



JOB CREATION JUST AHEAD: BUILDING ADAPTABLE LOCAL LABOUR MARKETS

23rd - 25th 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)

WORKSHOPS OUTLINE

Wednesday, 23rd April 2014 – Pre-event workshop

16.00 - 18.00 **REDUCING SCHOOL DROP OUT RATES THROUGH IMPROVED LOCAL GOVERNANCE**

Thursday, 24th April 2014

16.15 - 18.00 **8 CONCURRENT WORKSHOPS**

A	Local implementation of the youth guarantee: lessons from practice	E	Local Job Creation: engaging with employers
B	Reducing school dropout rates: what works?	F	Supporting employability with entrepreneurship education
C	Evidence-based policies for tackling disadvantage	G	Youth entrepreneurship
D	Measuring social impact: why and for whom?	H	Creating and managing local partnerships: workshop for partnership managers and national co-ordinators

Friday, 25th April 2014

10.00 - 11.30 **WORKSHOPS HOSTED AT PROJECT SITES**

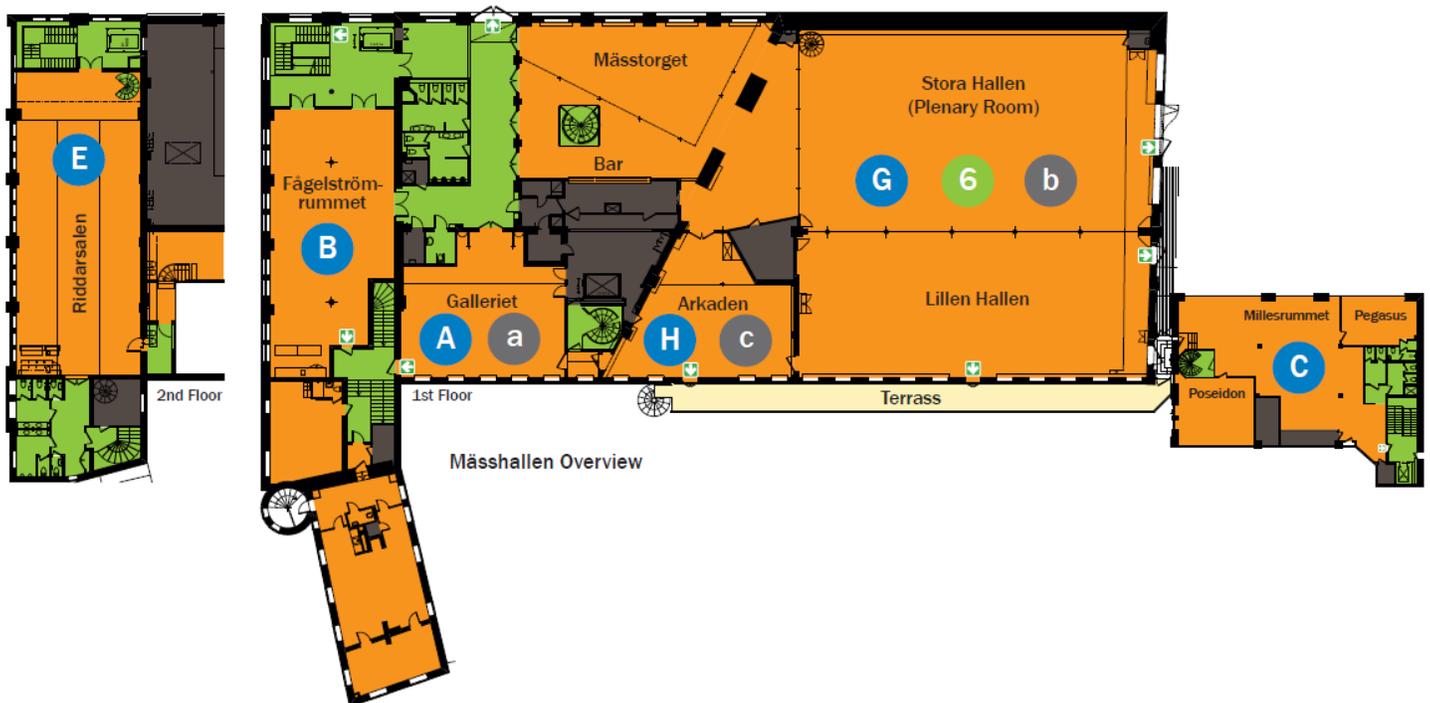
1	Youth guarantee: how to make it work?	4	Innovative policy experiences from Sweden and Belgium in working with employers
2	Reducing school dropout rates – learning from concrete experiences on the ground	5	Supporting the development of new entrepreneurs
3	Tackling disadvantage in a time of limited resources	6	Integrating economic and employment development: perspectives from both sides

