



REPORT ON LOCAL TRAINING NEEDS

D.T2.1.2 - PP5

Anna Bugalska, PhD

Grzegorz Truszewski



TABLE OF CONTENTS

ADMISSION

1.	PURPOSE OF RESEARCH.....	4
2.	RESEARCH METHODOLOGY	5
3.	SURVEY RESULTS	6
4.	QUALITATIVE TEST RESULTS	18
5.	CONCLUSIONS AND RECOMMENDATIONS.....	27



ADMISSION

This report is part of the EU project *Forget Heritage* (Innovative, replicable and sustainable Private Public Cooperation management models of the abandoned historical sites through setting up cultural and creative companies). It is a project whose goal is to promote cooperation between the institutions participating in it (10 institutions from 7 countries) in order to create management models for historical sites that have been neglected or abandoned. Cooperation serves the mutual exchange of information and recommendations on how to release the potential of unused objects of historical value. Such freed potential would contribute to improving the quality of life of the citizens and would strengthen the creative and cultural services sector by giving it the opportunity to express in these objects.

As part of the project, a development and training program will be designed and carried out for historical sites managers in Bydgoszcz. The program will equip the group covered by it with knowledge, skills and competencies necessary for the effective implementation of operational and strategic objectives in their managed objects. At the same time the program can become a platform for building relationships between participants, which will have a positive impact on the level of cooperation between them.

In order to design the program, it is necessary, however, to make reliable and accurate diagnosis of training and developmental needs of the participants. This report contains the said diagnosis. On the one hand, it presents the results of quantitative and qualitative research. On the other, based on them, it presents conclusions and recommended training and development activities.



1. PURPOSE OF RESEARCH

Defined objective of the study is to collect training needs of people dealing with objects of historical value, in which Creative and Cultural Industries (CCI) operations are conducted, and of public administration employees responsible for the management of facilities of historical value in Bydgoszcz. Accurately and reliably performed analysis of the needs for training and development is the **foundation to build an adequate program of training and development**. Moreover, it may also help to evaluate the actions taken, after the project is concluded.

Within the overall objective of the study, the main research questions were stated - concerning the training and development needs of people dealing with objects of historical value, in which Creative and Cultural Industries (CCI) operations are conducted, and of public administration employees responsible for the management of facilities of historical value in Bydgoszcz.

These questions are:

- What competencies are essential for the effective management of objects of historical value?
- What are the main challenges that the managers of such facilities have to face in their work?
- What methods to improve their competences are rated highest by the participants of the study?
- How can a training and development program be arranged?
- What would be the most appropriate unit to design and carry out the implementation of the program?

Answers to these questions will help design optimal, adequate and effective training and development program.



2. STUDY METHODOLOGY

Study methodology is based on a mixed quantitative and qualitative approach to data collection. It offers the opportunity not only to observe trends or tendencies, but also a deeper understanding of their causes.

The study group, which consists of people dealing with objects of historical value, in which Creative and Cultural Industries (CCI) operations are conducted, and of public administration employees responsible for the management of facilities of historical value in Bydgoszcz has been invited to carry out two activities:

- To fill in the questionnaire on training needs on the online platform
- To attend a focus meeting maintained by the moderator

In addition, telephone interviews were conducted with the people who could not attend the focus meeting.

Group, that realized that the aforementioned activities represented the following institutions (in alphabetical order):

- Fabryka Obrabiarek do Drewna Sp. z o.o.
- Foundation BRWI (Fundacja BRWI)
- Foundation for the Kazimierz Wielki University (Fundacja dla Uniwersytetu Kazimierza Wielkiego)
- Foundation Kamienica 12 (Fundacja Kamienica 12)
- Foundation for Culture Creation "Grupa W Działaniu" (Fundacja Kulturotwórcza "Grupa W Działaniu")
- ART-HOUSE Foundation (Fundacja Sztuki Art-House)
- The Municipal Gallery bwa in Bydgoszcz (Galeria Miejska BWA w Bydgoszczy)
- Klaster Przemysłów Kreatywnych Sp. z o.o. in Bydgoszcz
- Bookstore " Skrzynka na bajki" (Księgarnia „Skrzynka na bajki”)
- Moderator Investments (Moderator Inwestycje Sp. z o.o.)
- Bydgoszcz Canal Museum (Muzeum Kanału Bydgoskiego)
- Leon Wyczółkowski District Museum in Bydgoszcz (Muzeum Okręgowe im Leona Wyczółkowskiego w Bydgoszczy)
- Waterworks Museum in Bydgoszcz (Muzeum Wodociągów w Bydgoszczy)
- PSG, Bydgoszcz Gas Plant (Polska Spółka Gazownictwa Sp. z o.o. Oddział Zakład Gazowniczy w Bydgoszczy)
- ‘Art Deco’ Social Cooperative (Spółdzielnia Socjalna Art Deco)
- August Cieszkowski Street Residents Association SMAC (Stowarzyszenie Mieszkańców ul. Augusta Cieszkowskiego SMAC)
- Association for Women Development GINEKA (Stowarzyszenie na Rzecz Rozwoju Kobiet GINEKA)
- Kazimierz Wielki University in Bydgoszcz (Uniwersytet Kazimierza Wielkiego w Bydgoszczy)






- The Municipal Studio For Urban Planning (Miejska Pracownia Urbanistyczna)
- Bydgoszcz TownHall (Urząd Miasta Bydgoszczy)

3. SURVEY RESULTS

The survey took place from 3rd to 25th of July 2017. 49 people - directly or indirectly managing objects of historical value in Bydgoszcz - were invited. The questionnaire was eventually filled by 23 people, giving a return value of 46.9%. This is a satisfactory percentage of returns given the fact that a large proportion of respondents was on leave.

















It is however important to note, that the group, which was dedicated to a survey is small from the point of view of quantitative research. This is due, of course, with its specificity. Therefore, the results analysis of 23 surveys should be carried out with more focus on quality than quantity, focusing mainly on the distribution of results, and not on the quantitative parameters (such as for example: comparing the responses in individual subgroups).

