

Action Plan
SUBTRACT 2020-2022

SUSTAINABLE REUSE CENTRES

Part I – General information

Project: **SUBTRACT – Sustainable Reuse Centres**

Partner organisation: **AURI – Autorità Umbra per Rifiuti e Idrico** (Umbrian Waste and Water Agency)

Other partner organisations involved (if relevant): **Umbria Region**

Country: **ITALY**

NUTS2 region: Umbria

Contact person: **Director Giuseppe Rossi**

email address: giuseppe.rossi@auriumbria.it

phone number: +39 0742 342089

Part II – Policy context

- The Action Plan aims to impact:
- ☐ Investment for Growth and Jobs programme
 - ☐ European Territorial Cooperation programme
 - ☒ Other regional development policy instrument

Name of the policy instrument addressed: **Territorial plan for the management of urban waste in Umbria**

Further details on the policy context and the way the action plan should contribute to improve the policy instrument

AURI has already drawn up a first version of the Territorial plan for the management of urban waste in Umbria, but now it is called upon to define a second, more operational part, and it is this second version that the SUBTRACT project intends to influence, going to affect the reuse policies and the coordination of the activities of the reuse centers, which were not present in the first version.

In the meantime, the Umbria Region has decided to draw up and update its own Regional Waste Plan, which serves to define the regional macro-objectives to which the AURI Plan must also conform. For this reason, the process of drafting the Territorial plan for the management of urban waste in Umbria has remained in standby, waiting for the plan of the Region expected in the coming months, while remaining firm in the will to include the theme of reuse centers in the planning framework. The Technical Scientific Committee of the Umbria Region (of which the director of AURI is a member) has in fact fully adhered to the desire to include reuse policies in the regional planning, taking as a starting point the activities of the SUBTRACT project. These guidelines will then be operationally declined in the Territorial plan for the management of urban waste in Umbria.

The exchange of experience in SUBTRACT has made it clear to policy makers and experts that the theme of reuse and prevention is a vital part of waste management. The stakeholders have become aware that the reuse centers realized so far are only first steps in the field, embryos of structures that will have far higher potential than those currently existing. Thus, the greater effectiveness of the centers through digitalization, a greater economic sustainability with expanded services in a clearer legal framework, and the interconnection so far unexplored with the social policies of reintroduction and accompaniment to work for particular categories of citizens, represent a significant added value to the path undertaken by the "Umbrian way to reuse".

In this context, the SUBTRACT project has already played an important role of influence with respect to the managers and the municipal administrations interested in the presence of reuse centers, which have in some cases used the considerations that emerged during the project to modify or design reuse centers, and with respect to the regional department of the environment and waste, which has intervened several times during the regional workshops. In the work and discussions of the project was also involved the technical entity that has been commissioned to draw up the second part of the Territorial plan for the management of urban waste in Umbria, and that will then be able to include the results and actions of SUBTRACT within the drafting of the plan.



This Action Plan has been developed with the support of
the European Union through Interreg Project SUBTRACT 2019-2021

Introduction

This document is the result of a series of exchanges, discussions, and reflections that the SUBTRACT project has brought forward and that has allowed our institution to deepen our understanding of public reuse centers, evaluating their potentials, criticalities, challenges and prospects.

The discussion involved within the Umbria Region those who in various ways deal with reuse, starting from an analysis of the state of the art of the existing centers, whose first experiences took off just three years ago. With these early starters the goal is to consolidate and further develop these centres together with the institutions and persons involved.

In addition to the interesting and fruitful initiatives in Italy from which we took inspiration, the European experiences of the project partners have allowed Umbria - still only starting with reuse - to become acquainted with valuable good practices and to draw on them. The exchange of experiences demonstrated in each of the three dimensions of public reuse centers, environmental, social, and economic, different approaches and levels of ambition.

The SUBTRACT project comes at a particularly opportune moment for our region, because it allows us to acquire useful information to focus and develop reuse policies at a time when this issue is being dealt with for the first time in the new regional planning on waste management and when, on a national level, important regulatory and financial instruments are allowing adequate resources to be allocated to this sector.

This is a convergence of interests and instruments that sustains our hope to achieve what we are committed to do in this action plan and to put in place many activities, inspired by SUBTRACT.