Friday, 25th April 2014 – Post-event concurrent workshops

14.15 - 16.00 **POST-EVENT CONCURRENT WORKSHOPS: LOOKING INTO THE FUTURE - New ideas and concepts**

a	Cutting edge research in local development practices	b	Ecosystems for social innovation: what challenges?	c	Brokerage as the key to unlocking the New Economy: findings from URBACT projects
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MAP – WORKSHOPS AT MÜNCHENBRYGGERIET (24th – 25th April)



Note: Workshop D and F are hosted at PES Offices within the same building as the main venue. Please follow the signs.

Wednesday, 23rd April 2014, 16.00 - 18.00: Pre-event workshop

Venue: Sveriges kommuner och landsting – SKL (Swedish Association of Local Authorities and Regions – SALAR)
Address: Hornsgatan 20 – Stockholm

REDUCING SCHOOL DROP OUT RATES THROUGH IMPROVED LOCAL GOVERNANCE

Chair: *Emily Svärd*, Youth Strategy Expert, Swedish Public Employment Service

Reducing high school dropout rates is a challenge confronted by many OECD countries. The Plug In project in Sweden was designed to strengthen co-operation between schools, regional councils, municipalities and other stakeholders around the issue of early school leaving support. Implemented by the Swedish Association of Local Authorities and Regions (SALAR) with ESF funding, Plug In operates through local projects, or “workshops”, managed by 55 Swedish municipalities, with the aim to develop new methods and forms of co-operation to help students at risk of dropping out and to help young adults who have interrupted their high school studies.

This workshop will review the approaches and the first results of the Plug In project and compare them with practices elsewhere to distil lessons on approaches that work.

WELCOME AND INTRODUCTION BY OECD AND SKL/SALAR

- *Jan Hendeliowitz*, Senior Policy Advisor, Ministry of Employment, Agency for Labour Market and Recruitment, Denmark, and Member, OECD LEED Directing Committee Bureau
- *Maria Stockhaus*, Chair, Education Committee, Swedish Association of Local Authorities and Regions – SALAR, Deputy Mayor of Sollentuna municipality

THEMATIC DISCUSSIONS

THEMATIC DISCUSSION 1: WAYS TO PREVENT YOUNG PEOPLE FROM DROPPING OUT OF SCHOOL

- **Addressing dropout prevention: What do we know about effective interventions?**
Anna Liljeström, Ph.D., The Gothenburg Region Association of Local Authorities, Sweden
- **Working with parents to prevent early school leaving**
Ulf Hägglund, URBACT and *Jean Jacques Derrien*, City of Nantes, PREVENT – parents and early school leaving, France
- **Lessons from Pathways to Education Canada: A community-based approach to improving education, employment outcomes & community resilience**
Stacey J Young, Research Director, Ontario Council on Articulation and Transfer, Canada

Discussion with the floor and wrap up of key learning points by the chair

THEMATIC DISCUSSION 2: HOW TO BRING THOSE WHO DROPPED OUT BACK INTO EDUCATION?

- *Thomas Townsend*, University of Ottawa, Canada

THEMATIC DISCUSSION 3: BRINGING IT ALL TOGETHER

- **Strategic approach at city level to reduce NEET rates: the example of Glasgow**
Martin Collins, Glasgow City Education Department, United Kingdom

Discussion with the floor and wrap up of key learning points by the chair

CLOSING and PROJECTION OF MINI-FILMS ON PLUG IN PROJECT

Thursday, 24th April 2014, 16.15 - 18.00: 8 concurrent workshops

Venue: Münchenbryggeriet (The Brewery – Conference Centre Stockholm)

Address: Torkel Knutssongatan 2 - Stockholm

A. Local implementation of the youth guarantee: lessons from practice

ROOM: *Galleriet*

Facilitator: *Corinne Nativel*, expert for OECD LEED Local Implementation of the Youth Guarantee project

Expert 1: *Jan Hendeliowitz*, Senior Policy Advisor, Ministry of Employment, Agency for Labour Market and Recruitment, Denmark, and Member, OECD LEED Directing Committee Bureau

Expert 2: *Frank Schockaert*, Expert of client processes, Public Employment Service (VDAB) Ghent, Flanders, Belgium

