

# FINAL REPORT ON PILOT ACTION IMPLEMENTATION: PILOT 2 - WRITERS' HUB FOR VODNIK'S HERITAGE

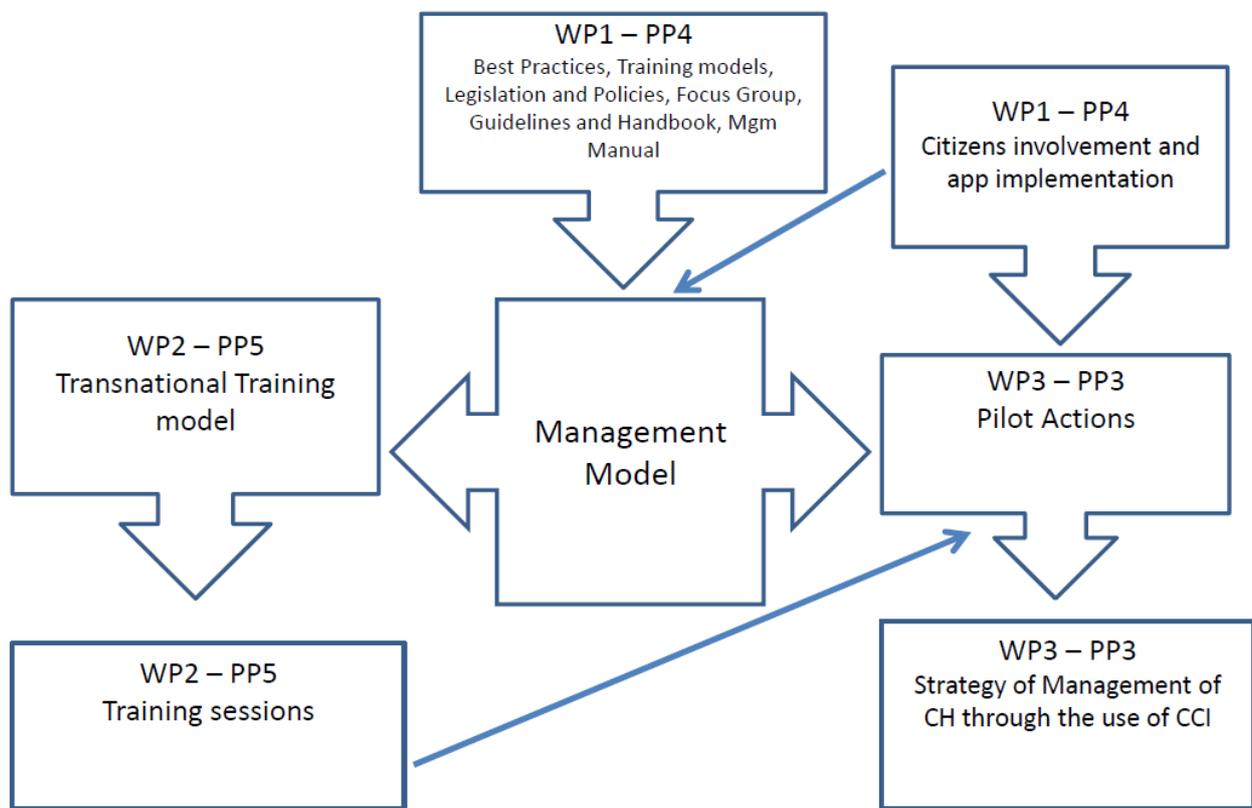
D.T3.2.6

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According to the Application form (AF), the main objective of the Forget Heritage project is to promote cooperation among partners' cities in order to identify innovative, replicable and sustainable Private-Public Cooperation management models of the abandoned historical sites (recognised as cultural heritage) by valorising them through setting up cultural and creative companies. As part of the project (T3) the management methodology described in the manuals previously produced (T1) will be used in 8 different pilot actions with the aim to test novel tools and methods and evaluate their efficiency. Each pilot will be implemented in a different kind of cultural heritage site with its different historical background and in a different context.



