



7<sup>th</sup> Annual Meeting

## DOING MORE WITH LESS: LOCAL PARTNERSHIPS' ROLE IN THE RECOVERY

10-11 March 2011, Vienna, Austria

### Agenda

Even if the recovery is in sight, it may take a long time for many localities to get back to pre-recession levels of employment and business activity and to heal the social exclusion scars of the recession. Governments and local authorities have to address these challenges with much scarcer resources as public funding is under enormous pressure, with substantial cuts across most budget priorities and stricter requirements on spending of what is still available. In the context of "low public spending recovery" governments and local leaders need to be smart to make sure that policies and local initiatives are efficient enough to generate growth, job creation and combat exclusion at local level.

To get more from the limited funds available, localities have to maximise every opportunity to foster growth. Employment, economic development and inclusion programmes can no longer be designed in policy silos. The employment and inclusion dimension of major enterprise or infrastructure development projects should be defined strategically to re-integrate those who have lost their jobs and also help to build pathways to employment for youth and vulnerable groups. In turn, the employment policy should support business development by better targeting qualification and training programmes to business needs, but also by working with employers to improve skills utilisation and productivity so that workers have better and more stable jobs in the future and do not fall into the 'working poor' trap. The social economy and private sector (venture philanthropy) can play an important role in social cohesion and improving employment prospects for people who are more vulnerable to unemployment. New financial instruments and incentives need to be put in place for private investment in deprived communities. Also efforts and resources should be strategically channelled to support the emergence of new sectors, be it greener industry, a silver economy to address the implications of the ageing population or other place-specific growth sectors.

The 7<sup>th</sup> Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance will bring together some 200 representatives of local partnerships, government officials, local leaders, social entrepreneurs, business representatives, trade unions and academics to review how local development actors are adapting to this new reality and the innovations emerging on the ground to respond to these new challenges. The discussions will address the following three questions:

- How can local economic development projects integrate social and employment objectives?
- How can labour market policy support economic growth?
- How to prevent exclusion when budgets are running low?

*Venue:*

**Palais Auersperg**  
Auerspergstraße 1, 1080 Vienna, Austria

## Thursday, 10 March 2011

8.30 - 9.00 Registration of participants and welcome coffee

9.00 - 9.30 Opening remarks

*Rudolf Hundstorfer*, Minister, Federal Ministry of Labour, Social Affairs and Consumer Protection, Austria  
*Aart De Geus*, Deputy Secretary-General, OECD

9.30 - 11.30 **PLENARY SESSION 1: DOING MORE WITH LESS**

*This panel discussion will examine, in an active interaction with the audience, the following three questions:*

- *In the context of reduced public spending, how can local economic development projects integrate social and employment objectives?*
- *How can labour market policy support economic growth?*
- *How to prevent exclusion when budgets are running low?*

*Professor Mike Campbell*, Director of Research and Policy, UK Commission for Employment and Skills

*Virginia Hamilton*, Strategist and Former Director, California Workforce Association, US

*Denis Leamy*, Chief Executive, Pobal, Ireland

**Moderated by** *Sylvain Giguère*, Head of the LEED Division, OECD

11.30 - 12.00 Coffee Break

12.00 - 13.00 **NETWORKING SESSION: LOCAL INITIATIVES FOR JOBS, SOCIAL INCLUSION AND ECONOMIC DEVELOPMENT**

*The Annual Meeting of the Forum provides a unique networking opportunity for partnership practitioners. This session is organised around a series of short interactive sessions where Forum members present and discuss their projects with experts from other countries.*

13.00 - 14.00 Lunch Break

14.00 - 17.30 **Concurrent thematic workshops**

**NEW SOURCES OF JOBS**

**JOINED UP STRATEGIES FOR  
EMPLOYMENT & SKILLS**

**INCLUSION**

**NEW INSTRUMENTS AND  
STRATEGIES**

14.00 - 15.30 Greener economy: adapting businesses to the low-carbon economy

Working with employers for better quality jobs

Innovative mechanisms to finance inclusion strategies

California lessons: Galvanising partners to achieve success

15.30 - 16.00 Coffee Break

16.00 - 17.30 Enterprise creation and growing talent in SMEs

Breaking out of policy silos

Social innovation for better lives

California lessons: Career pathways & clusters

## Friday, 11 March 2011

9.00 - 10.30 Demographic change & local development

Local youth employment strategies

What do social enterprises need to support inclusion?