We are aware that it will not be all that easy to make reuse a central theme of the economy and of regional and local policies, however the "Circular Economy Package" launched by the European Union in 2018, and ratified by Italy in 2020, and, even more, so the "Circular Economy Action Plan" one of the pillars of the European Green Deal, approved in February 2021, are based on fundamental principle of Extended Producer Responsibility. In fact, this principle is aimed at ensuring that producers of goods bear the financial and organizational responsibility, for managing the phase of the life cycle in which the product becomes waste, including separate collection, sorting and treatment operations.

According to a report "Growth Within" published in 2015 by the McArthur Foundation, a brain trust funded by many multinational manufacturers, closing the life cycle of a product in the same company or group could pave the way for a widespread shift from an ownership to a sharing economy. Being obliged to guarantee duration, reparability and updating of the product - for example, changing the motherboard of a computer or a cell phone - means interrupting the vortex of the continuous production of new versions of the same device.

It is therefore a question of introducing a different perspective, which the essayist and sociologist Guido Viale depicts with the following words: "the maintenance of our goods opens the way to the maintenance of our relationships and both to the constitution of a community, a fundamental condition for the maintenance of and care for our territories".

Giuseppe Rossi,
Director AURI

Part III – Details of the actions envisaged

ACTION 1. RELOCATION AND EXTENSION OF REUSE CENTRE ACTIVITY SPACES

1. The background

The reuse centres presented by the SUBTRACT partners during the exchanges of experiences all have large spaces for the acceptance of goods, sorting and public display (sometimes in separate locations). ReTuna, the centre in Sweden presented during the second SUBTRACT Interregional Seminar, is for example located in a former logistics centre of a courier company in which the functional areas are clearly separated, configuring it as a real shopping centre. In the reuse centre in Perugia, Umbertide and Marsciano, all of similar size, the spaces are rather small, not allowing for the full development of potential activities of the centre such as, for example, storing furniture or bulky objects. This situation is particularly evident in the reuse centre in Perugia, given the limited space of the municipal collection centre in relation to the number of users that could potentially use the service. Only in Marsciano does the area in front of the centre allow some goods to be stored externally and the use of further available space is currently being assessed. The situation is better in the most recent reuse centre in Umbria, the one in Corciano, which has a larger space than the others and is well divided into two distinct areas. The experiences exchanged during the first phase of the SUBTRACT project showed that in several partner countries, a logistic structure where the transfer activities are carried out is flanked by further distinct premises characterized as real shops for the sale of reuse goods; this allows not only the availability of larger and more adequate areas, but also a greater attractiveness for the reuse of goods.

2. Action

Since the need for more space is common to all Umbrian centres and since they are presently all located within the areas set aside for municipal recycle centres, it is impossible or at least not feasible to expand the existing centres. The best solution is to locate the goods for public display and sale outside the collection centres. Such a separation could also increase the public perception that the recovered objects are not waste but attractive goods. Following the example of the reuse centre of Marsciano, which is already active in making use of further areas granted by the municipality, the action aims at promoting agreements for the provision of buildings and places suitable for the exhibition and sale of reuse goods, also in conjunction with other activities provided that they are duly reported and communicated. A further valid alternative that will be evaluated is the use of a centralised exhibition space, serving several reuse centres, made available by a municipality in a barycentric position with respect to the latter or in a municipality that has a greater potential presence of second-hand goods users. This action is also intended to orientate the AURI “Territorial plan for the management of urban waste in Umbria” that will have to take into account the waste prevention activities and therefore also the reuse centres, giving indications to the municipalities and preparing the feasibility study for a centralised shop for the several reuse centres.

The steps of the action will be as follows:

1. Reconnaissance tour among the four existing Umbrian reuse centres and the ones in planning of the current situation and of their willingness / desire to create a dislocated point of sale.

2. Check with municipalities possible public areas available and in parallel identify potential private subjects willing to collaborate by providing suitable spaces.
3. Elaboration of a business plan with the relative costs of realisation, management of the dislocated point(s) of sale and a financial strategy for realization and management.
4. A strategic report for the Umbria region that also suggests the creation of a call for tenders for the creation of reuse outlets.
5. Inclusion of the key points of the strategic report in the forthcoming update of the Regional Waste Plan to be defined in May 2022.
6. Establishment of a tutor figure to accompany the activation of the dislocated points of sale.
7. Guidelines for the setting up and management of second-hand objects sales points for existing centres, those about to start and for policy makers.

