



**AN EXEMPLE FROM SPAIN
THE VALLÈS OCCIDENTAL CONSORTIUM
FOR EMPLOYMENT AND ECONOMIC PROMOTION**

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VALLÈS OCCIDENTAL (I)

➤ *Characteristics of the area*

- Metropolitan region of Barcelona
- 836,077 inhabitants
- 583.2 km²
- 1,433.6 inhab/km²
- 23 municipalities



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VALLÈS OCCIDENTAL (II)

➤ *Socioeconomic Characteristics*

- Unemployment rate: 10.24% (6.74% men, 13.74% women)
- Employment temporality: 87.9% temporary contracts
- Recent increase in immigration: 9.4%
- Young people: difficulties in developing a professional career
- Over 45 years: adaptation difficulties
- Women: horizontal and vertical segregation
- 318,944 employees and 30,353 companies
- 83.1 % Micro companies and 16.5% Small and Medium companies
- **Main sectors:**
 - 63% services (58% paid employees)
 - 22% industry (34% paid employees)
 - 14% construction (8% paid employees)

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THE CREATION OF THE CONSORTIUM

A public entity for coordination among the local and regional governments and the social agents in order to promote employment and economic dynamic projects and programmes in this region.

• **July, 2006** – Act of constitution of the Vallès Occidental Consortium for Employment and Economic Promotion.

➤ **November, 2006** – The Framework Agreement between the Consortium and the SOC (Catalan Employment Service) is signed together with the specific Agreement and the Action Plan.



Act of constitution of the Consortium

26th July, 2006

Catalan Museum of Science and Technology

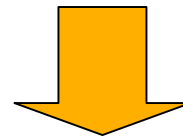
Terrassa

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BACKGROUND: THE EMPLOYMENT PACTS

- **1997** – The Vallès Occidental Employment Pact, an innovative, pioneer experience in collaboration, was born. It was made up of 23 town councils, employers' organizations and trade unions in the region and coordinated by the Regional Council.
 - A common problem: unemployment
 - A leadership: Public administration
 - A will to act jointly: “Whoever wants to come to an agreement may do so”

- **2001** – The Local Employment Pacts of Sabadell and Terrassa, the region's two capitals, are signed under similar conditions



Coordinated intervention between the 3 Employment Pacts

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THE DEVELOPMENT OF THE EMPLOYMENT PACTS (I)

➤ *Agreement between the spokespersons*

- Registering and publication of the agreement: Strategic plan
- Operative and financial commitments: Action plan
- Working organizational chart: broad, but operational

➤ *Work methodology of cooperation between agents*

- Public-private collaboration tool
- Area of consensus between competent authorities, executing bodies and institutions, in the design, planning and application of employment policies

THE DEVELOPMENT OF THE EMPLOYMENT PACTS (II)

➤ *1st Action Plan: 1998-99. Initiation*

- Definition of the organizational chart and internal operation
- Ex novo and existing financing
- Development of joint projects

➤ *2nd Action Plan: 2000-03. Consolidation of the Pact*

- Adaptation of operational mechanisms: achieving consensus
- Drawing up shared coordination, cooperation and collaboration tools
- Unique regional projects

➤ *3rd Action Plan: 2004-07. Evolution*

- A bid for continuity
- New projects, new challenges, new stimulus

THE DEVELOPMENT OF THE EMPLOYMENT PACTS (III)

➤ *Strong Points:*

- The diagnosis of the region's needs and opportunities
- The direct coordinated intervention between the different agents
- Appreciation, reinforcement and mobilization of the region's own resources
- Greater innovation and complementarity between actions
- Adaptation of the interventions to the needs, with modelling and exchange of experiences
- Obtaining more economic resources related to new projects

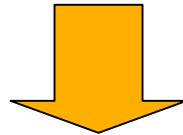
THE DEVELOPMENT OF THE EMPLOYMENT PACTS (IV)

➤ *Difficulties:*

- The cost of the consensus: institutional and personal efforts
- The conflict between the need for immediate results and the bid for medium and long-term results
- The assumption that, as in every experimental process, a pact involves successes and failures
- The initial expectation of tackling all aspects by means of consensus, as opposed to the necessary progress based on consensus in the basic aspects
- The need for a culture of generosity amongst the leading institutional and personal supports
- The balance of participation of spokespersons in the structures and the need for operational functioning
- Insufficient involvement of companies and private capital
- Problems in finding global funding and continuity

THE STIMULUS OF THE CONSORTIUM

Expectations for greater management capacity and intervention



- **2004** – The Board of Management of the Catalan Employment Service draws up a management and decentralization model of the active policies and proposes setting up Regional Consortiums.
- **2005** – The Vallès Occidental Employment Pact and the Local Pacts of Sabadell and Terrassa promote the constitution of a Consortium in Vallès Occidental.

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THE CONSORTIUM ROLE: Conception

The Consortium was born due to two processes:

- The development of public and private collaboration in this area and its enlargement to different financial and territorial issues.
- The promotion of vertical collaboration for the development of employment policies within a decentralized model.

Both processes are a result of **positive background trends for the territory and for the agents** in it, which seem that will be maintained and consolidated –with its high and lows and in different ways- in the future, and that will create different and important opportunities for taking a common action.

Therefore, the Consortium is conceived as a **agent for promoting vertical and territorial cooperation on all the issues that have a positive impact in the financial development and in employment.**

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WHO ARE THE MEMBERS?