California lessons: Galvanising partners to achieve success

10.30 - 11.00 Coffee Break

11.00 - 12.30 **PLENARY SESSION 2: LESSONS LEARNT AND THE WAY FORWARD**

11.00 - 11.15 **Key messages from thematic workshops** by *Ekaterina Travkina*, OECD LEED Programme

11.15 - 12.15 **Local leaders round table**

*Andrew Finney*, Councillor, Leader Basingstoke and Deane Borough Council, United Kingdom

*Josep Miquel Pique*, CEO, 22@Barcelona, Spain

*Tanja Wehsely*, Executive City Councillor for Social Affairs, Public Health and Hospitals; Deputy Director, Vienna Employment Promotion Fund (WAFF), Austria

*Gloria Piaggio*, Head of Development Projects and Fundraising Sector, Genoa Municipality, Italy

**Moderated by** *Sally Sinclair*, Chief Executive Officer, National Employment Services Association, Australia

12.15 - 12.30 **Closing remarks**

*Robert Strauss*, Head of Unit, Employment Analysis, DG Employment, Social Affairs & Equal Opportunities, European Commission, Chairman, OECD LEED Forum on Partnerships and Local Governance

*Petra Draxl*, Head of Unit II/9-ESF, Federal Ministry of Labour, Social Affairs and Consumer Protection, Austria

*Jan Hendeliowitz*, Director, Employment Region Greater Copenhagen & Zealand, Denmark, Chairman, OECD LEED Directing Committee

## Thursday 10 March 2011

14.00 - 15.30

### NEW SOURCES OF JOBS / GREENER ECONOMY: ADAPTING BUSINESSES TO THE LOW-CARBON ECONOMY

**Hosts:** *Gabriela Miranda* and *Cristina Martinez*, OECD LEED Programme

**Experts:**

The transition to a green economy poses serious challenges to the various economic and social actors across the OECD. Probably the main concern today relates to the creation of jobs in the turmoil of the economic crisis. Adding the 'sustainable' component to the job creation efforts might bring further implications to policy makers. The public sector has an important role to play as a major employer but also as provider of an effective framework for businesses to flourish. The green economy is a new arena that businesses need to embed and understand in order to seize the opportunities arising and, thus, create wealth and jobs.

*Randall Eberts*, W. E. Upjohn Institute, US  
*Ann Faber Guinness*, Copenhagen Capacity, Denmark  
*Wayne Hubbard*, London Waste and Recycling Board  
*Graham Larcombe*, Strategic Economics, Australia  
*Bernhard Puttinger*, Eco World Styria, Austria  
*Roland Schneider*, TUAC to the OECD  
*Walter Stahel*, Product-Life Institute Geneva

Investments in eco-innovation (technological and non-technological) to adjust processes, methods and products in industry will need to take place. However, these might be lengthy and will imply an economic effort that businesses, notably SMEs, will struggle to obtain. How can businesses contribute to job creation and wealth in a greener economy? What are the financial tools that governments have put in place to support the development of businesses in the green economy? This session will discuss new business models that can contribute to job creation and wealth, not only in 'green sectors' but in the economy in general. The session will also provide a platform to exchange on innovative tools and schemes to support business development in the green economy and eco-innovation (technological and non-technological).

Q1. What are the new business models that can arise in the greener economy?

Q2. How can businesses in the greener economy be financed?

14.00 - 15.30

### JOINED UP STRATEGIES FOR EMPLOYMENT & SKILLS: WORKING WITH EMPLOYERS FOR BETTER QUALITY JOBS

**Hosts:** *Daniel Garnier*, Basingstoke and Deane BC, lead partner, ESIMeC project, URBACT and *Alison Partridge*, Aurora European Services, lead expert, ESIMeC project, URBACT

**Experts:**

The downturn has highlighted the vulnerability of workers who are no longer essential to production processes due to either low skills, or "old skills". In the future, communities will need to build a more skilled workforce which is less expendable, more adaptable to change and better able to transfer within and between economic sectors. However, it is not enough to just invest in the supply of skills. Employers also need to address the organisation of their workplaces so as to better harness the skills of their workers, and create more sustainable employment opportunities in the future. This is particularly important in rural areas and small towns which can find it hard to attract good quality jobs, and which can become trapped in a 'low skilled equilibrium' where qualified young people migrate to seek better jobs elsewhere. This also highlights the need for closer partnership working between employers and education and training providers to ensure resources and funding are used more effectively in times of budgetary constraints.

*Mike Campbell*, UK Commission for Empl. & Skills  
*Francesca Froy*, OECD LEED Programme  
*Mike Rushworth*, Vitacress Salads, Ltd, UK  
*Paul Soto*, Thematic Pole Manager, URBACT II  
*Ekaterina Travkina*, OECD LEED Programme

Q1. What sorts of skills are needed today to help people access the best quality jobs? How does your town or city promote skills development? How is this integrated into economic development priorities?

