TRANSFER PLAN

Preparation of Transfer plan:

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Idrijsko -
Cerkljanska
razvojna
agencija
d.o.o. Idrija

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CONTENT

1 INTRODUCTION

Idrija is one of 7 partner cities participating in the Re-GrowCity Project. Idrija joined in the 2nd stage. Project aims to tackle long term decline and for Idrija it is expected to fully transfer chosen practice within the timescale of the Re-GrowCity network.

Transfer plan is key document to guide the work of our local support group and is a working document which will be updated regularly using the learning grid. It is document that belongs to local support group and it is written based on learnings, public opinions and other relevant information, such as possible restrictions, laws, new possibilities. In local support group there are various stakeholders, including public, bossiness and civil society stakeholders.

To get a right image of our transfer plan it is important to at least have some basic information about our city:

Idrija is located in the south-eastern foothills of the Alps in Slovenia and has a population of 11,800 residents, 5860 of whom live in the town and others in villages. It spans an area of 293.7 km2. It is known for its industrial heritage as one of the main mercury mining locations globally and for its cultural heritage, lace-making and as the home of žlikrofi (traditional Slovenian dumplings). It has a UNESCO heritage designation.

Even though Idrija is small, with difficult road access, absence of trains and other connections, it has developed into an important global and regional node, with a growing economy. The unemployment rate in June 2018 was 4%, which is below the national average of 5.3% as of February 2018.

But even with all the ''good things'' Idrija displays classic shrinkage dynamic. There is a sharp increase in older and economically inactive people, while the proportion of younger people and families with children is declining. The long-term decline of the population due to low birth rates and out-migration is 2,5% and by 2028 the total population is expected to be around 11.000. But daily commuting has increased from 2005 onward with a slight drop in 2011 due to economic crisis.

In addition, Idrija suffers from a negative image as a town that has a remote alpine location and is difficult to access by road with no train or other effective public transport links to neighbouring towns. There is a perception that Idrija is an industrial town with very limited cultural and leisure facilities that would appeal to younger people. The negative external image plays on the self-perception of the local community as living in a small and remote industrial place with an uncertain future where ''nothing happens''.

2   STARTING POINT

2.1   Brief description of the good practice

The good practice Idrija wants to transfer from Altena is their ''Stellwerk'' – of course in way that suits our environment, possibilities and needs.

The Stellwerk in Altena started without a budget. The municipality made available the premises which are a former police station that stood empty for several years. The Stellwerk uses two meeting rooms, an office, kitchen and toilet comprising approximately 70 sqm. The municipality pays the energy and water bills as well as any land taxes. Computers and telephone are provided by the municipality and linked to the town hall sever and telephone system. Local companies donated the kitchen and the printer. Consumables, such as cleaning materials, toilet paper, printing paper and ink are provided by volunteers and also paid for by small grants.

To this day the Stellwerk has no paid staff but it has grown significantly in size and importance (https://www.stellwerk-altena.de). Currently the Stellwerk has 8 members. There is no formal selection process or hierarchy. People working for Stellwerk are active in many voluntary activities and contribute to the vibrancy of the voluntary sector by giving time to the Stellwerk. These regular volunteers deal with the administration and co-ordination of project work, others deal with requests for help from the public. The office opens twice a week for a drop-in service connecting citizens willing to give time or money with local projects or provide advice for people who want to link with groups ranging from model railway enthusiasts to dance and fitness groups. In addition, Stellwerk runs a small number of projects directly. These include the 'repair workshop' where residents get help from volunteers in fixing household items as well as social welfare projects providing disability support, home visiting and home care services, support for dementia patients and respite for carers.

The principles underpinning the Stellwerk project in Altena is source of good practice which can be transferred to Idrija, especially because our aim is to repair the image of Idrija residents have in mind and build a community. Making new relationship between civil society and municipality where public officials do as much as possible with and very little for citizens, could be the right way.

The importance of transferring this practice from Altena to our city is in need of connecting local community, ''teach'' local residents to do things they want done also on voluntary basis and give them a feeling of being part of city, community and part of decisions that are taken.

Establishing NGO platform doesn't mean just establishing connection between NGOs and opening community centre, but means giving people opportunity to be part of community and even more important – giving them opportunity to decide and to design what will be happening in local environment. It is a way to connect people and to improve social cohesion. Giving them the possibility to pull strings means making a feeling of connection and opening possibilities.

We would like to adapt and to learn specially about the part how to make an NGO platform work to self-govern and how to convince people to start volunteering and taking actions by themselves.

2.2 Our city's position in relation to the good practice

In Idrija there is a huge lack of social cohesion, exclusion from social groups and feeling of being part of society. That results also in image residents have about Idrija, especially young people, who tends to move out to other cities. As stated above there is an increase in older and economically inactive people, while the proportion of younger people and families with children is declining. Daily commuting is also increasing. The need to engage citizens more deeply in creating an attractive environment they themselves value has been recognised.