DISTRIBUTION OF SURVEY ANSWERS

	Graphical distribution of responses	Number of responses	Percentage of responses
YOUR WORK / YOUR ORGANIZATION			
<i>Question 1. Are you a...?:</i>			
CCI operator		17	73.9%
Public authority employee in charge of historical site/s management		6	26.1%
<i>Question 2. If you are a CCI operator, please specify the organization you represent:</i>			
Other		13	65.0% ¹









¹ Where the group of respondents is narrowed (for example: only to CCI operators), the percentage of responses relates to a narrow group and not the entire study group.




Private-owned company		5	25.0%
Association		2	10.0%
I do not represent any organization (I am a freelancer)		0	0.0%
Informal group		0	0.0%
As “other” the respondents indicated: Social cooperative (1 indication), foundation (4 indications), university (1 indication), a state-owned company (1 indication) and public administration (4 indications).			
<i>Question 3. If you are a CCI operator: are you already managing a publicly owned underused/abandoned historical building?</i>			
No		15	83.3%
Yes		3	17.7%
<i>Question 4. If not, are you planning to start managing such an object?</i>			
No		10	62.5%
Yes		6	37.5%
<i>Question 5. If you are a CCI operator: please tick your main cultural & creative industry sector. If you are a Public Administration staff member: please tick which CCI sector you’ve already been in contact with. (You can choose more than one answer)</i>			
Cultural heritage		12	52.2% ²
Other		8	34.8%
Contemporary Art		7	30.4%
New Media		7	30.4%
Music & Entertainment		6	26.1%
Literature		5	21.7%
Cinema		4	17.4%
Design		4	17.4%
Advertising		3	13.0%
Theatre		2	8.7%

² In case it is possible to choose more than one answer, the percentage value indicates the percentage of respondents in the study group who had chosen a specific answer.



















Fashion		1	4.3%
As “other” the respondents indicated: Post-industrial heritage (1), the social economy sector (1), city movements / local patriots (1), production of specialized machinery - woodworking machines (1), energy sector (1), architecture / town (1)			
<i>Question 6. What are the main challenges you are facing in Your work? (You can choose more than one answer)</i>			
Financial issues		19	82.6%
Bureaucracy		13	56.5%
External problems (social, economic, environmental, technical, political)		8	34.8%
Legislation		7	30.4%
Management (including recruitment)		6	26.1%
Knowledge of the market		2	8.7%
Other		2	8.7%
As “other” the respondents indicated: Low public awareness of the project; complicated procedures of extra-budgetary subsidies; belief that Bydgoszcz is not an attractive cultural center; mobility problems; socially incapable administration; unclear procedures or lack thereof; instability for renting premises from private owners, voluntarism and favoritism in the administration; ignorance; cooperation problems; people’s incompetence, selfishness, low ethical standards; low level of corporate social responsibility in Poland in particular with regard to the local historical heritage; economic and technical problems concerning supervision of construction projects; lack of willingness to cooperate in other sectors, organizations or companies.			
























TRAININGS

<i>Question 7. Which main skills/knowledge are required to run your project successfully? (You can choose more than one answer)</i>			
External Communication and PR (public relations)		14	60.9%



























Fundraising (raising funds for activities)		14	60.9%
Ability to cooperate successfully with other organisations		12	52.2%
Using social networks		9	39.1%
Budgeting and creation business plans		8	34.8%
Intellectual property management		8	34.8%
Managing people		7	30.4%
Internal communication		6	26.1%
Team building		6	26.1%
Third sector legislation		5	21.7%
Accounting and operational management		4	17.4%
Accounting and operational management for non-profit organizations		3	13.0%
Other		2	8.7%
<u>As “other” the respondents indicated:</u> Knowledge of project management, public procurement, creation of contracts (1); cooperation between active citizens and the administration (mostly municipal authorities) (1); expanding of one’s technical knowledge, knowledge of construction law (1)			
<i>Question 8. How important for you are the following training topics?</i>			
NATIONAL AND REGIONAL LEGISLATION			
Very important		6	26.1%
Important		9	39.1%
Not sure		6	26.1%
Not important		2	8.7%




















INTELLECTUAL PROPERTY RIGHTS			
Very important		5	21.7%
Important		12	52.2%
Not sure		2	8.7%
Not important		4	17.4%
STRATEGIC PLANNING			
Very important		7	30.4% ³
Important		12	52.2%
Not sure		3	13.0%
Not important		1	4.3%
ORGANIZATIONAL SKILLS			
Very important		10	43.5%
Important		11	47.8%
Not sure		0	0.0%
Not important		2	8.7%
PRESENTATION SKILLS			
Very important		4	17.4%
Important		14	60.9%
Not sure		1	4.3%
Not important		4	17.4%
WORKPLACE ETHICS			
Very important		6	26.1%
Important		12	52.2%
Not sure		2	8.7%
Not important		3	13.0%
CUSTOMER SERVICE SKILLS			
Very important		4	17.4%
Important		13	56.5%
Not sure		1	4.3%
Not important		5	21.7%

³ Due to rounding the sum of percentages may not always be equal to 100.0%.









STRESS MANAGEMENT			
Very important		6	26.1%
Important		10	43.5%
Not sure		3	13.0%
Not important		4	17.4%
CULTURAL DIVERSITY			
Very important		6	26.1%
Important		9	39.1%
Not sure		4	17.4%
Not important		4	17.4%
HUMAN RESOURCES (RECRUITMENT AND MANAGEMENT)			
Very important		3	13.0%
Important		12	52.2%
Not sure		3	13.0%
Not important		5	21.7%
CONFLICT MANAGEMENT			
Very important		6	26.1%
Important		9	39.1%
Not sure		3	13.0%
Not important		5	21.7%
SUPERVISORY SKILLS			
Very important		6	26.1%
Important		9	39.1%
Not sure		5	21.7%
Not important		3	13.0%
COMMUNICATION SKILLS			
Very important		8	34.8%
Important		9	39.1%
Not sure		1	4.3%
Not important		5	21.7%



