



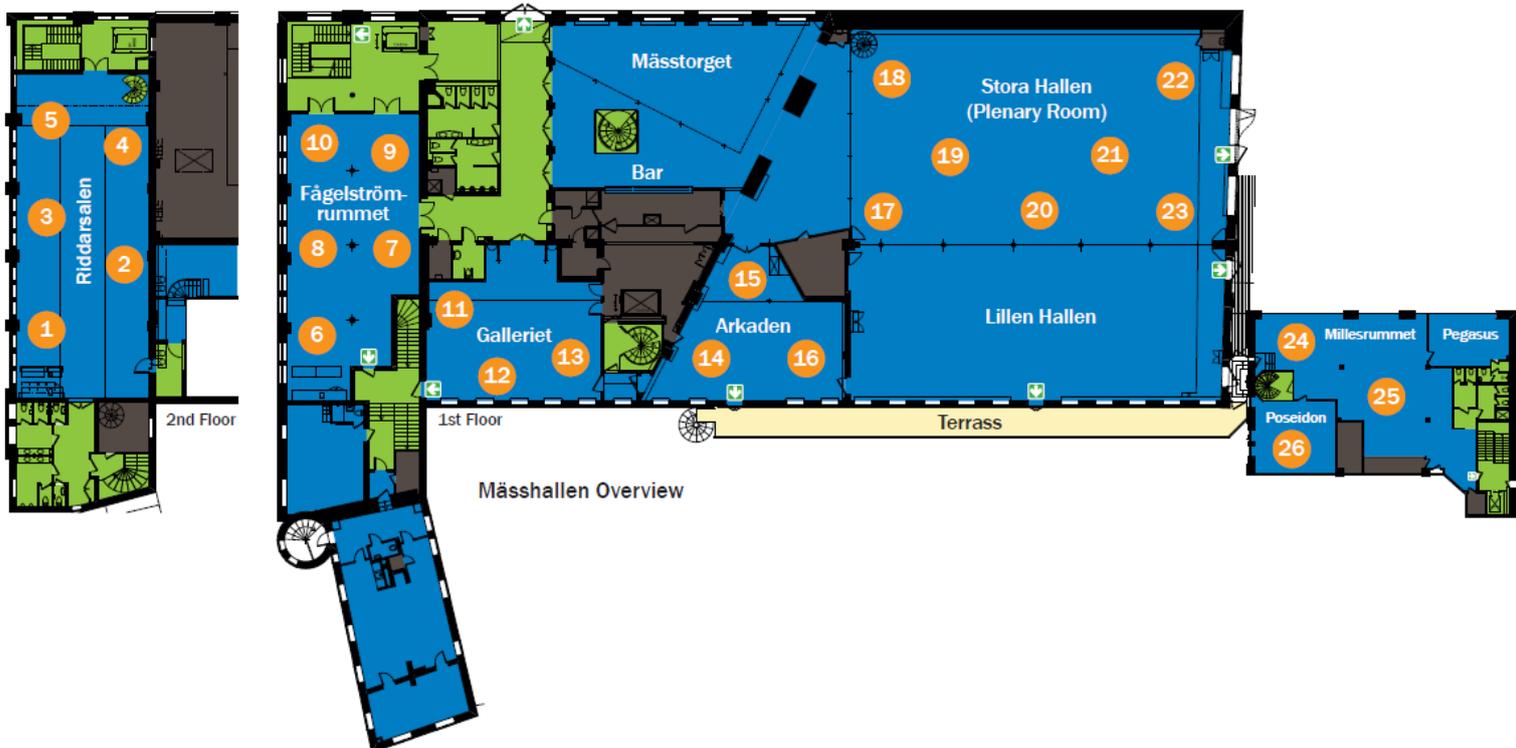
# **JOB CREATION JUST AHEAD: BUILDING ADAPTABLE LOCAL LABOUR MARKETS**

**23<sup>rd</sup> - 25<sup>th</sup> April 2014, Stockholm, Sweden**

*In co-operation with Swedish Public Employment Service, Swedish Association of Local Authorities and Regions (SALAR), Swedish Ministry of Employment and the World Association of Public Employment Services (WAPES)*

## **Networking session LOCAL INITIATIVES FOR JOBS, INCLUSION AND BUSINESS DEVELOPMENT**

**12.00 – 13.00, Thursday 24th April 2014**





## WELCOME TO THE NETWORKING SESSION!

The networking session is open to all Forum members to present their projects, exchange knowledge with peers and establish professional networks and contacts.

There will be a total of 26 tables, distributed as per the map in all the rooms of the venue, and each table will be dedicated to one project/initiative. The conference programme will give you basic background information on all projects and initiatives presented in the networking session and should help you in choosing the meetings you wish to attend.

Project representatives will host the meeting with interested participants for two rounds of 30 minutes. Up to 12 persons can be seated at each table. The meetings are informal and very interactive and are moderated by the host (the project representative).

## PROJECTS AND INITIATIVES

### *Projects and initiatives by country*

1. **Australia:** NESAs Capacity Strengthening Project
2. **Australia:** WISE Employment Social Enterprises (Clean Force)
3. **Czech Republic:** Professional apprenticeships for young jobseekers under 31 years of age
4. **Denmark:** Career Centre for University Graduates: Targeting Employment in Small and Medium Sized Companies
5. **Germany:** Alliance for Professionals Bonn/Rhine-Sieg
6. **Germany:** Job Points
7. **Germany:** Local Pacts for Economy and Employment Berlin
8. **Italy:** Agency for Family, Birth and Youth Policies of the Autonomous Province of Trento
9. **Sweden:** Krami: a cooperation between Prison and Probation Service, Municipalities and the Public Employment Service
10. **Sweden:** Swedish Public Employment Service's Internet and Social Media Strategy
11. **Sweden:** Plug In: Mental Health Support (Skellefteå in the Västerbotten region)
12. **Sweden:** Plug In: Transnational Exchange, Integrating Theoretical and Practical Study (Oskarshamn region)
13. **Sweden:** Plug In: Porten (the Gate) (Partille municipality in the Gothenburg Region)
14. **Sweden:** Plug In: Baltic Sea Region Flagship
15. **Sweden:** Strategy for Roma inclusion in the Swedish Public Employment Service
16. **Sweden:** Unga In
17. **Sweden:** "Young and Disabled" (Unga Funktionshindrade)
18. **United Kingdom:** Outset Finance - effective Access to Finance for all, from disadvantaged entrepreneurs to high growth businesses
19. **United States:** National Labor Exchange (NLX)

### *International projects, networks*

20. **Council of European Municipalities and Regions:** Reviving partnership between all Governance levels to tackle youth unemployment
21. **EU Wide/URBACT:** Economic Strategies and Innovation in Medium sized Cities (ESIMeC)
22. **EU Wide/URBACT:** URBACT Youth Projects
23. **Europe (Microsoft and Junior Achievement):** Partnering for Success – Entrepreneurship & Technology
24. **European Network (MetropolisNet):** MetropolisNet European Metropolis Employment Network EEIG
25. **North West Europe:** SPIDER (Supporting Public Service Innovation using Design in European Regions)
26. **OECD:** PISA: Programme for International Student Assessment / PIAAC: Survey of Adult Skills

# 1. Australia

## NESA Capacity Strengthening Project

**Background and rationale** NESA was originally contracted by the Department of Education, Employment and Workplace Relations (DEEWR) to develop an overarching capability resource for the Remote Jobs and Communities Programme (RJCP), and provide capacity strengthening services to 15 regions. NESA was then further contracted to provide Building Capacity services to 60 remote regions in Australia.

**Aims and objectives** **Capacity Strengthening Services:** The aim is to develop a national, consistent program to educate providers in the effective delivery of RJCP Services by addressing the following key learnings:

- An overview of the new funding framework, working knowledge of the key elements of the new contract and a structured guide on the importance of setting up strategic partnerships and arrangements with local industry;
- Practical example of cash flow resources – how to effectively monitor and set up an operational budget in line with RJCP funding framework and an overview of Business Planning to develop organisational sustainability. Key issues included Business Modelling and Governance Structure; and
- Step by step guide in how to effectively engage and set up a culturally appropriate case management model servicing highly disadvantaged and disabled clients.

**Overarching Capability Resource:** NESA developed a national capability resource that was provided to all new RJCP providers. The key purpose of the capability resource was to ensure that the new providers had a knowledge bank of operational tools that had been tailored to the new RJCP contract, and would complement the delivery of RJCP across Remote Australia. NESA developed a web-based capability resource called NESA RJCP Meeting Place.

**Timeframe** 2013 – 2014.

**Budget and source of financing** Department of Education, Employment and Workplace Relations.  
Capacity Strengthening: \$1,258,455.00; Capability Resource: \$565,895.00.

**Human resources** NESA engaged a national RJCP Project Manager who set up a national supply chain of industry experts.

**Activities** **Capacity Strengthening Services:** NESA developed a national program that was supported by a structured training program and kit of industry tools. NESA delivered capacity strengthening services initially to 15 remote regions which included a three day training program to RJCP providers' senior management teams. Each region was provided with operational resources to complement the delivery of the new RJCP Program, and Business Advisors ensured each service was individually tailored.

**Overarching Capability Resource:** It was agreed that an online resource was the most culturally appropriate approach to deliver resources across the 60 remote regions which resulted in the development of the NESA RJCP Meeting Place. The Meeting Place includes over 100 tailored operational tools available to RJCP providers.

**Success factors** **Capacity Strengthening Services:** The key success factor was ensuring that all 15 regions were prepared for the introduction of RJCP. Other success factors included the results from the evaluation report from providers and feedback from participating DEEWR staff.

**Overarching Capability Resource:** The key success factor was the number of RJCP providers who accessed the resource from day one of the contract roll out, and the positive feedback received.

**Results** **Capacity Strengthening Services:** NESA was approached to deliver a new one year Building Capacity Program across all 60 regions after the successful delivery of the services across the 15 regions.

