranno essere obbligatori. E tutto il sistema potrà e dovrà essere ridisegnato: con contratti di lavoro che separino esperienze specifiche e attività fungibili (anche per dare un senso a meccanismi di rotazione, che spesso sono solo funzionali ad alimentare clientele) e stimolo alla produzione interna di beni e servizi, anche creando *network* tra organizzazioni diverse per settore e territorio.

The video player controls at the bottom show a progress bar, volume icon, a play/pause button, a 30-second skip forward button, and a timestamp of 00:19:47. The system tray at the bottom right shows the date 2021-02-18 and the time 18:35.

Le partnership pubblico-privato nel settore culturale



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Analisi SWOT: partenariati ex art. 151

FORZA

- Flessibilità del modello e dello strumento normativo
- Apertura a organizzazioni fluide, aziende innovative, cooperative sociali e giovanili
- Capacità di coinvolgimento del territorio
- Conoscenza del territorio

OPPORTUNITÀ

- Necessità di passare dalla fase volontaristica alla strutturazione dell'impresa
- Sperimentazione di prodotti, servizi e modelli di business
- Opportunità derivanti da bandi e finanziamenti pubblici

DEBOLEZZA

- Assenza di competenze d'impresa e manageriali
- Pletoricità degli interlocutori
- Mancanza di processi organizzativi nella gestione dei comitati guida
- Approccio volontaristico

MINACCE

- Dissoluzione del partner privato
- Perdita di fiducia da parte del territorio
- Utilizzo strumentale delle organizzazioni private da parte di soggetti esterni
- Lentezza e difficoltà nel raggiungere gli obiettivi d'impresa