LEADERSHIP SKILLS			
Very important		8	34.8%
Important		10	43.5%
Not sure		2	8.7%
Not important		3	13.0%
FINANCE & ACCOUNTING			
Very important		5	21.7%
Important		13	56.5%
Not sure		2	8.7%
Not important		3	13.0%
FUNDRAISING			
Very important		8	34.8%
Important		9	39.1%
Not sure		5	21.7%
Not important		1	4.3%
PR			
Very important		7	30.4%
Important		13	56.5%
Not sure		0	0.0%
Not important		3	13.0%
<p>Topics, that were further indicated as important or very important: Knowledge of project management (1), acquisition of EU funds and other funds (1), strategic planning (1), motivating and activation of people (1), cooperation between the administration and active citizens or NGOs (1), how to encourage people to buy books (1), leadership skills (1), construction law (1).</p>			
<p><i>Question 9. If you are a Public Administration staff member: which are your main needs linked to cultural heritage protection and valorization? (You can choose more than one answer)</i></p>			
Local stakeholder networking		5	83.3%
Involving other stakeholders		4	66.7%



Management (economic and financial sustainability of the cultural heritage assets)		4	66.7%
Better cooperation with the CCIs		4	66.7%
Entrustment (the process of the contract that regulates the relationship between the owner - public administration and the CCI in charge of the cultural heritage assets management: rules, roles, rights and obligations of the different actors - PA, CCIs, citizens)		3	50.0%
Communication improvement (in terms of social media use, jargon, etc.)		3	50.0%
Appropriate legislation		2	33.3%
Protection of the listed cultural heritage and of single buildings (complying with EU, national, regional, local rules)		2	33.3%
Fundraising		2	33.3%
Other		0	0.0%

Question 10. What are your personal training goals and why? What skills would you like to improve? What new skills/knowledge would you like to acquire?




- "Cultural projects management "
- "Competence improvement"
- "Becoming more effective in my activities, ability to eliminate conflicts"
- "Raising the level of knowledge of the NGOs regulations, increasing the competence to monitor"
- "Possibility to use my experience in a project based on a combination of commercial and non-profit activities"
- "I aim for efficient network management, communication skills and motivating subordinate units"
- "Improving the quality of work and the image of the institution"
- "Better cooperation with other related units, the ability to influence the development of objects of cultural heritage values, organizational skills. This is so because of the fact that the place where the organization operates (Kamienica 12), which I represent, is the place recovered for the city that brings value to the cultural landscape of the area (as by its architectural value, as well as the actions undertaken by the Foundation (and the previous tenant)). Organizational skills and cooperation with other units are necessary due to the fact that I am the only person permanently working for the




















organization, which causes a lot of difficulties. "

- "Awakening - enlightenment ... because there are no more important goals."
- "It is a pity that you do not ask about social ... probably you assume that people do not have such motivations? ..."
- "Functioning in the Danish socio-economic model: modesty, solidarity, cooperation, equality-egalitarianism"
- "Improving communication"
- "Developing my business and expanding its range of operations."
- "Acquisition of new skills and experiences in management culture and sharing experiences with others, to improve the quality of life through art and culture - because according to me, art and culture is the most important carrier of universal ethical values. "
- "Protect the heritage and history of the place I manage."
- "Acquiring the place to do business in cultural industries."
- "Gaining experience in developing solutions for the cultural sector, the ability to implement these solutions, project management"
- "Leading a constantly developing team, that is able to acquire funds for active operations"
- "Raising skills in the management of the institution / group of people"
- "Broaden the technical and legal knowledge - as a way of professional improvement"
- "Professional self-development in different directions of creativity, because of the education received"
- "Deepening knowledge on raising funds, which may contribute to the financing of many projects whose implementation often encounters a barrier in the form of insufficient resources of the institution I lead."
- "Team management skills, ability to speak and present ideas, new projects, strategies"
- "In connection with the planned renovation and adaptation of a historic building as by the statutory goals of the Foundation, I'm interested in the implementation of soft socio-cultural pro-development projects in degraded urban area, under social revitalization. "

Question 11. If you are a Public Administration staff member: what are the main goals you would like to achieve through the trainings?

To improve interaction skills with CCIs interested in cultural heritage valorization		5	83.3%
To improve monitoring and evaluation skills of cultural heritage management		4	66.6%
Other		2	33.3%














To improve skills in defining the selection criteria of CCIs cultural heritage management proposals		1	16.7%
<u>Topics, that were further indicated:</u> engaging cultural circles for business activities (1), engaging multiple stakeholders to work together (1), to attract crafts and creative works to the historical objects (1), to act effectively for the restoration of life to the abandoned premises and streets in downtown areas (1).			
Question 12. What professional would you like to work with to further develop your knowledge/skills?			
Counsellor		10	43.5%
Mentor		5	21.7%
Teacher/ Trainer		4	17.4%
Coach		3	13.0%
Other		1	4.3%
<u>As further indicated:</u> "With the one who can best help me grow ... Someone who's better than me and can pass the skills - mentor"			
Question 13. Which is your preferable way of improving competencies?			
Discussions with experts		9	39.1%
Workshops		6	26.1%
Case studies		5	21.7%
Study visits		2	8.7%
Other		1	4.3%
Presentations		0	0.0%
Lectures		0	0.0%
<u>As further indicated:</u> "Practice and personal experience + discussions, studies, analyses"			
Question 14. Which of the following elements would influence you to register for a training program (possible more than one answer)?			
Training topic		19	82.6%
Program objectives		12	52.2%
Lenght of program		7	30.4%
Teacher / Trainer / Facilitator		6	26.1%
Location		2	8.7%
Other		1	4.3%



As further indicated: "Realistically, everything! It depends on the particular situation and the offer. "

WORK EXPERIENCE AND EDUCATION

<i>Question 15. Work experience</i>			
Less than 1 year		0	0.0%
1-3 years		3	13.0%
4-10 years		7	30.4%
11-19 years		3	13.0%
20 and more		10	43.5%
<i>Question 16. Average level of education in your organization</i>			
Primary School		0	0.0%
Secondary School		3	13.0%
Bachelor's degree		1	4.3%
Master's Degree		17	73.9%
Other		2	8.7%
As further indicated: "I do not really know. Probably Master's. And "professional ""			
<i>Question 17. Average age of the organization's members/employees:</i>			
18-25 years		0	0.0%
26-35 years		10	43.5%
36-50 years		11	47.8%
51-65 years		2	8.7%
over 65 years		0	0.0%



SUMMARY OF THE SURVEY'S RESULTS

A preliminary analysis of the survey results indicates no differences concerning the groups classified in the study. In other words, the public administration representatives do not differ fundamentally in the responses from representatives of cultural and creative industries. There are also no differences in responses due to seniority, the average level of education in the organization or the average age of employees in the organization.