**Capability Resource:** In the first three months the website had over 6000 page visits and over 3300 operational tools downloaded by RJCP Providers

**Partners** The project is currently funded by the Australian Government Department of Prime Minister and Cabinet.

**Website** [www.nesa.com.au](http://www.nesa.com.au)

**Contact person** Sally Sinclair: [sallys@nesa.com.au](mailto:sallys@nesa.com.au)



## 2. Australia

### WISE Employment Social Enterprises (Clean Force)

**Background and rationale** Founded in Melbourne in 2001 Clean Force was the first social enterprise in Victoria to exclusively employ people with psychiatric disabilities. Since Clean Force opened its doors for business it has generated and delivered over \$6.6 million in commercial cleaning contracts, and high quality service to its customers while assisting 200+ workers move towards independent living, inclusion and integration into all aspects of community.

**Aims and objectives** As a not-for-profit social enterprise Clean Force offers award wages through open and supported employment through cleaning contracts with businesses and community-based organisations. Clean Force has a social purpose to provide employment for people from disadvantaged backgrounds including those with disability and mental illness.

**Timeframe** 2001 – continuing.

**Budget and source of financing** WISE investment estimated at AUD\$2.9m and created AUD\$17.8m along with a 25% funding contribution from the Australian Government as an Australian Disability Enterprise.

**Human resources** Currently 84 people employed with 74% of staff being people with mental illness.

**Activities** Commercial cleaning contracts obtained in the open market.

**Success factors** A Social Return on Investment (SROI) ratio of 6.1:1, indicates that for every AUD\$1 invested in Clean Force AUD\$6.1 of social and economic value is created for stakeholders including the employees, family, case managers of the supported employees, WISE Employment, and the Australian Government.

**Results** Along with financial return in both profitability and SROI, Clean Force also conducted a Quality of Life (QOL) Study based on the World Health Organisation Quality of Life Program. The study undertaken in 2011 found that 71% of participants answered more positively to questionnaire questions over the study period, showing the positive effect of employment on the quality of life of employees after six months of employment.

**Partners** Limited funding received as an Australian Disability Enterprises from Australian Government Department of Social Services.

**Website** [www.wiseemployment.com.au/en/community/social-enterprises/](http://www.wiseemployment.com.au/en/community/social-enterprises/)

**Contact person** Darrius Caulfield: [darrius.caulfield@wiseemployment.com.au](mailto:darrius.caulfield@wiseemployment.com.au)

### 3. Czech Republic

#### Professional apprenticeships for young jobseekers under 31 years of age

**Background and rationale** Currently almost 17% of all registered jobseekers in the Czech Republic are young people under the age of 25. In mid-2013, the Czech PES introduced a project aimed at tackling youth unemployment throughout the country, with a particular emphasis on the NUTS2 North West region. This region is the worst affected by youth unemployment: the unemployment rate of 15-24 year olds exceeds 25% as opposed to the approximately 19% rate of youth unemployment nationwide.

**Aims and objectives**

1. Reduction of the unemployment rate of young people.
2. Timely activation of (up to 5000) young jobseekers in order to improve their employability and prevent them from losing contact with the labour market.
3. Creation of sustainable jobs.

Target group: young people under the age of 31 (i.e. 30 incl.) who have been registered as unemployed for over 4 months and who have zero or little previous employment experience.

**Timeframe** 1.7.2013 – 30.8.2015.

**Budget and source of financing** Total budget 1,173 mil. CZK (approx. 42.650k EUR); 85% financed from Operational Programme Human Resources and Employment/15% financed from the national budget.

**Human resources** 146 Labour Office staff (between 5 and 18 in each regional office).

**Activities** Dedicated LO staff pre-select suitable and motivated candidates matching the employers' criteria. The LO then provides these candidates with retraining, if needed, to ensure that they have all the skills required for their potential future positions. Group and/or individual counselling is also provided to applicants in order to prepare them for an interview which takes place at the LO premises with the assistance of LO staff. The contract between the employer and the apprentice defines not only the length of the apprenticeship (between 6-12 months) and other technical and organisational matter, but also contains a detailed description of the desired goals and outcomes of the apprenticeship. In addition, there is a possibility to involve a (part-time) mentor (an existing employee of the company) in order to assist the apprentice in achieving their set goals. Evaluation, monitoring and reporting on the progress made by the apprentice is carried out throughout the duration of the apprenticeship. At the end of the apprenticeship period, the apprentice receives a certificate (and employer references in case the contract is not prolonged by the employer).

**Success factors** Increased incentives for employers to hire young people despite the lack of previous work experience. The incentives are both financial and by providing mediation services (the LO in fact takes on the role of a recruitment agency).

Making sure that entering the project is voluntary. LO selects candidates who are strongly motivated to find employment and improve their life situation.

**Results** Between July 2013 and end January 2014 some 4140 employers expressed their interest in the project and made available 5912 vacancies for the purpose of this project. 4586 young registered jobseekers have so far expressed their interest in becoming an apprentice out of which 1620 have received contracts and entered into apprenticeships. In addition, some 600 contracts have been signed between employers and the LO in terms of mentors' wage subsidies. Overall, 394 million CZK (approx. 14,3mil. EUR) had been contracted by the end of January 2014.

**Partners** N/A

**Website** [www.uradprace.cz](http://www.uradprace.cz) or <http://portal.mpsv.cz/upcr/esf>

**Contact person** Katerina Mrazkova: [katerina.mrazkova@uradprace.cz](mailto:katerina.mrazkova@uradprace.cz)



## 4. Denmark

### Career Centre for University Graduates: Targeting Employment in Small and Medium Sized Companies

**Background and rationale** In Denmark university graduates are among the most vulnerable groups, facing up to 60 % of unemployment in the first year after completing their education. This is especially apparent among graduates with a Master of Arts degree, Librarians, Architects etc. Insufficient attention is paid to strategically widening the job search beyond the areas directly linked to their diploma. Additionally, graduates lack information on the labour market demand and have low geographic mobility. The Danish economy consists mainly of small to medium sized companies (SMEs) and there is documented evidence that employment of university graduates in the SMEs increases the growth potential of these companies.

**Aims and objectives** The aim of the project is to expand the job search of university graduates and to open doors to their employment in small and medium sized companies. The project has a dual focus: firstly, to translate skills and competences of university graduates to match the needs of small and medium sized companies and secondly, to work with SMEs to identify their needs by building a business case.

**Timeframe** Permanent after 1½ year trial period.

**Budget and source of financing** Municipality budget.

**Human resources** Approximately 30 employees.

**Activities** The activities consist of counselling and guidance, early activation measures to widen job search including geographical mobility from day one and sales activities towards small and medium sized companies. Parallel intensive networking activities are undertaken with unemployment insurance funds, universities and external actors to meet the targets.

**Success factors** A successful transition from education to job and from unemployment to job. This should be further strengthened by strategic partnerships with Universities, external actors and unemployment insurance funds.

**Results** The target is to decrease unemployment among university graduates in the Municipality of Copenhagen by 25% within 2015 and a further reduction of youth unemployment by 10 %.

**Partners** Unemployment Insurance Funds, External Actors, Universities etc.

**Website** [www.kk.dk/da/borger/jobsoegning-og-ledighed/kurser-og-praktik/informationsmoeder-for-akademikere](http://www.kk.dk/da/borger/jobsoegning-og-ledighed/kurser-og-praktik/informationsmoeder-for-akademikere) (Danish only)

**Contact person** Jens Sibbersen: [qw44@bif.kk.dk](mailto:qw44@bif.kk.dk)  
*Manager of Career Centre*

## 5. Germany

### Alliance for Professionals Bonn/Rhine-Sieg

**Background and rationale** The region of Bonn is a region of growth and high education, but the number of potential employees (18 to 65 years olds) is expected to decline significantly until 2030 (an estimated decrease of 42.000 people to a population 552.000.)

**Aims and objectives** The project intends to implement an innovation and strategy process relating to the labour market for the whole district of Bonn/Rhine-Sieg. The development of this sustainable alliance is not just about good cooperation, but really about capacity building. Main objectives include: strengthening the regional professionals market; sustainable improvement of regional performance and competitiveness; development and assurance of the participation in social and working life; increase in efficiency by pooling resources and know how; development of model approaches; social innovations and partnerships as well as improvement of the quality of regional cooperation and networks.

**Timeframe** 1 January 2012 – 31 May 2014 (currently). Application to extend the term of the project to 31 December 2014 has already been made.

**Budget and source of financing** 255.000,00 EUR. Of these, 90% are co-financed by the federal state of North Rhine-Westphalia and by the European Union. 10% is the internal share of the City of Bonn and the District of Rhine-Sieg.

**Human resources** During the above timeframe the project has one project leader and one project assistant. The project has an additional external consultant to support the strategy process and the individual fields of action.

**Activities** The main activities of the project are the development, initiation and implementation of various dialogue and working formats as well as the implementation of several pilot projects. The six thematic fields of action are: "Support of the potentials of firms and their employees", "Improvement of participation in labour market", "Improvement of situation of women in labour market", "International aspects and Integration", "Graduates as key potentials" and "Youth".

**Success factors** The success factors of the project are the desire of good cooperation between the partners, the good networking of the labour market actors as well as the good economic situation and the high quality of life of the region.

**Results** During the strategy process, the dialogue-format of the "breakfast meeting" was developed. This meeting is a very important way to exchange experience and information, as well as to bring in new partners for the alliance and strengthen the network. This meeting takes place once a month and is usually attended by 60 - 80 interested persons and partners of the alliance. So far there are more than 20 projects developed, some of which have already started. Two such are the "Coaching for self-placement", a special offer to unemployed single mothers depending on social welfare; and the "IT-initiative Bonn/Rhine-Sieg" with the aim of bringing job seekers IT professionals together with potential employers.