At the end of the pilot experimentation phase, the pilot managers and project partners will deliver Final reports on pilot actions (D.T3.2.5 - D.T3.2.12), which describe how innovative, replicable and sustainable Private-Public Cooperation management models of the abandoned historical sites were tested in different contexts. Based on the final reports, the transnational peer review (D.T3.3.1) and other project deliverables, the Transnational evaluation report of pilot actions (D.T3.3.2) will be prepared. Transnational Evaluation report of pilot actions will be based on Final reports on pilot actions and will analyze the experiences and lessons learned from the pilot actions, including recommendations for follow-up measures at local and transnational level.

The content of these Guidelines is to a large extent based on the Pilot Implementation Plan Guidelines and is similar to the Guidelines for your Mid-term reports. Therefore, the text in some



sections might not much differ to your mid-term report - in some cases you will only need to add any relevant new developments or insights. As with the mid-term reports, in order to fill in the tables, you will have to use also your own (Revised) Pilot implementation plan.

There are, however, also some completely new sections, included in order to gain all the necessary information for the Transnational evaluation report of pilot actions (D.T3.3.2) in-line with the AF. The Final report should be jointly produced by the pilot managers (PMs) and project partners (PPs), as both perspectives are needed for the evaluation.



## 1. INTRODUCTION

**Vodnik Homestead** is a birth house of the first Slovenian poet Valentin Vodnik. Vodnik’s legacy is extraordinary: he was a pioneer and an important figure in many fields. He was a linguist, a journalist, a poet and this year we celebrate 200 years since his death (1758- 1819).

### **A vibrant literary centre instead of a dust-covered museum**

Vodnik’s broad-mindedness and curiosity were also an inspiration to the team of our Divja misel institute, which took over the programme management of the Vodnik Homestead (in May 2015) and changed it from a neglected location to a vibrant literary centre, **House of reading, writing and storytelling** which now constitutes the urban cultural quarter together with other cultural institutions in Ljubljana.

More than 300 years old house is divided into a number of small spaces and visitors can enjoy themselves in the reading room, bookshop, gallery and events in a hall in homestead’s attic (literary and storytelling events, concerts, programmes for kids).

### **Pilot project: Writer’s Hub**

With the support of the Forget Heritage project we managed to open a “Writer’s Hub”, a co-working space offering free tables, chairs and computers to authors of various texts (writers, translators, journalists). Together with numerous workshops on writing we are supporting a literary production in Ljubljana, from 2015 also UNESCO City of Literature.

Workshops as a part of the hub are the first year dedicated to youth public (under the age of 30 years).

### **Developments**

Before opening the hub (in August 2018) **restoration works were done** in June and July 2018 (**damaged original floor, cold, no internet and old electricity installations**) and included:

- restoration of the floor
- heating system - bigger radiators
- new electricity installations and internet

From September, Writer’s hub has been a lively space, which, in the first year, **supporting a literary creativity among young people**, mostly from Ljubljana. Some well-known journalists and writers also use space for writing.

## 2. RESULTS ACHIEVED

| Result indicator | Measurement unit | Final target | Progress achieved | Explanations |
|------------------|------------------|--------------|-------------------|--------------|
|------------------|------------------|--------------|-------------------|--------------|



|  |                                       | (set in PIP)<br>1/6/2018 -<br>31/5/2019 | 1/6/2018 -<br>31/5/2019 |  |
|--|---------------------------------------|---|-------------------------|--|
| Number of jobs created (FTE) based on project achievements | FTE - Full-time Equivalent (1 = 100%) | 1                                       | 1                       | Staff of Divja misel & External expert coordinating the PA   |
| Number of trained young individuals (per year)             | Persons                               | 30                                      | 44                      | 6 workshops and/or mentoring programmes implemented; 44 participants   |
| Amount of funds leveraged based on project achievements    | EUR                                   | ...                                     | 60.050,00               | 14.440 EUR (City of LJ; PM, PP3 =>infrastructure works, ICT, staff costs - 15% by PP3) + Pilot Manager funds: Y1 - 12.250 EUR, Y2 - 16.700 EUR, Y3 - 16.700 EUR. |

Naturally, the project helped me (Pilot Manager) to develop some new practices of management of the cultural heritage buildings.