The only difference is the answer to the question - with what professional would you like to work with to further develop your knowledge/skills. In this case, public administration employees indicated a mentor as the preferred person (in four cases out of six), and representatives of the cultural and creative sector pointed mentor only once (on 17 possible).

From the point of view of research questions, the most important survey responses were obtained in question **No 6** - where survey participants pointed to the financial challenges as the most common in his work. Moreover in question **No 7** they have determined what key skills are needed to effectively manage their business area. These competencies are: Communication and PR, Fundraising (raising funds for activities), Ability of effectively cooperate with other organizations, Use of social networks, Budgeting and creation of business plans and Management of intellectual property. Question **No 8** has not produced the fundamental answers as to which training topics are the most important for the study participants. Respondents indicated virtually every topic as important or very important. We could not, therefore, on the basis of this question, determine which topics are more important than others. Interesting answers were given to question **No 13**. The respondents clearly prefer practical - based on the case studies - methods to develop their competence, in opposition to the classical methods, such as lectures or presentations. Question **No 14** indicated, that the study participants will mainly engage themselves in a development program based on its contents (training topic, trainer, training goals), and not on the basis of its organizational conditions (such as the duration of program or location).



4. QUALITATIVE TEST RESULTS

On July 10, 2017 two focus group meetings were held in order to gather real and specific development needs of those involved in managing the objects of cultural heritage. In addition - with key people who could not attend the focus meeting, telephone interviews were conducted, which contained an identical set of questions as were used during the meeting.

The first focus group was attended by representatives of public administration, the other meeting was attended by representatives of the creative and cultural service sector.

COURSE OF THE FOCUS STUDY

1. A brief presentation on the objectives of the project.
2. Presentation of IBD Business School Sp. z o.o. - responsible for assessing the training needs and of the person conducting the meeting.
3. Presentation of the focus objectives and discussion of short-term and long-term results of assessing the training needs.
4. Presentation of the characteristics of the focus meeting and the role of the group moderator.
5. Conclusion of a short contract for the duration of focus.

STANDARDIZED QUESTIONS DISCUSSED DURING FOCUS MEETING:

1. Characteristics of organization and the role of the person attending the focus.
2. Indication of the organization's strengths and areas for development.
3. Daily work challenges related to the topic of the project.
4. Participant's ways to overcome the aforementioned challenges.
5. Participant's expectations for the planned training program.
6. What skills, knowledge, experience could you share with others in the project?
7. Participant's recommendations of interesting and effective training programs, which he / she attended.

Each focus group meeting lasted 75 minutes.



FIRST FOCUS GROUP

The first focus group consisted of representatives of the public administration. The participants were:

- Director of the Cultural Bureau of The Bydgoszcz Municipal Council (Dyrektor Biura Kultury Urzędu Miasta Bydgoszczy)
- Director of The Municipal Studio For Urban Planning in Bydgoszcz (Dyrektor Miejskiej Pracowni Urbanistycznej w Bydgoszczy)
- Bydgoszcz Municipal Council' Team Coordinator for cooperation with NGOs (Koordynator zespołu ds. współpracy Urzędu Miasta Bydgoszczy z organizacjami pozarządowymi)
- Deputy Director for administration and finances of Leon Wyczółkowski District Museum in Bydgoszcz (Zastępca Dyrektora Muzeum Okręgowego im. L. Wyczółkowskiego w Bydgoszczy ds. administracyjno-ekonomicznych)
- TeH₂O Trail Coordinator - Leon Wyczółkowski District Museum in Bydgoszcz (Koordynator szklaku TeH₂O - Muzeum Okręgowe im. L. Wyczółkowskiego w Bydgoszczy)
- Promotion specialist - Leon Wyczółkowski District Museum in Bydgoszcz (Specjalista ds. promocji – Muzeum Okręgowe im. L. Wyczółkowskiego w Bydgoszczy)

Additionally, a telephone interview was conducted with a person who could not participate in the meeting:

- Head of The Municipal Gallery bwa in Bydgoszcz (Kierownik Galerii Miejskiej BWA w Bydgoszczy)

KEY INFORMATION PROVIDED BY REPRESENTATIVES OF PUBLIC ADMINISTRATION

1. Strengths and areas for development for represented organizations.

As the strengths of the represented organizations participants indicated a good understanding of the needs of culture and creative industry by organizations and people from public administration. Despite the lack of a representative of the Municipal Homes Administration (Administracja Domów Miejskich ADM) part of the discussion concerned this institution as an important stakeholder in the transfer of real estate for the needs of cultural and creative industry. They indicated kindness and willingness to help shown by the employees of ADM.

At the same time the indicated area for development is the lack of efficiency in the transfer of premises by ADM for cultural purposes and for creative activity. This may be connected to ADM's everyday commercial activity (ADM is primarily interested in profit from operations), and perhaps the lack of legislative solutions for this type of activity, that would allow to make such premises available at a lower, more attractive price for that type of business. Representatives of the Town Hall do not see the proper solutions in Bydgoszcz - there are no preferential programs, like for example "lokal za złotówkę". Such a program was considered to be introduced, but there are no system solutions in Bydgoszcz. Despite the positive attitudes of employees, ADM is a barrier in providing premises for the purposes of the cultural and creative activity. Forget Heritage project could act as a contribution to any such changes in the ADM.