**Partners**

- Economic Development offices city of Bonn and the Rhine-Sieg District.
- Regional Agency for labour market politics Bonn/Rhine-Sieg.
- Job Centre Bonn and Rhine-Sieg.
- Employment Exchange Office Bonn/Rhine-Sieg.
- Chamber of Commerce and Industry Bonn/Rhine-Sieg.
- Chamber of handicrafts District Bonn and Cologne.
- Trade Unions District Bonn/Rhine-Sieg.
- Centre of Excellence Woman and Work Bonn/Rhine-Sieg.

**Website** [www.buendnis-fuer-fachkraefte.de](http://www.buendnis-fuer-fachkraefte.de)

**Contact person** Martina Schönborn-Waldorf: [martina.schoenborn-waldorf@regionalagentur.net](mailto:martina.schoenborn-waldorf@regionalagentur.net)  
*Head of the Regional Agency for labour market politics Bonn/Rhine-Sieg*



## 6. Germany

### Job Points

**Background and rationale** The Job Points are modern services for open placement, which appeal to enterprises and jobseekers alike. The service accurately and efficiently matches jobseekers to jobs. The Job Point is designed like a shop, it is open to all visitors during shop opening hours (Mo-Fr 9 am – 7 pm; Sa 9 am – 2 pm). Employers and jobseekers can also meet each other directly. The service is modelled on the Danish system of Jobbutikken.

**Aims and objectives** Job seekers who come to one of the Job Points are highly motivated, committed and proactive. They use Job Point facilities and resources to put together job applications, research job and career options and get in touch with employers by phone or online. Employers post job openings to reach a large number of motivated applicants. All services are free of charge.

**Timeframe** Job Point Neukölln as a project was founded in February 2002. Job Point Berlin Mitte opened in January 2013 and the newest Job Point Charlottenburg-Wilmersdorf in December 2013.

**Budget and source of financing** The budget for a Job Point with 7 employees is about 445,000 € per year. The setting up of a new job point (rooms, equipment, etc.) costs about 160,000 €.

Each Job Point is co-sponsored by the Senate Department for Integration, Labour and Women's Issues and the local Job Point.

**Human resources** Job Point Neukölln has 10 staff members, 6 of them consultants and 4 staff for service.

Job Point Mitte has 7 staff members, 5 consultants and 2 staff for service.

Job Point Charlottenburg-Wilmersdorf has 8 staff members, 6 consultants and 2 service staff members.

**Activities** The latest job offers are presented on display boards that can be viewed during shopping hours. Very attractive job offers are also put in the shopping windows. Furthermore, the Job Points offer the possibility to employers to present their enterprise directly in the Job Points and meet job seekers on the spot. An additional service of the Job Points is the Job Club with the possibility of counselling for clients regarding their application process.

**Success factors** Only motivated jobseekers come to the Job Points as they come voluntarily. That leads to job applications of a high quality. Furthermore in most of the cases the employers can fill their positions quite quickly. When a position is filled, the job offer is not shown anymore, so the job offers are always up-to-date.

**Results** Since 2002, Job Point Neukölln has had over 1,3 million shop visitors and almost 2 million visitors on its home page. Since 2002 almost 120.000 jobs were offered, of which more than 50.000 could be filled.

The idea and working structures of the Job Point are highly transferable to urban areas throughout Europe, when the local circumstances are considered and the labour market stakeholders are involved. That makes the Job Point a real best practice example with an explicit European value.

**Partners** Job Point Neukölln is a project of the gsub-Projektgesellschaft mbH. The Job Point Neukölln project is funded by JobCenter Neukölln and the Senate Department for Integration, Labour and Women's Issues.

**Website** [www.jobpoint-berlin.de](http://www.jobpoint-berlin.de)

**Contact person** Dr. Diana Peitel, Project Manager gsub Europe: [diana.peitel@gsub.de](mailto:diana.peitel@gsub.de)

Anne Doebel, Project Manager Job Point Neukölln: [anne.doebel@gsub.de](mailto:anne.doebel@gsub.de)

Christiane Hansen, Project Manager Job Point Mitte: [christiane.hansen@gsub.de](mailto:christiane.hansen@gsub.de)

## 7. Germany

### Local Pacts for Economy and Employment Berlin

**Background and rationale** Within the Local Pacts for Economy and Employment (BBWA), the State of Berlin is implementing its local approach to labour market policy and at the same time is applying a European employment strategy. The primary concern of the pacts is to establish schemes to generate jobs and thus reduce unemployment.

**Aims and objectives** The goal of the pacts is to create employment and training opportunities and to support local businesses by establishing networks at the local level. The Local Pacts for Economy and Employment exist in all 12 Berlin districts. Their aim is to create and stabilize workplaces and training spaces and to strengthen the local economy. For that purpose, various players are brought together, working on concrete plans of actions and organizing local projects. These projects are funded by the two ESF-Programs "Local Social Capital" (LSK) and "Partnership–Development–Employment" (PEB) which have been created by these local pacts.

The local players in these pacts include among others representatives of the district councils, employment agencies, JobCenters, business development societies, business associations, enterprises, trade unions, employment societies, citizens associations and housing associations.

**Timeframe** Started in 2000, the local pacts do still exist and even will develop new projects within the following ESF-period 2014-2020.

**Budget and source of financing** The Budget is given by the Senate Department for Labour, Integration and Women's Issues and the district departments as well. The two programs PEB and LSK are funded by the European Social Fund and have project budgets between 10.000,00 € (LSK) and 250.000,00 € plus 50 % Co-finance (PEB).

**Human resources** In every district there are coordinators employed by the district departments. A directing group is planning and attending the local projects and, in most cases, is led by the district mayor. The 12 BBWA-Pacts are advised by 4 counsellors of the ABG GmbH.

**Activities** The pacts have regular meetings for action planning, project development and voting. In special workshops they are planning their programs and fields for activity like youth employment, sustainability and tourism or strategies to promote inclusion. Around 10 LSK-projects a year and 5 PEB-Projects per ESF-period were implemented in every district over the last years.

**Success factors** Cooperation and synergetic effects, Common use of resources, Improvement of communication, Social inclusion and job creation.

**Results** In the on-going ESF-period (2007-2013) 830 LSK-projects and 105 PEB-projects are being implemented in the 12 local pacts.

**Partners** Senatsverwaltung für Arbeit, Integration und Frauen  
(Senate Department for Labour, Integration and Women's Issues)

**Website** [www.bbwa-berlin.de](http://www.bbwa-berlin.de)

**Contact person** Louise Jacobi: [louise.jacobi@arbeit-in-berlin.eu](mailto:louise.jacobi@arbeit-in-berlin.eu)  
[www.arbeit-in-berlin.eu](http://www.arbeit-in-berlin.eu)



## 8. Italy

### Agency for Family, Birth and Youth Policies of the Autonomous Province of Trento

**Background and rationale** Trentino's special Statute of Autonomy grants the Autonomous Province direct legislative, administrative and financial jurisdiction in fundamental areas, including education, health, industrial policy, transport, the university and tourism. The financial resources and wealth produced remain within Trentino and are managed by the Provincial Government. The Trentino welfare system has adopted innovative measures, in line with the most advanced policies in Europe, acting as a testing ground for the whole country (for example, through the adoption of a minimum guaranteed income). In relation to families, the main objective is to influence the expectations of the family through a range of provisions. Considerable attention is paid to work, family and private life balance policies. In 2011, the Autonomous Province created the Agency for Family, Birth and Youth in order to execute the newly approved law, "Integrated System of Structural Policies for Promotion of Family and Birth Wellbeing."

**Aims and objectives** Key objectives of this Agency include the following:

- Developing the well-being of the population through new intervention tools and financial support.
- Promotion of social and educational services.
- Development of networking between public administration and private organizations.
- Development of information services.
- Promotion of subsidiarity.
- Management of stakeholders.

**Timeframe** Ongoing.

**Budget and source of financing** 1.5 Million Euro in Provincial Government funding.

**Human resources** Staff of 60.

**Activities** Certification Body; enforcement of family policies; carrying out actions and measures within the framework of youth policies; development of services for children aged 0-3; implementation of actions for promoting equality; family standards development; promotion of Family Districts; and promotion of Family Mainstreaming and New Public Family Management

**Success factors**

- The Agency for Family, Birth and Youth Policy is set under the Presidency of the Provincial Council and operates in collaboration with all the members of the Council itself.
- The Special Statute of Autonomy grants the Autonomous Province direct legislative, administrative and financial jurisdiction. As a consequence, a specific law on family well-being has been implemented.

**Results**

- 35% of the local population lives in a family-friendly community.
- 9% of local workers (21, 0000) are employed in certified Family Audit organizations.
- 112 organizations have obtained the Family Audit Certification.
- There are 10 Family Districts in the Trentino region.

**Partners** Horizontal subsidiarity involves direct cooperation with the Forum Association of Trentino families (Forum delle Associazioni Familiari del Trentino).

**Website** [www.trentinofamiglia.it/](http://www.trentinofamiglia.it/), [www.familyintrentino.it/](http://www.familyintrentino.it/), [www.familyaudit.org/](http://www.familyaudit.org/)

**Contact person** Luciano Malfer, Director of the APF: [luciano.malfer@provincia.tn.it](mailto:luciano.malfer@provincia.tn.it)  
Maura Boniciolli, Family Audit Staff: [maura.boniciolli@provincia.tn.it](mailto:maura.boniciolli@provincia.tn.it)

## 9. Sweden

### Krami: a cooperation between Prison and Probation Service, Municipalities and the Public Employment Service

**Background and rationale** Krami started in 1980 in Malmö, a municipality in the southern part of Sweden. The Prison and Probation authority together with the Public Employment Service (PES) and the Municipality of Malmö found that there was a need for more strategic measures for working with unemployed young ex-offenders, as existing measures were ineffective and costly. A co-operation between municipal and state organisations would be better able to support the sustainable rehabilitation of young people, with the ultimate objective being for them to get, and above all, keep a job. Today there are Krami in 24 different localities, four of which have separate activities for men and women. PES, the Prison and Probation authority and the social services in the local municipality each contribute at least one staff member to each Krami centre. There is a national agreement between the PES and the National Prison and Probation Service concerning the structure and the content of the work.