- The Consortium is a public body made up of:
- The **Town Councils** of Badia del Vallès, Barberà del Vallès, Castellar del Vallès, Castellbisbal, Cerdanyola del Vallès, Gallifa, Matadepera, Montcada i Reixac, Palau-solità i Plegamans, Polinyà, Rellinars, Ripollet, Rubí, Sabadell, Sant Cugat del Vallès, Sant Llorenç Savall, Sant Quirze del Vallès, Santa Perpètua de Mogoda, Sentmenat, Terrassa, Ullastrell, Vacarisses and Viladecavalls.
- The **Vallès Occidental Regional Council**.
- The **County Council of Barcelona**.
- The **trade union organizations** UGT (Catalan Socialist General Union of Workers) and the Vallès Occidental CC.OO. (Communist Trade Union).
- The **management organizations**: CIESC (Intersectoral Management Council of Sabadell and its Region), the CECOT (Management Confederation of the Region of Terrassa) and PIMEC (the Small and Medium-Sized Catalan Company of Vallès Occidental).



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THE CONSORTIUM ROLE: Main Roles

- Interlocutor of the general policies in the area and benchmarking for the main stakeholders for employment.
- Driver for change and for setting-up of a new model of the development and employment actions.
- Guarantor of access and efficiency of public services and resources for entrepreneurial competitiveness and employment.



THE CONSORTIUM ROLE: Functional Requirements of an Agent that promotes Development and Cooperation

LEADERSHIP

To drive strategic perspectives and cooperation. To have an impact on actions at different levels and to attract them. To reinforce dialogue.

PLANNING

To know the area. To set up strategies. To create proposals. To integrate policies and actions with other territorial activities.

COORDINATION AND TECHNICAL SUPPORT

To set up policies and resources. To coordinate actions. To generate networks. To give support to the members' work.

PROJECT MANAGEMENT

To carry out common projects. To give support to the members' projects. To manage projects in different areas and/or territories.

FOLLOW-UP AND EVALUATION

Follow-up of the own actions. Analysis of the impact of the public policies in this area.

**What
should
be
done?**

**How
this
should
be
done?**

**What
is
being
done?**

THE ACTION PLAN: Elements

AIMS	<ul style="list-style-type: none">•To guide the Consortium actions towards development.•To determine the scope and reach of the actions undertaken.•To invite the other public institutions and agents in the territory to work together in order to improve the impacts and to take advantage of the actual initiatives and resources.
PROGRAMMES	<ul style="list-style-type: none">•They set up the aims of the Consortium actions in the next period.•They include the different roles that have been previously defined.•They have a generic definition that adapts to the public policies that are related to it.•The contents of actions and projects must be flexible.
TOOLS	<p>They determine the Consortium role through different strategic objectives and programmes, and reinforce the programme functioning and the members' participation.</p>

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THE CONSORTIUM ROLE: Strategic Objectives



- A territorial environment that turns this area into the main industrial and innovation centre in Catalonia.
- A more efficient and transparent labour market, that relies on qualification, equal opportunities and employment quality.
- A socially and territorially united area that leads to productive transformation and to the integration of the immigrant groups and groups under risk of exclusion.

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THE ACTION PLAN: Programs

- To improve infrastructures and accessibility services.
- To promote the location of activities and services, as well as management, in industrial centres.
- To support and evaluate technological R+D and its transfer.
- To develop competitive SMEs.
- To modernise administration in companies as a project financing model.
- To lead companies towards entrepreneurial organisations.

THE ACTION PLAN: Programs

- New professional qualification and accreditation systems.
- To promote equality, employment quality and conciliation.
- To enlarge the Risk Prevention at Work.
- Integration of immigrants in the labour market.
- Local projects of general interest. Starting point: Reflection about important projects.
- Innovation and coordination in the active policies for employment.
- Support to the employment local actions and services. (Networking services, specialized services)

WHAT IS IT DOING AT THE MOMENT?

Examples

- **INDUSTRIAL ADJUSTMENT:** the purpose of this is to support innovatory actions aimed at improving the capacity to adapt and anticipate company readjustment situations.
- **IMMIGRATION AND THE LABOUR MARKET:** the objective of this is to improve equal opportunities, the end goal being to act on the reality of the labour situation affecting immigrants.
- **CONCILIATION BETWEEN PROFESSIONAL AND PERSONAL LIFE:** the aim of this is to generate awareness, analysis and proposals to intervene in a coordinated, efficient way in creating measures and services.
- **RESSORT:** within the framework of the Equal project, its goal is to promote social responsibility of small and medium-sized companies
- **IMPACTEM-VALLES:** within the framework of the Equal project, it is aimed at the adaptability of companies and male and female employees

ACTIVE PARTICIPATION OF EACH AGENT (I)

Participation (or not) and leadership: an independent decision for each one + the general consensus of everyone.

➤ Leadership BUSINESS ORGANIZATIONS: export, quality, risk capital, self-employment and company creation, business competitiveness, efficient energy, industrial relocation and adjustment ...

➤ Leadership TRADE UNION ORGANIZATIONS: occupational health, innovation in company collective bargaining (task-force, good practices database), immigration.



ACTIVE PARTICIPATION OF EACH AGENT (II)

- Leadership SUPRAMUNICIPAL ADMINISTRATION (County Council and Autonomous Government of Catalonia): the spokesperson before subsidizing entities (European pilot scheme), collaboration facilitator (RSE - Corporate Social Responsibility, conciliation of work schedules), methodology of local mechanisms (Xaloc) ...
- Leadership MUNICIPALITIES: based on know-how (efficient energy, integral training programmes, labour intermediation services ...)
- Leadership THIRD SECTOR: insertion companies, promotion of social clauses, development cooperation ...



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