The current division of tasks looks like this: in the Bydgoszcz Town Council there is a NGO and Volunteering Support Team (Zespół ds. Wspierania Organizacji Pozarządowych i Wolontariatu) (http://bip.um.bydgoszcz.pl/binary/ZOW_regulamin_tcm30-224522.pdf), which provides information about various forms of support in aspects of NGOs, finances, premises, training; while ADM has the exact information concerning the principles of renting premises.

2. Daily work challenges related to the topic of the project

- "The poor state of infrastructure, requiring financial effort. Premises are empty because nobody wants to invest in them "
- "There was a mobilization of artistic circles. "Strategy for development of culture" was established, which is in league with the housing strategy for creators of culture and creative services. But officials do not contribute to resolve the situation. They only provide opinions for organizations, act as an intermediary, provide legal advice and counsel. "
- Municipal Studio For Urban Planning in Bydgoszcz in 2012, has developed an action strategy for the revitalization of the public space of the Old Town of Bydgoszcz. The strategy establishes an important role of creative industries. Creative features should be included in the daily lives of the citizens. In contrast, one of the slogans of the city of Bydgoszcz strategy until 2030 is "Culture as the energy of the city." In addition, there is a strategy for the development of culture in Bydgoszcz for the years 2017-2026. All these strategies are fully in line with Forget Heritage project.
- Weak interaction was pointed out with other city institutions, such as Public Road & Transport Administration (Zarząd Dróg Miejskich i Komunikacji Publicznej - ZDMiKP). Among the employees of other units low awareness is observed on allocation of premises for creative and cultural activities - despite the fact that such actions are in line with the aforementioned strategies.
- "An important challenge is to realize, that we want to work together, everyone in town - to lead to the creation of cultural center in Bydgoszcz."
- "ADM has trouble suggesting the proper place for cultural purposes. Recommended premises do not meet the expectations of creators, it is difficult to easily get to them from the street, they are ruined."

In addition, participants of the meeting pointed to:

- Lack of financial support.
- Lack of legislation, procedures.
- Unsatisfactory level of communication, cooperation between individuals / institutions involved in the development of this type of activities.
- Lack of awareness of the role of each institution in the creation of an atmosphere helpful to the development of cultural and creative industries. Low level of awareness of the importance of culture for the city's development and its impact.
- Individualism of different institutions in the city, with divergent goals, closed on other perspectives.
- Unattractive prices of renting for artists constituted by ADM, which has no solutions for making the premises available for cultural and creative activities.
- Low quality of available premises.



Despite the challenges, however, we can talk about the fact that there are people interested in renting premises and there are also ideas for their development. We see a growing interest in using premises for cultural purposes. In the Town Hall there is a NGO and Volunteering Support Team (Zespół ds. Wspierania Organizacji Pozarządowych i Wolontariatu), which informs about the possibilities of renting premises, while ADM has the exact information concerning the principles of renting premises.

3. Participants' ways to overcome challenges.

- Use of funds coming from the European Union. European Funds Department (Wydział Funduszy Europejskich) in the Town Hall gains funds for the revitalization of the area.
- Close cooperation with the owners – an interesting project of putting in flowers on Długa Street was indicated
- Building awareness in those involved in building a center of culture and creativity, what is the culture 's role, and how everyone has influence on Bydgoszcz to become a cultural center.
- Commitment to increase awareness in non-governmental organizations - advice are given, trainings are conducted, consultations are available.
- Creating housing policy for NGOs.
- Allowing a short-term renting of premises, e.g. for the duration of the festivals or exhibitions.
- Using the experience from other investments.
- "It is recommended to build a list of premises in the ADM, which stand empty. To make a calculation on how long they are empty because the city can't rent them. Exclusion of premises from ADM under individual lending contracts."
- Implementation of the "Najem za złotówkę" program, abolition of rent payments.
- Combining culture with business, so that business is financing cultural and creative activities.
- Using the experience of other cities, for example Warsaw, as a model of revitalization of the creative industry.

4. Participants' expectations for the planned training program.

Participants in the study indicated that the most optimal form of implementation of the program would be rather short, thematic trainings / workshops and not the realization of postgraduate studies. Most, as the executor of these courses, would see a training company or several training companies. Training should conclude with sending digital materials or presentation that summarizes the thematic content discussed during the training.

Moreover, they see a particular value in practical activities. Mainly it comes to gathering the best practices from projects already underway. This can be done with the representatives of other sectors or other cities. This can also be done through joint actions / projects within the city.



The program should include study visits – understanding how culture functions in other cities, for example in Katowice, meeting with people that have (or had) similar experiences, sharing experiences.

Also the mobilization of all stakeholders is important. A good example is a celebration of the TeH₂O Trail.

Participants also pointed to industry conferences as a method for improving the knowledge of a particular topic and for networking.

Participants in the study pointed out the mutual cooperation of institutions that manage real estates used for the cultural and creative purposes as the best way of sharing knowledge with others. On the one hand it is a good method to improve competences, and on the other – a way to integrate the circles.

Conditions for knowledge sharing should be friendly, there should be a good atmosphere, "so that the participants recall the training meeting with pleasure. The situation should be a positive memory for the participant." This can be achieved through a combination of learning and fun (e.g. guided tour of the castle), and integration meetings, in which a wide range of stakeholders will take part.

Participants pointed to the need to prepare instructions, develop check-lists for end users, action plans, a manual, which would simply demonstrate how to use properties for cultural purposes.

As part of the project, specific solutions should be created - resolutions.

5. What skills, knowledge, experience, could you share with others in the project.

- Good and bad practices - experience in working with organizations
- Showing how the implementation of the revitalization projects works
- Experiences from cooperation with NGOs
- Experiences from the TeH₂O project

6. Participants' recommendations of interesting and effective training programs, which he / she attended.

TeH₂O Trail coordinator: linking training with Adam Hajduga (Szlak Zabytków Techniki of the Silesian province), where it has been shown how a trail should function, how to engage the participants to cooperate, how to develop solutions independently. The trainer encouraged to build cooperation paths between objects on the trail. Participants left with open minds, creativity has been "built".