**Aims and objectives** The purpose of Krami is to facilitate entry into the labour market by unemployed people who have had contact with the Prison and Probation Authority. The participants are 18 – 40 in age. A consequence pedagogical approach is applied. This approach is based on existentialistic philosophy. Some of the basic assumptions in the philosophy is that all humans are free and responsible for the consequences of his/her choices and activities and are social beings who are nothing without their social context.

**Timeframe** Krami is a permanent activity.

**Budget and source of financing** Krami is jointly financed by the three organisations.

**Human resources** Each Krami consists of at least 3 staff members, one from each partner organization. The positions are social worker, employment officer and probation officer.

**Activities** The activities in Krami consist of providing counselling and guidance in different areas during the first 2-4 weeks of participation. This is followed by a period of job experience at an external work place accompanied by social activities. The goal is for participants to find employment after 2-5 months of job experience. After the employment begins, the support continues to the participant and the employer in order to maintain employment.

**Success factors**

- Three organisations working together with the jobseeker.
- The consequence pedagogic method as a base for the contact with the jobseeker.
- Follow-up support after employment.

**Results** The smallest KRAMI (three employees) works with 30-40 new participants a year while the bigger ones have 60-70 participants a year. Approximately 50 percent of participants get jobs or start training programs after completing the program. Those who drop out often fall back into drugs or criminality, but many of them actually come back to KRAMI and achieve their goal the second, third or fourth attempt.

Two scientific evaluations have been completed (2002 and 2013), both of which show similar results. The 2013 evaluation shows a 43% increase in the probability of receiving an ordinary salary if you take part in the KRAMI activities. The probability relapsing into crime is 32 percent less.

**Partners** Prison and Probation Service, Municipality (social service) and Public Employment Service.

**Website** [www.krami.se](http://www.krami.se)

**Contact person** Christina Rosengren Gustavsson: [christina.rosengren@arbetsformedlingen.se](mailto:christina.rosengren@arbetsformedlingen.se)



## 10. Sweden

### Swedish Public Employment Service's Internet and Social Media Strategy

**Background and rationale** The Swedish Public Employment Service (PES) decided in 2010 that it will meet its customers where they are instead of building new and expensive platforms where the customers are forced to go. In a feasibility study conducted in 2010, they stated that they wanted to create new tools for active citizenship. Clients had new information needs, and needs to filter information that PES could fulfil via social media and the web.

**Aims and objectives** Social media allows PES to improve the speed and reach of its communication with the public. For example, on social media, several people are able to see and answer the same question, allowing for communication that is "many to many" and not dependant on an individual calling or e-mailing customer service for help. Additionally, through Facebook, PES is able to quickly disseminate messages, dialogue directly with the clients, and enhance transparency around our work.

**Timeframe** 2011 – ongoing.

**Budget and source of financing** No specific funding stream or grant.

**Human resources** Customer service (20 persons) and 3 strategists.

**Activities** The PES has two Facebook pages: one for employers and one for job seekers. It also has a YouTube account (with over 500 films that show what it is like to work in a specific profession and what it takes to start working with that profession), a LinkedIn company page and a Twitter account. In addition to this, it does outreach to blogs and forums.

PES recently launched online activities to allow job seekers to enhance their job search at home, such as the following:

- Online classes: Series of short movies and practice examples are available. Additionally, the client can be supported by an officer via Personal Service Online.
- Tutorials: Short movies explain how web services can be used with useful tips and tools.
- Online seminars: A live video-feed combined with chat makes online live seminars possible.
- Chats: It hosts chats to support firms in need of national recruitment (for example, the Armed Forces and the Swedish Forest Agency) as well as on more general topics such as summer jobs, how to look for a job after graduation, etc. Between Jan-March 2014, it has conducted 15 chats and responded to over 400 questions and plans to have many more.

**Success factors**

- Meeting customers where they are, the main goal of having a social media presence, helps to increase the number of matches between job seekers and employers.
- Being more transparent and maintaining an open dialogue with customers contributes in the long run to increased confidence in PES.

**Results** Its films on YouTube have nearly one million views. On Facebook, it has over 15,000 followers (fans) and through these followers, it can reach out to about three million people just on Facebook. Its LinkedIn account has 6,000 followers.

**Partners** N/A

**Website** [www.facebook.com/Arbetsformedlingen](http://www.facebook.com/Arbetsformedlingen) and [www.arbetsformedlingen.se/onlineaktiviteter](http://www.arbetsformedlingen.se/onlineaktiviteter)

**Contact person** Nadia Dala: [Nadia.dala@arbetsformedlingen.se](mailto:Nadia.dala@arbetsformedlingen.se)  
Jonas Kowalski: [Jonas.kowalski@arbetsformedlingen.se](mailto:Jonas.kowalski@arbetsformedlingen.se)

## 11. Sweden

### Plug In: Mental Health Support (Skellefteå in the Västerbotten region)

**Background and rationale** In Sweden 24 % of young people drop out from high school or leave without completing graduation requirements (2010 data). Early school leaving not only affects individuals' quality of life, but has wider effects on the society due to loss of productivity, loss of tax revenues, increased welfare costs, pressure on the health care system etc.

Skellefteå is one of the several municipalities in the Västerbotten region participating in the Plug In project to address these challenges. One component of this work is helping students who are dealing with mental health challenges.

**Aims and objectives** The aim is to help pupils who have developed a mental illness. By working with them in the right environment with the right methods, these pupils can achieve a life filled with self-esteem and self-confidence and have the tools needed to succeed in their studies.

**Timeframe** 2012-2014.

**Budget and source of financing** €140.300 thousand from the European Social Fund (ESF) and €168.000 thousand public financing.

**Human resources** 2 teachers and 1 youth worker, all working in part time posts as junior consultants. These staff can also rely on the organisational supports in the upper second school as a resource, for example the school health service.

**Activities** Mental training, individual and group exercises and hand drawing pictures, all based on scientific research, are tools used in our Plug-in workshops for pupils who are at the risk of dropping out. Activities are delivered via the First Room, a room set aside specifically for Plug In services.

**Success factors** Individual and group meetings are conducted with a high degree of sensitivity to see and meet pupils from where they stand and the mood they are in.

Time for rehabilitation is a key success factor for the pupils, although mental training and group exercise with the right methods and in right environment can reduce the time needed to resume their studies.

**Results** The First Room in Skellefteå has met 45 pupils in individual and group meetings in the past two years. 42 out of these pupils have resumed their studies. Another main outcome for the First Room is that almost every pupil has rebuilt their self-confidence and self-esteem.

**Partners** The First Room is located at a high school in Skellefteå. Other partners include the Leisure Office in Skellefteå and an NGO called Urkraft.

**Website** [www.skelleftea.se](http://www.skelleftea.se), <http://regionvasterbotten.se/utbildning/plug-in-vasterbotten/>, [www.urkraft.se](http://www.urkraft.se)

**Contact person** Carita Green Granström: [carita.green-granstrom@skelleftea.se](mailto:carita.green-granstrom@skelleftea.se)

Bertil Almgren: [bertil.almgren@regionvasterbotten.se](mailto:bertil.almgren@regionvasterbotten.se)



## 12. Sweden

### Plug In: Transnational Exchange, Integrating Theoretical and Practical Study (Oskarshamn region)

**Background and rationale** Oscarsgymnasiet is a secondary school in Oskarshamn on the east coast in the south of Sweden. The school has thirteen programmes with about 950 students. Two programmes that are a part of Plug In are the Industrial Programme and the Introduction Programme.

A large number of students at the Industrial Programme tend to be unmotivated regarding theoretical studies. In 2004 the pedagogical method partly changed to become thematic. One third of school hours are now used to combine different school subjects in different themes, for example building boats in the industrial workshop and using them to make films about the Classic Greek Era.

**Aims and objectives** In 2009, the school established further connections in the Oskarshamns twin town Pärnu in Estonia. The students at the Industrial Programme construct and build equipment for playgrounds. 5-6 weeks later they visit Estonia to deliver the equipment and meet children who live in the area where the playground is built.

Two years ago another project started at the Introduction Programme. The students, mainly boys, are challenged to learn in practical ways by doing something in service of others. They repair bikes, 100 of which have been delivered to children in socially vulnerable areas.

These projects involve interdisciplinary work in Swedish, English, mathematics and nature of substances in industrial application. The purpose of the project is to motivate students and reduce the risk of dropping out by integrating academic subjects with practical applications. For example, for the playground project students plan, complete construction drawings, calculate the strength of, and produce playground equipment for delivery to Estonia.

**Timeframe** 2009-2014 with intentions to continue 2014- 2018.

**Budget and source of financing** For the playground equipment project the budget is 180-200 000 SKR. For the bike repair project the budget is 30-45 000 SKR. Municipal finances are combined with financial support from 70 local businesses. The bike repair project is 75% financed by Plug In.

**Human resources** Students, teachers, local businesses and the organization Shalom Fält are all involved.

**Activities** Playground equipment project: starting in the middle of March the students work hard to be able to deliver the playground equipment in May.

Bike repair project: the students spend two afternoons every week during the school year to repair bikes. In 2013 the students visited Estonia in April and did the same this year in February.

**Success factors** By doing something for children in socially vulnerable environments the students get a wider perspective on life. They get to perform a practical, applied task and also experience that what they do can make a difference in the lives of others.

**Results** The students are more motivated regarding schoolwork and gain greater self-confidence. They have also been invited by school leaders and politicians to inform them about the projects.

**Partners** The school cooperates with two organizations and places in Pärnu - The Children's House in Pärnu, which is a home for children with abusive parents, and the schools in Koonga, a town 40 kilometres from Pärnu.

