IMPLEMENTING CHANGE:
A NEW LOCAL AGENDA FOR JOBS AND GROWTH

In co-operation with the EU Presidency, Irish Government and Pobal

26th-27th March 2013, Dublin-Kilkenny, Ireland
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On behalf of the Irish Government, I extend a welcome to all participants at the 9th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance. I extend a particular welcome to the foreign delegates from across the set of OECD states who have travelled to Ireland for this event. Enabling and supporting local economic development is of central importance to my Department. Ensuring that local economies are competitive, that local workforces are skilled and that an appropriate business support infrastructure is in place will all be key features in Ireland’s economic recovery. My Department is currently implementing wide-ranging proposals to increase our effectiveness in all of these areas. We are currently working with the OECD on a range of initiatives to ensure that the best international learning is brought to this work.

I look forward to meeting delegates on the evening of the first day of the Forum’s work. I have no doubt that the event will offer real insight into how we can best assist local growth and job-creation.

Phil Hogan T.D.
Minister for the Environment, Community & Local Government
Organising Committee:

**OECD**
Sylvain Giguere
Ekaterina Travkina
Elisa Campestrin
Lucy Pyne

**Pobal**
Denis Leamy
Jerry Murphy
Emma Rorke
Ronan Tierney
Sarah Cullinan
Majella Carmody
Donna Creaven
Marian Calahan
Ailish Quinn
Gerard Sellars
Agenda

What

Localities across the OECD area are confronted with the challenge of reducing high and persistent unemployment and defining new sources of economic growth, all in the context of shrinking public resources. Local and national governments are in search of policies and instruments that work to rebuild economies and jobs from the bottom up. What mechanisms can be put in place locally to accelerate change, especially in tackling complex cross-cutting issues? And how can national policies be adapted to achieve maximum local impact and ensure that policy implementation mechanisms are operating efficiently at a local level? The 9th Annual Meeting will offer an opportunity to reflect on innovative ways to support local job creation, business growth and effective policy delivery. The following themes will be addressed:

| PUTTING IN PLACE MORE AND BETTER JOBS | • How employment and training agencies can help  
• Local strategies for youth employment  
• Employment and social inclusion in rural areas |
|----------------------------------------|--------------------------------------------------|
| ACHIEVING GROWTH                       | • Enabling growth and investment: strategy, system and leadership  
• Supporting high-growth firms  
• Making shrinking communities more resilient  
• Data for policy design and impact assessment |

Project visits

Participants will have the opportunity to learn directly from a range of projects and discuss their work with staff and service users. Visits will cover sets of services in County Kilkenny.

Who

The 9th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance will bring together some 200 representatives of local partnerships, government officials, local leaders, youth organisations, social entrepreneurs, business representatives, trade unions and academics to review how local development actors are adapting to the new reality and the innovations emerging on the ground to respond to new challenges.
Tuesday, 26 March 2013

Venue: O’Reilly Hall, University College Dublin

08.30 - 09.00 Registration of participants and welcome coffee

09.00 - 10.00 OPENING ADDRESS

Chaired by Sergio Arzeni, Director, Centre for Entrepreneurship, SMEs and Local Development, OECD

• Richard Bruton, Minister for Jobs, Enterprise and Innovation, Ireland
• Yves Leterme, Deputy Secretary-General, OECD
• Robert Strauss, Head of Unit, Employment Analysis, DG Employment, Social Affairs & Inclusion, European Commission, Chairman of the OECD LEED Forum on Partnerships and Local Governance

10.00 - 12.00 PLENARY SESSION 1: A NEW LOCAL AGENDA FOR JOBS AND GROWTH

Moderator: Sylvain Giguère, Head of LEED Division, OECD

• The new connection between people and place: jobs grow, they don’t come, Edward Blakely, Professor of Urban Policy, United States Studies Center, University of Sydney, Australia

Response

• Delivering local development: strategy, system and leadership, Debra Mountford, Senior Policy Analyst, OECD LEED and Baron Frankal, Director of Economic Strategy, New Economy, Association of Greater Manchester Authorities, United Kingdom

Discussion with the floor, short break

• Local job creation: how can employment and training agencies help? Lessons from the OECD review of Ireland, John Sweeney, Senior Policy Analyst, National Economic & Social Council, Ireland

Response

• Integrating employment and economic development, lessons from the US and Australia, Randall Eberts, Executive Director, W.E. Upjohn Institute for Employment Research, United States

• Working with employers and bringing youth into the workforce, Stephen Farry, Minister, Department for Employment and Learning, Northern Ireland

Discussion with the floor

12.00 - 13.00 Lunch Break

13.00 - 15.00 CONCURRENT WORKSHOPS

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15.15 - 17.15 Transfer to Kilkenny

19.30 Dinner reception at Hotel Kilkenny - Address by Deputy Phil Hogan, Minister for the Environment, Community and Local Government, Ireland
Wednesday, 27 March 2013
Venue: Kilkenny Castle

09.00 - 10.00 NETWORKING SESSION: LOCAL INITIATIVES FOR JOBS, INCLUSION AND BUSINESS DEVELOPMENT
Short interactive sessions

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

10.00 - 10.30 Transfer from central venue to project sites

10.30 - 12.00 WORKSHOPS HOSTED AT PROJECT SITES

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12.00 - 12.30 Transfer to central venue
Optional: tour of Kilkenny Castle

12.30 - 13.15 Lunch Break

13.15 - 14.30 PLENARY SESSION 2: LOCAL EMPLOYMENT STRATEGIES IN RURAL AREAS

Chair: Mary Moylan, Assistant Secretary General, Department for the Environment, Community and Government, Ireland

- Employment and unemployment in an Irish rural context, Kathy Walsh, KW Research and Associates, Ireland
- Regional, rural and remote employment strategies – the Australian Experience, Sally Sinclair, CEO, Australia National Employment Services Association
- Rurban (Rural-Urban) partnerships and regional development, Betty-Ann Bryce, Policy Analyst, Rural and Regional Development, OECD

Discussion with the floor

14.30 - 15.00 Closing remarks

Jan Hendeliowitz, Senior Advisor, Ministry of Employment, The Danish National Labour Market Authority, Chairman, OECD LEED Directing Committee

Jim Breslin, Secretary General of the Department of Children and Youth Affairs, Ireland

Seamus Boland, Chair of Pobal, Ireland

15.00 End of the conference

15.00 - 17.15 Transfer to Dublin
## WORKSHOPS OUTLINE

### Tuesday, 26 March 2013

**13.00 - 15.00**

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### Wednesday, 27 March 2013

**10.30 - 12.00**

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## EMPLOYMENT AND SKILLS

### A. Local job creation: How employment and training agencies can help

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<td>Expert 3: Vanessa Parletta, General Manager of ORS Employment Solutions, Australia</td>
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With the rising economic importance of skills, employment and training agencies are now often expected to play a more important role in local strategies to support new job creation, facilitate restructuring and increase productivity. It is increasingly necessary to think laterally about how actions in one area, such as employment and skills, can have simultaneous benefits in others, such as better supporting economic development and tackling labour market inclusion. However, many local stakeholders are still not clear exactly how they can contribute to broader development agendas and how they can best integrate their policies and programmes with those of other actors. To achieve a more joined up approach, local stakeholders need to pool resources and reduce transaction costs by building effective partnerships on the ground. At the same time they need to prioritise their resources in areas where they are most needed and can have greatest effect.

This workshop will examine the role that local labour policy can play in creating quality jobs and increasing productivity. It will draw upon results from work undertaken through the Local Job Creation project by the LEED Programme.

**Issue 1:** What incentives/mechanisms can be used locally to encourage partnerships and policy coordination?

**Issue 2:** What is the value of career pathways and clusters approaches?

### B. Local strategies for youth employment: new governance approaches

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<tr>
<td>Introduction: Emma Clarence &amp; Katia Travkina, Policy Analysts, OECD LEED</td>
<td>Expert 2: Eddy Adams, URBACT Programme</td>
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<td>Expert 3: Matt Gott, Board Director Localities at Swindon Borough Council, United Kingdom</td>
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<td>Expert 4: Anna Liljestrom, Region of Gothenburg</td>
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<td>Expert 5: Frida Fogelmark, Municipality of Kungsbacka, Sweden</td>
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In many OECD countries youth unemployment rates are predicted to stay high as the halting recovery remains too weak to provide sufficient job opportunities to the many young jobseekers. They also face large barriers to entering the workplace and competition for jobs rises as they are increasingly expected to have work experience, even for entry-level positions. Drifting into prolonged unemployment is likely to produce scarring effects and impact on future income levels, skills validity and future employability. With population ageing, countries, regions and communities cannot afford to lose these young people from the labour market.

The solution requires new ways of working between all stakeholders in order to optimise all available resources. Based on work carried out by the OECD LEED Programme and the EU URBACT Programme, this workshop will identify new local governance approaches with a focus on practical techniques for policy makers and local development practitioners. Local case studies will explore ways to reduce school dropout rates through multi-stakeholder engagement (Sweden Plug-in project) and effective ways to provide early years support through radical reconfiguration of how local authorities work and engage with stakeholders (UK Swindon experience). An important reform in the way employment, education and training services are delivered is currently underway in Ireland with significant opportunities for a strategic approach to youth unemployment emerging from the ground.