SECOND FOCUS GROUP

The second focus group consisted of representatives of the cultural and creative sectors. The participants were:

- PR manager of the company Moderator
- Representative of Waterworks Museum
- A representative of the Association for Women GINEKA
- Representative of Art Deco social cooperative
- A representative of Foundation Kamienica 12

In addition, telephone interviews were conducted with people who could not participate in the meeting:

- Head of the Office of Cultural Heritage Protection Law at the Kazimierz Wielki University in Bydgoszcz (Kierownik Pracowni Prawa Ochrony Dziedzictwa Kulturowego na Uniwersytecie Kazimierza Wielkiego w Bydgoszczy)
- Representative of Klaster Przemysłów Kreatywnych in Bydgoszcz and
- Representative of August Cieszkowski Street Residents Association SMAC (Stowarzyszenie Mieszkańców ul. A. Cieszkowskiego SMAC)

KEY INFORMATION PROVIDED BY THE REPRESENTATIVES OF CREATIVE AND CULTURAL SECTOR

1. Strengths and areas for development for represented organizations.

Representatives of the group of cultural and creative industries in Bydgoszcz came from different, sometimes very unique organizations. Therefore, some have pointed strengths that were areas for development for others and vice versa. However, some general strengths and areas for development were identified.

As their strengths the respondents pointed to good financial resources and the opportunity to make quick decisions (in the case of Moderator Investments), possibility to utilize technical support, good cooperation with artists, experience in organizing events, engaging in activities related to the socio-economic development, the experience of study visits (e.g. from Italy), having a strong brand (e.g. Kamienica 12) or competent staff.

Identified areas for development were: insufficient knowledge of the legal aspects of the functioning of units (foundations, associations, etc.), lack of employees' awareness of cultural and creative activities and their role, cooperation with the Town Hall, the difficulties in the establishment of the consortium,



the lack of understanding of the role of the consortium, renting difficulties and inadequate number of employees.

2. Daily work challenges related to the topic of the project

Main challenges in daily work that have been identified are:

- Combining business goals with operational models of the Foundation / Association, etc.
- Lack of opportunities to learn from the experiences of others because of the fact that no such endeavors were tried before
- Popularization, increasing public awareness of the cultural and creative activities
- Cooperation on many levels
- Lack of good security of the agreements concluded

3. Participants' ways to overcome challenges.

Main ways to effectively deal with the challenges that have been identified are:

- Drawing upon past experiences
- Learning during study visits
- Increasing the role of PR in building public awareness of the cultural and creative activities
- Joint actions ("more meetings, more opportunities from the government")
- Responsibility for concluding social clauses by the Town Hall

4. Participants' expectations for the planned training program.

Participants of the meeting and the people with whom interviews were carried out indicated, as the preferred model of competence development, singular and brief trainings, in opposition to postgraduate studies. Moreover they pointed to a higher value of the program being carried out by training company then by a university.

They pointed to other ways of development of knowledge and skills than just training sessions. Such ideas included study visits, case studies, mentoring sessions, learning from each other at the joint implementation of projects, on the common forum or during working meetings coordinated by the City.

Online trainings, webinars or gamification were also indicated as the latest trends in the development of competences. Online game about management of buildings of historical value was also mentioned as a possibility.



The participants do not see the risk in a situation where in one group are people with different levels of posts (heads and their subordinates).



5. What skills, knowledge, experience, could you share with others in the project.

Participants of the focus meeting pointed to many areas in which they could share knowledge with others involved in the institutions of historical importance. Among other things, they can teach / do classes / mentor in the following topics:

- How to attract the interest of the media and public opinion about the project.
- How to search for and find a common interest in the implementation of cultural projects.
- How to seek partners for joint activities in the cultural and creative field.
- How to customize a place for cultural, teaching activities by combining teaching with historical aspects.
- How to set up an association.
- How to distribute knowledge about the social economy.
- How to combine commercial activities with cultural events.
- How to revitalize urban space.
- How to take care of "orphaned spaces".
- How to activate the local community.
- How to combine culture with social acceptance.
- What are the main areas of legislation related to cultural and creative activities.
- How to construct grant applications.

6. Participants' recommendations of interesting and effective training programs, which he / she attended.

The most interesting projects in which respondents participated are:

1. Participation in the Engineering Heritage Forum (concerning postindustrial facilities)
2. Study visits ("others are coming to us, we are coming to them")
3. Operating in cooperations - permanent
4. Trainings – "Tłok w Toruniu", public-private partnership
5. Series of seminar meetings with companies, case study + discussion



5. CONCLUSIONS AND RECOMMENDATIONS

Created in February 2017 by the Locativo company, as part of the Forget Heritage project, "Plan of citizen involvement in improving the management of objects of historical value" indicates 4 main barriers associated with effective use of objects of historical value for cultural and creative activities.

These barriers are:

- No coordinated activities that support the use of unoccupied locales by the Town Hall.
- Lack of, or insufficient local models and good practices in the use of unoccupied premises.
- Lack of awareness in both the citizens and the administrative staff, that the use of vacant premises for cultural purposes may be a means of multi-level space revitalization.
- Lack of sufficient funds for renovation of premises, which could be used for cultural purposes.

Because of that, the authors of the report as a key strategic task for the effective management of vacant spaces pointed to COORDINATION and PROMOTION.

Analysis of the training needs of the group of people managing historical buildings in Bydgoszcz also showed the need for greater coordination of activities related to the use of vacant premises and low public awareness of the need for cultural and creative activities in buildings of historical value.

Recommended model of a development program must answer to both the training needs (expressed in the study) of people involved in historical objects and the strategic tasks outlined above.



5.1 COORDINATION OF DEVELOPMENT ACTIVITIES - THE ROLE OF THE TOWN HALL

"Plan of citizen involvement in improving the management of objects of historical value," and analysis of the results of the training needs indicate the need for more effective coordination of activities related to the management objects of historical value in Bydgoszcz. This coordination applies to multiple levels of action, however, it should in particular relate to activities related to the development of the competence of the managers of objects of historical value in Bydgoszcz.

Participants in the study paid particular attention to the need for a "central caregiver", who directs the strategic activities related to the training and development program. In this case, the natural caregiver of training and development activities should be **Bydgoszcz Town Hall** - the beneficiary of the Forget Heritage project.