**Website** [www.oskarshamn.se/templates/Page.aspx?id=639](http://www.oskarshamn.se/templates/Page.aspx?id=639)  
[www.oskarshamn.se/templates/Page.aspx?id=638](http://www.oskarshamn.se/templates/Page.aspx?id=638)

**Contact person** Ulf Ljunggren: [ulf.ljunggren@skola.oskarshamn.se](mailto:ulf.ljunggren@skola.oskarshamn.se)

## 13. Sweden

### Plug In: Porten (the Gate) (Partille municipality in the Gothenburg Region)

**Background and rationale** In Sweden every municipality is mandated to stay informed about the young people, aged 16-20, who have not completed upper secondary school and offer them activities. Porten is designed to meet the needs of young people aged 16-25 who are registered in Partille and who are not in employment, education or training (NEETS).

**Aims and objectives** Porten is a subproject within the Plug In project in Partille municipality (the Gothenburg Region). It is run by a multi-skilled team that meets regularly and collaborates to meet the young persons' needs in the municipality. The goal of the project is to support young people in their transitions to employment or studies, and include them in various meaningful contexts. At Porten, the young person's needs, ideas and objectives govern the activities. The target may for example be a job, an internship, practical work experience, taking courses, or perhaps completing studies at the upper secondary level.

**Timeframe** 2012-2014 (the subproject Porten ends on the 30th June, 2014)

**Budget and source of financing** About 620 000 Euro (50 % European Social Fund and 50 % public/local financing).

**Human resources** The team is composed of people with different skills and functions including a job coach, a career and educational counsellor, a youth recreation leader, a social worker, an employment officer, a counsellor and a field worker. All team members have one thing in common - a strong commitment to each young individual's future.

**Activities** Porten provides skills development and serves as a guiding centre. Through Porten young people are provided with an opportunity to participate in activities such as individual coaching, guidance and counselling, writing a CV and cover letters, practice for future job interviews, internships, and study visits to schools and businesses. To reach and stay informed about the whereabouts and activities of the target group (aged 16-20) the staff at Porten uses a variety of methods. The follow-up routine and mapping is an important activity in itself in the process of constructing the individualized plans.

**Success factors**

- Smooth collaboration between the relevant authorities, organisations and partners which work with young people.
- The importance of Porten and its work has been firmly grounded at all stages in the local organization.
- Dedicated co-workers.
- The multi-skilled team members come from the permanent organization, which increases the chances of successful implementation of methods and activities.

**Results** The target group – young people, aged 16-20, who have not completed upper secondary school in Partille municipality – is now well charted and documented (nearly 100 %). Porten has set up non-disclosure agreement, easing the professional secrecy, which facilitates the follow-up and mapping of the target group tremendously. Porten has created new tools for the follow-up and mapping activities, as well as a kind of manual to guide the work. A digital system of registration and documentation of the target group is now in use. About 50 % of the young people who have participated in activities at Porten are currently working or studying.

**Partners** Local project owner: The Childcare and Education Department, the Social Services Department and the Culture, Leisure and Recreation Services Department. Important partners: The Employment Services/Job Centre and Youth Health.

**Website** [www.plugininnovation.se](http://www.plugininnovation.se)

**Contact person** John Nelander: [john.nelander@partille.se](mailto:john.nelander@partille.se)



## 14. Sweden

### Plug In: Baltic Sea Region Flagship

**Background and rationale** The European Council has recognized the complexity of the situation and the urgent need to tackle early school leaving (ESL). In June 2011 the European Council published recommendations for policies to reduce early school leaving. The Swedish Association of Local Authorities and Regions (SALAR) has taken the initiative to invite interested stakeholders to participate in a Baltic Sea Region Flagship project concerning early school leaving and youth unemployment within the EU Strategy for the Baltic Sea Region. The Priority Area Coordinators for the EU Strategy for the Baltic Sea Region priority area of Education, The Norden Association and the Land of Hamburg are involved in this initiative and support the plans to develop the Flagship project.

**Aims and objectives** The Flagship project will focus on the following important areas:

1. statistics and measures,
2. guidance and counselling,
3. preventive measures,
4. re-integrative measures, and
5. one-stop-shop cooperation and co-location of actors.

The initiative will create a common platform of understanding and learning between stakeholders in the Baltic Sea Member States and disseminate different successful methods to deal with these issues. The actions performed within the Flagship project will contribute to the Europe 2020 aims of both “smart growth” and “inclusive growth” and are of significant importance for the future of the region.

**Timeframe** April – December 2014.

**Budget and source of financing** In the first phase, 80 000 Euro.

**Human resources** N/A

**Activities** In general, activities will include exchanges and learning between member states, schools and professional in 2014.

The first specific area of work for Sweden and SALAR is in the area of preventive measures. The Plug In project in the Region of Jämtland has made plans to try new methods in the Baltic Sea region. During the spring and later in the extension of the Plug In project, this region will work with methods and models to use transnational work to develop learning for both educators and students. The goal is to demonstrate that through flexible learning, formative assessment, adventure based experimental learning, personal development and a cultural field trip for both students and educators the numbers of drop outs reduces, and the opportunity to receive grades increases.

**Success factors** Funding as well as the continued engagement of key persons and project owner are important factors in the success of the project.

**Results** The expected results are to influence policies and structure regarding early school leavers.

**Partners** SALAR, Region of Jämtland, ESF.

**Website** [www.skl.se](http://www.skl.se)

**Contact person** Ewa Westman Magnusso: [ewa.westman@regionjamtland.se](mailto:ewa.westman@regionjamtland.se)  
Leif Klingensjö: [Leif.klingensjo@skl.se](mailto:Leif.klingensjo@skl.se)

## 15. Sweden

### Strategy for Roma inclusion in the Swedish Public Employment Service

**Background and rationale** The Swedish Government has initiated a long-term strategy for Roma inclusion for the period 2012-2032. The strategy includes investment in development work from 2012-2015, particularly in the areas of education and employment, for which the Government has earmarked funding. The twenty-year strategy forms part of the minority policy strategy (prop. 2008/09:158) and is to be regarded as a strengthening of this minority policy. The target group of the strategy is all those Roma who are living in social and economic exclusion and are subjected to discrimination. The whole implementation of the strategy should be characterized by Roma participation and Roma influence, focusing on enhancing and continuously monitoring Roma access to human rights at the local, regional and national level. The overall goal of the twenty year strategy is for a Roma who turns 20 years old in 2032 to have the same opportunities in life as a non-Roma.

Within the strategy for Roma inclusion, the Swedish Government has decided to begin a pilot project in five municipalities: Luleå, Göteborg, Linköping, Helsingborg and Malmö. Within the pilot activities, the aim is to find new and successful methods that can be spread to other municipalities in Sweden, after 2015. Within the pilot activities several Swedish authorities have been given the task to work for Roma inclusion. The Swedish Public Employment Service (Arbetsförmedlingen) is one of those public authorities.

**Aims and objectives** Arbetsförmedlingen will spread information and knowledge among Roma in the five municipalities about the services and support the authority can offer them. Arbetsförmedlingen will also ensure that the Roma jobseekers will get the help that they need.

**Timeframe** 2012-2015.

**Budget and source of financing** Arbetsförmedlingen receives 700. 000 kr (approximately 80 000 euro) annually from the Swedish Government for the implementation of the project in 2012-2015.

**Human resources** Six full time employees.

**Activities** Arbetsförmedlingen has employed five “bridge builders”, all of them with Roma language and culture competence. These “bridge builders” all have a network within the local Roma community. This increases their ability to collaborate with Roma representatives and organizations. They are directing their work towards the Roma communities but also internally within the authority to increase the knowledge about the situation of the Roma.

**Success factors** The fact that Roma are employed to work with the Roma community has created an initial environment of trust within the project. The concept of the “bridge builders” is also a well-known method used throughout Europe.

**Results** The results will be presented in the annual report by March 1. Quantitative data cannot be presented since registration based on ethnicity is prohibited in Sweden.

**Partners** County Administrative Board in Stockholm, Equality Ombudsman, The Swedish National Agency for Education etc.

**Website** [www.arbetsformedlingen.se](http://www.arbetsformedlingen.se)

**Contact person** Mirelle Gyllenbäck: [Mirelle.gyllenback@arbetsformedlingen.se](mailto:Mirelle.gyllenback@arbetsformedlingen.se)



## 16. Sweden

### Unga In

**Background and rationale** In Sweden there are over 190,000 young people aged 16-29 who neither work nor study (2010). More than 77,000 young people have neither worked nor studied for 3 years in a row (2008-2010). 20,000 of these (10,000 aged 16-24) have no known activity. These young people run a high risk of being permanently excluded from society. According to several studies specific measures targeted at NEETs are needed in order to reintegrate young people in society.

**Aims and objectives** Unga In is a national EU-funded project owned and run by Arbetsförmedlingen (Swedish Public Employment Service) aiming at developing methods for working with NEETs. The project targets young people aged 16-24 who are not working, studying or in training, and who have no known activity planned. The project aims to include young people in work or study, as well to apply work methods based on young people's individual needs and circumstances. Unga In is run in five municipalities: Stockholm, Goteborg, Malmö, Gävle and Skellefteå.

**Timeframe** 1 June 2012- 31 May 2014.

**Budget and source of financing** Unga In is co-financed by the European Social Fund and the municipalities. Total budget: 6.5 million Euro. European Union grant (ESF): 2.8 million Euro.

**Human resources** Approximately 65 employees.

**Activities**

- 1) Outreach activities by young people who are employed and who have similar background as the target group.
- 2) In-depth holistic mapping.
- 3) Parallel measures within educational and vocational guidance, and preparation for employment.

**Success factors** Identified success factors are multi-skilled teams composed of various staff within Arbetsförmedlingen and the municipalities; local outreach activities led by young marketers with similar backgrounds as the target group; entrusting relationships with employers; and a holistic approach based on the individual needs and circumstances.