3. **Players involved**

The managers of the active reuse centres and the municipalities in which the centres operate, which will have to organise themselves as to personnel and logistics for the management of a dislocated point of sale.

The Umbria Region, which will have to improve the economic base of the reuse centres with a wider margin of decision making on the prices of the goods to be sold (see action 4). The possibility of a new call for proposals from the region to financially support this action will also be verified.

Private subjects willing to collaborate by providing the necessary spaces.

4. **Timeframe**

- M 1 – M 2: current status and verification with stakeholders
- M 3: business plan and financial strategies
- M 3 – M 4: strategic report for the Umbria Region
- M 5 – M 9: service to accompany active centres in the creation of dislocated sales outlets
- M 9: drafting of guidelines

5. **Costs**

Steps 1 – 7: € 9,000

6. **Funding sources**

Lead Partner's own funds or from National Recovery and Resilience Plan (NRPP) and other national and regional funds.

The resources necessary for the setting up of the spaces can come from regional or municipal funds, as well as from waste tariffs in agreement with the waste collection companies operating in the municipalities.

ACTION 2. DIGITAL SERVICES

1. The background

In the reuse centres active in Umbria there is currently little use of digital support tools. Only in two centres a dedicated management software has been purchased and only one also provides a platform for the sale of goods. The reuse centre of the Metropolitan City of Helsinki, presented by the Finnish partner during the first Interregional Seminar, was among the most advanced in the use of digital tools, using bar codes that accompany the objects in their path from the moment of acceptance to the sale. The online platform implemented by the Italian social cooperative "Insieme", presented as a SUBTRACT good practice on the Interreg Europe portal, is also an example of excellence to draw inspiration on how to communicate, also digitally, reuse and build awareness around the topic.

Another good practice presented in SUBTRACT, is the SUGAR software of the Region of Emilia Romagna, a common tool used by all the centres facilitating reporting and monitoring of data.

During the exchange of experience, the Styrian partner presented an online tool that facilitates the dissemination of information for the repair activities of many commonly used objects and appliances. The portal <https://www.reparaturfuehrer.at/steiermark> networks the repair activities and also provides a number of useful tips for self-repair, referring to another portal, the IFIXIT portal, which is a global community of people who help each other repair objects through videos and instructions.

Already in the Regional Background Analysis of Umbria, stakeholders underlined the need to better communicate the existence of reuse centres and suggested the development of an online platform to present the available objects. In the Umbrian case, the possibility of implementing a digital tool that increases the ability to communicate and that makes the objects present in the centres available to a wider public, goes hand in hand with the need to provide support for the management of their activities.

The Umbria Region is preparing to draw up an update of the urban waste management plan by next year, which will also identify objectives and measures to reduce waste production, reuse and prepare for reuse.

Article 199 of Legislative Decree 152/2006 states that regional waste management plans must include, among other things, "a waste prevention programme, drawn up on the basis of the national waste prevention programme, describing existing prevention measures and setting out further appropriate measures". The decree also stipulates that this waste prevention programme should set specific prevention targets and further appropriate measures also for the reduction of food waste, in primary production, processing, manufacturing and consumption. The programme also sets prevention targets. A digital platform will be instrumental in guaranteeing a complete monitoring of incoming and outgoing goods in a uniform fashion.

2. Action

The action consists in equipping the reuse centres operating in Umbria with a common digital platform with uniform procedures for all centres to register in- and outgoing goods. The online portal will further serve as a shop window for viewing the available objects in all of the reuse centres and for communicating reuse, initiatives related to circular economy and other relevant

news items to promote reuse and create awareness. The use and constant updating of the platform will expand the offer up to the regional scale, both in terms of users and objects, making the reuse market more attractive. The action will also be functional for an easier management of the centres, allowing the implementation of tools, such as bar codes, for a quick census of incoming and outgoing objects.

The software will be developed in a modular way, gradually integrating the functions described above, giving priority to management and monitoring, then to communication and display for sale, with a limited number of functions, adapting them to the local context and needs.

In the current phase of development of reuse centres in Umbria, a full and real assessment of their potential has not yet been made, either in terms of quantities intercepted, and therefore of waste avoided, or in terms of the economic value of the goods received. The actions proposed by the SUBTRACT project will be useful for a more correct evaluation and to demonstrate that, for a real efficiency of reuse centres, it is fundamental to use digital tools to communicate and promote reuse. The information of the different centres will offer a greater range of products and at the same time serve as a tool to coordinate and standardise the activities of existing and future reuse centres.