The role of caregiver of training and development activities is associated with tasks such as:

- Preparation of training and development action plan
- Planning the budget for training and development
- Agree partners to implement the training and development program
- The selection and invitation of participants for the training and development program
- Monitoring over the implementation of the training and development program
- Evaluation of training and development program

We recommend to appoint a person responsible for implementing the training and development program representing the City, by assigning him / her a role of a **manager of development program of Forget Heritage project**.



5.2 COORDINATION OF THE PROGRAM THROUGH COOPERATION

Preferred by the participants of this study is a training and development program that in most parts consists of practical activities. They include the exchange of knowledge among its participants, or between participants of the program and external units (e.g. through study visits and learning from good practices). At the same time there is a strong need for cooperation between the participants of the program. The answer to this demand may be the creation of a **working group**, including the representatives of the public administration and the culture and creative services sector. The group will train their skills by attending workshops / case studies / trainings, etc. while at the same time will jointly develop and implement management ideas for objects of historical value in Bydgoszcz under the supervision of experienced mentors.

In this case also Bydgoszcz Town Hall plays a key role. Its most important task would be to determine the right people, ready to improve their competence by attending the program. But the responsibilities of these people would not be to only participate in workshops / seminars / trainings. Their activities would have to be extended by **practical joint actions** (e.g. joint activities leading to the development of culture in a selected object of historical significance). In addition, after the conclusion of activities, the working group would be responsible for collecting **best practices** from the implementation and building a mini-manual named "The use of historical buildings in Bydgoszcz for cultural and creative activities", which could be used by their successors.

We recommend that a select group would consist of **10-15 people**. First, it would give her a better consistency, better flow of information between its members and the greater efficiency of the classic development activities, such as training sessions.

It is important to nominate a working group out of people engaged and motivated to bear the effort towards a common goal of strengthening the cultural potential of Bydgoszcz. Participants of the program will receive support in the development of their competences. For this, they will be expected to contribute to joint action and joint development of solutions.



5.3 METHODS OF IMPLEMENTATION OF THE DEVELOPMENT PROGRAM

The implementation of the training program has been described in detail in the "Plan for citizen involvement in improving the management of objects of historical value" (p. 17-18) and named "Forget Heritage Academy Bydgoszcz". Basically, the training needs study confirmed the main assumptions on the program. But it is worth to supplement it in several places, so that it is adequately tailored to the needs of the participants.

Firstly, we recommend that only the carefully selected representatives of cultural and creative sector and public administration should participate in the Academy. It should be an elite, prestigious group. As mentioned above, the optimum number of participants of the Academy should be 10-15 people.

Secondly, "Plan of citizen involvement in improving the management of objects of historical value" indicates the 3 main components of the Academy:

- Study visits
- Seminars on best practices
- Encounters with the forgotten heritage (trainings)

The study of the training needs confirmed the validity of including these components in the Academy. However, we recommend two more components - in our opinion, the most important goal is to raise the level of competence of the participants of the Academy. These components are:

- Joint management of a project of utilizing a historical building for cultural and creative activities (model object)
- The development of best practices and the textbook "The use of historical buildings in Bydgoszcz for cultural and creative activities"

The rationale for the inclusion of these additional components to the program of the Academy are the latest trends and research in the field of competence development - putting special emphasis on the use of **knowledge and skills in practice**. The proposed first three components of the Academy put emphasis on gaining knowledge, but do not allow to check in action - what the participant has learned. Joint project management with other participants and development of effective solutions for such endeavors in Bydgoszcz allows for the implementation of the acquired knowledge and skills in a real scenarios.

In addition, the participants of the study pointed to insufficient cooperation between the different institutions and their representatives in the development and revitalization of objects of historical importance in Bydgoszcz. Joint activities may become a platform for building relations between representatives of various institutions, which can contribute to their better cooperation.

Management of the model object should also be an opportunity to promote the Forget Heritage project. In particular, participants should invest in publicity for their actions. Moreover, the development of best



practices and the manual should be promoted at the conference, which would gather the city representatives and stakeholders of the project (and possibly representatives from other cities).

It is also worth mentioning that the study participants did not indicate lectures and presentations as preferred methods of raising knowledge. It should be kept in mind, that the planned development program would contain as little of those as possible.

Thirdly, we recommend that the meetings with the experts-practitioners - the " Encounters with the forgotten heritage " was not only carried out by external experts-practitioners but also, or even mainly by the participants of the Academy. Training needs analysis shows, that the group is very diverse and the participants have many unique competencies. At the same time, many people declared their willingness to share their expertise with other members of the group.

The option that a person from within runs meetings / trainings from certain topics can be effective:

- financially (e.g. Compensation provided for external expert can be used to rent a training room of a higher standard or used to finance an away session)
- by strengthening cooperation in the group and promoting mutual learning from each other ("Today I am a member, and you're a coach and I train tomorrow while you are learning")

It should, however, be considered to use an external partner (training company), which would train the group of participants of the Academy in topics of mutual sharing of knowledge, on how to conduct meetings / training sessions so that participants can feel at ease in the role of coach / mentor for others. Usually such training programs last about a few dozen hours, but it is possible to design a program specifically dedicated to a selected group of participants of the Academy.

Third party may also be invited to conduct the trainings / meetings in a situation when there is no individual among the participants of the Academy with competence in a given topic, or in a situation where there is such a person, but he / she does not wish to train others.



5.4 CONTENTS OF THE DEVELOPMENT PROGRAM

Contents of the development program should correspond with the most important strategic challenges described in the "Plan for citizen involvement in improving the management of objects of historical value," as well as training needs expressed by the study group. "Plan of citizen involvement in improving the management of objects of historical value" indicates the core competencies that a manager of objects of historical value should possess (p. 13). A set of competences proposed in the plan is generally in line with the information obtained from the study of training needs. However, just as the program itself, it requires supplementation.

The main supplementation concerns the competences related to:

1. **Communication and promotion** of cultural and creative activities in buildings of historical value (Including networking).
2. **Cooperation** between different individuals and institutions concerning activities leading to smart utilization of objects of historical value for cultural and creative goals.
3. **Raising funds** for operations (including budgeting and creating business plans).