Participants of the workshops gained new knowledge and writing skills. Many impressive feedbacks have been reported on a very good (high-quality) programme and mentorship, offered with the support of the pilot project funds.

The success of the programme has also shown the real lack of such mentorship programmes in the field of writing. Vodnik's Homestead and its Writers' Hub has been more and more recognised as a supportive environment for many people, working in the field of literature/writing and a free, well-equipped room for writing is still something that seems as a science fiction to many. As we created and offered a new service, we also realised that there would be some time needed, that a room would be fully booked. Users (new and future) of the new space have to organise themselves around new conditions and adapt their writing habits to new environment as well. The solitary room (for one person only) was the most wanted. The co-working space for some writers means a new condition that in some cases, as they report, requires a new type of self-discipline. And sometimes it is bringing together the community, and creating more structured daily routine.



During the project the Writers' Hub cooperated with different institutes, among them the Institute of 8th March, and with the UDESIN project.

With the UDESIN project we have been preparing a call for students. UDESIN will provide scholarships for students for their research work and will also cover the costs of hiring the Writers' Hub tables. We are also happy that we gave deepened cooperation with young people. Students, journalists and precarious workers have been working in the Writers' Hub.

Some other organisations (Na meji nevidnega is one of them), organising writing workshops, have detected the Hub as a perfect place for such programmes. It means, that beside our own programme, a space in also connecting other (rare) existing writing programmes in the country.

The City of Ljubljana is very pleased with the developing process of the Writers' Hub. The City of Ljubljana also wishes to open a similar space in the future - Palace Cukrarna, place for youth and literature. Practices, developed in the Writers' Hub, are going to be an important example for future urban municipality projects.

A future plan is also to start with new University programmes on creative writing in Ljubljana. One of the recent ideas is to offer a space for a new-opened programme in the restored Palace Cukrarna together with so called rooms for writing and other supporting programmes.

### 3. CRITICALITIES AND RECOMMENDATIONS

The only problem we faced relates to long-term users of the writing room. There was an open call for all interested users and we have decided to give a free desk to 4 users for 3 months and the rest for daily users that call or email us when they need a place to write.

Users with reservations didn't always come and use the space, and there was a lot of communication and a space was not always optimally used.

We have been discussing a problem with organisations that are renting desks in shared spaced in Ljubljana (e.g. Poligon) and they told us they have been facing the same problem, especially with workshops, when they offered them for free.

#### a) Vision/purpose of the pilot project

The Writers' Hub is extremely positively accepted among users, the (general) public, participants and mentors of the workshops. People have still been surprised by a new supporting space, its programmes and possibilities to use it for free.



Some of the best writers, poets have called or even written their proposals for mentoring new workshops in the Hub. This only confirms that we detected a real need of literary community and addressed it appropriately. A lot of energy needs to be invested in the promotion of Writers' Hub. Various ways of raising awareness about the project are really needed. It is also important to cooperate and build future programmes with various quality mentors.

The pilot action(s) is(are) just an important stone on the journey of developing different programmes and spaces that could and, we believe, will help to build a sustainable development of the literary scene in Ljubljana.

To support a (literary) production among young people by offering programmes and space to work for free is a good and important idea and if the content of the project goes in hand with the strategic plans of your city, you are going into the right direction.

In our case Ljubljana is UNESCO City of Literature and sustainable development of the literature field is one of the City's priorities and obligations and one of the future plans is to open a Palace Cukrarna, Literary Centre for youth in future. To have a possibility to develop such programmes and services in advance, to test them and develop, is extremely smart and important.

#### **b) Objectives (goals) of the pilot project?**

The main goal of the Writers' Hub is to support the literary production (and authors) in Ljubljana. Conditions for writing, translating, editing are not good (and Slovenia is not an exception). Ljubljana also doesn't have university programmes of creative writing yet, therefore the development of such unofficial programmes is, in the long-term, very important. As well as high-quality mentoring programme that can empower young generations and the production of quality writing.