Expert 3: *Janne Savolainen*, Planning Officer, Ministry of Employment and the Economy, Finland

Expert 4: *Gabriella Persson Turdell*, Director of the Ljusdal Job Centre, Arbetsförmedlingen (PES), Sweden

Expert 5: *Line Kjeldsen*, Consultant, Jobcenter Skive, Denmark

Experience shows that the following are key to the success of youth guarantee schemes: accurate definition of the target group; timely interventions; capacity to reach out to NEETs, strong education and training systems including second chance schools, VET and apprenticeship programmes. Success also depends on implementation frameworks that are flexible enough to allow for joined up working on the ground. This workshop will review the implementation frameworks within labour market and education policies and wider mechanisms needed to joined up action at the local level involving employers, schools and training institutions, local authorities; social economy organisations, youth work organisations and other stakeholders. The workshop will offer the opportunity to compare different design and delivery methods and to explore outcomes for young people who have benefited from the youth guarantee.

Questions and issues for discussion:

- What are the local level implementation factors that need to be considered?
- Which approaches are most appropriate for those young people who are the most disengaged (early school leavers, NEETs)?
- How to ensure sustainable labour market outcomes?

B. Reducing school dropout rates: what works?

ROOM: *Fogelströmmrummet*

Facilitators: *Gunnar Anderson*, Plug In project, SALAR, Sweden and *Janine Pitt*, Minister-Counsellor (Employment), Australia

Expert 1: *Jean Jacques Derrien*, City of Nantes, France

Expert 2: *Martin Collins*, Glasgow City Education Department, United Kingdom

Expert 3: *Robert Strauss*, Head of Unit, Employment Analysis, DG Employment, Social Affairs & Inclusion, European Commission, Chair, OECD LEED Forum on Partnerships and Local Development

Working with young people before they drop out from school is a priority; working with young people who have already left the education system can be significantly more challenging, and requires a different approach. How can the education system tackle these issues and ensure a greater connect between school and the working world, and the acquisition of valuable skills and experience? Careers support can also greatly help youth by encouraging them to think about their future and to aim high – go for a “career” rather than a “job”.

Questions and issues for discussion:

- What can be done at the local level to ensure a greater connect between school and the working world, and the acquisition of valuable skills and experience?
- How to bring those who have already dropped out back into education or employment?

C. Evidence-based policies for tackling disadvantage
ROOM: Millesrummet
Facilitator: *Francesca Froy*, OECD LEED

Expert 1: *Stacey J Young*, Research Director, Ontario Council on Articulation and Transfer, Canada

Expert 2: *Randall Eberts*, President, W.E. Upjohn Institute for Employment Research, United States

Expert 3: *Simon Lamech*, Ministry of Employment, Agency for Labour Market and Recruitment, Denmark

Expert 4: *Noel Z. Sicwebu*, Chief Director, Work Seeker Services, Department of Labour, South Africa

Expert 5: *Anne Green*, Institute for Employment Research, University of Warwick, United Kingdom

Expert 6: *Mats Wadman*, Director, Head of Department of Analysis, Swedish Public Employment Service

This workshop will focus on how to best collect information on the outcomes of labour market interventions for the hardest-to-reach (at national and local level) and how this can feed into future programmes and policies. It will assess how countries can establish a policy framework to enable effective local action using an evidence-based approach, choosing between different measures at a time of limited resources. The latest evidence from OECD countries on 'what works' and 'what doesn't' will be considered, with participants sharing their own experiences of what has been successful on the ground.

Questions and issues for discussion:

- How far does local labour market information inform local policy and programme choices in your country? Could this be improved?
- Is there evidence that certain strategies to help the most disadvantaged work better than others?
- Is evaluation evidence used effectively in planning future interventions?
- Is there evidence that collaboration at the local level can increase the chances of the most disadvantaged getting back into employment?

D. Measuring social impact: why and for whom?
ROOM: PES Offices - Stora Scen
Facilitator: *Antonella Noya*, OECD LEED

Expert 1: *Jim Clifford*, OBE, Baker Tilly Head of Not-for-Profit Advisory, Public Sector and Social Impact Services; Chair of the European Commission's GECES subgroup on Social Impact Measurement, United Kingdom

Expert 2: *Ariane Rodert*, European Economic and Social Committee, Vice President EESC Group III, Rapporteur of the EESC opinion on social impact measurement, Belgium

Expert 3: *Nicole Alix*, Mont Blanc meetings, International Forum of Social and Solidarity Entrepreneurs, Secretary of the Board

Expert 4: *Bernard Enjolras*, Research Director at the Institute for Social Research (Oslo) and Coordinator EU-FP7 Third Sector Impact (TSI) project, Norway

Expert 5: *Denis Stokkink*, Director, Pour la Solidarité, Belgium

Although measuring the impact of social enterprises and social economy organisations is not new, there is currently a renewed interest in measuring social impact. The move to social impact measurement concerns a plurality of stakeholders, including public authorities in their capacity of outsourcing their services to social enterprises, "impact investors", traditional investors and social enterprises themselves. There are a great variety of activities carried out by social enterprises. Therefore, it is important that the methodologies effectively capture the different impacts that can be made.