**Issue 1:** What are the key factors for a successful multi-stakeholder engagement?

**Issue 2:** What should national policy makers do to remove barriers to joined up working at local level?
### EMPLOYMENT AND SKILLS

<table>
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<tr>
<th>C. Employment and social inclusion in rural areas</th>
<th>LOCATION: B107/108, Health Sciences Building</th>
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<tr>
<td><strong>Facilitation:</strong> Anne Vaughan, Deputy Secretary-General, Department of Social Protection, Ireland</td>
<td><strong>Expert 1:</strong> Betty-Ann Bryce, Policy Analyst, Rural and Regional Development, OECD</td>
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<td><strong>Expert 2:</strong> Brian Harvey, Independent Social Researcher, Ireland</td>
<td><strong>Expert 3:</strong> Carmel Fox, Ballyhoura Development, Ireland</td>
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While agriculture plays an important role in shaping the rural landscape in many OECD countries, its weight in rural economies is often low and declining. The assets of rural regions, such as quality of life and environment, improved transport links and infrastructure, can serve to retain or attract people and businesses and create a diversified economic base. Finding new engines of growth, job creation and inclusion in rural areas poses a particular set of challenges for policy makers and other stakeholders as they seek to support the development of sustainable rural communities. Drawing off OECD work on rural development and recently commissioned research by Pobal in Ireland, this workshop will provide an opportunity to reflect on the challenges associated with promoting job creation, economic development and social inclusion in rural communities, and how governments and other stakeholders might respond in a coherent and targeted fashion to support such objectives.

**Issue 1:** Key policy challenges in promoting job creation and business development in rural areas.

**Issue 2:** Aligning rural development and social inclusion policy responses.

### ACHIEVING GROWTH

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<th>D. Enabling growth and investment: strategy, system and leadership</th>
<th>LOCATION: Robing Room, O’Reilly Hall Building</th>
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<tr>
<td><strong>Facilitation:</strong> Debra Mountford, Senior Policy Analyst, OECD LEED</td>
<td><strong>Expert 1:</strong> Seamus Neely, County Manager Donegal, Ireland</td>
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<td><strong>Introduction:</strong> Gerard McCleave, Director of Strategy and Regeneration, Ilex urc, United Kingdom</td>
<td><strong>Expert 2:</strong> Michael Graham, Director of Corporate Real Estate, Titanic Quarter in Belfast</td>
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<tr>
<td><strong>Baron Frankal,</strong> Director of Economic Strategy, New Economy, Association of Greater Manchester Authorities, United Kingdom</td>
<td><strong>Expert 3:</strong> Ian Talbot, CEO Chambers Ireland</td>
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The second decade of the 21st century is going to be unlike the first one that ended so spectacularly with the financial and economic crash and the deep aftermath, now playing itself out, within governments and markets. In the UK and the Republic of Ireland very substantial measures to stabilise economic conditions are being pursued, and these are paralleled by similar measures in France, and the Netherlands, and in Greece and Portugal (for example). The next ten years will not be like the last ten years and for cities seeking to mount effective economic development efforts there are new considerations that must be taken into account. 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. The essential insight from LEED over the last 30 years has been that local development is an integrated process that works over cycles. **Effective local development and regeneration do not happen by accident.** The proven method suggests that working simultaneously to create and foster leaders, build strategy, and create a system of delivery is essential for the process to endure into the longer term effort required to make a meaningful impact. The essential insight has been that local development is an integrated process that works over cycles. Integration means that economic, social, environmental, spatial, and institutional are interdependent and either mutually reinforcing or contradicting. In local development these elements have to be combined in purposeful ways that often require ‘whole of government’ and ‘multi-sector partnership’ approaches. At the same time, local development has clear cycles. There are gradual cyclical shifts from focussing on spatial and environmental dimensions to accruing stronger interventions in market economies and with social and institutional development.

**Issue 1:** What are the new framework conditions needed in recovery?

**Issue 2:** Building an effective system and leadership.
E. Supporting high-growth potential firms: management skills and business accelerators

Facilitation: Marco Marchese, Policy Analyst, OECD LEED

Introduction: Tom Cooney, Professor in Entrepreneurship, Dublin Institute of Technology, Ireland

Expert 1: Paula Fitzsimons, Fitzsimons Consulting, Ireland
Expert 2: Nikki Evans, Managing Director, PerfectCard, Ireland
Expert 3: Ron Immink, Founder of “Smallbusinesscan” business accelerator, Ireland
Expert 4: Michael Gould, Assistant Director of Skills and Industry Division, Department of Employment and Learning and Assured Skills Programme Representation, Northern Ireland

Net job creation in the economy comes from a small batch of firms able to grow fast over a short period of time, rather than from a vast group of enterprises showing average performance. High-growth firms are therefore receiving greater than ever attention by policy makers for their potential to generate employment and foster a job-rich recovery. Fast growth is, however, a disruptive process that poses challenges to the organisational dynamics and strategic management of small businesses. There is the risk that fast growth is followed by a rapid slowdown, which jeopardises the impact of high-growth firms on economic growth and job creation. Some of the main needs for entrepreneurs in a time of rapid growth involve coaching, mentoring and training. Many initiatives such as business accelerators, executive education courses and training programmes have been designed to address these needs. The OECD LEED Programme has recently completed a benchmarking analysis of high-growth programmes whose findings will introduce this interactive workshop. A concrete example of an Irish business accelerator conceived for ambitious women who are entrepreneurs will be presented by Ms. Paula Fitzsimons. An open discussion will then follow.

Issue 1: What are the main challenges facing high-growth firms? What are their main needs with respect to coaching, mentoring and training?

Issue 2: What programmes are available across countries and regions to assist high-growth firms? What kind of support do they provide and how are they implemented (e.g. do they partner with private organisations)?

F. Making communities more resilient

Facilitation: Edward Blakely, Professor of Urban Policy, United States Studies, University of Sydney, Australia

Introduction: Cristina Martinez, Senior Policy Analyst, OECD LEED

Expert 1: Davie Philip, Community Resilience Programme, Cultivate Living & Learning, Ireland
Expert 2: Robert Strauss, Head of Employment Analysis, EC and Chair FPLG
Expert 3: Richard Elelman, Head of Public Administration Projects, Fundació CTM Centre Tecnològic, Spain
Expert 4: Marcus J. Collier, TURaS Scientific Co-ordinator, School of Geography, Planning & Environmental Policy, University College Dublin, Ireland
Expert 5: Reiner Aster, Director of MetropolisNet and gsub mbH, Germany
Expert 6: Jasmin Zouizi, Network Co-ordinator, MetropolisNet European Metropolis Employment Network EEW (EWIV)

Demographic change and urban transitions are key challenges for sustainable growth. Population decline, population ageing, low fertility rates and migration are key changes in the demography of OECD countries and communities. In many ways, these are the new challenges of globalisation rapidly materialising at the regional and local level, but few local authorities are adopting an integrative strategic approach that takes into account the interaction of factors impacting urban change. Some communities, however, are working on the transition of their towns as a strategy for growing social capital and liveability. Overall, it is increasingly urgent to develop and monitor strategies, policies and programmes adapted to the specific regional and local situation, but with a strong understanding of the global dynamics in place and the impact of grassroots initiatives. Strategic solutions to make places more resilient to change must take into account the interplay of global-local (glocal) elements and the contribution/participation of different groups in the community. ‘Resilience’ is not new, communities have learned to be resilient going through hard times but today it opens ‘a new dialogue about how to help vulnerable people, organizations and systems persist, perhaps even thrive, amid unforeseeable disruptions. Where sustainability aims to put the world back into balance, resilience looks for ways to manage in an imbalanced world.’ (“Resilience: Why Things Bounce Back”, Andrew Zolli and Ann Marie Healy, 2012). The workshop will discuss ways to developing stronger communities that are more healthy and sustainable – backed by local economies that are stronger and more resilient – this is what is at the heart of Transition Towns, a relatively new approach to sustainable development. Transition started in Ireland seven years ago and is now taking root throughout the world, with thousands of streets, villages, towns and cities now adopting the process. Communities in transition have set out to radically reduce their carbon emissions while at the same time building their resilience. The process offers pathways, new ways of thinking and a set of tools that can help us get to grips with the different problems we need to overcome. Transition initiatives are beginning to support their local economy and develop all sorts of carbon reducing projects. These include local food initiatives, programmes to retrofit homes and public buildings, localising energy production, starting car clubs, founding new local enterprises and even initiating complementary currencies and time banks to keep wealth circulating in their local areas. All of these play an important part in cultivating more resilient communities and offer the potential of an extraordinary transformation in our economic and social systems.

Issue 1: Growing urban resilience with a sustainable development approach.

