

THREE-YEAR OPERATIONAL PLAN (TOP) 2023-2025 PORT NETWORK AUTHORITY OF THE IONIAN SEA - PORT OF TARANTO

Plan Actions

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OBJECTIVE	ACTION
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ACTION 1**CREATION AND IMPLEMENTATION OF A LEGAL ADVICE DATABASE**

Plan 2023-2025 Reference objective	no. 1 BUSINESS INTELLIGENCE AND DIGITAL OPERATIONS
Stakeholders involved	Port Network Authority's Divisions/employees; Port Network Authority's Governing Bodies, Secretary General, offices and agencies.
Implementation tools	Design and development of an internal database that stores the advice given by the Port Network Authority's relevant Office on specific legal issues that are analysed from time to time. IT systems and supports, including those being implemented and any other intangible and tangible support that may be useful for the action, intranet. Any other tool that may be necessary for the full implementation of the action.

Description and opportunities:

The objective of this action is to simplify and speed up the administrative procedures and activities of each of the Port Network Authority's Directorates, Bodies and Offices by a smart legal advice database issued by the Port Network Authority's relevant Office.

Specifically, once the aforementioned Office receives - also through the use of IT tools currently being implemented - a request for advice on a specific legal issue, it drafts the advice and then prepares a special digital folder on the intranet, simultaneously creates a work flow diagram and indicates the subject matter to enable the content of the query to be identified quickly. The digital folder will contain the FAQs and the advice with relative abstract for easy reference.

The database, which is updated on a quarterly basis by the relevant Office, will allow users to verify which issues have been addressed over time and see quickly and independently the decision taken by the Office on that issue, so that they can direct their decision on the specific case, where the guidelines expressed are shared and without prejudice to the responsibility of each decision-maker.

The database is also a resource for all users who can consult it even if only for a continuous professional training.

The action therefore aims to create internal public value through the broad dissemination of specific advice on issues pertaining to the Port Network Authority's activity, supported by doctrine and case law that can guide the actions of the entities operating within the Authority in accordance with the general principles of good performance and impartiality and in the light of the pre-eminent guidelines expressed by doctrine and case law.

This informative approach allows the Authority to conduct its administrative activities aiming at increasing high standards of affordability, efficiency, impartiality, publicity and transparency.

ACTION 2

OPERATIONAL COMPATIBILITY OF PORT COMMUNITY SYSTEM AND 5G INFRASTRUCTURE

Plan 2023-2025 Reference objective	no. 1 BUSINESS INTELLIGENCE AND DIGITAL OPERATIONS
Stakeholders involved	Stakeholders include, but are not limited to: Port Network Authority, Ministry of Infrastructure and Transport, National Logistic Platform Operator, Customs and Monopolies Agency, Italian Finance Police (<i>Guardia di Finanza</i>), Police Authority, Harbour Master's Office, the Port Community, Public and Private Operators.
Implementation tools	Tenders and Framework Agreements. Memoranda of Understanding with other Bodies and Public Administrations. Management of cross-disciplinary Working Groups. Training courses on specific topics.

Description and opportunities:

The Port Network Authority of the Ionian Sea started a digital transition process that included the integration of the Port Community System (PCS) with the port security systems, as the digitisation of the logistic chain plays a strategic role in the management of the port of Taranto as a driver for relaunching the Port and the local area. The PCS was built with state-of-the-art technology and is designed to be interoperational and integrated with various public and private telematic systems/platforms in full compliance with GDPR and Cybersecurity principles.

The aim of this action is therefore to connect the PCS through the sharing of service modules with all port stakeholders in order to improve and digitise the transmission of messages and the sharing of information and data, which will reduce management time and consequently improve traffic efficiency. In this process and in continuity with its strategic plans, the Authority aims to join the National Strategic Hub and its related migration of services, according to the indications of the legislator, which encourages all public administrations to use a single secure, efficient and reliable Cloud infrastructure. Additionally, the Authority aims to raise the level of connectivity of the entire port through the installation of fibre optic networks and 5G for ultra broadband and optimised port operations. This will be constantly tracked and monitored by the Authority and will be presented to the port community.

ACTION 3
CIRCULAR
ECONOMY

Plan 2023-2025 <i>Reference objective</i>	no. 2 SUSTAINABILITY AND ECOLOGICAL AND ENERGY TRANSITION
Stakeholders involved	Professionals; Economic Operators providing services and works; Enterprises; Port Operators and Concessionaires; Other Administrations
Implementation tools	Engineering services, participation in European projects, workshops and events, webinars

Description and opportunities:

The idea behind the circular economy is that it responds to the desire for sustainable growth in the context of the increasing pressure that production and consumption place on both the world's resources and the environment. Until now, the economy has operated on a “production-consumption-disposal” model, a linear model where every product is inevitably destined to reach its “end of life”.

With this in mind, the Authority aims to be a point of reference for users and other interested Administrations in order to encourage and promote awareness-raising activities aimed at improving the use of resources.

In relation to this, the Authority plans the promotion of awareness-raising activities aimed at disseminating the practices set out in the *waste collection and management plan* drawn up pursuant to Legislative Decree 197/21 – currently under assessment by the Regione Puglia - in order to encourage the separate collection and recovery of ship-generated waste. In the drafting of the adopted Plan, all stakeholders were involved in order to draft a true picture of the existing state of affairs in the port with regard to the production and management of waste from ships and to undertake consequent awareness-raising actions.

With regards to the management of waste produced in public areas, awareness-raising activities are also being promoted to encourage separate collection of waste and its recycling by manufacturers.

When developing the tenders for the awarding of waste management services, the Authority seeks to pinpoint criteria for the prevention/reduction of waste production and for reducing landfilling.

The Authority, as stated in its *environmental management system*, certified in accordance with UNI EN ISO 14001, promotes systematic analysis and assessment of activities carried out in the port area that may interfere with maintaining an adequate level of environmental quality. Once the port's environmental situation was known, the environmental sustainability objectives to be achieved were defined, as well as the strategies and actions to be pursued, considering a series of solutions that would allow to launch, in the next three years, actions and operations aimed at reducing waste production, encouraging recycling of waste, raising port users' awareness of the use of sustainable products and services, and in general, an increased focus on environmental issues.

To this aim, the Port Network Authority has also made this process a part of its environmental policy to apply for European projects and programmes aimed at ensuring sustainable economic growth and employment through a better use of its resources.

In this context, the Authority will continue to regularly join and actively participate in EU projects and initiatives on the matter of the circular economy, which are related to the topics of the European Green Deal with a focus on green shipping, ports and logistics.

ACTION 4
ENVIRONMENTAL MONITORING

Plan 2023-2025 Reference objective	no. 2 SUSTAINABILITY AND ECOLOGICAL AND ENERGY TRANSITION
Stakeholders involved	Professionals; Economic Operators that provide services and works; Enterprises; Port Operators and Concessionaires; ARPA Puglia; Harbour Master's Office; Other Administrations.
Implementation tools	Engineering services, participation in European projects, workshops and events

Description and opportunities:

The Port Network Authority has always paid the utmost attention to environmental issues, trying to carry out all infrastructural works to pursue a sustainable and green perspective.

To this aim, the Authority contracted the service "**Integrated Environmental Monitoring of the Taranto Port Area**".

The objective is to monitor the entire port area through a network of evenly distributed measuring stations/points where a defined set of parameters related to all environmental matrices of interest can be systematically measured over time, i.e.:

- **Seawater and Groundwater** via:
 - an overarching network of 10 fixed stations for the continuous surveying of seawater;
 - an overarching network of 46 mobile stations for quarterly seawater surveys;
 - an overarching network of 26 piezometers on the ground for quarterly groundwater surveys;
- **Air** through 3 fixed monitoring stations for PM₁₀ and PM_{2.5}, SO₂, NO/NO₂/NO_x, CO, O₃ and BTEX.
- **Noise** through 4 control units for long-term noise monitoring;
- **Soil** to survey:
 - the evolution of the shoreline in the stretch of the West coastline at the Multipurpose Pier, in order to assess possible unforeseen impacts due to the new breakwater that is to be built in the future;
 - the suitability for the development of vegetation in the area of the reclaimed land West of Punta Rondinella;
- **Sediments** by taking samples at 15 points at sea for chemical analysis;
- **Plants and Animals**;
- **Filtering organisms** through the "*Mussel Watch*" protocol at 9 points;
- **Benthos** through taking sediment samples at 7 points in order to recognise and count the biocoenosis present and determine their characteristic indexes.

The monitoring data will be shared with the various stakeholders (control bodies, citizens, enterprises, etc.) through a web portal/platform set up by the contractor, allowing the parties (not only experts) to have an overview of the environment.

The monitoring service in question represents a total novelty, since in recent years the Administration has always carried out punctual and non-coeval environmental monitoring, as linked to the specific infrastructural action, how to monitor the impact on the surrounding area.

The planned network, on the other hand, is not built on the monitoring structure - that is divided into pre, ongoing and post-project phases. Hence, for the "area" monitoring, individual project monitoring plans may begin at any time, without the risk of jeopardising the seamless acquisition of large-scale information. This information, in addition to allow the monitoring of the impacts coming from the execution of infrastructural works, will also lead to a broad and coherent vision of the dynamics of the port area.

The service is partly funded by CAP Infrastructure and Networks 2014-2020 - Action Line 5 of Axis D, co-financed by the European Union.

