



OECD LEED Delivering Smarter Local Development Latvian Seminar

19-20 March 2014

Agenda

Purpose

The purpose of local development is to build the capacity of a defined territory, often a municipality or region, to improve its economic future and the quality of life for inhabitants. However, the success of local development depends on a set of framework conditions, institutional capacities, intelligence, leadership interventions and development instruments which come together in the design and delivery of local development strategies. Mayors, elected officials and appointed officers heading various local agencies and public organisations can make a difference in the outcome of public policy and joint local initiatives, especially if they invest their time and energy in organising local development and leveraging private sector and civic sector capabilities and interests.

This two day capacity building event seeks to build capacity in the design, implementation and evaluation of local economic and employment development strategies in Members and non-Members in accordance with the OECD Council Mandate to the LEED Programme.

19 March – Day one - Addressing the fundamentals

9.30 – 10.00 Arrive, introductions and coffee

10.00 – 10.15 *Debra Mountford and Ilona Raugze – Setting the scene.*

10.15 – 11.30 *Greg Clark Masterclass Part One –What is local development? What role can it play in shaping the future? What part has it played since the Great Financial Crisis and in the recovery?*

Local economic development is a cross cutting and integrated activity where the physical development of a place is linked to public service inputs, place management, and wider drivers of change such as employment, skills, investment, enterprise, innovation, productivity, quality of life, and positioning. It involves mechanisms to engage local people in shaping and fostering that future, and participating in the new or renewed society and economy that it will bring about. The leadership of this kind of local integration is broadly understood to be a key role of local government. Over the past 20 years the roles of local governments as convenors, vision setters, coalition builders, and the primary local interlocutor with national governments and supra-national systems have been developing in most OECD countries. This approach is supported by analysis designed on one hand to better integrate drivers of productivity within local strategies, and on the other hand to avoid co-ordination failures in the ways that local strategies and local funding streams are managed.

For a variety of reasons it makes sense to look at the next 10 years as the beginning of a new cycle of development with pronounced and distinctive characteristics. This new cycle will produce new forms of local development and the tools and strategies required to deliver it are now being invented.

Greg Clark will lead the Masterclass drawing on international approaches and case studies. Greg Clark will explore:

- The tools for local development
- Delivering authorities
- Strategies
- Systems
- Leadership
- Market intervention
- The evolving role of national government

11.30- 11.45 **Coffee Break**

11.45 – 13.00 *Greg Clark and Tomasz Kasyer, Deputy Mayor of Poznan Masterclass – Leading Change*

Successful local development processes have important leaders too. Often there are key individuals, such as a mayor or an identified champion. But more commonly such individuals are joined by teams of people who ally themselves with the designated leaders to broaden the team and the pool of leadership resources. This is very important. Local development relies significantly on the ability to generate greater confidence in long-term possibilities despite poor current conditions. These ‘leaps of faith’ are usually

essential to get through cynicism, scepticism, and other barriers. Vision building is a key leadership task, but so too is relationship building. Under-performing local economies often lead to fractured societies and entrenched hostilities. Using the relationship building to overcome these problems is essential to unlock regeneration potential.

Greg Clark will lead a discussion with Tomasz Kasyer exploring his approach to leadership, the challenges facing cities today and lessons from Poznan for Latvian local authorities. .

13.00 – 14.30 Lunch

14.30 – 16.00 *Mike Emmerich, CEO New Economy, Manchester, Masterclass- Building the evidence base*

Local development requires careful planning and organising, based on evidence and analysis, and consideration of different options. Building an effective and rigorous evidence base against which local policies and actions can be developed and monitored is an essential feature of effective local development system. This requires robust and diverse data collection, economic intelligence gathering across economic geographies to monitor economic growth, labour and capital productivity, employment growth/unemployment reduction and business base scale and diversity. Knowing which economic indicators will be used to judge the success of the plans and policies would follow and should be used to judge investment priorities.

Mike Emmerich will lead this Masterclass drawing the experience of the Greater Manchester Authority which is responsible for building the evidence base and developing effective monitoring systems across 10 local authority.

The session will explore:

- ✓ What and how to measure.
- ✓ What economic intelligence can achieve
- ✓ Defining the asset base
- ✓ Understanding local DNA

Greg Clark will then lead the discussion with participants to address issues facing Latvian local authorities and how learning can be transferred.