3. Players involved

Managers of active reuse centres who will be asked to enter the data related to the flow of goods (incoming and outgoing) on the platform and display them in the showcase, as well as to provide the news for the communication of the respective centre. The immediate beneficiaries of the action will be the reuse centres that participate in this platform, as they will have a valuable support in the management of incoming and outgoing goods and an online showcase that will allow them to increase the volume of sales and therefore, potentially, revenues. As a result of this, the economic profitability of the centres and their competitiveness, the main objective of the SUBTRACT project, will improve.

The general public will also benefit from the platform, as it will be the only point of reference in Umbria to view, and at a later stage to purchase, the second-hand products of the public reuse centres. The platform will have a greater volume and variety of products available and in the future will also be used to offer other services related to Reuse.

Also, the local administrations, responsible for the reuse centres in their territory, will benefit due to the increased volume of products for reuse and therefore a lower volume of waste and a more stable economic situation.

4. Timeframe

- M 1 – M 3 Software
- M 4 – M 5 The centres learn how to use the software (training course) keep track of the incoming and outgoing goods and showcase their objects.
- M 6 – M 12 Monitoring of activities and continuous adjustment according to needs.

5. Costs

Software (expert IT): € 20,000

Coordination € 4,000

Platform (1 year) € 1,500

Training course € 500

6. Funding sources

Own funds and request for funds from the Umbria Region under the Regional Waste Plan or from National Recovery and Resilience Plan (NRPP) and other national and regional funds.

ACTION 3. SOCIAL AND WORK-ACCOMPANYING FUNCTION OF REUSE CENTRES

1. The background

Reuse centres offer the possibility to create jobs in the recovery chain for people who are distant from the labour market. This effect could be further extended if it is foreseen that reuse centres are not only places where goods are stored and distributed, but also places where they are repaired. This kind of operation must however be in accordance with the complex legal framework in force. In this sense, there is a close correlation between reuse initiatives and the possibility that they are also linked to "social" interventions more or less supported by public funding. Rreuse, a European network of reuse centres and partner of SUBTRACT, estimates that each unemployed person who is integrated into the labour market in a reuse centre is equivalent to a net saving for the public purse of € 12,000. An interesting example is the good practice presented by the Catalan partner "La Fundació Amiga. Work and Training recovering and reusing bulky items & textiles" in which a group of entities cooperate creating jobs for people at risk of social exclusion by preparing for reuse, specifically by bringing furniture and textiles back to life. The other model of interest is the social cooperative "Insieme", which has developed a WEEE recycling workshop where workers are trained in the selection of electrical/electronic products and their disassembly. Upcycling and repair are increasingly part of the activities developed by "Insieme" as educational workshops. With this in mind, in Marsciano one of the Umbrian reuse centres, has started a collaboration with the social cooperative Reware, which deals with restarting and revitalising old computers, also by training and employing people with disabilities.

In addition to job accompaniment, another area of particular interest is training, i.e., including among the activities of the reuse centres workshops for the training of vocational or arts' students.

2. Action

SAL, "Servizio di Accompagnamento al Lavoro" (Job Accompaniment Service) is a regional service dedicated to people who, because of their disadvantaged condition, are followed by the territorial services. The service offers qualified help from operators who prepare a project of accompaniment to work, in agreement with the territorial services, based on the local productive reality. Currently, social policies are completely separated from the activities of the reuse centres, which are instead framed within the framework of waste management, or more correctly, waste prevention. The action aims at reconciling the two fields by highlighting the possibilities of reuse centres to host people using the SAL service, identifying possible tasks. This action is directly linked to action 1, to have more space available also for adding activities of restauration and repair and action 4, a clearer and transparent normative framework for reuse and related activities.

The steps of the action will be the following:

1. Reconnaissance tour among Umbrian reuse centres on the current situation and the possibility of availability / desire to host people using the SAL service.
2. Check with the regional social service office on the possibility of making reuse centres part of their SAL program including the corresponding financial remuneration.
3. Verification with technical and vocational schools on the possibility of integrating activities at the reuse centres into the curriculum (training for getting computers and other electronic equipment ready for reuse, (artistic) restauration of objects).