##### Objectives/goals:

- set up a co-working space for writers
  - ensure new high-quality programmes for writers
- develop a transferable model for setting up a Writers' Hub at other locations

High-quality mentoring programme and workshops led by high professional and awarded mentors are usually (also in other fields) bringing good programmes, strong content, positive promotion and trust. And sometimes also an access to specific communities and social circles that can help gain audience and build a strong and diverse community.

Collaborating with the best possible mentors, individuals and partners is always bringing the best results - expected and, better yet, unexpected ones.



**c) Stakeholders**

In general, we had no major problems with stakeholders.

In the preparation phase publishers showed an interest in collaborating, but at the end, in the first year (dedicated to young public) they didn't show a need for an offered free working space for their co-workers (writers, translators, editors,..).

Our pilot project is based on literature (our main field of work => we run a literature house and a programme Ljubljana, UNESCO City of Literature) and therefore at the beginning of the project we were already connected with many individuals and organisations and familiar with the main problems and future challenges.

Based on our experiences, if you start a pilot project, it is crucial that a manager (or its programme partners) is familiar with the content/field and its main key issues, that should be addressed. It is a combination of an expertise, experiences and the insight into the (today's and future) needs of the audience, programmes are being developed for.

This is an important base, when developing new programmes, if you want to stay or become a competent and successful producer/space/partner.

**d) Services/products/activities**

We didn't have any problems with developing our main activities - we knew what we wanted to achieve with the project and we knew what kind of content and service we would like to offer. There were some problems with promotion of our activities to this specific group and to get in touch with the most talented and motivated youngsters in the generation, it takes time. Young adults are not a group that is homogeneous and that makes it harder to communicate with them.

Our recommendations:

A shared space, offered to write, is a good idea for many cities. People of different age groups have a wish and need to write, and this kind of project can have many positive effects on local environment.

If you find the best mentors for different age groups, they will connect people and develop and offer the best workshops and programmes that will motivate people to write.



In the 1<sup>st</sup> year the Writers' Hub is mostly focused on young people and young adults. Most of them are students and/or work in precarious jobs. There is a lot of interest for the project activities also from older visitors, that showed interest for our workshops.

In the first year 90% of the people that have attended our workshops and have been writing in the room are young adults.

Recently we had the first foreign user of the room, a Swedish translator, temporary staying in Ljubljana and using a space for daily work. When creating a space, we have detected main groups of visitors, but among them we forgot about visitors of Ljubljana that also have a need for such a quite space for writing (sometimes just for a week or a couple of days).

#### **e) Resources**

As there was no money to employ a (new) person just for this pilot project, a person, employed by Divja misel has been partly engaged in the activities and an external co-manager of the Writers' Hub has been engaged (organisation of work in the coworking space, preparation of the programme and room for workshops, communication, an open call, etc.).

It is very important that you pay attention on communication, openness and get the best qualified mentors for your workshops, as they will also bring visibility and credibility to the project.

#### **f) Financial plan**

Due to unexpected circumstances, the Writers' Hub needed some additional money for floor restoration and the heating system and the Pilot Manager got it from the owner of the house (City of Ljubljana, Department for Culture).

We acquired (a public tender of a ministry) additional funding for employment of a person that would be fully responsible for the project as, at the end, there has been a lot of planning, communication, a lot of people have come on a daily basis and they usually have had a need to communicate, sometimes they came up with suggestions and comments and it was precious to have concentration, time to be fully present and supportive part of the community.

A workshop with an external mentor was organised by RRA LUR and it was a good idea to discuss and prepare a financial plan together with an expert who also helped us to prepare a future financial plan for years after June 2019, when funding from the Forget Heritage project would finish.