The three identified thematic areas are most important for the participants of the Academy, when it comes to effective management of objects of historical value, and were pointed out most often in both the survey, focus group meetings and interviews. Therefore, a training program should focus on the development of competences of the participants in these areas.

As mentioned earlier - cooperation will be developed through joint activities for the implementation of projects and through inside training realized by members of the group. At the same time special emphasis should be placed on the subject of communication, promotional activities (building public awareness, mobilizing local communities) and fundraising via the more traditional methods of training and development: study visits, seminars and meetings / trainings.

These three topics form the **core of the training program of the Academy** and each person participating in it should go through them (or moderate meetings / trainings in these topics). However, participants often expressed personal preferences for certain training topics. In such cases, we recommend individualization of developmental activities by financing of appropriate courses for participants in these topics. However, we recommend that such funding takes place after the implementation of the main program blocks, and after the start of joint activities related to the management of an object of historical value in Bydgoszcz (e.g. not earlier than in the third quarter of year 2018).



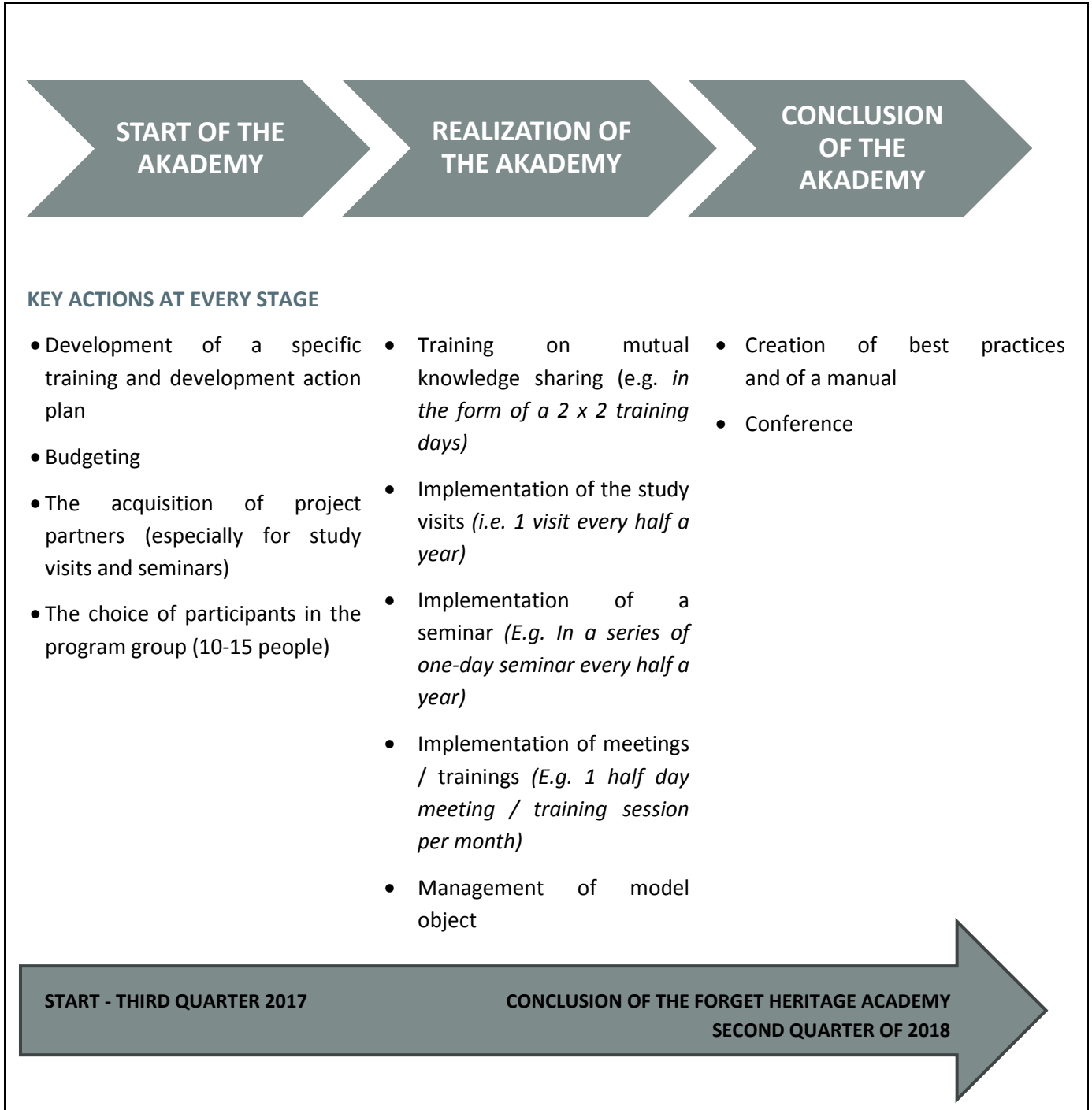
5.5 SUMMARY

The recommended training and development program is assumed to refer to the most important strategic tasks suggested in the "Plan of citizen involvement in improving the management of objects of historical value in Bydgoszcz" and indicated by the participants of the training needs study. It requires the key role of the Town Hall, as the main coordinator of all development activities. It focuses on practical group activities of the participants by providing them with an object of historical value for management with development of cultural and creative goals in mind. It focuses on practical training methods: study visits, seminars, meetings / trainings conducted by the Academy participants, managing a site in practice and gathering best practices in the form of a manual. The program should include the three thematic areas: communication and promotion, cooperation and fundraising (including the creation of business plans and budgeting).

Graphical presentation of the proposed development plan (Forget Heritage Academy Bydgoszcz) is presented on the next page.



Fig. 1 - Graphical presentation of the Forget Heritage Academy Bydgoszcz



It's important to see the continuity of the training program. In June 2018 the development program of the Forget Heritage project will be concluded. It seems advisable to carry out development activities through other projects or by other cells of Bydgoszcz Town Hall. The group of participants may then be gradually extended or modified on the basis of current situation and needs.