Issue 2: Managing demographic transitions in the labour market to make communities more resilient.
### ACHIEVING GROWTH

#### G. Data for policy design and impact assessment

| Facilitation: Denis Leamy, CEO, Pobal, Ireland |
| Introduction on measuring policy needs and impacts: Jan Hendelowitz, Senior Advisor, Ministry of Employment, The Danish National Labour Market Authority, Chairman, OECD LEED Directing Committee |
| Presentation 1: Measuring skills supply and demand - OECD LEED diagnostic tool and its application in selected regions by Sergio Destefanis, Professor of Economics, Department of Economics, University of Salerno, Italy |
| Presentation 2: Pobal HP Deprivation Index (Haase and Pratschke, 2012) by Trutz Haase, Independent Social & Economic Consultant |
| Presentation 3: Irish Local Development Management Systems by Richard Deane, Information, Appraisal and Monitoring Coordinator, Pobal, & Ciaran Reid, CEO Ballyfermot Chapelizod Partnership, Ireland |
| Presentation 4: GeoICT for Planning & Policy by Zorica Nedovic-Budic, Head of School of Geography, Planning and Environmental Policy, University College of Dublin, Ireland |

Effective growth enhancing policies need a strong evidence base. However, in many OECD countries measuring differences across sub-regions is still challenging as the lack of disaggregated data represents a barrier to the identification of local needs and future trends. In recent years, efforts have been made in building indicators that can help local policy makers to implement targeted actions in response to local priorities. Several approaches will be reviewed in this workshop and these will include the LEED Programme which has contributed to the OECD Skills Strategy by building indicators that identify the balance between skills supply and demand within local labour markets in OECD countries. A set of variables map sub-regions into four typologies: high skills equilibrium, low skills equilibrium, skills gaps and skills shortages. This tool can help policy makers to develop local skills policies taking into account local variations in the demand and supply of skills.

In Ireland, Pobal HP Deprivation Index (Haase and Pratschke, 2012) is a method of measuring the relevant affluence or disadvantage of a particular geographical area using data compiled from various censuses. Three dimensions are identified: demographic profile, social class composition, and labour market situation. This tool provides a visual representation of the data through Pobal Maps which highlights pockets of relative disadvantage and is a valuable resource in targeting and tackling disadvantage and the presentation will identify some of its application in recent policy design.

The Local and Community Development is a key social inclusion Programme in Ireland delivered by 50 partnership companies in Ireland with set outcomes and indicators. The development of an integrated planning, case management and monitoring system has significantly aided impact assessment of this multidimensional Programme. The presentation will focus on providing an overview of the system and how administrative data now available at local level is influencing targeting of local strategies and work.
### EMPLOYMENT AND SKILLS

#### A. Local job creation: How employment and training agencies can help

**LOCATION:** Butler House, Hosted by Kilkenny Leader Partnership  
5 minutes walk from Kilkenny Castle

| Host project: Kilkenny LEADER Partnership  
Declan Rice, CEO | Expert 1: Jan Hendeliowitz, Senior Advisor, Ministry of Employment, The Danish National Labour Market Authority, Chairman, OECD LEED Directing Committee |
| Facilitation: Jonathan Barr, Policy Analyst, OECD LEED | Expert 2: Sally Sinclair, CEO, National Employment Services Association, Australia |
| | Expert 4: John Sweeney, National Economic & Social Council, Ireland |
| | Expert 5: Philip McDonagh, Independent Economist, Northern Ireland |

With the rising economic importance of skills, employment and training agencies are now often expected to play a more important role in local strategies to support new job creation, facilitate restructuring and increase productivity. It is increasingly necessary to think laterally about how actions in one area, such as employment and skills, can have simultaneous benefits in others, such as better supporting economic development and tackling labour market inclusion. However, many local stakeholders are still not clear exactly how they can contribute to broader development agendas and how they can best integrate their policies and programmes with those of other actors. To achieve a more joined up approach, local stakeholders need to pool resources and reduce transaction costs by building effective partnerships on the ground. At the same time they need to prioritise their resources in areas where they are most needed and can have greatest effect. This workshop will examine the role that local labour policy can play in creating quality jobs and increasing productivity. It will draw upon results from work undertaken through the Local Job Creation project by the OECD LEED Programme.

Discussion issue 1: What is the role of employers and other partners in developing, activating and using skills?

Discussion issue 2: How can employment and training agencies build better linkages with local employers and economic development agencies to stimulate quality employment?

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**Kilkenny LEADER Partnership (KLP) will provide an overview of their work as an introduction to the workshop. KLP has operated the European Union’s (EU) ‘LEADER’ rural development programme’ and the state-funded ‘Local Community Development Programme’ (LCDP) for approximately two decades. The Company has used the resources of these two ‘pillar programmes’, together with other public initiatives and private/community funding to address a range of employment and enterprise promotion projects in their region.**

The initiatives range from: (i) Kick Start - a short-term job placement scheme for unemployed people; (ii) Vulcan - a network of wood-fuel supply chains; (iii) Trail Kilkenny - a rural tourism support system; and (iv) the Town of Food competition to designate a community as a hub to facilitate the creation of an integrated socio-economic ‘food culture’ in the county.

In all cases the consistent theme is of forging connections between the public, community and private enterprise sectors in terms of both funding and other resources to build-in sustainability. This is the essence of Community-Led Local Development (CLLD) as defined by the EU. CLLD is a new, bottom-up funding concept in terms of the EU’s development programmes. But its essential elements are a well-established model of socio-economic development among community-based organisations in Ireland and other states in the Union. These organisations operate ‘bottom-up’ programmes such as the ‘LEADER’ – from which CLLD’s principles are expressly drawn. KLP’s presentation will focus on of how the CLLD concept works in practice.

Website: [www.cklp.ie](http://www.cklp.ie)
## EMPLOYMENT AND SKILLS

### B. Local strategies for youth employment: getting youth job ready

<table>
<thead>
<tr>
<th>LOCATION: Kilkenny Employment for Youth, Garden Row, High Street</th>
<th>5 minutes walk from Kilkenny Castle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Host project:</strong> Kilkenny Employment for Youth Ltd (KEY)</td>
<td>Walter Piggott, Manager</td>
</tr>
<tr>
<td><strong>Facilitation:</strong> Katia Travkina, Policy Analyst, OECD LEED</td>
<td>Katia Travkina &amp; Emma Clarence, Policy Analysts, OECD LEED</td>
</tr>
<tr>
<td><strong>Introduction:</strong> Katia Travkina &amp; Emma Clarence, Policy Analysts, OECD LEED</td>
<td>Katia Travkina &amp; Emma Clarence, Policy Analysts, OECD LEED</td>
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</tbody>
</table>

Supporting youth transition into employment and helping them retain and progress once in work requires good career guidance, support with acquiring strong basic skills, and a clear understanding of the qualifications needed by employers. Apprenticeships are one of the best ways of training and developing people for successful working life, and supplying businesses with employees with the skills and qualities they need - often not available on the external job market. Apprenticeships have also proven to be effective in upgrading the skills of low-skilled workers and integrating the disadvantaged into jobs and workforce development. Careers support can also greatly help NEET youth by encouraging them to think about their future and to aim high – go for a "career" rather than a "job". Interventions at the local level are most effective when early and well targeted, rather than remedial programmes which are most costly and less likely to have a positive effect. Working with young people before they drop out is a priority as working with young people who have already left the education system can be significantly more challenging, and requires a different approach. Social economy organisations have a role to play here and “bridging pathways” and “career clusters” approaches can be effective solutions.

**Issue 1:** How can the education system ensure a greater connect between school and the working world, and the acquisition of valuable skills and experience? What can be done at the local level to make apprenticeships work? What are the most effective career guidance and career support approaches?

**Issue 2:** Innovative approaches to connect with disengaged young people.

---

**Kilkenny Employment for Youth Ltd (KEY)** is a legally incorporated, not-for-profit organisation with charitable status, founded in 1983 to provide training for the growing number of young people who were unemployed. Developed with the help of FAS (Ireland’s former employment and training agency), the Centre was set up by a local committee to help bridge the gap between school and work for young people, particularly those with no recognised qualification or poor academic records, and those at risk.

The stated objective was “…to provide training, education and social development for disadvantaged young people which will enhance their quality of life and will provide them with skills which will help them enter more gainful employment”. The Centre’s mission statement committed to providing “…a community training centre of excellence in which individual learners and staff member may reach his / her full potential both educationally, vocationally and socially in a friendly supportive and safe environment”.

KEY caters for young people between the ages of 16 and 21, predominantly early school leavers. The catchment area for the centre extends from Kilkenny/Carlow border, throughout Kilkenny City and County and into the border areas with South Tipperary. Most of these young people come from areas of high social disadvantage, from family situations where there is a history of long term unemployment or social dysfunction. This often means that there is little or no appreciation of the ‘work ethic’ among these young people and most have a great number of individual needs. There are problems in relation to attendance, literacy, numeracy, poor concentration levels and low motivation. Many have had problems adjusting to the mainstream school system, have severe self-esteem problems, and, in some cases, problems with authority. Some may have experienced homelessness or lack the support systems to enable them to progress to the labour market or on to further training.

KEY offers a safe haven designed to allow the influence of a significant adult take place. KEY provides these young people with holistic training aimed not just at providing them with the vocational skills and certification required to secure employment but also the communication, social, and personal skills to retain that employment. KEY currently offers training at two levels across six departments. Level 4 training is offered in the IT and Office Skills department. This provides a full Major Award in Office Skills. The Certificate in Employability Skills, a Major Award at Level 3, is offered in the Arts and Crafts, Catering, Design and Graphics and Woodwork departments. This award is also offered to the sixth group in the centre, the Preparation Group. With this group resources are concentrated on improving the Numeracy and Literacy of the trainees.

KEY also runs a Linked Work Experience programme which places the trainee in a company for up to six months, with the expectation of full time employment at the end. The success of this programme is fully dependent on the excellent relationship between local employers and the training centre.