Questions and issues for discussion:

- Why and for whom is social impact measurement needed?
- What are the features and processes leading to well-tailored social impact measurement tools?
- How should social impact measurement tools be designed in order to effectively capture the impact of the many activities carried out by social enterprises? What do we need to understand better?
- What is the role of public policies in the area of social impact measurement?

E. Local Job Creation: engaging with employers education**ROOM: Riddarsalen****Facilitator:** *Jonathan Barr*, OECD LEED**Expert 1:** *Sally Sinclair*, CEO of NESA, Australia**Expert 2:** *Thomas Townsend*, University of Ottawa, Canada**Expert 3:** *Lars Niklasson*, Linköping University, Sweden**Expert 4:** *Martin Bakule*, Expert-Analyst, National Observatory of Employment and Training National Training Fund, Czech Republic**Expert 5:** *Annie Gauvin*, Director for Research, Evaluation and International Affairs, Pôle Emploi - Public Employment Service, France, Vice-President, WAPES Europe**Expert 6:** *Pam Gerassimides*, Assistant Executive Director NASWA, United States

Employers have a defining role in creating quality jobs at the local level. One of their biggest challenges is that many unemployed people are not work ready, and young people in particular do not have sufficient work experience and employability skills. Employers are asking for a more active role in designing and delivering employment and training programmes to provide the skills they need in their workforce, and this applies to SMEs in particular. In many OECD countries, employers in traditional domestic sectors, such as retail, health care, education, and energy are key contributors to regional competitiveness and dynamism but, more needs to be done to respond to their skills needs. Local economic growth and job creation can be supported by stimulating the productivity of existing companies within a region through skills utilisation approaches, which encourage companies to make training and other skills development opportunities available to their employees.

This workshop will explore the challenges and opportunities of better aligning the employment and training system with employer demand.

Questions and issues for discussion:

- How can employment and training agencies work with employers to ensure that the supply of skills aligns well to local demand? What principles should guide collaboration in this area?
- What is the role of the public sector in working with employers to better utilise skills (i.e. through work organisation and management practices as well as workplace training)?
- What is the balance between employer and individual demand (i.e. customised versus more generic skills training)?

F. Supporting employability with entrepreneurship education**ROOM: PES Offices - Guldföjén****Facilitator:** *David Halabisky*, OECD LEED**Expert 1:** *Lori Forte Harnick*, General Manager for Citizenship & Public Affairs, Microsoft, United States**Expert 2:** *Cecilia Nykvist*, CEO Junior Achievement Sweden**Expert 3:** *Frank Neffke*, Growth Lab, Centre for International Development at Harvard University, United States**Expert 4:** *Magnus Aronsson*, Managing Director of Entrepreneurship and Small Business Research Institute, Sweden**Expert 5:** *Carin Holmquist*, Director, Center for Entrepreneurship and Business Creation, Stockholm School of Entrepreneurship, Sweden

This workshop will examine different actors that deliver entrepreneurship education (e.g. schools, higher education institutions, third sector parties) and how their roles complement each other. Entrepreneurial learning ecosystems foster a continuous learning process, including both the acquisition and transformation of experience and knowledge. The culture surrounding the teaching and learning environment is a key enabler for entrepreneurship in education. This workshop will examine the relationships between different organisations and institutions within entrepreneurship education ecosystems and how public policy can play a supportive role.

Questions and issues for discussion:

- What are key barriers to, and success factors for, promoting entrepreneurial learning?
- What constitutes an entrepreneurial education ecosystem?
- What role does public policy have in supporting the development of entrepreneurial education ecosystems and providing incentives for the various actors?

