



ENCATC

The European network on cultural
management and policy

Flash Report

2023 ENCATC Academy on Cultural Management and Policy

24-27 April 2023
Santander, Spain

ENCATC-101054021 - GAP-101054021



Co-funded by
the European Union



Thank you!

Dear colleagues and friends,

ENCATC is proud to have held a new fruitful edition of the **ENCATC Academy** on Sustainable Cultural Management and Policy in Santander, Spain, from 24 to 27 April 2023.

As its cornerstone initiative in the sustainability field, through the Academy ENCATC aims at taking a leadership role in helping the educational sector make the shift towards more sustainable work practices and policies, setting the example for positive change-making, in cultural management and policy and beyond.

To reach this goal, the Academy brings together for four days practitioners, experts, and current and future cultural professionals of all backgrounds, to benefit from a dense programme made of mutual learning and exchange, arising from (and contributing to) the collateral set of initiatives and activities that ENCATC organizes throughout the year.

From networking opportunities such as Members Talks and Cultural Happy Hours to the annual Congress, research-related initiatives including the Research Interest Clusters (RICs), the Young and Emerging Researchers' Forum and the Think Tank post-Covid-19, up to publications such as the Cultural Policy Tracker, the ENCATC Magazine, the Book Series and many others, ENCATC is committed to involving the sustainability dimension in the whole of its action, measuring impact and foreseeing new questions and trends.

These initiatives constitute the basis of the Academy. Through interactive debates, inspiring presentations, panel discussions, and group sessions, the 2023 Academy provides an unparalleled platform for knowledge-sharing, peer-to-peer education, and new partnerships, empowering educators, cultural operators, practitioners and policy makers to take a concrete stand on sustainability in the effort to foster a greener cultural sector. The high engagement of the 2023 Alumni and the diversity of the speakers' panel attest the success of the programme in exploring innovative solutions, bridging knowledge gaps and elevating research for the benefit of communities, institutions and cultural organisations alike.

Having witnessed the power of cooperation between partners, participants and stakeholders and the potential for effective new transformational practices, we are now as committed as ever to continue our journey in contributing to the creation of a climate-neutral and sustainable future together. The ENCATC Academy is crafted to provide a space for collective exchange and replication of knowledge and best practices, enabling us to have an even greater impact. We are certain that our Alumni will assist us in this mission, encouraging us to be a leading force for sustainable cultural management and policy.

Yours faithfully,

GiannaLia Cogliandro Beyens
ENCATC Secretary General





Strong institutional support from the Mayoress of Santander, Gemma Igual Ortiz, and the local administration

For its 2023 ENCATC Academy, **ENCATC** partnered up with Santander, a city whose administration is distinguishing itself for the adoption of bold policies in its cultural and sustainability development. The **Mayoress of Santander, Gemma Igual Ortiz**, contributed to the Academy by setting from the start the tone of the event, holding a powerful speech that contributed to our understanding of the predominant place that culture occupies in Santander as a key driver of change. During her introductory speech, she said:

"This meeting gives us the opportunity to explain the cultural project that our city has developed, the public-private collaboration that has led Santander to become a cultural reference, not only in infrastructure and contents, but also in urban planning, leading to the design of the Botín Centre building as well as upcoming projects such as the Faro Santander and the Reina Sofía. We are delighted to show the artistic and urban transformation of our city to all ENCATC Academy participants".



Sustainability and culture: benefitting from lectures on environmental and social responsibility in the tourism and cultural sectors

During the whole duration of the Academy, the diversity of the speakers added concrete value to the programme and the participation of the attendants, who therefore had the opportunity to learn from a very experienced set of trainers touching upon different areas related to sustainability. The speakers included **Edurne Vidal Lopez Tormos** (Empresa Municipal de Turismo de Santander), **Claire Buckley** (Julie's Bicycle), **Carla Figueira** (Goldsmiths University of London) and **Rebecca Thonander** (NEMO). This constituted a solid and resourceful panel, able to cover and convey knowledge on all the key areas of sustainability in culture.

In this sense, it was enlightening to learn about how central sustainable cultural tourism policies are in the Action plans and Destination plans for the development of the city of Santander. It was also eye-opening, while learning about technology and its impact on the environment, to realize the extent of the carbon footprint lying behind something so simple as the use of smartphone apps.

That is not all. We also learned that cultural relations activities are underused as an intervention for positive ecological change, and that museums can play a central role in helping the public understand more and act about climate change, although more needs to be done: today, still only 1 in 4 museums are consulted by public authorities about sustainable policies and transformations in their communities.