**g) Project implementation**

The project implementation time-plan was prepared according to the proposed 1-year programme. Each city has (with its many rituals, events, festivals) its own dynamic as well as different age groups with different habits and needs. Awareness about that helped us to prepare the best time-plan, that could suit as many users as possible. Together with mentors (regarding their availability) and users we have designed the final time-plan for workshops and designed working hours of the shared working space.

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Construction works started with a delay, because we needed an empty house and we had to wait to the end of the school year of the music school, that has been renting a space in the house.

| Project output indicators   | Measurement unit | Final target (set in PIP) | Progress achieved (1/6/2018 - 31/5/2019) | Explanations   |
|---|------------------|---------------------------|--|--|
| Number of implemented mentorship sessions, thematic workshops and events (per year) | Number           | 9                         | 9  | Number of mentors involved, Lists of Attendees (workshops, events)   |
| Number of trained young individuals (per year)                                      | Persons          | 30                        | 44                                       | Lists of Attendees   |
| Number of visitors of public events (per year)                                      | Persons          | 200                       | 670                                      | <ul style="list-style-type: none"> <li>- Official opening of the Writers' Hub</li> <li>- Itn. Event (in 3 days more than 600 visitors, 12 events)</li> <li>- Presentation of the Writers' Hub model and Web App "OffSpaces"</li> </ul> |



|  |         |     |                  |   |
|--|---------|-----|------------------|---|
| Number of individuals - long-term users (4x permanent spaces for 3 months; per year)                           | Persons | 12  | 5                | Applying, correspondence, List of Attendees |
| Number of individuals who will work in the co-working space (1x pop-up space, no reservation needed; per year) | Persons | 100 | 18               | Applying, correspondence, List of Attendees |
| Number of individuals with improved knowledge and skills (per year)  | Persons | 30  | 44               | List of Attendees                           |
| Number of different target groups reached by different communication channels                                  | Number  | ... | App. 5.000 users | FB, weekly newsletter, media response       |

No extra recommendations, that would not be mentioned before.

#### 4. MANAGEMENT MANUAL TOOLS

| Chapter in the Management Manual | Tools - Deliverables      | Used/not used | Comment  |
|----------------------------------|---------------------------|---------------|--|
| Goals                            | “Goals Workshop” Template | not used      | The idea and related goals were very clear from the beginning. |



|                              |   |          |  |
|------------------------------|---|----------|--|
|                              | “Goals - Added Value” Table                             | used     | The template was filled in for the purposes of the FH project.   |
| Stakeholders                 | Stakeholder Map   | used     | Useful to have an overview.  |
|                              | Stakeholder Table                                       | used     | Useful to have an overview.  |
| Activities, content, offers  | “Activities Workshop” Template                          | not used | No need for organising a WS on the activities.   |
|                              | Activities-Processes-Blueprint                          | not used | Not so useful in our case.   |
|                              | Typical Site Usage                                      | not used | No need to use it for us.  |
|                              | “Activities Evaluation” Table                           | used     | We were trying to fill it in just to test it for the purposes of the FH project, but found it a bit “unclear”.         |
| Infrastructure and processes | Outcomes of filled out “Activities-Processes-Blueprint” | not used |  |
|                              | Prototype Schedule                                      | not used | We filled it in for the purposes of the FH project.  |
|                              | Fields of Activities                                    | not used | Not so useful in our case.   |
|                              | Process Planning  | not used | Not so useful in our case.   |
|                              | Responsibilities Facility Management                    | read     |  |
|                              | Management Tasks  | read     |  |
| Business concept             | Business Model Canvas                                   | used     | We did it together with a mentor at the session in June 2019.  |
|                              | Basic Financial Plan                                    | used     | Together with the expert we prepared (basic) financial plans for 3 years for the pilot project.                        |
| Implementation planning      | Project Timeline  | used     | We prepared the timeline already at the beginning of the pilot project, but with this Excel file we can see it easily. |
| Project Based Implementation | Best practices of heritage valorisation projects        | read     |  |



## 5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

Through the web questionnaire we got the confirmation that our programme was well accepted, and that the public would attend also the courses that would need to be (partly) paid. All workshops attendees were happy with the programmes, mentors and new knowledge and skills that they obtained.