G. Youth entrepreneurship

ROOM: *Stora Hallen (Plenary room)*

Facilitators: *Eddy Adams*, URBACT and *Tania Sarmiento*, International Advisor, Swedish Public Employment Service

Expert 1: *Robert Arnkil*, Lead Expert of URBACT My Generation at Work project

Expert 2: *Yasemin Özüm Bozkurt*, Employment Expert, Turkey

This workshop will examine the role that youth entrepreneurship can play in bringing youth into work and how local policy actions can support young entrepreneurs. Young people often face more, and different, barriers to business start-up than adults due to their relative lack of experience in entrepreneurship and the labour market. Youth are also more likely to have lower levels of financial, human and network capital. In response to these barriers, governments have responded with a wide variety of programmes that include entrepreneurship education and training, financial support and business development support services such as coaching and mentoring.

This workshop will discuss the challenges for young entrepreneurs and corresponding policy actions at the local level. A key policy question that will be explored is how to smartly scale-up effective policy supports for youth entrepreneurship.

Questions and issues for discussion:

- What are the key barriers for youth entrepreneurship?
- How to smartly scale-up support for youth entrepreneurship?

H. Creating and managing local partnerships: workshop for partnership managers and national co-ordinators

ROOM: *Arkaden*

Facilitator: *Mike Campbell*, OBE, United Kingdom

Expert 1: *Kea Eilers*, Federal Employment Agency, Germany

Expert 2: *Jon Strath*, Policy Analyst (SNE) PARES (Partnership between Employment Services), DG Employment, Social Affairs and Inclusion, European Commission

Expert 3: *Ian Goldring*, Lead Expert, URBACT JobTown project

Expert 4: *Sergey Grigoryan*, Head of the Department of Public Employment Service in Rostov region, Russian Federation

This workshop will focus on approaches and instruments that help to diagnose local labour market contexts and needs as a starting point for partnership working. Related to this are the opportunities for improving the work of local employment partnerships, by defining indicators for success that can be monitored and evaluated. Definitions of success are crucial for the long term viability of partnerships. Visualised positive results will keep the partners interested in the common goals.

Questions and issues for discussion:

- Labour market monitoring instruments – how can they help partnership building?
- Support frameworks for employment partnerships

Friday, 25th April 2014, 10.00 - 11.30: 6 concurrent workshops hosted at project sites

1. Youth guarantee: how to make it work?

HOST: Arbetsförmedlingen Stockholm City (Stockholm City Employment Office)

ADDRESS: Tunnelgatan 3

Facilitator: *Corinne Nativel*, expert for OECD LEED Local Implementation of the Youth Guarantee project

Host: *Eva Vestlund*, Manager, Arbetsförmedlingen Stockholm City, Sweden

Expert 1: *Thomas Wengholm*, Programme Specialist, Arbetsförmedlingen (PES), Sweden

Expert 2: *Christer Gerdes*, Research Officer and Coordinator, Research and Evaluation Unit Arbetsförmedlingen (PES), Sweden

Expert 3: *Reiner Aster*, Managing Director, gsub mbH, Germany

Expert 4: *Denis Leamy*, CEO, Pobal, Ireland

Expert 5: *Anton Eckersley*, Director International Relations, Ingeus Europe, United Kingdom

While a successful implementation of the Youth Guarantee crucially rests upon the adjustment of PES services and strong partnerships with other service providers, it is obvious that without any commitment from local employers to provide genuine and sustainable job opportunities, all the efforts will remain fruitless. The focus of this workshop will be on the demand side and on employer engagement in youth guarantees. The objective will be to explore employers' motivations for offering training or employment opportunities to local youth, the difficulties they encounter, and how the PES can meet employers' expectations while controlling rent-seeking behaviour.

Questions and issues for discussion:

- What strategies can be used to promote employer engagement and are they successful?
- What difficulties are there to employer engagement, both on the PES side and the employer side?



Arbetsförmedlingen

The Job Guarantee for Youth was introduced in December 2007 in Sweden and is directed towards young people (aged 16-24), who have been unemployed for at least three months and registered at the PES (Arbetsförmedlingen). An individual action plan is created within five days after registering at the PES. Participants receive a financial support while being in the guarantee. Youth unemployment is one of Sweden's most important social challenges. Many young people have difficulties entering the labour market and unemployment in the group remains relatively high.