The good practice we want to transfer addresses the danger of lacking democracy and worsening the quality of life. With transferring the good practice, we will hopefully properly address these problems. We are especially interested in how Altena manages to attract NGOs and work with them and how it is possible to get them to self-manage the centre.

Before that we already tried to address these challenges. We tried with co-financing NGOs and social programs. The results were just helping the problem not getting worse, which is OK, but it doesn't solve the problem long-term. We surely have to address this further on.

We already have the place/location that is in ownership of municipality that can serve as place of our ''Stellwerk'' – community centre. But we are facing the barriers on how to get people engaged enough to self-manage community centre. The normal and basic attitude of residents is that ''nothing happens'' and ''nothing can be changed''. There is also always the question about the money and the question ''why would I do something for free if nobody else does it for me – what do I get out of it?''. That represents a big issue and barrier we HAVE to overcome somehow, but finding the way to do it -

3   HOW?

Re-growCity has prepared a transfer method which is based on two 'deep dive' thematic workshops for each of the two practices we are focusing on – Idrija is on the NGO platforms. This is then followed by three transnational meetings where we will exchange our experiences with transferring chosen practice for tackling challenges of long-term decline. In that way partners will be supported through the process of transfers.

The transfer plan is our key document to guide the work of our local support group and is a working document which will be updated regularly. We will also use this document to better represent our working plan and NGO platform to stakeholders in all sectors. We will also work on intensive communication plan to better introduce this idea to public.

Next step is to hold meetings with different stakeholders and discovering their preparation to work with us, collecting their opinions which might be helpful to better adapt the transfer of Altenas' NGO platform to our local needs and possibilities and to achieve as many as volunteers as possible since some of stakeholders have access to the volunteers and are already willing to collaborate with us.

It is important to reach civil society and to introduce idea to as many people as possible. We were thinking about trying to start with kind of ''bank of time'' where people could give as much as time

volunteering as they want to. Our main concern is that people wouldn't like to fully commit to volunteering on regular basis so we see this idea as starting point to get them used to thinking that they can do volunteering even if that means giving 30 minutes of time per year and that every little bit helps. We would like them to perceive volunteering as a nice thing to do for others, local community and for yourself and that you don't need a lot of free time to do something.

Reaching other important stakeholders like different NGOs, institutions, schools, charity programs are important since they can help us with resources – some of them with volunteers to kick-start the project, some giving things for community centre (books, furniture, etc…) or maybe do parts of their program in the community centre.

We are expecting barriers in changing peoples minds about volunteering and we are aiming to overcome this with good communication plan and trying out the idea of ''bank of time''. Next problem which is likely to arise is that some of the interested groups might see just the opportunity of using a free space and not being open to others or to overuse it just to their internal needs. But since we are prepared to this case, we will solve this with regular meetings with NGOs and will involve different activities for different groups of people. A lot of the possible barriers and problems can be solved just with a good communication with everyone and keeping NGO platform accessible to everyone.

Our goal therefore is to achieve things together with citizens which will build more confidence and give citizens people feeling that this place belongs to them and it is there for their initiatives. The framework and actions will be defined later on by volunteers, but for start, as written, we will try with establishing a ''bank of time'' to attract them. Firstly, we will make a plan and try to communicate the idea, but of course we are not sure about the result because local community is not used to volunteering yet. But we think it is worth a try.

We also feel that it is important, to give volunteers recognition. It is good to reward people for their actions and that might give courage to other citizens. We will define a way to do that with ULG and depending on wishes of volunteers.

3.1   Our city's transfer network journey

We already tried to identify important milestones for 18 months period starting with January 2019.

First and really important step which was scheduled in February 2019 was meeting with our mayor and other decision makers regarding place and financial aspects. Then in March 2019 we would like to hold a public meeting of ULG as we identified people who are still missing in this group (February 2019). We also aim to have regular public meetings, probably one per month or less if monthly meetings won't be necessary.

In March and April, we plan to make an intensive communication plan since it is important to attract people at the start already. We think that will help them find reason and will to be part of this.

There will be network meeting in October 2019.

Transfer plan

What does colors mean? ▨ To be done/deadline   ▨ Process

EXPECTED TIMELINE

ACTIVITY	WHO?	Potencial partners	2019												2020												2021											
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36

PLANNING

Activity	WHO?	Potencial partners
Transfer plan	LSG coordinator	LSG members
Transnational workshop - Manresa	Mayor, project manager, LSG coordinator	
Transnational workskop - Idrija	Project manager, LSG coordinator	Mayor, LSG members
Communication plan	LSG coordinator	LSG members, Project Manager

DOING

Activity	WHO?	Potencial partners
Identifying missing people in LSG/establishing LSG	Project manager, LSG coordinator	LSG members
LSG meetings	Project manager, LSG coordinator	LSG members
Meeting with Mayor/other decision makers	Project manager, LSG coordinator	LSG members
Communication	Project manager, LSG coordinator	LSG members
Fomrally having premises	Project manager, LSG coordinator	
Equip premises	ULG, volunteers	
Making a survey for volunteers	ULG	
Creating work programme	ULG	
Trying to set up a bank of time	ULG	
Bank of time - running, keeping (if successful)	ULG	

Re-growCity

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3.2 Who is round our table?