One of the feed-backs of users of the Writers' Hub:

"A cosy space that is extremely comfortable for generating ideas, peaceful enough for contemplating them and finally well equipped for transforming them into written texts. I have mostly enjoyed *the Writers' Hub* as a lonesome place, convenient for creative process which is nowadays, due to the fast, automatized and mechanised way of living, challenged in all its steps."

## 6. PUBLIC-PRIVATE COOPERATION

Private partner view:

We have a really good relationship with the City of Ljubljana. They are a strong supporter of our institution and our activities.  
We also have all the support needed from the RRA LUR.

Administration of the pilot project (so many guidelines and forms to follow and fill in for reporting) was sometimes "frustrating", as we (with limited sources) wanted to focus primarily on the programme.

Public partner view:

Based on 10-year-experiences of my work with the CCI sector I can say that in general creatives are focused on their core business - setting up programmes/services/products and their implementation/execution. And usually they are very good in that. Most of the managerial tasks and especially all paperwork are in the 2<sup>nd</sup> plan and many times seen as unnecessary (superfluous). They can hardly accept that there are so many programme or project requirements that are necessary to meet, if they get the financial means and that they have to prove how they spend them.

In case of the Pilot Manager Divja misel I admire the enthusiasm of the whole team in Vodnik's Homestead, high-quality programmes, professional (and also awarded) mentors they got for the programme in the Writers' Hub and a very good network with various stakeholders. Vodnik Homestead is really an open house of authors/creatives from the field of literature. The Writers' Hub would have needed a full-time person who had been engaged on daily bases and present in the house. Unfortunately, it was not the case due to lack of financial means for (new)



employment. They applied already last year for two new employees, but did not succeed. They will try again this year.

Do you have any recommendations for other cities about how to bridge the gap between the public and private sector in order to improve their cooperation in similar projects? We prefer to receive recommendations from both partners (private, public).

Private partner view:

It's important to:

- offer quality and interesting content,
- be accessible,
- follow trends,
- cooperate with best mentors,
- be present on social networks,
- maintain quality

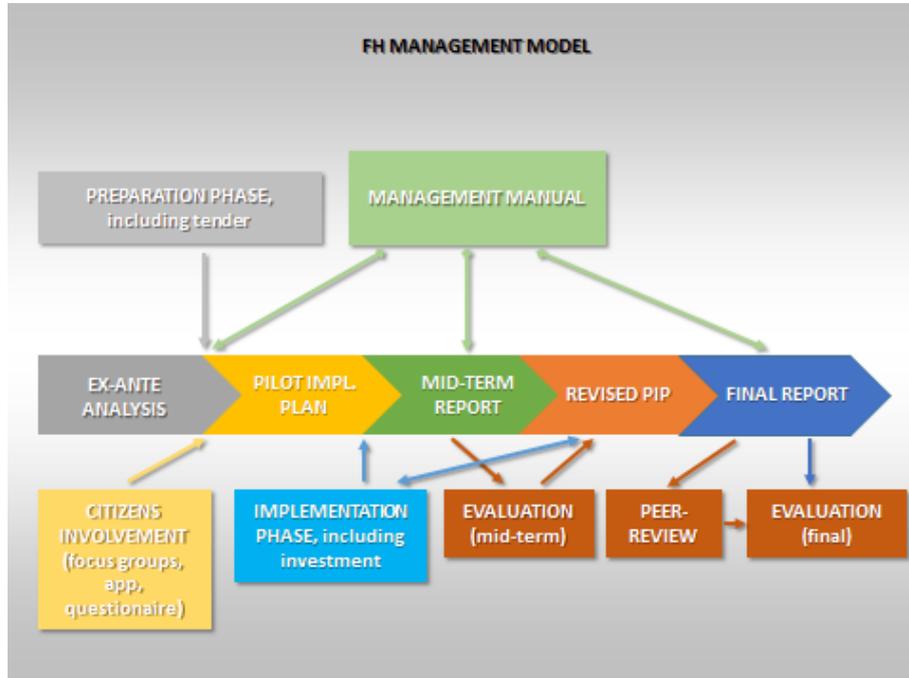
Public partner view:

Recommendation for other cities:

The best solution would be to have two persons: one for managerial & administrative tasks and another one for the programme & all related issues. In this case there would be less stress, timely actions, even better programmes/services/products as each person could focus on his/her own priorities (not multitasking all the time in so different fields of work).