Kilkenny Employment for Youth Ltd (KEY) is a FAS Community Training Centre, website: [www.fas.ie](http://www.fas.ie)
## EMPLOYMENT AND SKILLS

### C. Employment and social inclusion in rural areas

#### LOCATION: Castlecomer Discovery Centre, Castlecomer

<table>
<thead>
<tr>
<th>Host project: Castlecomer Discovery Park</th>
<th>Expert 1: Betty-Ann Bryce, Policy Analyst, Rural and Regional Development, OECD</th>
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</thead>
<tbody>
<tr>
<td>Liz Nolan, Manager</td>
<td></td>
</tr>
<tr>
<td>Facilitation: Paul Skinnader, Executive Director, Pobal, Ireland</td>
<td>Expert 2: Seamus Boland, CEO Irish Link &amp; Chair Pobal, Ireland</td>
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</table>

While agriculture plays an important role in shaping the rural landscape in many OECD countries, its weight in rural economies is often low and declining. The assets of rural regions, such as quality of life and environment, improved transport links and infrastructure, can serve to retain or attract people and businesses and create a diversified economic base. Finding new engines of growth, job creation and inclusion in rural areas poses a particular set of challenges for policymakers and other stakeholders as they seek to support the development of sustainable rural communities. Drawing off OECD work on rural development and recently commissioned research by Pobal in Ireland, this workshop will provide an opportunity to reflect on the challenges associated with promoting job creation, economic development and social inclusion in rural communities, and how governments and other stakeholders might respond in a coherent and targeted fashion to support such objectives.

**Issue 1:** Key policy challenges in promoting job creation and business development in rural areas.

**Issue 2:** Aligning rural development and social inclusion policy responses.

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**Castlecomer Discovery Park** is a social enterprise governed by a voluntary board.

Set in the grounds of the former Wandesforde Estate, the Park comprises 80 acres of natural woodland and lakes. The park began as a community project to preserve the coal mining heritage following the closure of the local mines in 1969 with the aim of re-generating the town, developing a tourist amenity and providing local employment. The Park opened to the public in 2007 with the launch of the Coal Mining exhibition, visitor centre and design craft studios all located in the former stable yard. The Park is continuing to evolve and is actively developing a range of exciting cultural, educational and recreational activities for visitors of all ages thereby providing local employment opportunities.

Website: [www.discoverypark.ie](http://www.discoverypark.ie)
## D. Enabling growth and investment: strategy, system and leadership

<table>
<thead>
<tr>
<th>LOCATION: Butler House</th>
<th>5 minutes walk from Kilkenny Castle</th>
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<tbody>
<tr>
<td>Facilitation &amp; introduction: Debra Mountford, Senior Policy Analyst &amp; Lucy Pyne, Consultant, OECD LEED</td>
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<tr>
<td>Introduction: Gerard McCleave, Director of Strategy and Regeneration, Ilex urc, United Kingdom</td>
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<tr>
<td>Expert 1: Joe Crockett, Kilkenny County Manager, Ireland</td>
<td></td>
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<tr>
<td>Expert 2: Jerry Murphy, Executive Director Pobal, Ireland</td>
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<tr>
<td>Expert 3: Ian Talbot, CEO Chambers Ireland</td>
<td></td>
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<tr>
<td>Expert 4: Tony Brauders, Senior Executive Officer, Cork City Council, Ireland</td>
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</table>

The second decade of the 21st century is going to be unlike the first one that ended so spectacularly with the financial and economic crash and the deep aftermath, now playing itself out, within governments and markets. In the UK and the Republic of Ireland very substantial measures to stabilise economic conditions are being pursued, and these are paralleled by similar measures in France, and the Netherlands, and in Greece and Portugal (for example). The next ten years will not be like the last ten years and for cities seeking to mount effective economic development efforts there are new considerations that must be taken into account. 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. The essential insight from LEED over the last 30 years has been that local development is an integrated process that works over cycles. **Effective local development and regeneration do not happen by accident.** The proven method suggests that working simultaneously to create and foster leaders, build strategy, and create a system of delivery is essential for the process to endure into the longer term effort required to make a meaningful impact. The essential insight has been that local development is an integrated process that works over cycles. Integration means that economic, social, environmental, spatial, and institutional are interdependent and either mutually reinforcing or contradicting. In local development these elements have to be combined in purposeful ways that often require ‘whole of government’ and ‘multi-sector partnership’ approaches. At the same time, local development has clear cycles. There are gradual cyclical shifts from focussing on spatial and environmental dimensions to accruing stronger interventions in market economies and with social and institutional development.

### Issue 1: What are the new framework conditions needed in recovery?

### Issue 2: Building an effective system and leadership.

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**County Kilkenny**, in the South-Eastern region of Ireland, has a total population of over 95,000, of which 24,500 live in Kilkenny city and its environs. Kilkenny city is the primary urban centre in County Kilkenny. It is a compact city, defined by its rich heritage and special character, recognised as a bustling marketplace and tourist destination.

Kilkenny is now home to a mix of international and indigenous businesses across a variety of sectors including Financial and Internationally Traded Services, Agriculture, Food, ICT and Digital media. Glanbia PLC, one of the world’s leading international dairy-based and nutritional ingredients companies, is headquartered in Kilkenny and Diageo PLC, brewers of the world famous Kilkenny beer and Smithwick’s ale, have proven that Kilkenny is a competitive location from which to build an international business.

The South East region, like the rest of Ireland, exhibited strong employment growth over the period 1998-2007, largely driven by considerable expansion within the construction sector. The dramatic down-turn in this sector has had a very significant impact on Kilkenny’s economy and employment levels. Looking to the future, Kilkenny’s strategy is to focus on its key strengths:

- The Agri-business sector continues to be Kilkenny’s biggest industries.
- Kilkenny recognises the importance of attracting knowledge-based industries and over recent years a number of international IT and financial companies have established centres in the Kilkenny Business Park.
- Rich in medieval history and in contemporary cultural attractions, the tourism industry is a key focus for the city and county.
- The service industries and retail are a major employer in the city with an estimated 46% of the workforce employed in these sectors.
- The legacy of the former Woollen Mills has made textiles an important industry in Kilkenny and the astonishing development of crafts and design spearheaded by Kilkenny Design Workshops has left its mark in the numbers of craft and craft related businesses. There are approximately 60-70 Craft enterprises based in Kilkenny.
- Kilkenny is also home to a number of large engineering companies, electronic and information technology companies.

Website: [http://invest.kilkenny.ie/](http://invest.kilkenny.ie/)
### ACHIEVING GROWTH

#### E. Supporting high-growth potential firms: innovation and technology development

**LOCATION:** TSSG Innovation Centre, St Kierans College, Kilkenny

10 minute walk from Kilkenny Castle

**Host project:** TSSG (Telecommunications Software & Systems Group)

**Facilitation:** Tom Cooney, Professor in Entrepreneurship, Dublin Institute of Technology, Ireland

**Introduction:** Marco Marchese, Policy Analyst, OECD LEED

**Expert 1:** Gerard Lande, Team Lead ICT Commercialization, Enterprise Ireland

**Expert 2:** Paula Fitzsimons, Fitzsimons Consulting, Ireland

The promotion of an effective industry-university interface has become a common target of SME policies because of the contribution of innovation, including technology-based innovation, to business development. Both businesses and universities are set to benefit from a sound industry-university interface. Businesses will be exposed to commercially relevant knowledge, which is instrumental to innovation and improved productivity. Universities can fulfill their third mission (i.e., contributing to local development) and receive additional resources from the private sector in a time of increased government budget constraints. There are, however, a set of barriers and disincentives to overcome to develop effective industry-university relationships, as witnessed by the traditional scepticism that ensnares the interactions between these two different worlds.

Industry-university collaborations can take different forms around technology development, including the joint use of labs and equipment, cooperative research, university spinoffs, etc. The workshop will start with a presentation by Dr William Donnelly on the work of the Waterford Institute of Technology and its TSSG in collaboration with the local business sector. An open discussion will then follow.

**Issue 1:** What is the role of technology development for business high-growth? How can universities contribute to business development?

**Issue 2:** How can public policies support effective industry-university relationships? What barriers should they overcome?

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**TSSG**

(Telecommunications Software & Systems Group) is an internationally recognised centre of excellence for ICT research and innovation. It carries out a wide spectrum of industry-informed research in Information and Communications Technologies (ICT), particularly technologies enabling communications and information services. Over the past five years, TSSG has delivered innovative solutions to over 110 Irish companies, and has created 11 spin out companies in the South East including the award winning FeedHenry, a groundbreaking mobile cloud platform company, and ZolkIC, a leading provider of mobile technology for international visitor attractions.

TSSG is headquartered in the Waterford Institute of Technology but has recently opened a research and innovation centre at the National University of Ireland Kilkenny Campus at St. Kierans College.

TSSG’s vision: “It is our intention to create a technology ecosystem, combining education, research and innovation through research in science, engineering and entrepreneurship, to create a world class centre of excellence in technologies enabling communication and information services, which will deliver real economic value to the long term competitiveness of the South East and Ireland. Within this ecosystem we aspire over the next 20 years to be the catalyst for the creation of a cluster of high-tech companies that generate significant employment opportunities, many of which gain their competitive edge through collaborating and utilizing the scientific and engineering IP developed by TSSG’s globally recognized researchers.”

Its four key prioritised technical Research areas include Mobile Platforms and Services, Security Privacy and Identity, Data Analytics and Social Computing, Adaptive Networks and Services. We create economic impact by translating our knowledge base and innovation into leading edge products and services by continuing our engagement with Industry in collaborative R&D, knowledge generation and transfer.