4. Formalizing long-term agreements

3. **Players involved**

- Social services, Umbria Region
- Managers of the reuse centres
- Technical and vocational schools

4. **Timeframe**

- M 1 – M 2: Reconnaissance tour of reuse centres in Umbria
- M 3 – M 7: Check with regional offices dealing with social services
- M 3 – M 7: Check with schools and universities on the possibility of collaboration
- M 8 – M 9: Activation of training courses with formalised agreements.

5. **Costs**

Step 1 – 4: € 3,000

6. **Funding sources**

Own resources AURI or from National Recovery and Resilience Plan (NRPP), and other national and regional funds.

ACTION 4. REGIONAL LAW FOR REUSE PREPARATION ACTIVITIES

1. The background

During the second Interregional Seminar, the experience of the reuse centre in Vicenza managed by the social cooperative "Insieme" was presented. Their experience was also included as a good practice on the Interreg Europe portal and on the SUBTRACT project website. The centre works mainly by recovering goods destined for separate collection, but which are still suitable for reuse, i.e., large quantities of goods, although not of first quality. This kind of approach fits well into an integrated waste management which aims to reduce the amount of waste. However, it is necessary to take into account the national regulations on waste and preparation for reuse, which are particularly complex. For this reason, the social cooperative "Insieme" obtained special authorizations from the local authorities which in fact allowed it to carry out the activities of preparation for reuse, authorizations which for other centres would fall into a very risky regulatory vacuum. The particularly interesting aspect was therefore the fact that the local administrative authority of reference, in this case the province of Vicenza, was moved to regulate and make possible the preparation for reuse activities of the centre. In addition to the theme of preparation for reuse, a new regional regulation could be useful to correctly frame the possibilities of public reuse centres to obtain revenues from their activities. The revenues obtained can be reinvested in upgrading or extending the centres, while maintaining the no-profit criterion as identified by the regional guidelines, as pointed out and discussed with the stakeholders in the Umbrian SUBTRACT working paper.

2. Action

The objective of the action is to set up a regional regulatory framework (new guidelines or regional law) that defines and clarifies in the best possible way, the distinction between the activities of preparation for reuse and reuse, with particular regard to those that could most closely concern reuse centres. This in order to favour and enhance their activities, allowing them to work on many more reusable objects and also to expand the partnerships to carry out the preparation for reuse (see action 3). Additionally, the regulatory tool needs to define the modalities and criteria with which reuse centres can interact with other external subjects, generate eventual revenues to be reinvested in the same centres, excluding profit but not limiting the possibility to add further services and activities.

The action will therefore consist in accompanying and providing input for the regional legislative process as concerns reuse and what reuse centres can and cannot do. As far as preparation for reuse is concerned, the goal will be to broaden the activities that can be carried out, not least those described in action 3 relating to vocational training and job accompaniment. The action is also central in stimulating an economic framework that encourages citizens to a culture of reuse both as suppliers of goods and as users.

3. Players involved

Regional Council of Umbria Region, Department of Waste of Umbria Region

Citizens

4. **Timeframe**

- M 1 – M 4: Briefing paper for regional councillors and minister for the environment of key points of regulating reuse in Umbria with examples from other Italian Regions and Provinces
- M 5: Regional Workshop “Regulating reuse for green growth”
- M 6: Strategic assessment of the state of the implementation of the action, barriers to overcome and opportunities to grasp.
- M 7 – M 12: Lobbying

The entire year will be useful for initiating the path, choosing the most appropriate regulatory tool, and arriving

5. **Costs**

Briefing paper: € 2,000

Workshop: € 1,000

6. **Funding sources**

Own funds AURI or from National Recovery and Resilience Plan (NRPP) and other national and regional funds.

Date: _____

Signature: _____

Stamp of the organisation (if available):



COPIA

DELIBERAZIONE DEL CONSIGLIO DIRETTIVO N. 43 DEL 17-12-2021Oggetto: **Progetto SUBTRACT: Approvazione Action Plan**

In data 17-12-2021 alle ore 09:30 presso la sede dell'AURI di Perugia-Ponte San Giovanni, Via San Bartolomeo n. 79, si è riunito il Consiglio Direttivo dell'AURI così composto:

COMPONENTI	CARICA	PRESENTI	ASSENTI
Antonino Ruggiano	Presidente	X	
Giacomo Chiodini	Vice Presidente	X	
Andrea Romizi	Membro di diritto		X
Leonardo Latini	Membro di diritto	X	
Stefano Zuccarini	Membro eletto	Delegato Riccardo Meloni Vice Sindaco Foligno	
Roberta Tardani	Membro eletto	X	
Fabio Di Gioia	Membro eletto	X	

Assume la presidenza l'Avv. Antonino Ruggiano.