Q2. What challenges do local communities experience in retaining and attracting skilled people and good quality jobs? How can these be overcome? What resources are required and where will they come from?

Q3. Do employers always use skills effectively? What tools can be used (e.g. management training, sharing knowledge and innovation, new forms of work organisation) to ensure that employers improve both productivity and the quality of the jobs they offer?

14.00 - 15.30

### INCLUSION: INNOVATIVE MECHANISMS TO FINANCE INCLUSION STRATEGIES

**Hosts:** *Antonella Noya* and *Emma Clarence*, OECD LEED Programme

**Experts:**

In the context of the recent economic downturn, many countries are being forced to reduce the public deficit, and minimise expenditure. As inequalities and social exclusion are growing and remain high priorities on the policy agenda, there is a need to find innovative financial tools and mechanisms and innovative financial partnerships that can be used to foster inclusion and maintain cohesion. Private sector investors can play an important role in financing social cohesion strategies and programmes and improving economic and social inclusion for vulnerable and disadvantaged people. The role that innovative financing mechanisms play and the array of tools that are available will be examined during the workshop.

*Anton Eckersley*, Ingeus, UK  
*Denis Leamy*, Pobal, Ireland  
*Luigi Martignetti*, 'Fondazione di Comunità di Messina' territorial partnership, Italy

Q1. What innovative financial tools targeting inclusion can be put in place?

Q2. What is the role of private investors in tackling social exclusion?

Q3. How can private finance be more effectively used and what public policies are needed to drive this?

Q4. What initiatives are already in place?

14.00 - 15.30

### NEW INSTRUMENTS AND STRATEGIES / CALIFORNIA LESSONS: GALVANISING PARTNERS TO ACHIEVE SUCCESS

**Hosts/Experts:** *Virginia Hamilton*, Strategist and Former Director, California Workforce Association, US and *John Baker*, President, Strategies for the Future US

As workforce and economic development leaders, we are called upon to convene and work with partners and stakeholders to achieve shared outcomes. This session will demonstrate a methodology that increases a group's ability to listen to diverse points of view, capture the group's best thinking, surface new ideas and solutions and move from discussion to action. During the session, we will demonstrate the methodology, debrief the underlying structure that allows it to work, discuss barriers to participatory processes that we often encounter, and allow you to identify opportunities where you could put it to use.

## 16.00 - 17.30 NEW SOURCES OF JOBS: ENTERPRISE CREATION AND GROWING TALENT IN SMES

**Hosts:** *Andrea-Rosalinde Hofer* and *Cristina Martinez*, OECD LEED Programme

**Experts:**

In today's economic dynamics, business development and job creation are two challenging, and often interlinked processes. It seems that new and small businesses have been most successful in stabilising jobs during the crisis and in tapping into the opportunities of new areas of growth such as the 'green' and 'silver' economy. Besides new business models, openness to knowledge, and global connections – typical ingredients for innovation activity – it is the "right set of skills", at both management and worker levels, that counts most. There is a clear role for public policy in promoting skills development amongst those who start-up a firm, those who manage it, and those who work for it. A well functioning skills and training ecosystem to sustain firms and workers is very often the result of united efforts by the firms themselves, local authorities, education and training providers, business support organisations, and the wider community.

*Kim Bek*, Copenhagen Capacity, Denmark  
*Lutz Franzke*, Regional Growth Core "Schönefeld Cross", Germany  
*Graham Larcombe*, Strategic Economics, Australia  
*Marcello Schermer*, JADE, Belgium

Q1. What strategies can be used to stimulate and support innovative business start-ups?

Q2. What strategies can be used to build partnerships for fostering rich skills and training ecosystems that facilitate skills development and a better use of human capital in existing firms?

Q3. What financing arrangements can be used to support these strategies?

## 16.00 - 17.30 JOINED UP STRATEGIES FOR EMPLOYMENT & SKILLS: BREAKING OUT OF POLICY SILOS

**Hosts:** *Francesca Froy* and *Ekaterina Travkina*, OECD LEED Programme

**Experts:**

Implementing effective policy interventions at a time when public budgets are cut is challenging. In such a context it is particularly important that local policies are not fragmented but joined up to achieve concrete local priorities. There are many synergies between employment, skills and economic development policies. Local infrastructure development can offer jobs and training to local people, skills training and applied research can help fuel local economic activity. Improving quality of life can attract more skilled people to a town or city. But rarely are these policy areas coordinated effectively. What are the challenges to policy integration, and what can we learn from places where it has worked?