Amount eligible for funding: €8,865,312.29

ACTION 5
ENERGY TRANSITION PROJECTS

Plan 2023-2025 Reference objective	no. 2 SUSTAINABILITY AND ECOLOGICAL AND ENERGY TRANSITION
Stakeholders involved	Professionals; Economic Operators that provide services and works; Companies; Port Operators and Concessionaires; Other Administrations
Implementation tools	Engineering services, programme of works/public-private partnership, Partnerships, Publicity, Service contracts, Granting of State-owned property concessions.

Description and opportunities:

Legislative Decree No. 169 of 4 August 2016 requires that the Authority's Energy and Environmental Planning Document ("DEASP") must be drawn up in order to pursue relevant objectives, with particular reference to the reduction of CO₂ emissions. Therefore, this Port Network Authority, in accordance with the aforementioned regulatory provision, has issued the DEASP, which was adopted by the Port Authority's Managing Committee with Resolution No. 12/19 of 18.12.2019. In August 2022, the DEASP was updated thanks to the technical support of Rina Consulting.

Therefore, the development of the port network and its services involves an efficient and effective management of resources from an energy-environmental point of view, with the view of a sustainable development oriented towards the achievement of significant results in terms of innovative services characterised by low environmental impact and a reduction of management costs, thus allowing significant results in the reduction of greenhouse gas emissions, particularly CO₂.

In the implementation of the aforementioned DEASP and in order to foster the process of gradual decarbonisation of the Port of Taranto, as well as the reduction of greenhouse gas emissions, several energy-environmental actions have been set in motion.

In Taranto, the first offshore wind farm in the Mediterranean was launched and installed off of the roadstead of the Port, outside the Multipurpose Pier. The wind farm, owned by Renexia, consists of 10 turbines of 3 MW each, with an estimated annual production of 62 GWh, equal to the annual demands of about 60,000 people.

Still on the subject of renewable energy, in March 2023 the Port Network Authority published a call for the submission of expressions of interest for a Public-Private-Partnership pursuant to Article 183, paragraphs 15 and 16 of Legislative Decree 50/2016, for the award of a concession for the design, construction, operation and maintenance of plants for the production of energy from renewable sources on state-owned land identified by the Port Network Authority.

The Port Network Authority is a partner in the *IPCEI Hydrogen - wave RHATL* project, which plans, in its final proposal, to install an electrolysis plant with a capacity of 400 MW dedicated to the production of green hydrogen. The electrolysis plants will also use "treated" waste waters thus steering away from the depletion of natural resources. The supply of electricity from renewable sources, among other things, for the production of green hydrogen, will be provided by Enel Green Power, a partner in the project. The green hydrogen produced will be used as fuel gas to power industrial and port processes in the Taranto industrial area, and will be transported (and stored) through an infrastructure built directly in collaboration with SNAM - a direct partner in the project. It is well known that most of the atmospheric emissions produced in port infrastructure can be attributed to ships moored at the quayside, are caused mainly by the need to produce electricity to keep all the electrical equipment on board running.

A substantial reduction in atmospheric emissions that are produced due to electricity from boats moored at the quayside can be achieved through the direct supply of electricity via “cold ironing” systems by reducing or eliminating the use of electro-generator systems on ships.

In order to implement this, the Port Network Authority has obtained funding for the actions listed below, within the framework of the resources of the National Recovery and Resilience Plan (NRRP) and specifically of the resources allocated to dock electrification operations (Cold Ironing) referred to in Art. 1, paragraph 3 letter e) of the Decree of the Ministry of Infrastructure and Sustainable Mobility no. 330 of 13.08.2021:

- Realization of a cold ironing plant at the Port of Taranto’s public docks;
- Realization of a cold ironing plant at the Port of Taranto’s Multipurpose Pier;
- Realization of a cold ironing plant at the Port of Taranto’s Oil Terminal;

These operations were included in the Three-Year Public Works Programme 2023-2025. Design activities are currently underway.

There are also several actions undertaken by the Port Network Authority with a focus on energy efficiency. Among these is the participation, as a lead partner, in the SMARTPORT project, which received funding under the Interreg IPA CBC Italy-Albania-Montenegro 2014-2020 Programme, which allowed for the realisation of an initial relamping of the public lighting system, including the replacement of 26 LED lamps in the Dock Services area.

The Port Network Authority used the DataCH Ship FootPrint Evaluator (DSFE) software to estimate, in real time, the amount of greenhouse gases (GHGs) emitted by ships that pass through the Port of Taranto. This means that all the information concerning greenhouse gas emissions from ships arriving and/or departing from the port, and all the information necessary for a correct and up-to-date assessment of the environmental impact caused by ships, can automatically be obtained.

ACTION 6

PORT-CITY RELATIONS: INTERACTION AND INTEGRATION BETWEEN PHYSICAL INFRASTRUCTURE, SOCIAL COMMUNITY AND URBAN LANDSCAPE

Plan 2023-2025 Reference objective	PORT AND TERRITORY
Stakeholders involved	<i>Comune di Taranto, Assoporti; national, European and international public and private institutions; stakeholders, citizens, port operators, fishermen and mussel farmers, the Italian Navy, school institutes, universities and research institutes, national and international maritime-port sector associations, Sea Resource Partnership Body, the Management Committee, the European Union, ministries, local LAGs, urban laboratories, international associations (AIVP, IAPH, Medcruise, etc.), Associations and third sector entities engaged in the promotion of sea culture, etc.</i>
Implementation tools	Events (e.g., Taranto Port Days) Workshops - Forums - Agreements and Partnerships - training visits, national and European projects and training courses, new memberships, communication tools (communication campaigns, calls to action, etc.) and social media, specialised training and refresher courses, etc.

Description and opportunities:

The action represents a natural continuation of the work developed in the previous three-year programming period (2020-2022) and aims to carry out, in a regenerative perspective, the actions already implemented by the Authority through the structuring of new initiatives and projects aimed at enhancing *maritime culture*.

To this aim, the pair port-city in Taranto will be implemented both through extending the Port of Taranto and its infrastructure towards the city thanks to the renewed waterfront - which constitutes a separate action within the scope of this document - but also thanks to initiatives promoted by the Port Network Authority and aimed at implementing a renewed identity of the city based on the *floating community* concept, in line with the best practices promoted by other European ports.

Thanks to its solid relationship with the port cluster and its constant willingness to open up to new forms of discussion and connection, the Port Network Authority of the Ionian Sea encourages and promotes the activation of synergies through the organisation of events - including digital ones - aimed at bringing the local community closer to the Port of Taranto and supporting the renewal of its role as a *port-city*.

Among the numerous initiatives to be implemented as a continuation of the previous Plan there are the **Taranto Port Days** (<https://bit.ly/3iBsfXY>), an event promoted by the Authority as part of the annual **Italian Port Days**, launched in 2019 by Assoporti.

The PNAIS will also continue its training activities for young people by organising training and educational visits to the Port, both as part of its own projects and at the request of local educational institutions.

With the aim of strengthening the maritime-port identity of the community of Taranto, as well as bringing the urban community and the port closer together, the Port Network Authority will carry out a series of initiatives, both locally, nationally and internationally, highlighting the role and awareness of the **Taranto port-city** in numerous contexts and initiatives.

In the period covered by this 2023-2025 plan, the Authority plans to implement the following activities:
- establishing agreements and partnerships with local, national, European and international entities concerning the development of the port-city relationship, including through the exchange of know-how and best practices;

- participating in events related to the promotion of Taranto and its vocation as a seaside city: online and in-person meetings promoted by the AIVP Association and participation in the activities of the Board of Directors of the aforementioned Association, of which the Port Network Authority is a member;
- promoting the Open Port - Exhibition Centre of the Port of Taranto (ref. Action 7)
- participating in initiatives promoted by local Educational Institutions and Associations; etc.
- carrying out initiatives with high artistic and creative content (e.g., calls for artists, street artistry, etc.)
- creating cultural itineraries between the port and the city (following the “*Instawalks*” model);
- participating in calls for papers, awards and public initiatives related to the topic of port-city relations;
- participating in the work of the port-city subgroup set up within Assoportiti and creating synergies and interconnections on urban planning and developing the waterfront hinge area;
- granting gratuitous sponsorship and contributions (pursuant to the *Port Network Authority of the Ionian Sea's Regulation on contributions, subsidies, financial aids and economic advantages*) to support initiatives related to the dissemination of port and maritime culture;
- teaching activities aimed at disseminating the port & maritime culture;
- carrying out events and initiatives in the port area (e.g., Taranto Port Days)
- participating in events and initiatives dedicated to the sea resource promoted by both Local Administrations and other Authorities, both nationally and internationally;
- implementing a modular system of educational actions and visits (both as part of the Authority's projects and at the specific request of local Educational Institutes);
- participating in training courses dedicated to port-city topics;
- supporting the activities promoted by the National Welfare Board of the Port of Taranto through the “*Stella Maris*” Association;
- developing new initiatives for the promotion and involvement of the local area, including through charity initiatives, active citizenship and wide-ranging promotion of marine resources.