Over the past five years, TSSG has delivered innovative solutions to over 110 Irish companies, and has created 11 spin out companies in the South East including the award winning FeedHenry, a groundbreaking mobile cloud platform company, and ZolkIC, a leading provider of mobile technology for international visitor attractions.

Website: [www.tssg.org](http://www.tssg.org)
### ACHIEVING GROWTH

#### F. Making transition communities more resilient

<table>
<thead>
<tr>
<th>LOCATION: Kingsriver Community</th>
<th>20 minutes transfer via bus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Host project:</strong> Kingsriver Community</td>
<td>Pat Phelan, Director</td>
</tr>
<tr>
<td><strong>Facilitation:</strong> Colm Byrne, Manager, Susliving, Ireland</td>
<td></td>
</tr>
<tr>
<td><strong>Introduction:</strong> Cristina Martinez, Senior Policy Analyst, OECD LEED</td>
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</tbody>
</table>

**Expert 1:** Elinor Mountain, Social / Eco Enterprise Hub Co-ordinator, Future Proof Kilkenny, Ireland

**Expert 2:** Malcolm Noonan, Transition Towns, Ireland

**Expert 3:** Edward Blakely, Professor of Urban Policy, United States Studies, University of Sydney, Australia

**Expert 4:** Lutz Franke, Mayor, City of Königs Wusterhausen, Germany

**Expert 5:** Bertil Haack, Dean, Faculty of Business, Administration and Law, Technical University of Applied Sciences Wildau, Germany

This workshop will explore examples from Kilkenny and the Irish transition towns’ movement. Since its inception in 2007 Future Proof Kilkenny has been a catalyst for change. Having adopted the transition town approach to community resilience the organisation has undertaken a wide variety of projects, delivered numerous workshops and interacted with numerous organisations in both the city and surrounding county towns. Various sustainability initiatives have been directly influenced by the organisation and members have gone on to establish or participate in enterprises and programmes such as SUSLIVING, CRESCO & Glas Learning as a result of future proofs influence. The workshop will explore both the past, present and future plans of direct and indirect initiatives impacting community resilience. ‘Resilience’ is not new, communities have learnt to be resilient going through hard times but today it opens ‘a new dialogue about how to help vulnerable people, organizations and systems persist, perhaps even thrive, amid unforeseeable disruptions. Where sustainability aims to put the world back into balance, resilience looks for ways to manage in an imbalanced world.’ ("Resilience: Why Things Bounce Back"; Andrew Zolli and Ann Marie Healy, 2012).

**Issue 1:** Growing urban resilience with a sustainable development approach.

**Issue 2:** Managing demographic transitions in the labour market to make communities more resilient.

**Kingsriver Community** was founded in 1986 and has been providing residential, day care services and FETAC accredited training for adults and young people with a variety of special needs in a community setting since that date. Kingsriver are focused on building sustainability into their everyday activities and have working solutions on site for energy, food, resource and waste management.

Glas Learning was established in 2010. Its focus is to promote resilience and self reliance through the professional delivery of appropriate educational material. We provide FETAC accredited courses in Renewable Energy, Green building and green enterprise. Our facilities at Kingsriver include practical working examples of sustainable solutions in a community context. Our courses are open to all age groups and we recently facilitated a programme for secondary schools with SUSLIVING a Kilkenny based organisation delivering the message of sustainability to young adult learners.

These organisations will present an overview of activities and organisations helping to build sustainable communities around Kilkenny.

Website: [http://kingsriver.ie](http://kingsriver.ie)
Networking Session

LOCAL INITIATIVES FOR JOBS, INCLUSION AND BUSINESS DEVELOPMENT

09.00 – 10.00, Wednesday 27th March 2013
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 15 tables, in the Parade tower, balconies and seminar rooms, 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 10 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**: Stream 4 Demonstration Pilots - Improving Employment Outcomes for Highly Disadvantaged Job Seekers
2. **Denmark**: Career Centre for University Graduates - Targeting Employment in Small and Medium Sized Companies
3. **Ireland**: Galway Traveller Movement
4. **Ireland**: Great Western Greenway
5. **Ireland**: Kilkenny LEADER Partnership
6. **Ireland**: Partas
7. **Ireland**: Preparation for Education, Training and Employment (PETE)
8. **Ireland**: Speedpak Limited
9. **Italy**: Apprenticeship in the Articraft Sector (AMVA - Apprendistato e Mestieri a Vocazione Artigianale)
10. **Italy**: Social Business City Program
11. **Sweden**: Plug In - Reducing School Dropout Rates

International projects, networks

13. **European Network**: European Coop Campus (EUCoopC)
14. **European Network – MetropolisNet**: AGE-WORK-BALANCE - Balanced Approaches for an Ageing Workforce in Metropolitan Areas
15. **EU Wide/URBACT Programme**: Cities’ Assessment Tool (CAT) for Social Innovation in Tackling Youth Disengagement
1. Australia
Stream 4 Demonstration Pilots - Improving Employment Outcomes for Highly Disadvantaged Job Seekers

**Background and rationale**
As part of the Building Australia’s Future Workforce Package in the 2011-12 Budget, the Australian Government announced 4.7 million AUD towards the Job Services Australia (JSA) Demonstration Pilots. The primary objective of this initiative is to demonstrate how enhancements to current service delivery arrangements for Stream 4 in JSA can be used to achieve improved employment and education outcomes for highly disadvantaged job seekers. High performing JSA providers in identified disadvantaged areas were invited by DEEWR to submit proposals under this grant program. ORS Employment Solutions (an employment services provider) was successful in achieving 4 of the 10 projects focusing on ex-offenders, homeless, youth and ongoing support. Each of these projects is exceeding benchmark data on expected outcomes.

**Aims and objectives**
To demonstrate potential enhancements to Stream 4 service delivery in Job Services Australia for particular cohorts and in particular areas of entrenched disadvantage and high unemployment. To trial the benefits of partnerships with complementary service providers to facilitate joint case management and wrap around servicing for individual job seekers.

**Timeframe**
12 months 1 July 2012 to 30 June 2013.

**Budget and source of financing**
200 000 AUD per program on top of pre-existing service fees, placement fees and outcome fees. The Department of Education, Employment and Workplace Relations was the source of finance for these pilots.

**Human resources**
Each program has its own Project Manager and Marketer/Industry Trainer to help increase placements and outcomes. Some projects also have separate Employment Consultants.

**Activities**
Each program involved extensive time understanding the support services already available in the community and how we could improve effectiveness by working together to achieve joint client outcomes. Each pilot trialled the use of joint case conferencing involving all relevant parties involved in the clients situation. Some pilots included pre-employment and job retention training (homeless and youth). All pilots involved active employer marketing and supervised work experience/employment.

**Success factors**
- Increased community partnerships developed including co-location opportunities for both organisations;
- 100% reduction in homelessness for all course participants through use of community partners;
- Increased servicing of all participants and improvements in social outcomes as well as employment outcomes.

**Results**
All programs exceeding benchmarks in placements and outcomes.

**Partners**
ORS and Department of Education, Employment and Workplace Relations (DEEWR).

**Project Website**
www.orsgroup.com.au
ORS also has a youth face book page for our youth program - www.facebook.com/orsyouthdifference?ref=ts&fref=ts

**Contact Person**
Vanessa Parletta: vanessa.parletta@orsgroup.com.au
ORS Employment Solutions/NESA Discovery Grant Winner 2012/2013
## 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 widen the job search beyond the areas directly linked to their diploma. Likewise graduates lack information on the labour market demand and have low geographical mobility. 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 the 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. Secondly, in collaboration with the 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 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 of surplus 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.

## Project 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
Manager of Career Center
Galway Traveller Movement (GTM) is acutely aware of the multiple discrimination Traveller women experience as women, as Travellers, and as Traveller women in Ireland, and is committed to the achievement of equality for Traveller women. GTM established the ‘Empowering Traveller Women Entrepreneurs’ (ETWE) project, which is aimed at Traveller women who are in need of dedicated support to assist them to develop or expand sustainable enterprises for themselves.

The main aims and objectives of ETWE was to identify the barriers that prevent Traveller women from accessing training and support to develop as entrepreneurs and to develop tailored Traveller led responses to overcome those barriers. The project provided a women-only space, a Traveller-specific space, and supports to deal with the various barriers to engagement with support agencies.

The project has demonstrated the impacts of providing flexible and practical, women-centred approaches, based on the experiences and needs as articulated by Traveller women. Agencies that the project has worked with have indicated how their own thinking and approaches have been influenced by the approach. The co-facilitation process (whereby an ETWE participant planned and co-facilitated each training session with the trainers) improved trainers understanding of the Traveller perspective and resulted in more relevant and accessible training outcomes.

The project has worked with over 30 women at various stages of enterprise development. The project has also developed a toolkit demonstrating the learning ‘Enterprising Traveller Women – a toolkit to inform enterprise programmes.’ The toolkit provides a practical guide to addressing the barriers Traveller women entrepreneurs encounter through an enterprise support programme. Traveller women who participated in ETWE took a lead role in an Equality Mainstreaming programme within enterprise supports funded by the Equality Authority. 4 Traveller women delivered equality mainstreaming training to 2 Local Development Companies.