2. Reducing school dropout rates – learning from concrete experiences on the ground

HOST: SKL (SALAR - Swedish Association of Local Authorities and Regions)

ADDRESS: Hornsgatan 20

Facilitators/hosts: *Anna Liljeström* and *Lisa Sipari*, PlugInnovation/The Gothenburg Region Association of Local Authorities

Expert 1: *Robert Strauss*, Head of Unit, Employment Analysis, DG Employment, Social Affairs & Inclusion, European Commission, Chair, OECD LEED Forum on Partnerships and Local Development

Expert 2: *Stacey J Young*, Research Director, Ontario Council on Articulation and Transfer, Canada

Expert 3: *Catherine Kelly*, Director, Limerick Youth Service, Ireland

One of the advantages of local flexibility in programme implementation is the opportunity to learn from the diverse and often innovative approaches that local areas use. Far too often, learnings from the local level do not filter up to the national level or get shared across localities. This workshop will explore concrete examples of local initiatives to reduce school drop-outs in Sweden, examining the lessons that have been learnt from their implementation to date. The discussion will also focus on the mechanisms have been put in place to share these learnings at the national level and to ensure that they are mainstreamed. These mechanisms can take many forms, from formal evaluations online communities of practice.

Questions and issues for discussion:

- What lessons have been learned from local programme implementation in the area of dropout prevention?
- How do local labour market contexts made a difference? i.e. are certain approaches more appropriate to particular labour markets than others?
- What are barriers to wider dissemination of these lessons? How can these be overcome?

PlugInnovation is a unique initiative in Sweden. The website <http://pluginnovation.se> aims to become a national resource cluster for dropout prevention by gathering information on the most important aspects: relevant research and literature, types of interventions and methods, statistics, and innovation. PlugInnovation is a part of the Plug In project, which is partly financed by the ESF-council.

3. Tackling disadvantage in a time of limited resources

HOST: Krami Project (labour market integration of ex-offenders)

ADDRESS: Bolidenvägen 12 A, Johanneshov

Facilitator: *Antonella Noya*, OECD LEED

Host: *Christina Rosengren Gustavsson*, Arbetsförmedlingen (PES), Sweden

Expert 1: *Sally Sinclair*, CEO of NESA, Australia

Expert 2: *Jim Clifford*, OBE, Baker Tilly Head of Not-for-Profit Advisory, Public Sector and Social Impact Services; Chair of the European Commission's GECES subgroup on Social Impact Measurement, United Kingdom

Expert 3: *Jerry Murphy*, Executive Director – Programmes, Pobal, Ireland

Long term unemployed people can face many barriers to employment, including: low skills / skills not in demand, a lack of work experience, low motivation, involvement in crime and drugs, lack of employer understanding and discrimination. This workshop will explore approaches to tackle such barriers, using local partnerships working with ex-offenders as a framing example. The workshop will also cover multi-stakeholder and multi-level governance approaches more broadly, particularly as they relate to addressing short- and longer-term drivers of disadvantage and using financial resources innovatively in a time of austerity.



Arbetsförmedlingen 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. PES, the Prison and Probation authority and the social services in the local municipality each contribute at least one staff member to each Krami center.

Krami serves unemployed people age 18-40 who have had contact with the Prison and Probation Authority. 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.

4. Innovative policy experiences from Sweden and Belgium in working with employers

HOST: Swedbank

ADDRESS: Junohällsvägen 1, Stora Essingen

Facilitator: *Jonathan Barr*, OECD LEED

Host: *Tord Topsholm* and *Patricia Kempff*, Swedbank, Sweden

Expert 1: *David Finch*, Senior Administrative Officer and Regional Business sector specialist, Arbetsförmedlingen (PES), Sweden

Expert 2: *Lucienne De Clercq*, Employment Coordinator, VDAB, Flanders, Belgium

Expert 3: *Anna Ternberg*, Director of Studies, Nackademin Yrkeshögskola (Higher vocational education), Sweden

Employers are increasingly asking for an active role in designing and delivering employment and training programmes to ensure that the supply of skills aligns with the needs of the labour market. By participating in job matching and skills development efforts, employers can help to steer training and employment policies so that they meet their needs, while also addressing unemployment and supporting inclusion. This workshop will explore innovative policy and programme approaches underway in Sweden and Belgium to better align the employment and training system with employer demands.



Swedbank has its roots in the Swedish savings banks, which date back to 1820. It is an inclusive bank with 8 million private customers and more than 600 000 corporate and organizational customers. It has approximately 16 000 employees and 500 branches in its home markets. This makes it Sweden's largest bank in terms of number of customers and gives it a leading position in its other home markets of Estonia, Latvia and Lithuania. As a major bank, it is a significant part of the financial system and plays an important role in the local communities it serves. Swedbank and the Savings Banks started Young Jobs in 2009 with the purpose of helping to introduce unemployed young people to the labour market. By offering internships itself, as well as involving its corporate customers, Swedbank contributes to narrowing the gap between the young unemployed and employers. Through this experience, the interns gain work experience and an important line in their CV. Since its start Young Jobs has created about 6 000 internship, of which 600 are at Swedbank.