Per l'Ufficio di Direzione assiste il Dott. Giuseppe Rossi.

Il Presidente, accertata la presenza di almeno 5 componenti per la validità della riunione, dichiara aperta la seduta e invita a deliberare in ordine all'oggetto.

IL CONSIGLIO DIRETTIVO DELL'AURI

Premesso:

- che AURI è Lead partner del progetto SUBTRACT – Sustainable Reuse centers nell'ambito del programma UE Interreg Europe fondo ERFD (European Regionale Development Found);
- che l'obiettivo principale del progetto è quello di mettere in contatto tra loro le varie esperienze dei partner europei sopra indicati e di definire un percorso di analisi e studio volto a rendere i Centri di Riuso delle vere e proprie imprese capaci di porre in essere una vera e propria economia circolare volta alla riduzione complessiva dei rifiuti prodotti;
- che i partner del progetto SUBTRACT sono:
 - Regijska razvojna agencija severne Primorske d.o.o. Nova Gorica (Slovenia);
 - Agència de Residus de Catalunya (Spagna);
 - VAKIN (Vatten och avfall kompetens i Norr) (Svezia);
 - Pääkaupunkiseudun Kierrätyskeskus oy (Finlandia);
 - Amt der Steiermärkischen Landesregierung, Abteilung 14 - Wasserwirtschaft, Ressourcen und Nachhaltigkeit (Austria);
 - Re-use and Recycling European Union Social Enterprises (RREUSE) (Belgio);
- che la prima fase del progetto ha la durata di 30 mesi e si concluderà il 31/12/2022;
- che il progetto prevede che entro la conclusione della prima fase venga approvato da ogni singolo partner un "Action Plan" contenente le misure da adottare per il raggiungimento degli obiettivi del progetto, misure che troveranno concreta applicazione nella seconda fase del progetto della durata di un anno;

Dato atto che i vari partner hanno fornito, nel corso degli incontri previsti dal progetto, una serie di interessanti proposte volte ad una migliore organizzazione dei centri di riuso;

Considerato che tali proposte sono state oggetto di vari incontri con gli stakeholders regionali che hanno avuto modo di prospettare ulteriori idee innovative per la gestione dei centri del riuso;

Considerato che tali proposte sono state raccolte in un unico documento denominato "Action Plan" che contiene le linee di intervento da adottare nella fase due del progetto al fine di sperimentare la fattibilità delle proposte stesse che poi saranno trasfuse nei documenti di pianificazione e programmazione afferenti la gestione del ciclo integrato dei rifiuti urbani in Umbria;

Vista la relazione istruttoria allegata alla presente determinazione a firma del Direttore dott. Giuseppe Rossi;

Acquisito il parere tecnico favorevole del Direttore dell'AURI, ai sensi dell'articolo 49, comma 1, del decreto legislativo 18 agosto 2000, n. 267 e s.m.i.;

All'unanimità dei voti dei presenti;

DELIBERA

1. Di approvare il documento allegato denominato "Action Plan" SUSTAINABLE REUSE CENTRES nella sua versione in lingua inglese e nella versione in lingua italiana;
2. di dichiarare il presente atto immediatamente esecutivo ai sensi dell'art. 134 c. 4 del TUEL e di disporre la pubblicazione sul sito internet dell'AURI.

L'Ufficio di Direzione
Giuseppe Rossi

Il Presidente
Antonino Ruggiano

Copia di atto firmato digitalmente, ai sensi del D.Lgs. n. 82 del 7.3.2005 e norme collegate

ATTESTATO DI PUBBLICAZIONE

SI ATTESTA

Visti gli atti d'ufficio, che la presente deliberazione, è stata affissa all'albo pretorio per 15 giorni consecutivi, a decorrere dal 28-12-2021, come previsto dall'art.124, c.1, del T.U. n.267/2000 e s.m.i., ai fini della pubblicità degli atti e della trasparenza dell'azione amministrativa.

28-12-2021

Il Responsabile della Pubblicazione

F.to Dott.ssa Mezzanotte Catia