An advisory group was established to advise on the project. Members of the advisory group included Traveller women entrepreneurs and representatives from the following organisations: - Galway City Partnership, Galway Rural Development, Galway City and County Enterprise Board, Galway-Mayo Institute of Technology, National University of Ireland, Galway, Individual entrepreneurs (settled and Travellers), National Traveller Women’s Forum, Local Employment Services Galway, Westside Community Development Project.

<table>
<thead>
<tr>
<th>Project Website</th>
<th><a href="http://www.gtmtrav.ie">www.gtmtrav.ie</a></th>
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<tbody>
<tr>
<td>Contact Person</td>
<td>Margaret O’Riada <a href="mailto:margaret@gtmtrav.ie">margaret@gtmtrav.ie</a></td>
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</tbody>
</table>
# 4. Ireland

## Great Western Greenway (walking and cycling trail)

### Background and rationale

The Great Western Greenway, Ireland’s first off road walking and cycling trail, was developed through a unique partnership between government, development agencies, private landowners, community and local business. The Greenway has proven to be an excellent model of inter-departmental and multi-agency cooperation and flexibility and is an enabling platform for local businesses to grow, new opportunities to emerge and local community regeneration.

### Aims and objectives

The multi-purpose Great Western Greenway aims in the first instance to offer a high quality walking and cycling facility but also a world class holiday destination, sustainable travel corridor and a driver of local economic development. The objectives of the facility include:

- Attract local, national and international users to the facility and county
- Maximise potential through partnerships with communities, businesses and agencies
- Creation of new businesses, jobs and sustain existing
- Demonstration project for the development of a Euro-Velo network in Ireland

### Timeframe

2010-2013

### Budget and source of financing

€5.7million

Department of Transport, Tourism & Sport, Fáilte Ireland, Mayo County Council, South West Mayo Development Company

### Human resources

Supervisor 2, Green Patrol 6

### Activities

- Development of a walking and cycling experience for local and visitor use
- Development of Food Trail (Gourmet Greenway) and Artists Trail (Greenway Artists initiative)
- Sharing / Collaboration of business offerings – e.g. Bike Hire with accommodation and water based activities
- Community initiated Green Patrol Customer Services

### Success factors

- Regeneration of a hidden and abandoned asset into a tourism product of national importance
- Rejuvenated villages and towns along the Greenway
- Community Pride of Place
- On Going Partnerships for continued growth/success
- New product developments and opportunities
- Diversification opportunities

### Results

In its first year of operation 2011 the facility attracted 145,000 users, created 36 new jobs, supported an additional 58 jobs and generated €7.2 million to the local economy.

The Greenway has been the recipient of a number of national and European awards including the EDEN European Destination of Excellence.

### Partners

Mayo County Council and Department of Transport, Tourism and Sport, Fáilte Ireland, South West Mayo (LEADER) Development Company Ltd, Greenway Landowners, Greenway Artists, Destination Westport, Achill Tourism, Mayo.ie

### Project Website

www.greenway.ie

### Contact Person

Mr Peter Hynes, Mayo County Council phynes@mayococo.ie
Background and rationale

Kilkenny LEADER Partnership (KLP) is a non-profit community-based company operating a range of local development programmes based in County Kilkenny in the Southeast region of Ireland. KLP has an integrated development strategy based for connecting the enterprise and employment needs of its region by focusing on both the ‘supply’ and ‘demand’ ends of the sectors with the most local potential for development; e.g. tourism, food, ‘green business’, etc. The company has a number of initiatives driving this strategy, including Kick Start, its own job placement programme, the regional wood-fuel enterprise project- Vulcan, the Town of Food all-community initiative and the Trail Kilkenny tourism company.

Aims and objectives

KLP is pursuing an integrated strategy across several of its programmes to promote economic growth and employment. The initiatives includes:

**Kick Start** is a placement programme designed by KLP Local Community Development Programme (LCDP) for unemployed people with local business sectors with employment potential. Participants are provided with a training programme focused on the identified employment opportunities. A novel aspect of the initiative is the public/private partnership brokered by KLP in which both large enterprises (State Street) and micro/ small businesses joined with the Department of Social Protection in the resourcing of Kick Start.

**Vulcan** is regional project focused on the creation of five independent and sustainable wood-fuel supply businesses owned by the existing forestry owners of the South East region. Vulcan is specifically targeting smaller farmer/ forestry owners. The project is supported by Danone Ireland, Danone’s Ecosystem Trust and the LEADER programme of five LEADER companies of the region.

**Trail Kilkenny** is a non-profit company established by KLP, Kilkenny County Council and Kilkenny Sports & Recreation Partnership to guide the development, maintenance and marketing of leisure trails in the county. From a very low base, the Company has driven the development of a complete suite of trails for use by tourists and residents.

The **Town of Food** competition is key part of KLP’s comprehensive food development strategy ‘Growing a Local Food Economy’. The Company has invited the larger towns and villages of the rural county to put forward a plan to become the centre of “food culture” in the county. Food culture being the interconnectedness between enterprise and community that leads to a mutually-reinforcing and sustainable food economy.

**Timeframe** 2009 - 2015

**Budget and source of financing**

Axes 3 & 4 of the Rural Development Programme (‘LEADER’); the Local Community Development Programme (LCDP); Inter-Reg IV-A; TÚS; private philanthropic funds

**Human resources** 25 full-time equivalent staff

**Activities** Animation of projects; support and direction of projects in development; consultation and ‘brokerage’ with project public sector, local communities, and private partners; administration of project funding; promotion of projects.

**Success factors** Development of coherent projects, performing effectively and efficiently to meet locally agreed goals. This includes developing a robust and flexible partnership between the public sector, community of interests and private sectors. Other success factors include a dedicated and innovative staff cohort and farsighted and supportive Board of Directors. The autonomous company structure of KLP is central to its ability to drive the strategy.
Results
Significant of direct and indirect employment created;
Completion of a series of flagship projects to demonstrate the strategy and its success;
Creation of supports and a culture of enterprise in key sectors such as ‘food’, ‘rural tourism’, ‘green business’, and ‘crafts’ which will facilitate strategic development of the economic potential of those areas into the future.

Partners
The local communities of County Kilkenny; Kilkenny County Council; Danone Ireland; Danone Ecosystem; State Street; The Department of Environment, Community & Local Government; The Department of Social Protection; Waterways Ireland; Teagasc; Kilkenny Vocational Education Committee; Carlow Kilkenny Energy Agency; Kilkenny Sports Partnership; Kilkenny County Enterprise Board.

Project Website  www.cklp.ie

Contact Person  Declan Rice  declan.rice@cklp.ie
6. Ireland

Partas

Background and rationale
Partas, formerly known as Get Tallaght Working (GTW) was set up in 1984 in response to increasing levels of unemployment and disadvantage within Tallaght – a major Dublin satellite. From a humble voluntary and co-operative beginning, Partas is now a major social enterprise that still seeks to take responsibility for the economic and social well-being of our community, independently of whatever may or may not be provided by statutory agencies.

Aims and objectives
Our aim is to build an inclusive and thriving community by being a leading source of excellence in development of local enterprise and of social economy. Objectives: foster and support entrepreneurship / lifelong training / affordable workspace in support of local enterprise / innovative development of the social economy / act as a voice or agent for change

Timeframe
Since 1984 and on-going

Budget and source of financing
C. €2m 87% earned income 6% Exchequer 7% EU

Human resources
Staff of 63

Activities
• Enterprise advice, support, mentoring, incubation, microfinancing
• Property management (4 Enterprise Centres)
• Training for enterprise and/or employment
• Social Enterprise policy, training & consultancy
• Research & Consultancy (inc. EU project partners)

Success factors
• “Excellence through People’ award
• Community-owned on co-operative principles
• Fully accredited trainers and facilities
• Affordable accommodation for over 140 businesses and community services
• Operating on local, regional national & EU levels.
• Transnational partners in over 12 EU member states.

Results
• 600+ enterprise clients in 2012 started 177 businesses using the Dept. of Social Protection initiative: Back-to-work enterprise allowances.
• 1200 trainees’ p.a. in fully accredited courses in a specially supportive community environment helping to tackle local disadvantage.
• 140 incubation units spread over 4 enterprise centres employing over 400 and creating an entrepreneurial culture in local communities. Also feed into local economic planning with Local Authority.
• Promotion of Social Entrepreneurship policy and practice both nationally and at EU level.
• National recognition as ‘Selected Organisation’
• Social & economic innovation agenda via EU projects and policy advocacy – best practice as independently evaluated in various projects. Transnational partners in over 12 EU member states.

Partners
Partas is independent but is supported by the Local Authority and by the local Development Partnership in South Dublin County. Other support comes from the Dept. of Social Protection, local County Enterprise Board and some corporate sponsorship.

Project Website
www.partas.ie

Contact Person
John Kearns - CEO jkearns@partas.ie
**7. Ireland**

**Prepartion for Education, Training & Employment (PETE)**

### Background and rationale
Many people currently experiencing prolonged or repeat homelessness or those at risk of homelessness face multiple barriers and disadvantage in accessing education, training and employment. Many are early school leavers or have had negative experiences while in education. Many may be dealing with addiction and mental health issues, affecting their ability to manage daily routines. The PETE service was set up to address these individuals’ barriers to accessing education training and employment and support them in achieving their first steps on the pathway to training education and employment (TEE).