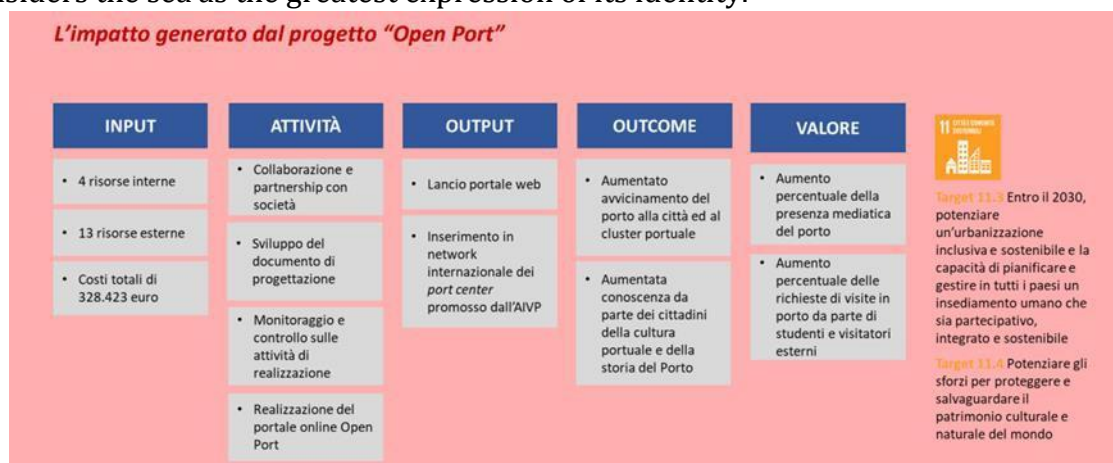
ACTION 7

OPEN PORT - EXHIBITION CENTRE OF THE PORT OF TARANTO: FROM VIRTUAL TO REALITY

Plan 2023-2025	PORT AND TERRITORY
Reference objective	
Stakeholders involved	<i>Comune di Taranto, Assoporti; national, European and international public and private institutions, terminal operators, MarTa, citizens, employees of the Port Network Authority of the Ionian Sea, port operators, fishermen and mussel farmers, the Italian Navy, school institutes, universities and research institutes, national and international maritime-port sector associations, Sea Resource Partnership Body, AIVP and Port Centre Network, ministries, local LAGs, urban laboratories, associations and third sector organisations involved in promoting sea culture, etc.</i>
Implementation tools	Agreements and partnerships, exhibitions/manifestations, multimedia classrooms, communication tools (communication campaigns, calls to action, etc.), training visits, Port Network Authority of the Ionian Sea institutional website and social network, school reception, video

Description and opportunities:

The action builds on the work conducted in the previous programming period (2020-2022), which saw the completion of the design and implementation process of a virtual "Open Port". This is a website (www.tarantopenport.com) that serves as a platform for the dissemination of maritime and port culture as well as a hub for immersive experiences capable of connecting the port with the city of Taranto, as an educational, information and interaction centre open to citizens. The Port Center is part of the broader series of actions launched by the PNAIS - together with the Municipality of Taranto - and aimed at opening the port to new dynamics and interactions with the Taranto port-city and with the international network of port-cities, through projects aimed at raising awareness of and promoting the port's heritage which considers the sea as the greatest expression of its identity.



"Open Port" was presented to the digital community in April 2022 in its virtual format which, through the website www.tarantopenport.com, involves users from all over the world in an unprecedented journey of discovery through its contents but also thanks to informative, educational and immersive experiences united by a common objective: to open the port of Taranto to the city and to the national and international audience of port cities, encouraging interaction with a focus on transnational cultural exchange, towards the creation of a new way of using the port's heritage, mainly among the younger generations. Thanks to the digital portal, the project's objectives were largely achieved, as it was able to develop several actions to engage young students also through direct meetings and educational and information activities.

In the 2023-2025 three-year period, the Authority will give this portal a suitable physical location within the “*Falanto*” Multipurpose Service Centre, becoming the Port of Taranto’s exhibition centre, which will open the Port to a wide visitor target (citizens, students, tourists, etc.). Looking ahead to the next three years, *Open Port* is to be considered a **work in progress**, a journey by which the Port Network Authority is practising local engagement by listening to the area's demands, in order to build a strategic outlook with a focus on sustainability, innovation, inclusion and sense of belonging. Specifically, in addition to the promotion of the digital portal, the new programme will devote a specific focus on activities related to the setting up of the physical port centre in the port area, as well as on territorial animation initiatives and the regeneration of links between the port and the city, also thanks to *AIVP - Association International Villes et Ports*, of which the Authority is a member of the Board of Directors and the international network dedicated to port centres.

Here follows an indicative and non-exhaustive list of actions to be developed over the next three years:

- Awarding of the executive design and implementation of the physical set up of the Open Port;
- Participating in national and international focus groups (Assoporti and AIVP) aimed at sharing best practices that have already been developed by other international port centres;
- Presenting the Open Port project at national and international events;
- Nominating the Open Port project in awards and initiatives of various kinds.

ACTION 8
WATERFRONT DEVELOPMENT

Plan 2023-2025 Reference objective	PORT AND TERRITORY
Stakeholders involved	Municipalities; other local authorities; port operators; citizens.
Implementation tools	Executive urban plan, Competitions of ideas and design

Description and opportunities:

The objective is to materialise, in terms of spatial quality, the commitment of the Port Network Authority of the Ionian Sea - together with the municipal administration - to the construction of a redeveloped environment that can enhance the natural architectural and cultural resources, offering citizens novel opportunities to make use of the city-port interface and, more generally, to utilise the urban spaces that highlight the relationship between the city, the port and the marine resource.

Hence, following the approval - Regional Council Resolution No. 1384 of 23/07/2019 by the Puglia Region - of the variation to the General Master Plan ex Art. 16 of RL 56/1980, relating to the new Master Plan of the Port of Taranto, the Port and the Municipality, at the end of 2019, signed an agreement aimed at the elaboration of the Executive Urban Plan preparatory to the start of tenders for works on the waterfront area, with the final drafts completed in 2021.

The Executive Urban Plan of the INT-1 area was subsequently adopted by Municipal Council Resolution No. 9 of 29 June 2022. For the purposes of the subsequent administrative approval process, the following advice was acquired:

- Exclusion advice on SEA eligibility, acquired by Act no. 6975/2023 of 12/01/2023;
- Landscape Compatibility Advice pursuant to Art. 96 of the Technical Implementation Rules of the current Regional Territorial Landscape Plan (RTLTP), acquired by Act No. 01/2023 of 09/01/2023;
- Advice on the Puglia Region pursuant to Article 89 Presidential Decree No. 380/2001 and subsequent amendments, acquired by Act protocol no. r_puglia/AOO_064/PROT/20/03/2023/0004272;
- Binding advice of the District Basin Authority of the Southern Apennines, Art. 4 paragraphs 4 and 5 of the Technical Implementation Rules of the Hydrogeological Structure Plan for improvements in areas of flood hazard, acquired with Act 6046/2023 of 28-02-2023.

As it stands, the last document still to be acquired for approval is the Advice of the competent National Superintendence for Underwater Cultural Heritage, pursuant to Art.16, paragraph 3, of Law 1150/42.

The strategic choices to be taken with said Executive Urban Plan - consistent with those taken in the approved Port Master Plan, including through the engagement of citizens - will allow a new waterfront structure as a physical and social infrastructure bearing new design configurations and dimensions.

In this perspective of rapprochement and integration between the port and the city, once the Executive Urban Plan has been approved, and through the engagement of citizens and young professionals (e.g., a competition of ideas for young architects), the PNAIS will launch one or more integrated projects that, on the one hand, will be oriented towards the implementation of the works (e.g., a linear bicycle park along the port boundary, spaces for sports activities, areas for the "development" of environmental micro-fields of biodiversity, observation and information points, urban playgrounds for children, etc.) aimed at the enjoyment of citizens and, on the other hand, to the presentation of a project for the regeneration of the port-city hinge area between the San Cataldo Pier and the Aragonese Castle

With the aim to creating structures to protect stretches of coastline subjected to erosion, port-city interaction systems, pedestrian paths on the border line between port, city and sea that will give the community of Taranto a new public space.

It is essential to include this action in the new Three-year Operational Plan (TOP), in order not to waste the resources already deployed and to make full use of the funding that is already allocated under the CAP.

ACTION 9
INCREASE SAFETY AWARENESS

Plan 2023-2025 Reference objective	PORT AND TERRITORY
Stakeholders involved	Professionals; Economic Operators that provide services and works; Companies; Port Operators and Concessionaires; Other
Implementation tools	Accident monitoring; statistical and database creation; inspections; collaboration with other administrations (Local Health Authority, Harbour Master's Office)

Description and opportunities:

The management of the port and its local area involves an in-depth knowledge of the activities that are carried out in them in order to assess the safety awareness and control activities that can be carried out therein to improve the health and safety conditions for workers.

In order to have a comprehensive picture of the safety measures, through the biannual collection of data relating to accidents, the Authority provides for the creation of dedicated databases for the continuous monitoring of accidents in ports.

Therefore, the Authority aims to be a point of reference for users and other interested Administrations by issuing specific decrees in order to encourage and promote, towards port operators, continuous awareness-raising activities on health and safety at work.

To this aim, the Authority plans to carry out site visits and audits not only to monitor the local area and its activities, but also and above all to raise awareness among port operators. This is to encourage coordination and cooperation activities between them in order to minimise any interference that might arise from the activities that each operator carries out under its authorisation.

With regard to site visits and the issuing of dedicated decrees, the Authority collaborates with other relevant Administrations in the field of port safety, such as the Harbour Master's Office and the Local Health Authority, in order to carry out joint actions and activities aimed at the implementation of shared protocols and decrees with a focus on the continuous improvement of port safety.

In this context, the Authority will continue to regularly join and actively participate in projects and initiatives with other administrations in order to continuously promote pragmatic awareness-raising activities towards all port users.

ACTION 10
PUBLIC PROPERTY
MANAGEMENT

Plan 2023-2025 Reference objective	PORT AND TERRITORY
Stakeholders involved	State-owned Property Concessionaires; Other Administrations
Implementation tools	Its management; control of practices; land control; monitoring of fees and concessions; monitoring of the management of the State-owned Property Information System (SID).