**Results** Until 31st March 2014 1008 unique young people have participated in Unga in. A total of 571 have been deregistered from Arbetsförmedlingen since 1 June 2012. Out of these 23 percent left due to work, 35 percent left due to studies, 27 percent left due to another known reason (for example to the health care system or the Prison and Probation Service) and 15 percent left due to an unknown reason.

**Partners** Municipalities and other public bodies.

**Website** [www.ungain.se](http://www.ungain.se)

**Contact person** Petra Jansson: [petra.jansson@arbetsformedlingen.se](mailto:petra.jansson@arbetsformedlingen.se)

## 17. Sweden

### “Young and Disabled” (Unga Funktionshindrade)

**Background and rationale** The “Young and Disabled” (Unga Funktionshindrade) assignment has been a part of Arbetsförmedlingen since the mid-1980s, when the government entrusted Arbetsförmedlingen and the Swedish Insurance Agency to assess the attitudes of young people living on disability pension to working instead of receiving a pension. It was found that there was considerable interest and Arbetsförmedlingen received special funds for an activity that would support the wishes and opportunities for young disabled people to work.

**Aims and objectives** The organisation focuses on young, disabled people, who are up to 30 years of age. Part of its assignment is to inform and receive young people as they complete upper secondary school and in this way to facilitate the transition between school and working life. Therefore, it has close contact with the labour market by meeting frequently with different employers and informing them about its work. It has the most success with small and medium-size companies.

**Timeframe** Permanent since 1994.

**Budget and source of financing** Unga Funktionshindrade is fully funded by the government. Approximate annual budget of 2014: Running costs 16,7 mkr; Activity support 24,3 mkr; Purchase of training 11,9 mkr; Employer support 62 mkr.

**Human resources** 26 employees.

**Activities** It provides support for those who need more help. It can offer jobseekers support, tips and advice from its employment officers, information on how to apply for jobs, help in writing a CV and preparing for job interviews. It also offers access to all the job vacancies in Platsbanken, suggested job vacancies, and recruitment sessions with employers. It can also offer the work applicant work experience. It has nine SIUS consultant who work on supported employment. They have special knowledge in introductory methodology. The SIUS consultant helps jobseekers during the introduction to a work place. The consultant works together with the work place regarding how the introduction should be arranged and is responsible for jobseekers receiving the agreed upon support.

**Success factors** Success is based on the applicant’s own motivation and desire to work. Unga Funktionshindrade’s task entails first and foremost seeing opportunities – not obstacles.

In Stockholm, there is a special employment office called Unga Funktionshindrade (Young and Disabled).

**Results** Since 2013, approximately 570 jobseekers started working or studying.

**Partners** The Swedish Social Insurance Agency.

**Website** [www.arbetsformedlingen.se](http://www.arbetsformedlingen.se)

**Contact person** Pia Erneborg: [pia.erneborg@arbetsformedlingen.se](mailto:pia.erneborg@arbetsformedlingen.se)  
*Office Manager*



## 18. United Kingdom

### Outset Finance - effective Access to Finance for all, from disadvantaged entrepreneurs to high growth businesses

**Background and rationale** Although the supply side of Access to Finance is still a fundamental issue, lending/investment institutions regularly report on the inadequacy of businesses seeking finance. GEM's survey on equity finance found that nearly 50% of this was due to lack of investment readiness and inadequate plans. The European Central Bank 2013 survey on SME Access to Finance found this topic was still the 2<sup>nd</sup> biggest barrier to growth; and in the UK, only ~16% of sole traders (75% of all SMEs) have proper financial management. The YTKO Group was appointed to address this challenge in Plymouth through the delivery of Outset Finance - one of the Outset award-winning programmes\* which are creating more than 1,000 jobs per year and 3,000 jobs since its inception. *\*Outset won the 2012 Enterprise Promotion Grand Jury Prize from the European Commission.*

**Aims and objectives** Drawing on a 30 year track record of successful business support and finance raising in the private sector, and the management of micro-finance and debt funding programmes in the public sector, Outset Finance is available to both start-ups and existing businesses looking to grow. It firstly addresses the information deficit through ensuring businesses understand all the pros and cons of all potential funding options. Then, through a combination of specialist training and 1:1 support, it helps businesses become investment ready, which involves a key focus on validating the market opportunities first. Only this de-risks the lending or investing proposition, and is the basis for realistic financial propositions and robust business plans to be written, pitches perfected, and introductions made to appropriate funders. Clients are also supported post-finance to ensure progress.

**Timeframe** 2011 – March 2015.

**Budget & source of financing** € 600,000, Plymouth City Council, The European Regional Development Fund.

**Human resources** 2 locally recruited advisors bring financial and business expertise.

- Activities**
- Awareness raising, promotion and engagement with businesses and individuals.
  - Education on pros, cons and requirements of all types of funding.
  - Workshop and expert masterclasses – Money matters, Fit for Finance, Money Sense, Pricing for Profit, Preparing your business plan, Financial Projections, Taxation.
  - One to one post-finance support, ongoing peer:peer networking opportunities.
  - Widespread promotion and dissemination of success stories and the service through social media, online and printed case studies, speaking opportunities, e-marketing, PR and press releases.

- Success factors**
- Outset hires local people with the right mix of skills and expertise, proactive can-do ethos.
  - Excellent partnerships, including with credit unions, crowd funders, banks, VC and angel networks, social enterprise funders, asset and debt financiers, and public sector fund-holders.
  - Offering intensive, flexible, high quality support, tailored to clients' needs, delivered locally.
  - Outreach team members speak in ordinary language, demystify finance, and give clients greater focus, clarity and confidence about their business and financial plans.

**Results** So far, the programme has secured €1.4m client funding and Gross Value Added of nearly €900,000. It has assisted over 250 clients, many previously refused finance, and created 130 new jobs. This success led to contract renewal to end of March 2015 and expanding to other areas. Results prove the service clearly addresses SME needs, provides a de-risked pipeline for funders, and a turnkey solution for policy makers.

**Website** [www.outsetfinance.co.uk](http://www.outsetfinance.co.uk) for Plymouth information, and also [www.outsetfinance.com](http://www.outsetfinance.com)

**Contact person** Mrs Virginie Vinel MCIM: [virginie.vinel@ytko.com](mailto:virginie.vinel@ytko.com)

*International Business Development*

## 19. United States

### National Labor Exchange (NLX)

- Background and rationale** As the internet became the primary vehicle job seekers use to hire and search for employment, employers and public workforce agencies also have evolved their strategies. As the online commercial recruiting industry solidified its hold in the 2000s, employers in the United States began experiencing increasing costs and declining return on investment and began using online Applicant Tracking Systems (ATS) for hiring. The two factors created a need among multi-state employers to find a cost-effective way to achieve recruiting goals while leveraging investments in their ATS' and corporate websites. In mid-2007, the U.S. Department of Labor discontinued *America's Job Bank*, the only federal online portal connecting jobseekers with job openings and state workforce agencies with one another. In 2007 these events led to the emergence of the National Labor Exchange (NLX), a partnership between the National Association of State Workforce Agencies (NASWA); a non-profit association representing state departments of workforce, and DirectEmployers Association (DirectEmployers); a non-profit human resources consortium of leading global employers formed to improve labor market efficiency.
- Aims and objectives** The mission of the National Labor Exchange is to provide the nation's most efficient web-based labor exchange system at no additional cost to state departments of workforce and their customers. The NLX collects and distributes job openings exclusively found on over 10,000 corporate career websites and state job banks on a daily basis. Through the NLX, job seekers have access to a wealth of currently available and unduplicated job listings from verified employers. In addition to job openings, the NLX offers state departments of workforce other valuable no cost technology services such online job indexing, job seeker traffic analytics, search engine optimization, and job bank hosting.
- Timeframe** 2007 - Present.
- Budget and source of financing** Member dues from DirectEmployers Association provide additional support to existing information technology infrastructure already provided to state workforce agencies through annual federal government appropriations from the U.S. Department of Labor.
- Human resources** Approximately 12 employees between NASWA and DirectEmployers.
- Activities** The NLX provides a variety of services to employers and state departments of labor in an effort to serve its larger mission of facilitating a more efficient labor-exchange in the United States. These services include a high quality jobs feed, free indexing of state workforce agency employer customers, job seeker traffic analytics, job bank hosting, and JOBS microsites. JOBS microsites are highly specialized, search engine optimized sites allowing employers or state workforce agencies to get a larger "footprint" and therefore jobseeker traffic on search engines like Google and BING.
- Success factors** Success factors lie in the value-added provided for employers, job seekers and government entities. Provided at no additional cost to employers, job seekers and state departments of workforce by Direct Employers and NASWA, the NLX values: Collaboration, Transparency, Innovation, and Responsiveness.
- Results** Over the last seven years, NLX has:
1. Delivered 37 million unique and available job openings into state job banks;
  2. Provided a platform for more than 340,000 employers to post their openings electronically;
  3. Provided an electronic bridge for state job banks to share job orders with one another;
  4. Offered state job banks downloads of job orders coded by O\*NET, which affords state workforce agencies greater ease in pursuing future job-matching for reemployment efforts;
  5. Provided free job bank hosting as well as Search Engine Optimization services; and
  6. Helped employers meet compliance requirements.
- Partners** All state departments of workforce have embraced the NLX with the fifty states, the District of Columbia, Puerto Rico and Guam signing official participation agreements. The NLX continues to pursue partnerships with federal, state, local and other intergovernmental organizations to further its mission.
- Website** [www.naswa.org/nlx](http://www.naswa.org/nlx) and <http://www.directemployers.org/about/national-labor-exchange/>
- Contact person** Pam Gerassimides: [pgerassimides@naswa.org](mailto:pgerassimides@naswa.org)  
Christy Merriman: [christy@directemployers.org](mailto:christy@directemployers.org).