### Aims and objectives
PETE aims to enable people who are resident in Emergency Homeless Accommodation or who have been identified as at risk of homelessness to gain the skills and confidence that would enable them access a pathway to mainstream training, education and employment.

The objectives of the PETE project include:
- Providing TEE assessments to residents of Emergency Accommodation and those at risk of homelessness
- Delivering training and educational programmes in hostels or on the Focus Ireland training site
- Supporting participants of the programme to gain confidence and skills to progress towards mainstream employment and training
- Working in cooperation with FAS, CDVEC and other service providers (FETAC accreditation)

### Timeframe
PETE has been operating since October 2009 and has engaged with over 400 customers up to the end of 2012.

### Budget and source of financing
PETE is funded by a number of sources. Up to the end of 2012, funding for the project came from The Dormant Accounts Fund, CDYSB, FAS, CDVEC and Focus Ireland (restricted funding). At the end of 2012, total income for the project was €605,312, while the total expenditure was €1,194,817. To date, the service has been funded as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dormant Accounts</td>
<td>19%</td>
</tr>
<tr>
<td>Other (CDYSB, CDVEC, FAS)</td>
<td>26%</td>
</tr>
<tr>
<td>Focus Ireland</td>
<td>55%</td>
</tr>
</tbody>
</table>

### Human resources
Responsibility for the PETE service falls under the management of one of Focus Ireland’s Services Managers. The day-to-day operation of the service is overseen by a project leader, supported by a team leader, two project workers and one CSV (Community Service Volunteer).

### Activities
The programme provides a wide and varied individualised education programme, which includes intensive support to participants as they aim to achieve their self-defined goals. Education is both formal and informal, with the formal components accredited by the Further Education and Training Awards Council (FETAC) and the informal comprising soft skills courses offering a less-structured learning environment. Soft-skills provide opportunities for people who have been excluded from formal education for a number of years due to issues around accommodation, drug/alcohol use, mental health, to begin to establish a structure in their daily lives and to build their confidence to participate in group settings. Soft-skills courses often act as a stepping stone for students to progress to PETE FETAC classes. FETAC Modules offered in 2011-2012 included:
- Health Related Fitness
- Preparation for Work
- Computer Literacy
- Introduction to Internet
- Personal Effectiveness
- Horticulture
- Self-Advocacy
- Food and Cookery
- Food and Nutrition
- Art and Craft
- Ceramics

Soft Skills offered in 2011-2012 included:
- Irish
- Drama
- Art
- Cooking on a Budget
- Driver Theory Test
- Budgeting
- First Aid
- Mental Health Information
- Know your Rights
- Preparation for College
- Law and Justice
Success factors

- Increased self-esteem
- Ability to learn and participate in structured activities and speak out for oneself
- Daily living skills, including timekeeping and routine
- Reflecting on life aspirations and lifestyle choices
- Identifying work ambitions and aptitudes, including motivation and planning for the future
- 30 students were awarded 66 FETAC certificates in 2012

Partners

Focus Ireland, FAS CDVEC, Dublin Homeless services (Hostels), Foundations, Business in the Community (BITC), Aontas

Project Website

www.focusireland.ie

Contact Person

Niall Keane
Background and rationale

Speedpak Limited is a Social Enterprise with 3 commercial businesses providing work experience and accredited training to long term unemployed people through labour market programmes. We currently employ 52 people, 38 of whom have been long term unemployed. The workplace, through its commercial activates, practices and procedures, provides the curriculum leading to an educational qualification equivalent to the leaving certificate. To evaluate the impact of our programme, we have developed and piloted a monitoring system to measure the “distance travelled” by individuals in relation to education, work skills, attitudes and behaviours.

Aims and objectives

Long term unemployment results from a complex interaction of barriers to employment (early school leaving, low education and skills level, being an ex-offender or ex-drug misusers). Our objective is to identify these barriers, and measure an individual’s progress to employability in relation to the reduction or elimination of these barriers through interventions. Historically, the success of labour market programmes focused on numbers finding work or accessing further training. This approach ignores other significant aspects of progress including relative progression from where a person was when they started the programme.

Timeframe

We have been piloting the Distance Travelled monitoring system since 2008. Recently we have sourced funding to convert to an online database. An independent evaluation of the validity and reliability of the model is planned for 2013.

Budget and source of financing

We were supported by FAS (since subsumed into the Dept. of Social Protection) in the initial research identifying the barriers to employment and development of the monitoring system. We were successful in obtaining grants from The Ireland Funds to develop a bespoke software system to replace the paper system and to carry out an independent evaluation. The bulk of the cost of development and implementation has been funded by Speedpak.

Human resources

The Distance Travelled monitoring system is managed and overseen by the Change and Development Manager, including completion of the pilot, independent evaluation and data capture. All data scoring is peer reviewed by the Operations Manager and discrepancies reviewed.

Activities

Each participant’s progress is monitored on a 4 monthly basis from the date of joining the company. Progress is measured over 5 arenas namely Education and Employment; Workplace Competencies; Personal Attributes and Disposition, Physical and Mental health related issues; Social and Economic circumstances. A total of 45 separate items are measured.

Success factors

The development of an evidence based system that measures the impact of interventions on progress to employability. Its use as a Performance Management tool to inform implementation of the most appropriate interventions at individual and organisational level. The potential to target resources more effectively. Its transferability and scalability makes it suitable for use in other organisations or state funded programmes where tracking performance is deemed to be beneficial.

Results

Data gathered for leavers in 2011 indicate that almost 100% of leavers made some level of progress while participating in the Speedpak’s Works and Training programme. Over half of this group achieved 40% of their potential progression and a quarter achieved over 65% of their potential progression.

Partners

Speedpak Limited

Project Website


Contact Person

Edel Moloney, Change and Development Manager, Edel.moloney@speedpak.ie
9. Italy

Apprenticeship in the Articraft Sector
(AMVA – Apprendistato e Mestieri a Vocazione Artigianale)

Background and rationale
To remain competitive the Italian traditional business sectors need the support of the employment services and training institutions to continuously improve the qualifications of their employees. At the same time, the Italian Regions and public services need to enhance their training programmes to upgrade the qualifications of those employed in the Italian traditional sectors (for this project the following sectors were selected: fashion, footwear and food processing) and to provide the right sets of skills needed by these sectors. This project strengthens the use of apprenticeship contracts and supports job creation in sectors belonging to the handicraft Italian tradition.

Aims and objectives
1. To reinforce co-operation among enterprises and labour market stakeholders;
2. To facilitate connection and integration of regional and national policies on local development, employment and training;
3. To promote training on the job, job placement and geographical mobility of young people through “art craft schools” (botteghe di mestiere);
4. To improve the level of employability, mostly in the Italian traditional sectors – but also at industrial level - such as fashion, footwear and food;
5. To promote the generational turnover and the development of new entrepreneurship in the handicraft.

Timeframe
August 2011- December 2014.

Budget and source of financing
Total Budget: 118 408 000 €.
Programme promoted by the Italian Ministry of Labour and Social Policies, implemented by Italia Lavoro, financed by PON (National Operational Programme) – European Social Fund “Action System” and “Governance and Action System”.

Human resources
175-180 Italia Lavoro employees in the whole country.

Activities
The programme, which covers the national territory, includes two types of interventions:
• Integrated action system to improve the efficiency and effectiveness of the labour market;
• Operational experimentation in order to strengthen the effectiveness of the programme. This includes: an experimental system of “art craft schools” (botteghe di mestiere), for young people to be trained on the job; a pilot scheme to establish a contributions system (incentives to hire young people) to promote apprenticeships and to boost generational turnover and create “new youth entrepreneurship” (incentives for youth start-ups).

Success factors
Steady involvement of all public and private labour market stakeholders to favour the implementation of the operational model, to adapt the model to the local context, and eventually become self-sustaining over time.

Results
Preliminary results include:
• 23,496 young people hired with apprenticeship contract;
• 134 “art craft schools” (botteghe di mestiere) activated, with the involvement of 980 Italian companies; 500 training “on the job” courses (in the art craft schools) activated.

Partners
Italia Lavoro Spa, Project “AMVA – Apprendistato e Mestieri a Vocazione Artigianale” (Apprenticeship in the Articraft Sector)

Project Website
www.italialavoro.it/wps/portal/amva

Contact Person
Domenico Bova; Area Manager Italia Lavoro dbova@italialavoro.it
10. Italy

Social Business City Program

Background and rationale
In the current economic context, where public spending has been drastically cut, Social Business and Social Innovation (SB&SI) are on the ridge of the public discussion, as a tool to maintain the welfare levels, create new workplaces, and as a solution to social problems. What stands out most from this new wave of interest toward SB&SI is that their spontaneous birth will hardly be able to fill the gap left by the contraction of the welfare state. Therefore, it is necessary to find new and tailored ways and techniques that enable, support and speed up the birth and development of SB&SI at the local level.

Aims and objectives
The general objective of the Social Business City Program is to create a local enabling system for the birth and flourishing of Social Business and Social innovation. The specific objectives of the program are:

- To raise awareness of Social Business and promote Social Innovation among entrepreneurs and generally within the local society;
- To facilitate the creation of Social Businesses on the basis of local potentialities and opportunities;
- To improve an entrepreneurial mind-set and attitude in the young generations in order to sustain a longer term animation of the local economy.

Timeframe
Started in 2012, 3 years + 3 (or 6 years).