Description and opportunities:

Law no. 84/94, establishing the Port Network Authorities, in line with the European Union principles, provides for the separation of port administration tasks (management of the state-owned property and regulation of the economic activities carried out therein), entrusted exclusively to the Port Network Authorities, and entrepreneurial activities relating to the provision of port operations and services reserved to private entities.

This law expressly refers to Articles 36 to 55 and 68 of the Navigation Code (R.D. no. 327 of 30 March 1942) for the management of state-owned maritime areas and regulates in detail, in Article 18, the concession of areas and quays to the terminal operators authorised under Article 16 to carry out port operations and services.

Among the Port Network Authority's tasks - defined in paragraph 4 of Article 6 of Law no. 84/94 - letter (e) provides for: *"the exclusive administration of the areas and assets of the state-owned maritime property included in its district, in accordance with the provisions of this law and the Navigation Code....*

For the management of the activities related to the functions on the state-owned maritime property, the Port Network Authorities shall make use of the Maritime State-owned Property Information System (SID)".

In order to regulate the tasks and purposes of the administration of the areas and assets of the state-owned maritime property, the Port Network Authority of the Ionian Sea has adopted, as of 2015, a specific regulation entitled *"Administrative procedures concerning state-owned maritime property"*, adopted by Ordinance of the President no. 12/15 of 22.09.2015. This Regulation has been amended over the years, in order to acknowledge, as regards State-owned maritime property concessions pursuant to Art. 18 of Law no. 84/94, the instructions of the Ministry of Infrastructure and Transport outlined in Circular no. 3087 of 05.02.2018 concerning the criteria to be used in the procedure for comparing applications for the granting or renewal of State-owned maritime property concessions and those of the Transport Regulatory Authority established by resolution no. 57 on 30 May 2018 to ensure equal and non-discriminatory access to port infrastructure.

Most recently, by Ordinance no. 6/21 of 22.03.2021, amendments to the Regulation were approved in order to regulate the procedures for submitting applications according to the procedures provided for by the One-stop Administrative Service ("SUA") set up in compliance with Art. 15-bis of Law no. 84/94 and to better define some procedural aspects related to the administration of the areas and assets that are part of state-owned maritime property.

The concession of areas and quays was recently and substantially revised by Article 5 of Law No. 118 of 05.08.2022 *"Annual Market and Competition Law 2021"*, which - in the new wording of the aforementioned Article 18 - stipulated that these concessions are to be assigned by means of public procedures, also initiated at the request of a party, with the publication of a notice, in compliance with the principles of transparency, impartiality and proportionality, guaranteeing conditions of effective competition; that is, reserving functional operating spaces for the carrying out of port operations by other companies that do not hold a concession in compliance with the principles of transparency, fairness and equal treatment.

In order to standardise the rules for the granting of these concessions, a specific regulation was issued,

28.12.2022, which contains detailed indications on: the content of the notice; entities admitted to submit applications for the granting of the state-owned property concession; criteria for determining the fee; procedures for managing the concession (Modification of the content of the state-owned property concession; Subjective events that follow the granting of the concession; Changes of state-owned property concessionaires; Verification activities by the granting authority).

The legal instrument introduced by Article 18 of Law No 84/1994 is, however, a “flexible” one, so much so that it provides for the possibility to negotiate the way concessions are granted, through the instrument of “substitution agreements” and states that the concession may also include the realization of infrastructure.

The Port Network Authority shall assess the consistency of the applications received and the related activity programmes based on the Port Master Plan and the sector’s strategic planning tools, under penalty of inadmissibility.

The powers to regulate entrepreneurial activities carried out in ports of course include controlling and supervising these activities. The exercise of the supervisory power over the performance of the enterprises authorised to operate in the port is essential to ensure that they constantly operate in an efficient and productive manner. And this certainly applies to terminal operator businesses under Article 18 of Law 84/94.

Considering that state-owned property is a scarce resource, it is indeed imperative, on the one hand, that only the best-qualified entities that can offer sufficient guarantees and assurances as to their actual entrepreneurial capacities are authorised to use it, and on the other hand, that they ensure that operating programmes are actually pursued for the entire duration of the concession for which they apply, avoiding unnecessary or inefficient occupation of port space.

The concessionaires are required to fulfil a number of obligations. In addition to those related to the commitments made by the activity programme in terms of investments, trades and employment plan, it is certainly worth mentioning the payment of a state property fee that, in the case of concessions pursuant to Art. 18 of Law 84/94, is made up of a fixed part to be determined taking into account the location, extension, conditions and level of infrastructure, and a variable part in which the Port Network Authority may introduce incentives or disincentives depending on the productive, energy and environmental efficiency of the activity and the quality of services offered.

The Port Network Authority - which is called upon to monitor, throughout the duration of the concession, compliance of the concessionaire with the relevant requirements and the commitments undertaken in order to guarantee the best use of the port areas and the contestability of the areas where the concessionaire fails to achieve the objectives stated in the activity programme or fails to fulfil the commitments undertaken upon entering the port - therefore

- promotes the continuous monitoring of concessions in order to manage areas, assets, waterways and activities in such a way as to ensure the profitable use of the state-owned maritime property.

ACTION 11

THE NRRP AS A TOOL FOR THE DEVELOPMENT OF PORT INFRASTRUCTURE

Plan 2023-2025 Reference objective	no. 4 PHYSICAL AND LOGISTICAL INFRASTRUCTURE
Stakeholders involved	Professionals, Economic Operators that provide services and works, Other Administrations
Implementation tools	Participation in national and European calls for tenders, engineering services, services and works contracts.

Description and opportunities:

The objective is to complete the actions that are already provided for under Action 14 of the Three-year Operational Plan 2020-2022 and to develop new strategic actions through the adoption and implementation of the three-year public works programme. The objective is to complete the process of transforming the port of Taranto, which is well connected and structured, into a driving force for the city's economic development, capable of developing innovative policies, based on national and EU principles, and involving the entire surrounding area. In terms of infrastructure, the vision is that of a safe and sustainable port, attentive to both Maritime Security policies (in accordance with the regulations for ships, installations and berthing areas as well as for the entire port area) and to the energy-environmental sustainability targets. The infrastructural operations underway, already foreseen in the Three-year Operational Plan 2020-2022, as well as those to be implemented, will enable improved competitiveness in the transport of liquid bulk, general cargo, containers, Ro-Ros and cruises.

The Port Network Authority was also the beneficiary, within the framework of the National Recovery and Resilience Plan, of funding for several infrastructure works in the Port of Taranto, on various assets. These operations are aimed at the “*development of maritime accessibility and the resilience of port infrastructure to climate change*” and the “*Dock Electrification*”.

The first categories of operations include the construction of the “*New breakwater to protect the off-shore port of Taranto - western section*” and the “*New breakwater to protect the off-shore port of Taranto - eastern section*”.

With regard to Cold Ironing, the Port Network Authority received funding for the construction of a cold ironing system at the Port of Taranto’s public docks, at the Multipurpose Pier and at the Oil Terminal.

In addition, the Port Network Authority, within the NRRP, and specifically under Measure M5C3 - “*Infrastructure projects for Special Economic Zones (SEZs)*”, received funding for the realisation of the “*Primary infrastructure and road and rail accessibility for the Eco Industrial Park area*”.

For the aforementioned measures, planning and licensing operations are in progress.

By Decree No. 117 of 17.10.2022, the three-year programme 2023-2025 and the 2023 annual list of public works, drawn up in accordance with the provisions of Ministerial Decree No. 14 of 16.01.2018, was adopted by the Port Network Authority.

The following operations are underway:

1. *Works for the dredging of 2.3 mcm of sediments in the Multipurpose Pier area and for construction on the first lot of the land reclaimed for the expansion of Pier 5*
2. *Multi-purpose service centre for port use at the San Cataldo wharf (Falanto Building)*
3. *Collection and dispatching network for rainwater in the port's common areas and water and sewerage network*

ACTION 12

IMPROVED EFFICIENCY, OPTIMISATION AND MAINTENANCE OF THE EXISTING INFRASTRUCTURE AND ENHANCING THE PORT'S GREENFIELD AND UNDERUSED AREAS

Plan 2023-2025 Reference objective	no. 4 PHYSICAL AND LOGISTICAL INFRASTRUCTURE
Stakeholders involved	Professionals, Economic Operators that provide services and works, Other Administrations
Implementation tools	NRRP, participation in national and European calls for tenders, engineering services, services and works contracts.

Description and opportunities:

With regard to the efficiency and optimisation of existing infrastructure, the “Global service for the management of artefacts and services of general interest at the port of Taranto” continued in 2022 in order to optimise the time and cost of maintenance work on roads and squares, buildings and artefacts, green areas, electrical systems, lighting, and the maintenance and management of water and sewerage networks, the industrial water network and the rainwater drainage network.

By Decree No. 117 of 17.10.2022, the three-year programme 2023-2025 and the 2023 annual list of public works, drawn up in accordance with the provisions of Ministerial Decree No. 14 of 16.01.2018, was adopted by the Port Network Authority. There are several improvements that the Port Network Authority intends to implement that aim to redevelop the existing infrastructure.