## 20. Council of European Municipalities and Regions

### Reviving partnership between all Governance levels to tackle youth unemployment

**Background and rationale** The rationale behind the report, "Tackling youth unemployment: Let's revive partnership between all Governance levels" stems from the CEMR Focus Group of '[Local and Regional Government as Employers](#)', who work intensely on the issue of youth employment, with the objective of strengthening the role and importance of local and regional authorities in this field, and to highlight the need for a partnership approach between local, regional and national level to successfully implement the actions set out by the European Level. This was also an opportunity to demonstrate the innovativeness and strength of local and regional authorities in successfully addressing this issue. The report, on the one hand, provides the reader with numerous examples of where local and regional authorities have been successful in providing a sustainable solution to integrating youth into employment, and on the other, gives impetus for an improved partnership approach between the National and Local levels.

**Aims and objectives** Concretely, this report has two key objectives:

1. Produce a document to identify what has been done by local and regional authorities in addressing this question; with a view, as a second step, to consider monitoring the outcomes and evaluation;
2. Draw conclusions on what is necessary on the ground to increase youth employment, both in economic and sustainability terms.

The published report is divided into 3 sections, all of which have recommendations developed for the European, national and local level. The report explores principally the importance of the 'partnership' approach and its results in this field. A short section is also dedicated to the European Youth Guarantee, and the involvement of local and regional authorities in its implementation. Understanding that the real action (or in-action) takes place at the local level, the last section of this report looks at the opportunities and expected support from the European level; and how this can further strengthen the actions taken to increase labour market youth integration.

**Timeframe** Survey circulated September-November 2013; drafting of report January 2014 – publication March 2014.

**Budget and source of financing** CEMR's budget is about €2 million, the main part comes from membership fees of its national associations. The balance (about 10%) consists of a yearly grant from the European Commission in the framework of the "Europe for Citizens" programme.

**Human resources** The CEMR Focus group represents local and regional government as employers', and brings together National Social Partners. Alongside working intensely on employment related EU legislation and policy, it works to ensure proper working conditions for the local and regional public sector. This work was led by the CEMR policy team (Christina Dziewanska-Stringer).

**Activities** This report is based on a survey sent out to members of this focus group, and is intended to be a working report, which means it can be updated with new country strategies and evidence. Furthermore, the CEMR wishes to explore the intrinsic link between education and labour market trends, the idea of 'skills-matching' and supply/demand.

**Success factors** This report collects information from various parts of Europe and provides an interesting insight into how local and regional authorities are addressing youth employment challenges. Furthermore it focuses on the partnership principle in this policy area, something of great relevance for local and regional authorities.

**Results** The report provides policy makers and technicians with information and good practice examples in the field of youth employment and partnership principles. It paves the way for the CEMR to be further involved in these issues at the EU level, and highlights the wealth of good sustainable practices existing at the local and regional level.

**Partners** The CEMR and its members.

**Website** [www.cemr.eu](http://www.cemr.eu) / The report in full [here](#)

**Contact person** Christina Dziewanska-Stringer: [christina.dziewanska-stringer@cce-re-cemr.org](mailto:christina.dziewanska-stringer@cce-re-cemr.org)

## 21. EU Wide/URBACT

### Economic Strategies and Innovation in Medium sized Cities (ESIMeC)

**Background and rationale** This 3rd phase of ESIMeC brings together 5 medium sized cities from different EU countries which are delivering Local Action Plans which use demand led workforce development strategies as an instrument of sustainable economic recovery. ESIMeC investigates how best to identify and meet the needs of employers so that people are recognised as the key driver for sustainable economic recovery and growth.

**Aims and objectives** Through Transnational Exchange, ESIMeC will explore the challenges and barriers faced by cities when delivering Local Action Plans which put people and skills at the heart of economic recovery and resilience. The main themes to be covered include:

- Governance, leadership and stakeholder engagement.
- Effective and meaningful employer engagement.
- Measuring impact.
- Local job creation and driving employer ambition.
- Funding Local Action Plans.

**Timeframe** The original project, during which partners exchanged experiences and prepared their Local Action Plans, spanned the period from 2010 to 2013.

This phase, during which partners are exchanging experience on what works and what doesn't when delivering Local Action Plans runs from December 2013 to Spring 2015.

**Budget and source of financing** Co-financed through URBACT II - Budget of €425000.

**Human resources** 1 part time Project Coordinator; 1 part time "Lead Expert" funded outside the project budget.

**Activities**

- Themed Transnational Meetings where partners present and exchange experience on specific project questions and consider together challenges and drivers in delivering Local Action Plans.
- Local Support Groups in each partner city delivering together an integrated Local Action Plan.
- Dissemination and capitalisation of outputs and outcomes.

**Success factors**

- Integrated approach to education, employment and economic development.
- Learning from transnational exchange and good practice and applying lessons to local contexts.
- Brokering links between the supply and demand side of the labour market.
- Engaging all relevant actors.

**Results** A series of 'recipes' for how to cook up the optimum conditions for sustainable economic recovery, resilience and growth through people and skills in medium sized cities. Action points for cities on how to effectively use the learning from the transnational exchange when developing and delivering Local Action Plans.

**Partners** Lead Partner - Basingstoke and Deane Borough Council  
Other partners - Bistrita (Romania), Debrecen (Hungary), Gävle (Sweden), Sabadell (Spain)

**Website** [www.urbact.eu/esimec](http://www.urbact.eu/esimec)

**Contact person** Daniel Garnier (Lead Partner): [daniel.garnier@basingstoke.gov.uk](mailto:daniel.garnier@basingstoke.gov.uk)  
Alison Partridge (Lead Expert): [alison@aurora-ltd.eu](mailto:alison@aurora-ltd.eu)



## 22. EU Wide/URBACT

### URBACT Youth Projects

- Background and rationale** In many European cities, youth unemployment rates are at a historic high. Even where there are more jobs, young people can face challenges making the transition from school to the labour market. For some, school seems irrelevant and one of the EU2020 targets addresses the need to prevent early school leaving. URBACT is the EU learning and exchange programme for cities. It currently supports three city networks relating to different aspects of the youth issue. PREVENT addresses the theme of early school leaving; JOBTOWN considers local approaches to tackling youth unemployment and lack of opportunity while My Generation at Work focuses on effective transitions and entrepreneurship.
- Aims and objectives** URBACT is all about sustainable integrated urban development. Increasingly, successful cities are those with high levels of well-deployed human capital. These projects focus on optimising the potential of youth in the participating cities. Each city will produce a Local Action Plan (LAP) – assembled by stakeholders – setting out how they will address their project theme. This often includes the development of local capacity and the production of resources based on the transnational experience.
- Timeframe** May 2012 to April 2015.
- Budget and source of financing** URBACT Programme (ERDF) with local co-finance – The average network budget is €900,000.
- Human resources** 3 projects, led by the cities of Nantes, Cesena and Rotterdam and involving 33 cities across EU.
- Activities** Each project has produced a thematic baseline study. This identifies the issues to be tackled at the local and transnational level. Partners collaborate on a multilateral and bilateral basis as well as producing a Local Action Plan (LAP) tackling the project theme. Each city has an URBACT Local Support Group (ULSG) producing the work and each project has a Lead Partner and Lead Expert. In most cases the transnational work is conducted via a series of workshops.
- Success factors** Each project is tackling different aspects of the youth theme. In process terms, success is where cities are better equipped, informed and able to tackle the thematic challenge. Peer learning between cities is a key programme feature. In terms of the theme, each network looks at ways to address their challenge – which might be early school leaving, low rates of entrepreneurship or high youth unemployment. As a small programme, URBACT gives cities space to innovate and test new ideas which can be scaled up with mainstream funds.
- Results** The results vary amongst the networks. URBACT seeks to enable cities to establish new tools and processes which can address the project theme.
- Partners** URBACT Programme, municipalities, universities, NGOs, Managing Authorities and the private sector.
- Website** [www.urbact.eu](http://www.urbact.eu)  
<http://urbact.eu/en/projects/active-inclusion/jobtown/homepage/>  
<http://urbact.eu/en/projects/active-inclusion/my-generation-at-work/homepage/>  
<http://urbact.eu/en/projects/active-inclusion/prevent/homepage/>
- Contact person** Eddy Adams: [eddy@eaconsultants.com](mailto:eddy@eaconsultants.com)  
*URBACT Thematic Pole Manager, Social Innovation and Human Capital*

## 23. Europe (Microsoft and Junior Achievement) Partnering for Success – Entrepreneurship & Technology

**Background and rationale** Microsoft created in 2012 the company-wide [YouthSpark](#) initiative to help connect youth to greater opportunities for jobs, entrepreneurship and education. By bringing together business, technology and philanthropy programs serving youth, Microsoft aims to connect 300 million to such opportunities over 3 years.

Junior Achievement-Young Enterprise (JA-YE) is Europe's largest provider of entrepreneurship education programs reaching 3.2 million students in 39 countries in 2013. JA-YE brings the public and private sectors together to provide youth with the skills they will need to succeed in the future.

Microsoft and JA-YE have joined forces in countries around Europe, particularly the Nordic region, to share core areas of strength in tackling the challenges faced by youth. They are working together to inspire youth on the compelling opportunities being created through technology to bring their entrepreneurial ideas to reality.

**Aims and objectives** Inspire a future generation on the entrepreneurial opportunities made possible through technology.