5. Supporting the development of new entrepreneurs

HOST: Stockholm School of Entrepreneurship Business Lab

ADDRESS: Saltmätargatan 19A

Facilitator: *David Halabisky*, OECD LEED

Host: *Mikael Samuelsson*, Stockholm School of Entrepreneurship Business Lab, Sweden

Expert 1: *Karl Wennberg*, Stockholm School of Economics, Sweden

Expert 2: *Anna Hallberg*, Executive Vice President and CFO, Almi Företagspartner AB, Sweden

Expert 3: *Olof Grånström*, Junior Achievement Sweden

This workshop will examine how business development services can help entrepreneurs acquire entrepreneurship and business management skills to increase the chances of their success. A variety of business development services are used across OECD countries to support new firms, ranging from sign-posting information to training to coaching and mentoring to targeted facilities that support high growth. While some of these services are provided by public agencies, a great number are private sector and third-sector initiatives. The rationale for business development services are that they can increase the number of successful business start-up, leading to job creation and increased wealth creation. In some cases these services also support social inclusion. This workshop will discuss issues related to business development services and public policy, and good practices from OECD countries.

Questions and issues for discussion:

- What approaches are used and are they successful?
- What are the conditions for success for business development services?
- What role can government play in supporting the acquisition of skills through business development services?



SSE Business Lab aims to establish a positive view toward entrepreneurship among SSE students and to actively support entrepreneurs in starting out their companies. The lab was founded in 2001 and has since provided students, alumni and faculty members at the Stockholm School of Economics (SSE) with support in making their business ideas a reality. Throughout the years numerous lab companies have become highly successful, cementing the position of SSE Business Lab as the best-performing initiative of its kind. Companies that are accepted to the lab are offered an office for eight months free of charge, as well as access to a first-class partner programme consisting of leading actors in law, accounting, sales, price strategy and technology. In addition, business coaching from experienced staff at SSE is provided. Most important of all, the companies get access to each other - working wall-to-wall in an entrepreneurial hotspot where ideas, knowledge and new perspectives are only a couple of doors away. At any given time, 10-12 companies are seated at the lab and the application process for empty spots is highly competitive. Furthermore, the business ideas are expected to be highly scalable and close to being launched on the market if they are to be considered by the board of SSE Business Lab. Business plans are thoroughly scrutinized and applicants need to be well-prepared to defend their model when presenting at the board meeting. Being a wholly owned subsidiary of the Stockholm School of Economics, the Business Lab is closely connected to the students at the school and is the go-to place for those who are interested in starting their own companies. The combination of highly talented students and the expertise of the lab network has made SSE Business Lab a centrepiece in the Swedish start-up scene and put the Stockholm School of Economics on the map as a major source of entrepreneurial talent.

6. Integrating economic and employment development: perspectives from both sides

HOST: Stockholm Business Region Development

ADDRESS: Conference venue / Stora Hallen (Plenary room)

Facilitator: *Randall Eberts*, President, W.E. Upjohn Institute for Employment Research, United States

Host: *Jesper Ackinger*, Stockholm Business Region Development, Sweden

Expert 1: *Jens Sibbersen*, Manager of Career Centre, Municipality of Copenhagen, Employment and Integration Administration, Denmark

Expert 2: *Ilna Raugze*, Deputy State Secretary, Ministry of Environmental Protection and Regional Development, Latvia

Expert 3: *Martina Schoenborn-Waldorf*, Regionalagentur Bonn/Rhein-Sieg, City of Bonn, Germany

Much potential synergy exists between economic and employment development strategies at the local level. However, far too often, actors in each of these areas work only in parallel, with little cross-fertilization or coordination between their work. Better integrating these two areas requires moving beyond business as usual, but the benefits in terms of fostering business development while enhancing skills and social inclusion are substantial. This workshop will explore both the approaches and challenges to this integration, including perspectives from both workforce development and economic development fields. The impact of larger economic and demographic trends at the local level will also be considered.



Stockholm Business Region Development is the marketing and business development agency for the City of Stockholm and is wholly owned by the City Council. The aim of the company is to make Stockholm the leading sustainable growth region in Europe. The company provides services on a local, regional and international level. Stockholm Business Region Development are also the regional investment promotion agency through Stockholm Business Alliance, a partnership of 52 municipalities. The local services and promotion activities includes supporting start-ups and entrepreneurs, cooperation with business parks and providing a Business Pilot to help companies navigate inside the administration.