*Reiner Aster*, gsub, Germany  
*Petra Draxl*, Federal Ministry of Labour, Social Affairs and Consumer Protection, Austria  
*Randall Eberts*, W. E. Upjohn Institute, US  
*Anton Eckersley*, Ingeus, UK  
*Jan Hendeliowitz*, Empl. Region Greater Copenhagen & Zealand, Denmark  
*Claudia Magalhaes*, Municipality of Viana do Castelo, Portugal  
*Maria Rauch*, Partnerships Expert, Germany

Q1. What are the most effective governance mechanisms for linking policies at the local level?

Q2. How can finances best be pooled and prioritised to bring more effective results?

Q3. Is partnership working enough? What else needs to change in policy management to create real joined up working?

## 16.00 - 17.30 INCLUSION: SOCIAL INNOVATION FOR BETTER LIVES

**Hosts:** *Antonella Noya* and *Emma Clarence*, OECD LEED Programme

**Experts:**

Social innovation encompasses change, whether it be conceptual, process, organisational or financial, which seek solutions to social problems whether it be from the public or private sectors, or the social economy. Generating social innovation, the final aim of which is to improve the quality of life of individuals and communities, requires an environment which is conducive to promoting such change. How and by whom social innovation can be created and sustained, alongside how it can be financed, are the key foci of this session.

*Josef Hochgerner*, ZSI, Austria  
*Luigi Martignetti*, REVES - European Network of the Cities and Regions of the Social Economy  
*Gerard McLoughlin*, Enterprising Ballymun, Ireland  
*Peter Ramsden*, Thematic Pole Manager, URBACT  
*Sally Sinclair*, NESA, Australia

Q1. How can social innovation for social inclusion be encouraged and promoted?

Q2. Who are the key actors in creating a conducive environment for social innovation, and what is the specific role of partnerships?

Q3. How can social innovation be financed?

## 16.00 - 17.30 NEW INSTRUMENTS AND STRATEGIES / CALIFORNIA LESSONS: CAREER PATHWAYS & CLUSTERS

**Hosts/Experts:** *Virginia Hamilton*, Strategist and Former Director, California Workforce Association, US and *John Baker*, President, Strategies for the Future, US

In the US, there is increasing interest in reinventing Career Technical Education in secondary schools, to equip students with foundational skills by using career cluster and career pathway frameworks. This session will explore the ways in which career pathways and career cluster approaches are working, what the barriers to implementation are, the tensions between preparation for work versus preparation for post-secondary education, and how federal policy, state policies and local implementation efforts are fitting together.

19.00 Dinner reception

## Friday 11 March 2011

9:00 - 10:30

**NEW SOURCES OF JOBS: DEMOGRAPHIC CHANGE & LOCAL DEVELOPMENT: NEW WAYS OF THINKING, NEW FINANCING MECHANISMS**
**Hosts:** *Cristina Martinez*, OECD LEED Programme and *Naoko Kubo*, OECD Environment

**Experts:**

Demographic change is today one of the key challenges for labour markets together with climate change, globalisation and knowledge/technological change. Fertility rates are lowering, whilst both the ageing population and youth unemployment are on the rise. This, and the complexity of urban-rural shrinkage, are posing numerous challenges to job creation and sustainable development agendas. Yet, increased heterogeneity offers opportunities, especially in the development of the 'silver' and 'white' economy and natural 'green' advantages of shrinking areas. All the more as the paradigm shift towards low-carbon economies stresses the need for strategies to anticipate and redirect transition towards more sustainable development, in which demographic change cannot be left behind. However, opportunities are not without new challenges for social inclusion of the ageing parts of societies. They call for a re-evaluation of the role of older workers and new intergenerational solidarity. Here, technological change and social innovation have critical roles to play, as does the implementation of new financing mechanisms.

*Robert Strauss*, European Commission  
*Michael Förchner*, ZSI, Austria  
*Elfriede Harrer*, WAFF, Vienna, Austria  
*József Hegedüs*, Metropolitan Research Institute, Hungary  
*Robert Lukesch*, ÖAR Regionalberatung GmbH  
*Rainer Rosegger*, Pilotprojekt, Austria  
*Georg Schadt*, ETC - Alpine Space Programme, Federal Chancellery, Austria  
*Jasper van-Loo*, CEDEFOP, Greece

Q1. What programmes and initiatives show innovative ways to deal with demographic change? Who leads these strategies?

Q2. Who are the socially excluded? And, what is being done to promote their economic and social inclusion?

Q3. Which financing mechanisms are used? What is innovative in terms of funding sources and governance arrangements?