To reach the above the public sector (owners of the buildings) should provide financial means for staff costs and the private sector (CCI operators) for programmes.

## 7. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS



There were no difficulties or adjustments necessary in the case of the Writers' Hub programme. The pilot project went on smoothly. Only in the beginning there was a minor delay with reconstruction works due to the music school programme (in the house) going on still in June 2018. Looking back (after the end of the 1<sup>st</sup> year) all phases were reasonable and well planned, but on the project level (the whole partnership) not timely implemented due to various reasons.

Do you consider the FH management model to be adequate (in general, not only for your specific focus/context)?

|                       | YES                                 | NO                       | Partially                |
|-----------------------|-------------------------------------|--------------------------|--------------------------|
| Private partner view: | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Public partner view:  | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Is the FH management model appropriate for your pilot's focus?

|                       | YES                                 | NO                       | Partially                |
|-----------------------|-------------------------------------|--------------------------|--------------------------|
| Private partner view: | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Public partner view:  | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



## 8. EXTERNAL ENVIRONMENT

The Writers' Hub was developed in an open-minded environment and the City of Ljubljana and RRA LUR were giving the necessary support.

In our case a long-term and good partnership with the local government (City of Ljubljana) is important, crucial. It is based on our previous excellent work and collaborations.

## 9. POLICY RECOMMENDATIONS

| PRIVATE PARTNER VIEW  | Not very relevant        | Relevant                 | Very relevant            |
|---|--------------------------|--------------------------|--------------------------|
| Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings. | <input type="checkbox"/> | x                        | <input type="checkbox"/> |
| Communication: awareness raising of public and private partners, citizens, general public   | <input type="checkbox"/> | <input type="checkbox"/> | x                        |
| Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government                       | <input type="checkbox"/> | <input type="checkbox"/> | x                        |
| Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage   | <input type="checkbox"/> | <input type="checkbox"/> | x                        |
| Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources  | <input type="checkbox"/> | <input type="checkbox"/> | x                        |
| Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes   | <input type="checkbox"/> | <input type="checkbox"/> | x                        |
| Public-private cooperation: use of the Forget Heritage project approach in other projects   | <input type="checkbox"/> | x                        | <input type="checkbox"/> |
| Networking: events, platform, national and transnational cooperation  | <input type="checkbox"/> | x                        | <input type="checkbox"/> |



| PUBLIC PARTNER VIEW   | Not very relevant        | Relevant                            | Very relevant                       |
|---|--------------------------|-------------------------------------|-------------------------------------|
| Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Communication: awareness raising of public and private partners, citizens, general public   | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government                       | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage   | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes   | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Public-private cooperation: use of the Forget Heritage project approach in other projects   | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Networking: events, platform, national and transnational cooperation  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

#### 10. OTHER COMMENTS OR RECOMMENDATIONS REGARDING THE PREPARATION OR IMPLEMENTATION OF YOUR PILOT PROJECT

If we work with the young adults, we have to be aware that we have to work with them, not for them. It is crucial to become their (equal) partners that can get in touch with their needs and ideas and gain their trust.

This specific age group often live in a living conditions that are not very optimistic. They do not have regular jobs, the rents for apartments and working spaces in Ljubljana are very high and they do not live with a stable day-to-day schedule.



It is a challenge to follow and support their main needs. We focused on professional development - mentorships, motivation, community building and free working space. It is crucial to involve young adults in our programmes, they are bringing impressively lots of ideas, knowledge and positive energy. Working with them (on the small scale, but anyway, we have to start somewhere) also means building our common future.