These include:

- *COMPLETION OF THE REDEVELOPMENT WORKS OF THE MOORING QUAY IN CALATA V IN THE PORT OF TARANTO, which will begin soon;*
- *DEMOLITION AND RECONSTRUCTION OF THE REINFORCED CONCRETE OPEN DECK ON THE WEST SIDE OF THE SAN CATALDO PIER*
- *REFURBISHMENT OF PROTECTION WORKS AGAINST WAVE DISTURBANCE AT THE PORT OF TARANTO AND THE TARANTO HARBOUR*

In addition to the above listed works, there are the infrastructural works for the Special Economic Zones planned under the NRRP, for which the Port Network Authority of the Ionian Sea has already called for a session of the Conference of Services, for collecting advice, permissions, clearances and/or any other deed of consent necessary for the issuance of the SEZ Single Authorisation pursuant to Article 5-bis, paragraphs 2 and 6, of Decree-Law No. 91/2017 and regarding the technical-economic feasibility study on the “INTERCONNECTIONS TO THE PORT OF TARANTO”: Main infrastructure and road and rail accessibility of the 'Eco Industrial Park' area.

With its realisation in mind, the project envisages two operational phases:

- 1st part, comprised of main infrastructural works and road accessibility, including reconfiguration works for road and railway infrastructure, and the necessary water works that fall within the area of interest, financed for €50,000,000 by the National Recovery and Resilience Plan (NRRP) - Measure M5C3-11 and therefore, as provided for by the Ministerial Decree 492 of 03.12.2021, the works must begin by 31.12.2023 and be completed by 30.06.2026;
- 2nd part, comprised of the operations for the completion of the production complex (railway accessibility, secondary roads and primary urbanisation networks for the different sites, preparing the sites and warehouses with their technological systems, outside areas and green areas, area services, etc.).

The administrative and financial benefits of the SEZ and the Customs Free Zones allowed the Port Network Authority to promote the existing port areas and infrastructure over the course of 2022, so that various expressions of interest were received by the SEZ Single Window, respectively with reference to the Logistic Platform (the Port area's former partner, as well as the former partner of other major areas for which important operations are planned for a more profitable realisation of public interest).

With the presentation of the technical-economic feasibility and/or final projects, in the coming months a boost can be given to the Conferences of Services aimed at the acquisition of advice, permissions, clearances and/or any other deed of consent necessary for the issuance of the SEZ Single Authorisation pursuant to Art. 5 bis, paragraphs 2 and 6, of Legislative Decree no. 91/2017 and subsequent amendments and, therefore, to start business activities that will favourably promote the port areas concerned and will give the desired added value to the area in terms of economy and employment.

Of particular interest is the public announcement that was recently published by the Port Network Authority, aimed at finding economic operators who can propose Public Private Partnership measures, for the design, construction, management and maintenance of plants for the production of energy from renewable sources in areas under the Port Network Authority's jurisdiction.

ACTION 13**NETWORK STRATEGIC PLANNING OF THE PORT OF TARANTO**

Plan 2023-2025 Reference objective	no. 4 PHYSICAL AND LOGISTICAL INFRASTRUCTURE
Stakeholders involved	Professionals, Economic Operators that provide services and works, Municipality of Taranto, Puglia Region, Port System Strategic Planning Office, Management Committee, relevant Ministry, other
Implementation tools	Engineering services, service contracts and conference of services

Description and opportunities:

The recent Law 156/2021, amending Article 5 of Law 84/94, establishes and regulates the Port System Strategic Planning Document ("DPSS"). The DPSS has a strategic-planning value that, in line with the General Plan for Transportation and Logistics and with the European guidelines on port activities, logistics and infrastructure networks, as well as with the National Strategic Plan for Port Activities and Logistics, defines the Port Network Authority's development objectives, identifies and spatially describes the port areas and other public and private areas subject to the jurisdiction of the Port System Authority, divides the port areas into port, back-port and port-city interaction areas and finally identifies last-mile road and rail infrastructure connections.

In accordance with the provisions outlined in Article 5 of Law 84/94, the activities necessary for the implementation of the DPSS are divided into the following phases:

- Phase 1 - Establishment of the Strategic Planning Working Group and Plan for Communication and Participation of the Port System and Strategic Planning Document;
- Phase 2 - Drafting of the Document according to Art. 1, paragraph 1, of Law 84/94;
- Phase 3 - Adoption by the Management Committee of the Port Network Authority;
- Phase 4 - Request for the advice of each municipality and region territorially concerned by means of a Services Conference, pursuant to Article 14-bis of Law No. 241 of 7 August 1990;
- Phase 5 - Approval by the Ministry of Infrastructure and Sustainable Mobility, which offers its advice after consulting the National Coordination Conference of Port Network Authorities.

The drafting of the DPSS requires a special multi-sectoral and multi-disciplinary Port System Strategic Planning Office, with both internal and external staff who play a role in the drafting of the Document itself.

The professionals needed for the implementation of the DPSS service can be summarised as follows:

- One or more engineers/architects/urban planners that deliver the following specific duties:
 - coordination of similar plans in the port area;
 - strategic planning and programming in the port area;
 - urban, spatial and landscape planning;
 - infrastructure and mobility planning;
 - port accessibility for people and goods;
 - transport traffic and logistics modelling.

- One or more individuals with proven experience in the field of:
 - Geodatabase construction in a GIS environment;
 - Support and facilitation of technical tables and conferences in the port area;
 - communication and participation in port planning.

Since these are highly specialised individuals who are not part of this Authority's workforce, a number of activities had to be outsourced to external professionals.

The task of drafting the Strategic Planning Document of the Port Network Authority and the technical-operational support for its approval was entrusted to the company TPS Pro by the Port Network Authority with Resolution no. 101/2023 of 23.03.2023.

ACTION 14**PROMOTION, MARKETING AND INTERNATIONAL RELATIONS: MEASURES TO SUPPORT THE POSITION OF THE PORT OF TARANTO IN THE GLOBAL MARKET**

Plan 2023-2025 Reference objective	no. 5 INTERNATIONALISATION
Stakeholders involved	Municipality of Taranto, Assoporti; national, European and international public and private institutions; stakeholders, citizens, Customs and Monopolies Agency, SEZ Governing Board, SEZ Observatory, Chamber of Commerce, Confindustria, ICE, Confcommercio, port operators, fishermen and mussel farmers, terminal operators, Navy, School Institutes, Universities and Research Institutes, National and international maritime-port sector associations, Sea Resource Partnership Body, Management Committee, European Union, Ministries, Associations and third sector bodies involved in the promotion of sea culture, journalists and bloggers/influencers, land-based tourism service providers, Puglia Airports, cruise companies, ENIT, Puglia Region and regional agencies, media, etc.
Implementation tools	Events, Fairs, Conferences, B2B, Workshops (hackathons, OSTs, etc.), Forums, Agreements and Partnerships, incoming and outgoing missions, training visits, national and European projects, new memberships, communication tools (communication campaigns, calls to action, etc.) and social media, etc.

Description and opportunities:

The action is in line with the previous programming period (2020- 2022) in order to support the development of industrial, commercial and cruise traffic in the Port of Taranto and, more generally, the promotion of the port as a strategic logistic and intermodal hub.

The action also aims to build a synergistic and shared process with the stakeholders of the Ionian port cluster, to pursue a common promotion strategy driven by the claim “*Why Taranto*” in order to identify the key elements that will enable the Port's infrastructural offer and services to be positioned nationally and globally.

To this aim, the action outlines the strategy to develop in order to achieve the following general objectives:

- Supporting the increase in trade and logistics activities and supporting the Taranto industrial-maritime cluster.
- Supporting the increase in passenger traffic, the development of the tourism industry and the development of the Taranto brand through the Taranto cruise cluster network.

With particular reference to *supporting the industrial and commercial cluster of the Port of Taranto*, actions will focus on:

- forming integrated strategies aimed at stepping up its dialogue with the operators of the Ionian port ecosystem in order to identify ways of promoting and enhancing the shared competitive conditions that make the Taranto seaport preferable over other ports;
- the dissemination and knowledge of activities and opportunities for business development and attracting new investment;
- A rapid acceleration of the “aggregation” process based on the formalisation and promotion of a maritime industrial network, according to an internationally-oriented model (cluster), also through collaborations with associations;

- The integrated promotion of incentives and reliefs related to the activation of the SEZ and the Enclosed Customs Free Zone with a view to contribute to the flourishing of the local economy through new business settlements.

With particular reference to the *Taranto cruise cluster*, actions will concentrate on:

- Launching the network, with the development and enrichment of the network, with the direct commitment of individuals at the top and the provision of adequate resources for organisational and promotional aspects and for the nurturing of some initial "cluster projects";
- Participation, as members of the Board of Directors of MedCruise - The Association of Mediterranean Cruise Ports, in activities of interest to Mediterranean cruise ports and, in particular, in the Working Group "Cruises & Port Cities" jointly launched by AIVP and Medcruise. This is an operation aimed at carrying out activities devoted mainly to analysing the dynamics and sustainable relations between the port, the city and cruise tourism;
- the integration of network actions also with economic operators (e.g., terminal operators)

During the 2023-2025 three-year period, the Authority plans to implement a number of operations such as, but not limited to:

- Organising incoming missions by international players in the field of shipping and port activities and decision makers - public and private - at various levels.
- Continuing collaboration with international ports (e.g., the port of Shenzhen) and the signing of new Memorandums of Understanding with other global ports;
- constantly updating projects within its competence along the Scandinavian-Mediterranean Corridor of the TEN-T network;
- participating in inter-institutional and participatory working tables of the local ecosystem (e.g., the Tourism Board launched by the Chamber of Commerce and the start-up of the "*Port-City and Tourism Working Group*" - established within the Authority's Sea Resource Partnership Body).