16.00 – 16.15 Coffee Break

16.15 – 17.30 *Greg Clark leads interactive Q and A the challenges and opportunities facing Latvian cities and regions.*

Evening Free

20 March -Day Two – Making it happen -Chaired by Greg Clark

9.30 – 11.00 *Gerard McCleave, Director of Strategy, ILEX URC, Northern Ireland, Masterclass– Developing an inclusive jobs rich strategy – bringing together citizens, policymakers, business and politicians.*

The OECD recognises the importance of building a common agenda and vision for the future is stressed for several reasons. Firstly, the context in which most development and regeneration strategies are produced is not promising. Usually a crisis or threat of some kind is present. This means that frequently these are times when the more mobile portion of local populations tends to move away and find a more attractive location with better life chances. At the same time, many choices are faced in how to calibrate a different future and these choices must be subject to some agreement and ownership if they are to be pursued with any convictions. Strategy is about building common purpose between the people and organisations, which want to make local development happen.

Strategies must also test ideas against external evidence and challenge. This often means assessing whether the dreams and vision are really achievable. Is there ‘demand’ for what the place wants to be and can it be attractive and competitive in the areas it wants to specialise in. Strategy recognises that many parts of the local economy have to be won through the contest of competition, so it serves both to educate about what the opportunities and competition are, and also to motivate communities to recognise the need to compete and the means to do so. Strategy can aid confidence building.

As strategic choices are made, communities consider how to use assets and opportunities fully to embrace change. Strategies often identify opportunities and catalysts and consider how to make the most of them.

Gerard McCleave will lead the Masterclass with a presentation drawing on his experience in leading the Derry-Londonderry Plan. Issues to be addressed during the sessions are:

- ✓ Engaging with citizens, national government, the private sectors, institutions and other local governments– the mechanisms and interventions that work.
- ✓ Communication
- ✓ Local intelligence
- ✓ Roles and responsibilities
- ✓ Impact and measurement.

Greg Clark will then lead the discussion with participants to address issues facing Latvian local authorities and how learning can be transferred.

11.00.11.15

Coffee Break

11.15 – 13.00

Denis Leamy, CEO Pobal, Ireland, Masterclass– Implementing local development across the system.

Local government is not designed to deliver local development and regeneration. Local government is usually designed to deliver local services and to represent people. The kind of comprehensive change leadership and management required by local development and regeneration is not planned for in the ways that local government are tooled or resourced. Consequently it is usually necessary to do two things well if the strategy is to secure long-term outcomes:

- ✓ Firstly, localities need specialist entities and skills that can be deployed to plan and initiate the regeneration or local development strategy. A special team or agency that is created for the purpose often plays this role.
- ✓ Second, they need to organise the very wide range of local organisations and institutions into a team that can deliver effectively, often having to raise the performance of particular organisations in the process. This organisation needs to be systemic if it is to work.

Outcomes can only be secured by all of the key organisations working together because it is about changing the fundamental fabric of local economy, local governance, and local community behaviours.

Denis Leamy will lead this Masterclass to explore the three organisational approaches to optimise delivery and facilitate implementation. The session will focus on:

- ✓ The whole of government approach.
- ✓ The inter-governmental system.
- ✓ The non-governmental partnerships.

Greg Clark will then lead the discussion with participants to address issues facing Latvian local authorities and how learning can be transferred.

13.00 – 14.30

Lunch

14.30 – 15.15

Mike Emmerich Masterclass– Tools and financial instruments – what can be done.

It is a key task of city and regional development activity to make cities and regions both more ‘investable’ and more ‘investment-ready’. ‘Investable’ in that they need to clearly demonstrate how good returns can be made on investments in their territory, and be ready to help make those deals attractive. ‘Investment ready’ in that they must become involved directly with measures to stimulate a strong deal flow of good quality propositions for financiers to evaluate. Just as cities and regions still spend significant effort seeking to attract international corporate investments through Foreign Direct Investment (FDI) deals, and international talent through population growth strategies, they now need also to attract institutional and commercial investment into their locally focused financial instruments and assets.

The key to most progress is a new relationship with the private sector. Not just public-private partnerships, but a more advanced means to shared risks, costs, returns, and the stewardship of assets.

Mike Emmerich will lead the Masterclass considering these issues from the perspective of the city of Manchester and from his time in the UK National Treasury.

The session will focus on:

- Specific financial tools, how to create them, when to use them and how to maximise their impact.
- Dialogue with national government
- Understanding the private sector.

Greg Clark will then lead the discussion with participants to address issues facing Latvian local authorities and how learning can be transferred.

15.15 – 15.30 **Coffee Break**

15.30 – 16.45 *Greg Clark leads interactive Q and A and responses from Latvian cities and regions.*

16.45 – 17.00 *Closing remarks*