Close-up on practical examples: Study Visits to connect principles with the local dimension and their good practices

The Study Visits carried out during the Academy aimed at delving into different samples of cultural institutions and creative industries in Santander. Specifically, during the event we were introduced to the **Museum of Prehistory and Archeology of Cantabria (MUPAC)**, **Galería Juan Silió** and the **fashion atelier Tete by Odette**, three examples of vivacious and adaptive cultural institutions in the city. Each of these encounters served to understand how these actors are adapting their practices to sustainability principles, and what are the challenges they face.

Moreover, the final day of the Academy was hosted at the **Centro Botín**, a unique institution that is distinguishing itself as a clear example of urban transformation through cultural infrastructure. This gave participants a chance at getting a very concrete peek into the strategies and aims of one of Santander's most advanced cultural centres, leaving the city and the Academy with good practices and examples of the highest level at hand.



Exchange and discuss: the Academy and its unconventional exercises, pushing for reflection

The Academy aimed at implementing agile methodologies, facilitating reflective practices and fostering a collaborative atmosphere. Therefore, diverse dynamics were incorporated into the programme to maximize the benefits for the participants.

Participants actively engaged in the so-called Academy debates, animated by **Ian King**, of the **Istituto Marangoni and Parsons (New York)**, **Carla Figueira of Goldsmiths University of London**, and **Herman Bashiron Mendolicchio of the University of Barcelona** equally contributed to the moderation of the sessions. During the exchanges, experts shared their knowledge and expertise on sustainable practices from an academic and research-based perspective, challenging participants into innovative paths of reflection.

This way, participants not only acquired more knowledge in terms of sustainability practices and how they can be incorporated in their professional practice, but also had an opportunity to enhance their critical thinking skills on sustainability topics.



Collaborations and strong partnerships as the key to reach results

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The Academy received substantial support from its **key partners: Future for Religious Heritage (FRH), Goldsmiths, University of London and its Institute for Creative and Cultural Entrepreneurship (ICCE), Julie's Bicycle** and the **Network of European Museum Organisations (NEMO)**.

Each of these organisations provided unparalleled contributions to the programme, bringing unique and innovative viewpoints to the sessions, and adding tangible value and insight to the debates, enabling the participants to bring home meaningful and useful tools and inputs.

From environmental sustainability concerns to reflections on the digital age and the future that faces us, from practical examples of sustainable practices and policies in museums to general considerations on the needs of international cultural relations, the partners of the Academy were essential to making the event a concrete opportunity for all involved to find valuable content.

Active participation and contributions by all partners were instrumental in making the 2023 edition of the ENCATC Academy a great success. Once again, the importance of collaboration and cooperation proves to be key in achieving common goals in the cultural and creative sectors!



Alumni Programme, understanding human connections as enablers for professional project-making and development

The Academy is not just a one-time event. It is a holistic space for ongoing exchange, learning, and sustainable change-making for culture. In this sense, the power of this year's Academy was embedded in the diversity of its participants. Practitioners, policymakers, researchers, students, and artists from **more than 15 countries on 4 different continents** were represented: a true melting pot of people, experiences, and stories, brought together for the advancement of the sector and the fostering of common good.

To make the most of this resourceful group, in the course of the next months the **Alumni Programme** will allow participants of the Academy to not only have a communication channel between them, but to access an actual network of resources and opportunities to continue working together in the future. A key element at the core of the Academy programme, and a strategic advantage for maximizing **opportunities for long-lasting impact**.



Beyond the event: feedback from participants on the 2023 ENCATC Academy and reflections for the sector's green growth

The **2023 edition of the ENCATC Academy** took place in **Santander**, a city increasingly focused on sustainable principles and cultural development. This choice was made in line with the spirit and with the objectives of the event, conceived as a concrete opportunity for participants to learn about sustainable practices and bring home tools to implement change.

The attendees' feedback made it evident how creating a space for knowledge, debate, and exchange is crucial for fostering a meaningful learning experience. In this sense, the Academy served as a wonderful platform to kickstart debate and allow for skills acquisition in an involving and all-encompassing way.

We want to sincerely thank all Academy participants for giving ENCATC and its partners their trust in taking part in the event, for their active participation in the discussions, as well as for their invaluable contributions in making this year's Academy edition an absolute success. None of this would have happened without them!



Looking forward to the 2024 ENCATC Academy

In collaboration with **IFA - Institut für Auslandsbeziehungen**, the next ENCATC Academy on Sustainable Cultural management and policy will take place in **Stuttgart, Germany**.