9:00 - 10:30

**JOINED UP STRATEGIES FOR EMPLOYMENT & SKILLS: LOCAL YOUTH EMPLOYMENT STRATEGIES**
**Hosts:** *Ekaterina Travkina* and *Andrea-Rosalinde Hofer*, OECD LEED Programme

**Experts:**

Even prior to the economic downturn, the transition from education to work was not easy for many young people, particularly when it came to finding stable employment with progression opportunities. Providing jobs for youth requires place specific responses involving different local players (schools, VET, universities, employment services, employers, urban planners, not-for-profit organisations, regional and local authorities) as part of wider local development strategies. At the same time, it is important for industry groups, colleges and employment agencies to work together to ensure that young people have accurate careers guidance as to opportunities in the local economy, and career ladders to support employment progression. Skills utilisation in the workplace is a particular issue for young people – if talents are not spotted young, long term career trajectories can suffer. In addition, many localities are putting in place programmes to attract and retain talented and skilled youth to support the growth of emerging or existing competitive advantage sectors. For some young people, starting up an own business can be a viable alternative to dependent labour.

*Robert Arnkil*, MY GENERATION URBACT project  
*Marc Bittner*, Paul-Lazarsfeld-Society, Austria  
*John Butler*, Louth Local Development, Ireland  
*Lorenzo di Pietro*, Barcelona Activa, Spain  
*Jan Hendelowitz*, Empl. Region Greater Copenhagen & Zealand, Denmark  
*Graham Larcombe*, Strategic Economics, Australia  
*Marcello Schermer*, JADE, Belgium  
*Marian Vickers*, Northside Local Development Company, Ireland

Q1. *The context:* What are the main barriers today to getting youth into jobs? How the situation is different from previous downturns?

Q2. *What worked:* What are the local policy instruments that worked best in the past and today?

Q3. What financing arrangements can be used to support youth employment strategies?

9:00 - 10:30

**INCLUSION: WHAT DO SOCIAL ENTERPRISES NEED TO SUPPORT INCLUSION?**
**Hosts:** *Antonella Noya* and *Emma Clarence*, OECD LEED Programme

**Experts:**

Social enterprises, and social economy entities more generally, play an important role in creating and maintaining social cohesion through activities including work integration and the provision of goods and services of general interest. An appropriate and supportive policy and financing environment is critical to the success of the social economy, and social enterprises, as one of the newest organisational forms, have many as yet unmet needs. Examining how social enterprises specifically, and the social economy generally, can be supported in order for them to successfully fulfill their potential is central to this session.

*Norbert Kunz*, IQ Consult, Berlin/Brandenburg, Germany  
*Luigi Martignetti*, REVES - European Network of the Cities and Regions of the Social Economy  
*Peter Ramsden*, Thematic Pole Manager, URBACT  
*Louis Vervloet*, Flemish Ministry of Employment

Q1. What are the factors which foster social enterprise and social economy development and how can they be encouraged?

Q2. What tools are required for social enterprises and the social economy to be able to reduce exclusion?

Q3. How can access to finance for social enterprises specifically be improved?

Q4. Which kind of innovative financial tools can be developed?

9:00 - 10:30

**NEW INSTRUMENTS AND STRATEGIES / CALIFORNIA LESSONS: GALVANISING PARTNERS TO ACHIEVE SUCCESS**
**Hosts/Experts:** *Virginia Hamilton*, Strategist and Former Director, California Workforce Association, US and *John Baker*, President, Strategies for the Future, US

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## OECD LEED Forum on Partnerships and Local Governance

[www.oecd.org/cfe/leed/forum/partnerships](http://www.oecd.org/cfe/leed/forum/partnerships)

### FORUM TEAM

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[Ekaterina Travkina](#), Forum Team Leader

[Francesca Froy](#), Co-ordinator for activities on employment, skills and local governance

[Cristina Martinez](#), Policy Analyst, Manager, ESSSA Initiative (Employment and Skills Strategies in Southeast Asia)

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[Andrea-Rosalinde Hofer](#), Policy Analyst (reviews, capacity building sessions)

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*Centre for Social Innovation (ZSI), Vienna, Austria*

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[Michael Förschner](#), Team Leader at ZSI

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[Anette Scoppetta](#), Manager of the projects “Coordination Unit of Territorial Employment Pacts (TEPs) in Austria” at ZSI

### FORUM BOARD

**Chairman:** [Robert Strauss](#), Head of Unit, Employment Analysis, DG Employment, Social Affairs & Equal Opportunities, European Commission

[Doris Ballwein](#), Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK), Austria

[Hélène Deslauriers](#), Executive Director, Réseau des SADC du Québec, Canada

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