**Timeframe** 2012-2015.

**Budget and source of financing** Microsoft YouthSpark NGO Grants program.

**Human resources** JA-YE program managers & employees, Microsoft employee engagement & in kind support.

**Activities** Innovation Camps, Challenges, Company Program, Innovate for Good, Train the Trainer.

**Success factors** Young people aspiring to pursue future entrepreneurship opportunities in the technology sector.

**Results** Over 50,000 youth have benefited in the first year of partnership in Nordic.

**Partners** Microsoft and Junior Achievement

**Website** [www.ja-ye.org](http://www.ja-ye.org)

[www.microsoft.com/about/corporatecitizenship/en-us/youthspark](http://www.microsoft.com/about/corporatecitizenship/en-us/youthspark)

[www.ungforetagsamhet.se](http://www.ungforetagsamhet.se)

**Contact person** Una O'Sullivan: [unao@microsoft.com](mailto:unao@microsoft.com)

---



## 24. European Network (MetropolisNet)

### MetropolisNet European Metropolis Employment Network EEIG

<b>Background and rationale</b>	MetropolisNet EEIG is a European network of organisations working in metropolitan cities to promote social inclusion, employment and urban development. It evolved from a transnational network created to support EU local employment initiatives, including Territorial Employment Pacts. The member organisations share a common commitment to tackling issues of unemployment and social exclusion. MetropolisNet is a grouping of different types of organisations – private, public and NGOs. MetropolisNet is a vehicle for inter-city and inter-organisational collaboration in promoting the empowerment of local actors by emphasising the local dimensions of EU policies on employment and social affairs, and for developing the local dimension of EU strategies on employment, social inclusion and local development.
<b>Aims and objectives</b>	<ul style="list-style-type: none"> <li>• Promoting employment, social cohesion and urban development in large European cities &amp; metropolitan areas</li> <li>• Exchanging information, experience and know-how between the partner organisations.</li> <li>• Strengthening the role of the regional &amp; local level by applying the local dimension of the European Employment Strategy through territorial employment pacts and local partnerships.</li> <li>• Implementing joint projects to achieve these goals and developing co-operation with other relevant organisations at local, regional, national and European levels, and beyond</li> </ul>
<b>Timeframe</b>	Permanent.
<b>Budget and source of financing</b>	The administrative part of the network is financed by its partners. Projects are funded by the European Commission (partner projects and joint projects).
<b>Human resources</b>	The MetropolisNet co-ordinating office is based in Berlin. It is led by a Director and managed by a Network Co-ordinator. All decisions are taken collectively by the partners.
<b>Activities</b>	MetropolisNet meets twice annually for exchanging information; participates on transnational conferences in the context of local development, employment and social inclusion; and collaborates through transnational projects.
<b>Success factors</b>	<ul style="list-style-type: none"> <li>• MetropolisNet members are equal partners and share a common vision on an inclusive Europe.</li> <li>• Mutual trust drives the partnership.</li> <li>• With the registration of MetropolisNet as a company (EEIG) in March 2009 the sustainable character of the network with a strong binding structure was strengthened. This allows it to work on its shared goals and to learn from the collaboration on a long term basis.</li> <li>• The ability of thinking outside the box to develop innovative joint projects is common among all partner organisations as well as their drive to steer change and development in the field of social inclusion and employment development.</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>• MetropolisNet has existed more than 12 years as an informal and 5 years as a formal network.</li> <li>• MetropolisNet has developed profound expertise in the fields social inclusion, integration policy &amp; equal opportunities, lifelong learning &amp; skills development, enterprise &amp; local economic development, and labour market development and employment strategies through the implementation of joint projects</li> <li>• MetropolisNet has acquired strong skills in different methods and approaches in order to tackle challenges in the MET working fields.</li> </ul>
<b>Partners</b>	Ballymun Job-Centre, Dublin; CIOFS-FP, Rome; DublinNet, Dublin; gsub projektgesellschaft mbH, Berlin; Lawaetz Stiftung, Hamburg; Centre for Social Innovation (ZSI), Vienna; Budapest Esely, Budapest; City of Tampere – Employment Unit, Tampere.
<b>Website</b>	<a href="http://www.metropolisnet.eu">www.metropolisnet.eu</a>
<b>Contact person</b>	Jasmin Zouizi (Network Co-ordinator): <a href="mailto:jasminzouizi@metropolisnet.eu">jasminzouizi@metropolisnet.eu</a> ; Dr. Reiner Aster (Director): <a href="mailto:reiner.aster@metropolisnet.eu">reiner.aster@metropolisnet.eu</a>

## 25. North West Europe

### SPIDER (Supporting Public Service Innovation using Design in European Regions)

**Background and rationale** Public services face complex challenges such as high unemployment, an ageing population and higher expectations from citizens. At the same time budgets are being cut across Europe as public services feel the full force of the recession. The SPIDER project is employing service design to demonstrate, through a series of projects, how design can deliver tangible solutions to address many of these issues. Service design is a problem-solving process that brings a creative and user-centred approach to these issues. It has been used widely within the private sector, however it has never been deployed by public services on a pan-European scale such as this.

**Aims and objectives** The project aims to deliver innovative solutions to Europe's toughest social challenges by engaging public services and citizens in an ambitious programme of service design projects. Of particular relevance is the work in relation to tackling youth unemployment. The SPIDER project will aim to use design to reduce the number of young people not in employment by designing and re-designing services that better prepare young people for the professional work environment and increase the uptake of jobs, work experience and apprenticeships. By proving the effectiveness of the service design approach, SPIDER aims to bring about cultural change within public authorities and build sustainable capacity within public services thereby contributing to better, more cost effective and sustainable solutions for the target groups and their service providers.

**Timeframe** Started on 1st January 2013 and will run for 2.5 years.

**Budget and source of financing** €2,169.638 Interreg IVB (NWEurope).

**Human resources** Over 50 directly involved staff in all the partner countries.

- Activities**
- Partners will apply a service design process to addressing challenges in public services that can be employed across a broad range of public services. The approach will be rigorously tested in pilot projects that will deliver user-centred and inclusive results for priority services where 4,000 citizens will be supported by a more effective public service (500 users x 8 pilots).
  - To demonstrate the excellent return on investment the pilots will be evaluated according to an evaluation model for comparative analysis across the regions.
  - The project will deliver capacity-building training to 100 staff in 4 regional authorities (400 in total) to employ the tools, replicate the approach and integrate it into their mainstream practice.
  - All actions will be supported by an awareness-raising campaign on best practice on design for public services to achieve Innovation Union.

- Success factors**
- Engagement of stakeholders in the service design process.
  - New services for the target group which have been co-designed by them to improve their outcomes from the service.
  - Awareness and adoption of service design as an effective process for the delivery of public services.

**Results** The approach will be used by SPIDER projects in Wales, Belgium, France and Ireland, resulting in two key outcomes: (1) SPIDER will use service design to create 10 cost-effective, creative and user-centred services that deliver tangible improvements for citizens; and (2) SPIDER will train 400 public service managers in design methods and tools that will ensure the approaches used within SPIDER are embedded within each public authority.

**Partners** Cardiff Metropolitan University (Wales), Geel (Belgium), Partas (Ireland), Cardiff City Council (Wales) Border, Midland And Western Regional Assembly (Ireland), Maaslands Huis (Belgium), Seine Maritime (France), Association of Flemish Cities and Municipalities (Belgium), Design Flanders (Belgium).

**Website** <http://thespiderproject.eu>

**Contact person** John Kearns: [jkearns@partas.ie](mailto:jkearns@partas.ie)



## 26. OECD

### PISA: Programme for International Student Assessment

### PIAAC: Survey of Adult Skills

**Background and rationale** The ongoing economic crisis has only increased the urgency of investing in the acquisition and development of citizens' skills – both through the education system and in the workplace. At a time when public budgets are tight and there is little room for further monetary and fiscal stimulus, investing in structural reforms to boost productivity, such as education and skills development, is key to future growth. Indeed, investment in these areas is essential to support the recovery, as well as to address long-standing issues such as youth unemployment and socio-economic and gender inequality. PIAAC and PISA are two OECD surveys that give countries, regions, policy makers and researchers important tools to benchmark and reform their school systems and workforce.

**Aims and objectives** PISA assesses 15-year-olds' reading, mathematics, science and problem-solving skills in over 60 countries to benchmark education systems and identify the policies and practices that are best related to high-achieving and equitable school systems. While PISA focuses on students while at school, PIAAC evaluates the literacy, numeracy and problem-solving skills of adults (16 to 65 year olds), also capturing the extent to which these skills are used in the work environment and outside it. Data from these surveys can help countries and communities have a better sense of where they stand, and identify their challenges in terms of skills development. The results from these surveys are also aimed to informing and sharing best practices in terms of skills development and skills use.

**Timeframe** PISA: every 3 years starting in 2000 (last assessment in 2012).  
PIAAC: launched in 2012.

**Budget and source of financing** Participating countries finance the development of the project and the implementation of the survey in their students and adults (65 countries and economies in PISA 2012, 24 in PIAAC 2012).

**Human resources** The OECD co-ordinates the development of the assessment and questionnaires and supervision of the assessment in each participating country and economy.

**Activities** Results from the PISA and PIAAC assessment and questionnaires are publicly available for stakeholders to inform their activities. OECD disseminates results, fosters discussions and can review policies and practices in education and labour markets at the national, regional and also local level.

The "PISA-based test for Schools" allows individual schools, municipalities or regions to implement an assessment scaled to PISA and benchmark their school or school system to those of the rest of the world.

**Success factors** Engage participating countries and economies in the development of the assessment, questionnaires and reports. Make results and data publicly available, promote the discussion of the results towards a policy objective, offer support for the use of the data.

**Results** Countries vary in the extent to which they allow all their students to achieve at a baseline level and promote excellence. They differ, also, in the level of skills of their workforce, the extent to which adults use their skills in the workforce and beyond. High performing school systems are those that believe that all students can achieve at a high level and act upon that belief through commitment to student learning. Countries with a highly skilled workforce are those that have high-performing school systems, but also those that engage their workers in well-matched jobs that make use of all their skills and promote higher skill development.

**Partners** All participating countries and international contractors.

**Website** [www.oecd.org/pisa](http://www.oecd.org/pisa)  
[www.oecd.org/site/piaac](http://www.oecd.org/site/piaac)

**Contact person** Guillermo Montt: [edu.pisa@oecd.org](mailto:edu.pisa@oecd.org), [edu.piaac@oecd.org](mailto:edu.piaac@oecd.org)