ACTION 15

INSTITUTIONAL COMMUNICATION: FROM CONSOLIDATION OF BRAND IDENTITY TO EVENT ORGANISATION.

Plan 2023-2025 Reference objective	no. 5 INTERNATIONALISATION
Stakeholders involved	<i>Assoporti, national and international industry associations, the EU, ministries, public and private/domestic and foreign bodies and institutions, media, etc.</i>
Implementation tools	Agreements and partnerships, online institutional communication tools (website, social media, etc.) and offline tools (press kits, port profiles, brochures, presentations) media and social-media campaigns, interviews, web surveys, news, networking with world-class operators, incoming missions, Port Network Authority of the Ionian Sea communication plan, participation in events and meetings, roadshows, training and specialised refresher courses.

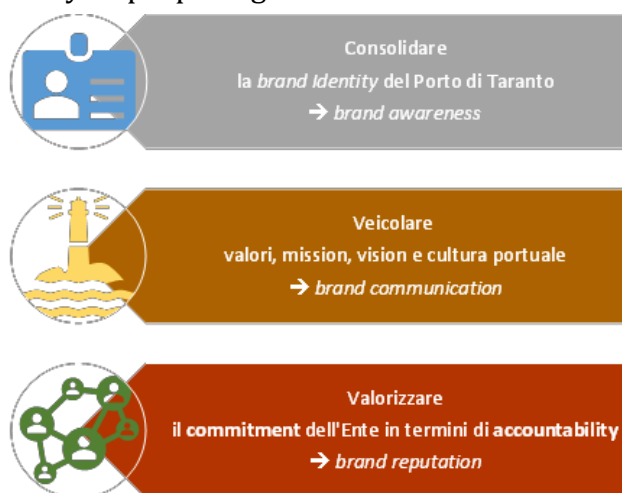
Description and opportunities:

Over the course of the 2020-2022 three-year period, the Port Network Authority of the Ionian Sea has already implemented its own strategy to make international development a stable asset of the Port of Taranto, with the aim of strengthening the positioning of the Ionian seaport in both the Mediterranean and global markets, also in order to generate new opportunities for contamination of the port ecosystem towards new business opportunities, locally, nationally and globally. The strategy to be implemented in the 2023-2025 programming period will therefore start from the development of new forms of communication, also with a focus on fostering opportunities for the development of global networks with other (foreign) ports, stimulus for the transfer of know-how and encourage new relations.

Al this in order to stimulate the growth of the value of accountability through institutional communication, the use of social platforms, the development of international relations, but also through the implementation of contracts and partnerships aimed at greater openness towards a new contamination of multichannel and multicultural port dialogue, in both the Mediterranean and worldwide. What the Port Network Authority is proposing for the future is the consolidation of the Authority's brand identity, also through constantly improving the activities that are already underway, increasing its presence on social media by starting specific communication campaigns in order to reach an increasing number of users who can follow the pages and stay in touch and up to date on the authority's activities and news.

Looking forward to the 2023-2025 three-year period, communication actions will mainly focus on operations

and projects that will interest and actively involve citizens (with training activities, events, promotion actions), public and private stakeholders, as well as local, national and international associations with which the Authority collaborates with as part of the governance of Taranto as a port city. Thanks to its solid relationship with the port cluster and its constant willingness to open up to new forms of discussion and connection, the Port Network Authority of the Ionian Sea will encourage the activation



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of new synergies through the planning of events - including digital events - and physical and infrastructure expansion of the Port of Taranto towards the city to support its role as a port-city.

This will be done by:

- Drawing up an annual communication plan, including an outline of the main events in which the Port Network Authority of the Ionian Sea intends to participate;
- Drawing up an editorial plan related to the promotion of the results that come from the implementation of the actions of the 2023-2025 POT;
- Developing the Port Network Authority's brand identity also through the adaptation of the Authority's visual identity to the many institutional contexts and public measures in which the Port Network Authority will participate in the three-year period;
- Updating and creating new graphic and promotional elements (communication kit and usage guidelines);
- Signing new agreements and partnerships - with businesses abroad - to enable successful strategies;
- Implementing institutional communication activities by increasing the Authority's presence in global contexts also through the dissemination - through its own communication channels and/or through Associations, operators, and individuals belonging to the Port Network Authority community - of news, statements, technical and promotional contributions in English aimed at promoting the Authority's institutional work at an international level and, more generally, at keeping up to date on ongoing activities;
- Allocating a budget for institutional advertising, in line with Art. 49 of Legislative Decree 208/2021;
- Developing communication campaigns aimed at increasing the presence of the Port Network Authority on social media and online channels, also in English and addressing international targets;
- Adapting its communication tools to meet the Authority's new global market positioning strategy;
- Ensuring attendance at events, meetings, networking opportunities related to port activities and logistics;
- Constantly updating the institutional website and Port Network Authority of the Ionian Sea-related social media profiles (Facebook, Twitter, LinkedIn, Instagram, WeChat and YouTube);
- Developing opportunities for communication and dissemination of Port Network Authority of the Ionian Sea's institutional action in conjunction with national and international associations with which they have partnerships.

ACTION 16

THE PORT OF TARANTO'S INNOVATIVE ECOSYSTEM: FROM PRESENT TO FUTURE.

Plan 2023-2025 Reference objective	no. 5 INTERNATIONALISATION
Stakeholders involved	Examples include, but are not limited to: <i>Municipality of Taranto, Taranto Chamber of Commerce, Universities, Puglia Region, companies in the Taranto port and local ecosystem, accelerators, incubators, banks, innovation stakeholders, etc.</i>
Implementation tools	Own funds/EU/national/regional funds

Description and opportunities:

The Port Network Authority has for many years striven for improved innovation profiles of the operators active in its ecosystem, with a focus on guiding the port, in its entirety, on a road map towards growth and development in the areas of environmental sustainability, digitisation and innovation.

Through the implementation of this objective, the PNAIS aims to further invest in the growth of Taranto's local and port ecosystem, focusing on strengthening its key factors:

- *The plurality of stakeholders:* an innovative ecosystem constantly requires its member companies to expand their vision beyond their traditional partners to a wider business environment. This allows each stakeholder to expand its network whilst also reinforcing its specialisation that it will use to contribute to the creation and growth of the ecosystem;
- *The relations between stakeholders:* in an innovative ecosystem, relations between stakeholders evolve systematically: these relations are not stable nor formal and can therefore be dynamic and highly sensitive to the impulse to make ever-new connections, even with stakeholders outside their own network, in the consideration that these relations influence the environment in which they take place and are affected by it.
- *The co-evolution of stakeholders:* in an innovation ecosystem, co-evolution manifests itself as each stakeholder's contribution to growth, which enables the collective creation of value, and a driving force for other companies in line with the growth prospects of the ecosystem itself.
- *Dynamism and instability:* a healthy innovation ecosystem must have the following factors: Change (in companies, relationships, processes, etc.) must give rise to states of instability that lead the ecosystem to a state of ongoing change. Dynamism can be found in the difficulty of establishing and defining the innovation ecosystem's boundaries, which must be considered open and permeable.
- *Ecosystem organisation:* innovation ecosystems, in order to guarantee their own processes of conservation as well as growth and dynamism, require an ecosystem approach that can only be guaranteed by the institutional stakeholders most interested in investing in the growth of the ecosystem. The institutional stakeholder, in fact, is the only one capable of facilitating, regulating and stimulating processes of "co-opetition", understood as the co-existence of competition and collaboration between the ecosystem's different stakeholders.

With a focus on fulfilling its institutional functions of guiding and stimulating the innovation ecosystem of both the region and the port of Taranto, the PNAIS therefore intends to launch measures aimed at consolidating and improving skills and opportunities for entrepreneurial and business growth, both in terms of new activities and new knowledge and skills.

The different measures will consist of:

ACTION 17**ENVIRONMENTAL, SOCIAL, GOVERNANCE: TARANTO SUSTAINABLE PORT-CITY**

Plan 2023-2025 Reference objective	no. 6 GOVERNANCE & ACCOUNTABILITY
Stakeholders involved	<i>Sea Resource Partnership Body, Management Committee, Independent Evaluation Body, Port Network Authority staff, public and private institutions belonging to the organisation's network, Assoport, Port Cluster, Port Network Authority staff, etc.</i>
Implementation tools	Workshops / meetings / seminars / hackathon meetings / agreements and memoranda of understanding / reports / workshops, specialised training and refresher courses / questionnaires and web surveys, news on the institutional website and posts on the organisation's social

Description and opportunities:

In recent years, the Authority has embarked *on an important journey towards sustainable governance*, in the belief that directing its work along ESG (Environment, Social, Governance) guidelines is the most effective strategy to evolve and promote growth and development.

The issue of sustainability encompasses - in addition to a number of developments outside the Authority - internal processes related to institutional governance dynamics. With this in mind, the Port Network Authority of the Ionian Sea intends to implement a real upgrading of policy-making processes, enhancing the concept of "open policy" through the introduction of methodologies based on the principle of participation and inclusion, seen as effective and dynamic tools that need to be standardised and integrated to further increase the values of transparency and good governance within the PNAIS.

It is clear that the Port Network Authority's specific intention is to coordinate every action by combining, in terms of accountability, the ethical and institutional duty to account for its work through the use of financial, professional, design and technical-economic resources.

In the 2023-2025 three-year period, the Authority will continue along this road map, implementing a series of actions and activities aimed at studying in-depth and experimenting innovative projects and models to improve environmental and energy performance and, more generally, the entire Port Network, also from a social and welfare point of view. The Authority therefore proposes itself as an institutional space to foster networking, collaborate and consolidate, around the Ionian port, its function as a hub for innovation and area development.