Friday, 25th April 2014: Post-event concurrent workshops / Workshop time: 14.15 - 16.00

Venue: Münchenbryggeriet (The Brewery – Conference Centre Stockholm)

Address: Torkel Knutssongatan 2 - Stockholm

a. CUTTING EDGE RESEARCH IN LOCAL DEVELOPMENT PRACTICES

ROOM: *Galleriet*

Chairs: *Mike Campbell*, OBE, United Kingdom and *Francesca Froy*, OECD LEED

Session 1: The latest development in understanding the links between skills, economic diversity and local development

This session will focus on the link between skills, productivity and economic diversity. Frank Neffke will highlight the relationship between skills and the capacity of a region to build economic diversity, and Riccardo Crescenzi will discuss the relationship between skills, mobility and innovation.

Panel discussion

- *Frank Neffke*, Growth Lab, Centre for International Development at Harvard University, United States
- *Riccardo Crescenzi*, London School of Economics, United Kingdom

Session 2: New approaches to area-based partnerships and local governance

The second session will focus on new approaches to partnership working and local governance. David Douglas will explore the results of a four year collaborative research project in Canada, analysing changing governance relationships and highlighting patterns of integration, place-based approaches to development, innovation, learning and knowledge transfer. Randall Eberts will comment drawing on his experience in the United States.

Panel discussion

- *David J.A. Douglas*, Rural Planning and Development, University of Guelph, Canada
- *Randall Eberts*, President, W.E. Upjohn Institute for Employment Research, United States

b. ECOSYSTEMS FOR SOCIAL INNOVATION: WHAT CHALLENGES?

ROOM: *Stora Hallen (Plenary room)*

Workshop organised by the OECD Forum on Social Innovations in partnership with WILCO (Welfare Innovations at the Local Level in Favour of Social Cohesion)

Chair: *Antonella Noya*, OECD LEED

Social innovation, no matter what the definition is, aims at empowering people and at providing solutions to improve individual and community well-being, while addressing unsolved social and societal challenges.

The workshop will present the challenges to building an ecosystem for social innovation at different levels of governance and will address a number of key questions on how to engage with different stakeholders; how to overcome barriers and optimise opportunities to build sustainable and tailored ecosystems; and how to enhance capacities.

Panel debate with:

- *Robert Strauss*, Head of Unit, Employment Analysis, DG Employment, Social Affairs & Inclusion, European Commission, Chair, OECD LEED Forum on Partnerships and Local Development
- *Nazly Frias*, Counsellor, National Planning Department, Colombia (via Skype link)
- *Aurelie Mexandeau*, Networks and Communication officer, Regional Union of Cooperation and Participation Cooperatives, France
- *Adalbert Evers*, Emeritus Professor, Doctor, Justus Liebig University, Germany
- *Andreas Kruger*, social entrepreneur (urban planning), Belius Berlin, Germany
- *Rocio Nogales*, Director, EMES International Research Network, Belgium (via Skype link)

**C. BROKERAGE AS THE KEY TO UNLOCKING THE NEW ECONOMY: FINDINGS FROM URBACT PROJECTS****ROOM: Arkaden**

Chairs: *Eddy Adams*, URBACT Thematic Pole Manager for Social Innovation and Human Capital and *Robert Arnkil*, Lead Expert of the My Generation at Work project.

URBACT is the EU transnational learning and exchange programme for cities, promoting sustainable urban development. As the URBACT 2 programme concludes, we have been looking ahead to 2014-2020. In the new programming period, the EU has identified a key role for cities in leading Europe's recovery. An important shift, accelerated by the crisis, has been the need for cross-sectoral collaboration. In cities this has been widely championed by such inspirational figures as Won Soon Park, Mayor of Seoul. Within this new landscape, the role of the broker is widely identified as being important. This applies at both the institutional and individual levels.

This workshop will provide an opportunity for us to share and discuss key messages around this theme relating to cities, labour markets and young people.

The session structure will combine short presentations and interactivity, providing an opportunity to engage other participants and explore the topic. Participants should come away with:

- An understanding of the emerging importance of the brokerage function, through some city examples from the URBACT programme.
- An insight into the organisational capacities required to successfully assume the brokerage function – with particular reference to young people and the labour market.
- A checklist of the capacities commonly identified in individuals working as effective brokers.