For successful project and transfer of good practice we will need right people working on the project and implementation. We started with gaining support from new Mayor who started in November 2018. We represented URBACT programme, what has been done and what has to be done. We involved other important stakeholder – decision makers from Municipality. That were the Director of Municipality, Mr. Gregor Prezelj and Head of department for economics, Mrs. Karmen Makuc.

Then we identified other stakeholders who were invited also to first public meeting. Those are namely:

1. Tomaž Vencelj, Mayor, Municipality of Idrija
2. Maja Majnik, Project Manager, Municipality of Idrija
3. Gregor Prezelj, Director of Municipality of Idrija
4. Matevž Štravs, NGO
5. Cveto Koder, entrepreneur, architect
6. Tilen Božič, NGO
7. Milanka Trušnovec, Director of Public Library
8. Ivana Leskovec, Local Community, NGO
9. Zumra Ćoralić, representative of immigrants
10. Karmen Makuc, Municipality of Idrija
11. Ana Ogrič, HealthCare Centre Idrija
12. Irena Ogrič, Centre for Social Work Idrija
13. Marija Maganje, Director of HealthCare Centre Idrija
14. Tanja Tominc, Red Cross Idrija
15. Romana Kavčič, Retirenment Home Idrija
16. Jožica Lazar, ICRA
17. Ana Ogrič, ICRA
18. Karin Peternel, chair of the Social Affairs Committee
19. Anica Makuc, representative of NGO

From those we will try to identify few of possible members of ULG. We will also ask named stakeholders to brainstorm with us a bit further who should and could be the part of ULG. Then we will identify core ULG members.

We want to reach and work with opinion leaders to reach into civil society and engage people who are not organised through NGOs, since we want to activate all citizens and not just connect already active ones. We plan to organize a kick-off meeting to attract citizens not organised through NGOs.

We already have 3 writers of the transfer diaries. That are: Tina Lisac (ULG coordinator), Cveto Koder (ULG, architect, entrepreneur) and Ivana Leskovec (ULG, local community, NGO).

3.3 Resources

Idrija already has public institutions support and place for community centre.

We are not satisfied with our resources yet. We already had the meeting with Mayor and other decisionmakers to gain political and local support. We would like to employ the person to coordinate community centre in means of administrative support associated with the management of the building and any funding the initiative might attract. Co-ordination is planned to be done by volunteers.

To establish the centre there will be necessary to equip the place – that we plan to do together with volunteers and re-used equipment.

Resources needed to fully transfer good practice are:

- PLACE for community centre: Municipality agreed on giving one of its own places in the city centre to use as community centre.
- SUPPORT: We already have support from different public institutions and also gaining support at Municipality – since there are different departments and each working at its own field.
- HUMAN RESOURCES:
    o Running project: We have project manager and other people working on the project.
    o Volunteers: We still need volunteers to establish NGO platform. We noticed some interest already but we still have work to do to encourage few people to commit to this idea since the aim is that Municipality will just help people and not deliver everything to them. So, we want to empower people to do things by themselves.
    o Support officer of community centre: We would like to employ one support officer if it will be possible (financially) and we would like this person to support and coordinate some parts of community centre in means of administrative support associated with the management of the building, partly co-ordinate the use of premises and manage any funding the initiative might attract. We would combine this employment for the start with initiative with the project of volunteers giving a ride to elderly people for free since that initiative would need coordinator to coordinate the transfers. The officer would also provide the needed link between Municipality and centre, but would not represent volunteers.
- EQUIPMENT: The place we will get will be an empty place which will need to be equipped. Till now the plan is to get old furniture and renovate it with help of volunteers.
- OTHER RESOURCES:
    o There will be need of equipment to renovate old furniture such as paint and other smaller things. We will try to get some financing or donation for such materials.
    o We will need some books, boarding games, etc which we plan to collect publicly in a way – bring what you don't need.
- RESOURCES FOR FUTURE: We plan to find a project to bring some interesting content to the centre. We are planning to apply for LAG projects if there will be possibility and of course looking for other opportunities to help strengthen NGO platform in our local community.

4 OUR GOOD PRACTICE EXPECTATIONS

We plan to fully transfer chosen practice. We are identifying adaptations to the good practice and ways to implement it to our environment and situation.

We want the centre to be operative and working by the end of the project.

In the first year we plan mainly to learn and plan to start the centre and get it working in the start of 2020. Of course, we won't adapt the good practice in the way it is, but we will adapt it in the way that suits our situation.