Therefore, there is an opportunity to develop actions and projects in the 2023-2025 programming period that could represent flagship actions in the field of sustainable governance. An indicative and non-exhaustive list of possible initiatives is given below:

- the introduction of new elements of institutional governance that can **provide for the inclusion and direct contribution of young people in the institutional life of the Authority** (*e.g., with the establishment of an "Organismo dei Piccoli"*) and the **inclusion of at-risk categories** (*e.g., with the signing of memoranda of understanding with Juvenile Justice Centres*) also through the creation

of road maps for spreading port culture and the signing of inter-institutional memoranda of understanding;

- the drafting of the new **Sustainability Report Port Network Authority of the Ionian Sea**, a document that analyses the social, environmental and governance impacts of the Authority's activities, highlighting the value generated over time for all stakeholders and the local community in which the Authority operates by orienting its institutional action along ESG - Environment, Social, Governance - guidelines;
- the updating of the Port Network Authority of the Ionian Sea's **Energy and Environmental Planning Document** ("DEASP")
- the operational launch, within Port Network Authority of the Ionian Sea, of the **Governance Committee** and the **Multifunctional Working Group on Sustainability**, which will analyse the impact of the actions and dimensions carried out by the Port Network Authority of the Ionian Sea on the local area with the aim of measuring, in line with ESG (*Environment - Social - Governance*) criteria, the sustainability governance system by promoting the creation of a shared set of values that will contribute to growth and social and economic well-being within the Authority and the Ionian port ecosystem;
- the creation of opportunities for feedback and stakeholder engagement within the **waste management system** and the **environmental management system**;
- the creation of opportunities for feedback and stakeholder engagement for the purpose of adopting the **Port Network Authority of the Ionian Sea's Three-Year Corruption Prevention and Transparency Plan** ("PTPCT") and for the adoption of the **Port Network Authority of the Ionian Sea's Performance Measurement and Evaluation System** (PMES);
- the drafting Port Network Authority of the Ionian Sea 's first **Gender Budget** and the launch of the procedure to obtain the **Certification for Gender Equality**;
- the continuation of the Group on Gender Inequalities' work established within Assoportì to promote the "**Women in Transport - the challenge for Italian Ports**" project with the aim of increasing employment of women in ports and providing equal gender opportunities in the port sector, also through the active involvement of the Ionian port cluster (e.g., with the establishment of the "*Committee for the Guarantee of equal opportunities, promotion of well-being in the workplace and anti-discrimination*" ("CUG")); with the establishment of a *discussion table* participated by referents appointed by each of the categories of the Sea Resource Partnership Body, etc.);
- The appointment of **Diversity Ambassadors in Transport** within the Port Network Authority of the Ionian Sea (https://transport.ec.europa.eu/transport-themes/social-issues-equality-and-attractiveness-transport-sector/equality/diversity-ambassadors-transport_en)

ACTION 18**CHECKLISTS CREATION FOR EU PROCUREMENT PROCEDURES AND SELF-MONITORING**

<i>Plan 2023-2025 Reference objective</i>	<i>6. GOVERNANCE AND ACCOUNTABILITY</i>
<i>Stakeholders involved</i>	Employees/Directors/Single Procedure Managers (“RUP”) of the Port Network Authority of the Ionian Sea, Governing Bodies of the Port Network Authority of the Ionian Sea, Secretary General.
<i>Implementation tools</i>	<ul style="list-style-type: none">• <i>Design and development of a spreadsheet for monitoring the progress of individual tender procedures;</i>• <i>Possible acquisition of any other intangible and tangible support that is useful for the action.</i>

Description and opportunities:

The objective is to create and compile, for each tender procedure both above and below the EU threshold, a checklist of obligations with reference to the awarding, verification and signing stages, in order to allow self-control and monitoring of the progress by the Authority’s most senior personnel.

In fact, the objective of this action is to monitor the progress of each public tender, through the precise indication of the activities related to the execution of the procedure, from its start, tender sessions and any other related payment, up to the entrusting and signing of the contract/concession.

The activity, in line with the mission to build infrastructure and generate public value, consists of the analysis, description and digital representation of the procurement process, which provides stakeholders with an overview of all the stages in which the above- and below-community threshold procurement procedures are structured.

Monitoring will allow the data to be recorded and analysed in terms of efficiency in order to prepare preventive corrective measures where necessary.

Acting in an informed manner allows the Authority to conduct its administrative activities in pursuit of increasingly high standards of affordability, efficiency, impartiality, publicity and transparency.

ACTION 19

DEVELOPMENT OF A PERFORMANCE ORIENTED CULTURE

Plan 2023-2025 Reference objective	6. GOVERNANCE AND ACCOUNTABILITY
Stakeholders involved	Port Network Authority Governing Bodies, Secretary General, SRPB, Independent Evaluation Body (IEB), Permanent Technical Unit for Performance Measurement, Port Network Authority employees, other Public Administrations, Port and Territorial Cluster and any entity, public or private, interacting, in any capacity, with the Administration.
Implementation tools	Basic and specialised training courses, participation in and organisation of: specific forums, workshops and awareness days aimed at port users; software dedicated to Performance; implementation of the procedures envisaged by the Performance Measurement and Evaluation System (PMES) for stakeholder involvement; acquisition/implementation of: web applications, IT systems and supports and any other intangible and tangible support useful for the action; news on the institutional website and posts on the Authority's social media; etc.

Description and opportunities:

With this action, the Authority continues the road map that has been launched in 2018, with the appointment of the Independent Evaluation Body (IEB) and the adoption of the Performance Measurement and Evaluation System (PMES). Moreover, the action intends to consolidate and develop a result-oriented culture in the internal and external context in which it operates, also with a focus on an increasingly marked orientation towards the creation of public value.

The action consists of structuring and implementing a series of measures, aimed at achieving this goal, targeting the organisation's stakeholders.

The 2023-2025 PMES, under paragraphs 3.3 and 3.4, outlines special procedures aimed at involving stakeholders in the measurement and annual evaluation of the organisation's performance by a total percentage weight of 6%, divided into 3% in relation to external stakeholders and 3% in relation to internal stakeholders, respectively.

The ORGANISATIONAL PERFORMANCE of the PNAIS is measured by the Independent Evaluation Body (IEB) on the basis of:	1) the achievement of organisational objectives by Port Network Authority of the Ionian Sea for 69%.	
	2) the achievement of organisational objectives by the Directorates for 25%	
	3) Stakeholder Assessment for 6%	External stakeholder assessment 3%
		Internal stakeholder assessment 3%

The main activities that will be implemented over the three-year period, following a logical and consequential road map with a focus on highlighting public value, are:

- the design and implementation of specialised and refresher training courses for members of the Permanent Technical Unit (Association of Professionals) to enable them, supported by the Independent Evaluation Body, to launch subsequent activities;
- activities aimed at designing and producing short summary texts, discussions and training and refresher courses by the Independent Evaluation Body and members of the Permanent Technical Unit for Port Network Authority employees on the PMES, on the "PERFORMANCE" subsection of the Integrated Activities and Performance Plan ("PIAO", formerly *the Performance Plan*), and on the *Performance Report*, also through the enhancement of the software dedicated to Performance;
- the design and implementation of measures aimed at external stakeholders to train/inform them on the results-oriented culture (e.g., surveys, workshops, awareness days, etc.) and measures aimed at implementing the procedures envisaged by the PMES for the involvement of stakeholders through partnership;
- the design and implementation of measures to improve the Port Network Authority of the Ionian Sea's results-oriented culture through comparison with other Port Network Authorities and other entities in general;
- designing and testing new methodologies for establishing the organisation's objectives aimed at improving the Port Network Authority 's ability to meet stakeholder needs and translate them into short- and long-term strategic and operational objectives.

ACTION 20

ANALYSIS AND OPTIMISATION OF PROCESSES RELATED TO THE PORT NETWORK AUTHORITY'S GOVERNING BODIES GOVERNING BODIES

Plan 2023-2025 Reference objective	NO. 6 GOVERNANCE AND ACCOUNTABILITY
Stakeholders involved	Examples include, but are not limited to: <i>Management Committee, Sea Resource Partnership Body, Independent Evaluation Body, Advisory Committee, public and private institutions belonging to the Authority's network, Public Administrations operating in the port, Port Cluster, Port Network Authority's staff, etc.</i>
Implementation tools	Meetings; conferences; working groups; training; stakeholder engagement tools (events, questionnaires, web surveys, etc.); news, posts on institutional social media; etc.

Description and opportunities:

The Port Network Authority, with this action, aims to improve - in terms of "greater integration" - the effectiveness and efficiency of the Authority's governance processes, both in relation to the functioning processes of the Bodies and Offices in terms of *institutional accountability*, and with reference to the ascending and descending involvement of the partnership. The action also aims to provide stakeholders with an overview of the *governance process* and an understanding of its stages in its links and interconnections between the Governing Bodies and other public and private bodies/entities.

Among the activities carried out in this perspective, at the proposal of the President of the PNAIS, the following permanent, technical and specific Working Groups have been set up within the Authority's *Sea Resource Partnership Body* - pursuant to Art. 5 of Ministerial Decree of 18.11.2016: Port Enterprises; Port Services; Tourism; Port and City - each with its own coordinator. Representatives of public and private entities with specific interests or expertise on the issues to be dealt with may be invited to participate in these Working Groups' discussions, which aim to deal with particular issues that come under the *Sea Resource Partnership Body's* remit.

It is equally necessary to drive increased coordination of the activities of the public administrations operating in the port of Taranto, which are of particular relevance for the protection of the public good, public interests, public safety and public health. As recommended by the President - in compliance with Law No. 84/1994, and subsequent amendments and additions, at Art. 8 par. 3 letter (g) - a specific Memorandum of Understanding has been drawn up on cooperation and coordination between the Public Administrations operating in the port, in order to enhance the value of the *institutional accountability* of the Authority, both internally and externally.

The activities aimed at achieving this goal in the three-year course are as follows:

- the analysis and monitoring of the operation process of the *Management Committee* and of the Authority's *Sea Resource Partnership Body* and subsequent dissemination of the results, also through specific summary graphs;
- Internally and externally sharing the most important events related to the evolution of the structure of the Bodies/Agencies of the Organisation;
- the analysis, verification and updating of the operating regulations of the Bodies/Agencies and/or other internal regulations of the Authority related to the management of the Bodies/Agencies;
- observation and detection of the partnership's need for improved and/or updated ways of involvement in the governance of the Authority;
- continuous training aimed at enhancing skills on issues underlying governance processes.

ACTION 21**MONITORING AND REPORTING SEZ PROCEDURES**

Plan 2023-2025 Reference objective	no. 6 GOVERNANCE AND ACCOUNTABILITY
Stakeholders involved	<i>EU, Presidency of the Council of Ministers, Ministry for Sustainable Infrastructure and Mobility, Ministry for Green Transition, Ministry for Civil Protection and Sea Policies; Ministry for European Affairs, Southern Italy, Cohesion Policy, and the National Recovery and Resilience Plan; Puglia Region Basilicata Region, Extraordinary Commissioner of the Government for Ionian Interregional SEZ of Puglia-Basilicata, SEZ Steering Committee, SEZ Observatory, Customs and Monopolies Agency, Sea Resource Partnership Body, Management Committee, ICE/ITA, Invitalia, local public and private institutions (i.e., Chamber of Commerce, Confindustria, ICE, Confcommercio, etc.)) national, European and international institutions; Taranto Port Workers Agency, other stakeholders, port cluster, enterprises, etc.</i>
Implementation tools	Founding regulations, SEZ regulations, conference of services for issuing the Single Authorisation, steering committees, institutional forums, working groups, guidelines, communication plans and tools (online and offline), trade fairs, conferences, meetings and workshops, agreements and partnerships, incoming and outgoing missions, national and European projects, site visits, market research, branding, etc.

Description and opportunities:

Following Law Decree 91 of 2017 and the subsequent integration and updating measures, which gave concrete start to the Special Economic Zones in Italy, and immediately after the appointment of the Extraordinary Commissioner of the Government for the Ionian Interregional SEZ of Puglia - Basilicata, Dr Floriana Gallucci, the Port Network Authority of the Ionian Sea entered with the latter a Memorandum of Understanding aimed at regulating the procedures and relations between the Parties, favouring access of enterprises to the administrative facilities offered by the legislation in force; this even pending the establishment and full operation of the structure in support of the Extraordinary Commissioner of the Government for the Ionian SEZ.

Subsequently, the PNAIS, by Resolution of the Management Committee No. 10/2022 of 29 June 2022, approved the Regulation on the "Administrative Procedures for Special Economic Zones (SEZs)", and from 19 September 2022 the "Single Window" is operational: this allows small, medium and large enterprises to submit a *Single Authorisation application* for the implementation of investment projects in the areas included in the Ionian Interregional Puglia-Basilicata SEZ or within the areas covered by the PNAIS.

Thanks to these tools and the synergies with all the stakeholders involved, the Port of Taranto will be able to attract new investments for the development of major economic operations in the strategic sectors covered by the Three-Year Operational Plan 2023-2025.

To this end, the Authority will be active in promoting every measure useful for the profitable use of the port areas, and for this purpose it has planned to monitor the aforementioned operations and additional ones that will be developed over the three-year period, in order to ensure that the use of the port areas and infrastructure serves the public interest in the best possible way, periodically reporting results to the stakeholders.

In this regard, the following steps will be of importance:

- the implementation of reporting systems in order to make known the expected employment, training and activity levels;
- systems for coordinating the action of the administrative functions involved, in order to make concrete the processes of administrative simplification and de-bureaucratisation that are indispensable for time reduction;
- participation in national and global associations, bodies, cultural actions, in order to share experience and learn more from pre-existing experiences;
- the establishment and management of monitoring and evaluation actions of admitted SEZ projects.

ACTION 22**RESOURCE DEVELOPMENT AND MANAGEMENT (HUMAN, TECHNOLOGICAL AND FINANCIAL)**

Plan 2023-2025 Reference objective	no. 6 GOVERNANCE AND ACCOUNTABILITY
Stakeholders involved	Stakeholders include, but are not limited to: <i>Suppliers / Users / Concessionaires / Port Network Authority's staff.</i>
Implementation tools	Improving the efficiency and engineering of the Authority's processes, training courses, development of internal and external communication.

Description and opportunities:

Over the last few years, in the profound process of change that has been affecting the public sector, including the Port System, the Port Network Authority of the Ionian Sea is considered as the **main stakeholder** in this new way of thinking the “*res publica*”.

In particular, the Authority is embarking on a road map aimed at **increased digitalisation of internal processes**, through which to clarify the actions defining governance policies and aimed at achieving the so-called efficiency and effectiveness of its work, producing quality services, **creating** what is known as “**Public Value**” and thereby ensuring the **achievement of the intended results**.

To this end, in order to best meet the challenges to which it is called, it has set in motion a process to define a **new organisational and functional framework**.

The 2023-2025 three-year period will see the consolidation of this change aimed precisely at demonstrability and “documentability” in the spending of public money, also through the implementation and development of a Management Control System that can provide management with the necessary data for improved administrative management.

At the heart of this new process of thinking about the “*res publica*” are, in addition to the processes that will be implemented and completed during the three-year period, **Human Resources**, which represent, today more than ever, a **Critical Success Factor** in order to face the new market challenges.

Therefore, also for the 2023-2025 three-year period, the Authority confirms its intention to enhance its Human Capital through **professional training**, through the **involvement of employees** in new projects and through more and better **qualification of employees**.

The achievement of the set objectives also depends on a **better and more careful use of the resources** available to the Authority, including technological ones, in the sense of the tools used to carry out work activities (software, hardware, etc.).

In the three-year period in question, the Administration will pay great attention on Transparency and Anti-Corruption activities, aimed at making the Ionian Sea Port Network Authority of the Ionian Sea more and more like a “**Glass House**”.

In fact, in its new Corruption Prevention and Transparency Plan, the Authority's desire to generate what is known as “public value” in accordance with the principles of prevention of corruption and transparency is even more evident, by making employees and the various stakeholders with whom the Authority enters into relations increasingly aware of and involved in this important process, through a better mapping of processes and the related risk analysis.

ACTION 23**LAUNCH AND FULL OPERATION OF THE AGENCY PURSUANT TO ART. 17, PAR. 5, LAW 84/94**

Plan 2023-2025 Reference objective	no. 6 GOVERNANCE AND ACCOUNTABILITY
Stakeholders involved	Port enterprises; Trade unions; Ministry of Infrastructure and Transport
Implementation tools	Issuing of decrees and regulations; establishment of public-partnership companies

Description and opportunities:

The Ministry of Infrastructure and Transport, in a note dated 21/03/2023, authorised the establishment, in the port of Taranto, of a Port Workers Agency (TPWA) pursuant to Article 17, paragraph 5, Law no. 84/1994, according to the model proposed and illustrated in the Feasibility Plan designed by this Port Network Authority.

This solution is necessary in view of the expiry, in April 2023, of the authorisation pursuant to Article 17, paragraph 2 issued to Nuova Neptunia Soc. Coop.. it foresees the incorporation of the seven employees and the possibility of hiring some additional staff from the Taranto Port Workers Agency, benefitting from the vocational training already provided to them by TPWA in its role of promoting the re-employment of its port workers.

The high number of former TCT workers currently under the responsibility of the TPWA does not allow, for obvious economic sustainability reasons, to transform the latter into an Agency pursuant to Art. 17 paragraph 5, even though this possibility is provided for by Decree Law No. 243/2016.

The Agency to be established under Art. 17 par. 5 will allow 10 workers to be employed in the first year, 25 in the second year and 45 in the third year. Possible peaks in demand for temporary port work that cannot be met with the existing workforce, can be covered by the TPW Agency, which will remain active for a determined period, continuing to only perform its role of training and assisting in re-employment.

The Port Workers Agency shall be established as a company, with share capital divided as follows:

- 51 % Port Network Authority of the Ionian Sea;
- 49% divided in equal shares among the port enterprises authorised to carry out port operations pursuant to Article 16, Law 84/1994, on a voluntary basis.

The Port Network Authority's share will be progressively reduced in the event of any new private partners joining after its establishment.

Benefits: the establishment of the Agency will enable port enterprises to make use of qualified labour for temporary services under economically advantageous conditions, since the Agency will not be profit-oriented, but will base its management on the mere maintenance of economic-financial equilibrium.

More generally, all port enterprises that need to request temporary labour will be able to count on the ready availability of personnel found in a port context that, thanks to the continuous synergy between the Port Network Authority, the Agency, the TPWA and the port enterprises, will ensure the necessary professional training for the workers, in constant compliance with the new requirements related to the evolution of port operations and traffic. Indeed, the participation of port enterprises in the share capital of the Agency will make them directly involved in the process of qualification and continuous training of workers and therefore concretely interested in the long-term retention of these resources within the port labour market.