Budget and source of financing
300 000 € for the first 3 years.
Fondazione Cassa di Risparmio di Pistoia e Pescia and Fondazione Un Raggio di Luce Onlus (Funders and Main partners)

Human resources
Team of 4 people for continuous activities + other 4 people for survey activities.

Activities
Workshops for people aged 17+; Classes to students aged 16-18; Consultancies to social businesses; Research on Third Sector Organizations at the local level regarding economic efficiency, networking, management, innovation; Promotional and networking events; Financing for Social Businesses and Social Innovation ideas.

Success factors
Success factors of the program are: increased connection and collaboration of existing SB with other organisations, increase of market income of existing SBs, entrepreneurial attitude of young students, N° and satisfaction of participants to workshops, N° of consultancies, N° of people benefiting from entrepreneurial ideas animation, business plan assistance and enterprise competitions, N° of new SB, N° of initiatives related to SB&SI spontaneously emerged within the territory as a consequence of contact with the program.

Results
The program is now at the beginning of the second year of activities. Results up to the moment are: 90 people involved in workshops (98% satisfaction), desire to become an entrepreneur in the future among 280 students (aged 16-18) changed from 10% (before activities) to 47% (after activities), 6 consultancies delivered, 2 spontaneous initiatives emerged from the territory.

Partners
Yunus Social Business Centre University of Florence (Implementer), Fondazione Cassa di Risparmio di Pistoia e Pescia and Fondazione Un Raggio di Luce Onlus (Funders and Main partners), ARCO Lab - Action Research for CO-development (Scientific partner)

Project Website
www.arcolab.org/projects/pistoia-social-business-city-program/
http://sbflorence.org/en/12-gennaio-conferenza-stampa/

Contact Person
Enrico Testi: Executive Director, ARCO (Action Research for CO-development) enrico.testi@pin.unifi.it
11. Sweden
Plug In - Reducing School Dropout Rates

Background and rationale
In Sweden 24 % of the young people drop out from high school or leave without completed 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. The literature related to the drop out problem is extensive, especially regarding factors which place students at risk, but also related to measures and best practices in dropout prevention. Yet, successful interventions often fail to be implemented on a wider scale, and fail to generate effects on policy and system-level.

Aims and objectives
The aim of this project is to reduce the dropout rates among upper secondary school students to 10%, which is one of the key benchmarks of the European education policy cooperation for 2020. However, at the local level the goal is more specific, which implies that every municipality should reduce the number of drop-outs by 50% within four years of secondary school. Another subordinated objective is to reduce the unemployment rates among the young people who despite efforts choose not to complete upper secondary school. A further aim is to develop forms of collaboration and practices within and between regions and municipalities in order to create long-term effects, and to disseminate results and experiences from the project which can generate benefits at local, regional, national and EU level. The main target group is young men and women, 16 years of age or older, at risk of suspension or who have interrupted their studies in secondary school.

Timeframe
2012-2014.

Budget and source of financing
9.5 million Euro European social fond (ESF) and 9.5 million Euro public financing.

Activities
Within this multilevel project, 55 municipalities are pursuing a multitude of interventions to prevent students from dropping out of school. The measures include a range of activities such as, increased guidance counselling, coaching practices, CBT strategies, enhancing study skills, student coaches, a photo voice method, a new school with flexible arrangements based on students’ individual courses of study, as well as a range of “second chance programme” interventions to bring drop outs back to study.

Success factors
The strength of the project rests in three important dimensions which permeates all activities as well as the project organisation: (A) Innovation, in trying new approaches to address “old” problems; the project Plug In itself, with a multilevel construction, is innovative. (B) A focus on learning, a strive to see development and results, value the process and the shared production of knowledge in activities with participants as well as within the project organization. (C) Strong involvement, student involvement in interventions, and involvement within the project on a local, regional and national level.

Results
Local and regional administrations have taken on board the aims of the project and positive changes have been observed in the multilevel stakeholders’ involvement. It is too early to present other results that are being evaluated.

Partners
Project owner: Swedish Association of Local Authorities and Regions (SALAR) www.skl.se
Main partners:
• Göteborgsregionens kommunalförbund (GR) www.grkom.se
• Region Jämtland www.regionjamtland.se
• Regionförbundet i Kalmar län www.kalmar.regionforbund.se / Region Södra Småland www.rfss.se
• Region Västerbotten www.regionvasterbotten.se

Project Website
www.skl.se/plugin and www.pluginovation.se

Contact Person
Gunnar Anderzon: gunnar.anderzon@skl.se and Tor Hatlevol: tor.hatlevol@skl.se
Swedish Association of Local Authorities and Regions
Background and rationale

Over the next 20 years, Central Europe will face different demographic challenges such as a greater life expectancy, ageing regions, decreased fertility and enhanced migration. This will lead to changes and effects on social life. The Central European Knowledge Platform for an Ageing Society (“CE-Ageing Platform”) project contributes to developing and finding solutions for the challenges of ageing society: increasing the societal inclusion of elderly and creating regional strategies for an ageing population. The project idea derived from cooperation between various partners, partnerships and their desire to jointly contribute to improved framework conditions in their regions in order to foster economic growth, regional development and social cohesion.

Aims and objectives

The CE-Ageing Platform aims to:
- Contribute to minimise negative effects and impacts of demographic trends on an ageing society & economy;
- Improve framework conditions (e.g. programmes, regulations) by adapting policies, governance processes and mechanisms to demographic change;
- Reduce regional disparities as well as spatial segregation of target groups by providing a platform for exchanging knowledge on practices between urban and rural areas, between national and regional levels as well as at the transnational level;
- Make better use of the existing endogenous potentials of an increasingly diverse and ageing workforce by raising awareness on demographic change, developing ageing strategies as well as state-of-the-art training concepts;
- Promote new service designs and up-grade skills and knowledge of the target group to meet the demands of SMEs as well as to contribute to sustainable change by establishing a joint strategy.

Timeframe


Budget and source of financing

79.34 % ERDF (European Regional Development Fund), 20.66 % co-financing through project partners. CENTRAL EUROPE Programme; total project budget for 13 partners from 8 countries and 3-year project implementation: 2 173 331,79 €.

Human resources

The project management team consists of 1 project coordinator, 1 communication manager and 1 financial manager.

Activities

- Joint ‘Forum on Ageing in Central Europe’ (incl. annual international ageing conferences held in Slovak Republic, Slovenia and Italy);
- Development of an CENTRAL EUROPE Ageing Strategy (Age-practice peer reviews in Austria, Poland, Slovenia, Slovak Republic; thematic workshops held in Berlin/DE, Linz/AT, Vienna/AT);
- AGE Partnership Actions (Establishment of regional ageing platforms in Upper Austria and Saxony-Anhalt, Germany; Development of regional training concepts in Slovakian regions and Liberec region, Czech Republic);
- AGE - SME Interventions (Development of cross generational HRD strategies in Styria, Austria and Moravian-Silesian region, Czech Republic; Work-life Balance in the Katowice region, Poland and Age & Diversity Management in the Podravje region, Slovenia and the Central Transdanubian region, Hungary)
Success factors
The Central European Ageing Strategy (a core output of the project) serves as common strategic guideline for the Central European countries and regions in order to manage and adequately respond to the challenges of demographic change. Based on the joint CE-Ageing Vision, the CE-Ageing Platform identified current challenges and potentials in respect to demographic change, developed trends and scenarios for CE, and established recommendations for policy change; all of which are presented in the “GREEN PAPER CE-AGEING STRATEGY”.

The Strategy covers a wide range of policy interventions aiming at sustainable economic growth and social cohesion. The recommendations link policies horizontally but also vertically, i.e. local and regional actions go hand in hand with policy changes at the national and international levels. A set of up to 200 practices are provided out of which CE regions shall choose those fitting to their particular requirements.

Results
Joint Central European Ageing Vision 2050 (published on July 17, 2012)
“GREEN PAPER CE-AGEING STRATEGY” (issued on February 15, 2013)
Public consultation on “GREEN PAPER CE-AGEING STRATEGY” (online at http://ageing-consultation.zsi.at; March 1 – August 31, 2013)
Implementation of 9 innovative pilots in the region: Regional Ageing Strategy Upper Austria/AT; Regional Ageing Strategy Saxony-Anhalt/GE; Regional Training Concept in the Slovak Republic/SK; Regional Training Concept in Liberec region/CZ; Cross-Generational Competence Management in Styria/AT; Cross-generational HRD Strategy in Moravia-Silesia/CZ; Work-life Balance in Katowice region/PL; Age&Diversity Management in Podravje region/SI (activities under the pilots to be concluded until June 2013)

Partners
13 partners from eight CE countries involved:
Austria: Chamber of Labour Upper Austria (AKOÖ), Linz
Austria: Centre of Social Innovation (ZSI), Vienna
Austria: BAB Management Consulting Ltd., Graz
Czech Republic: RPIC-VIP Ltd., Ostrava-Mariánské Hory
Czech Republic: Most ke vzdelání – Bridge to Education, Benecko
Germany: Ministry of Labour and Social Affairs Saxony-Anhalt, Magdeburg
Hungary: Central-Transdanubian Regional and Economic Development Nonprofit Company, Szekesfehervar
Italy: National Agency for Vocational Training (ISFOL), Rome
Poland: Central Mining Institute (GIG), Katowice
Slovak Republic: Regional Development Agency Senec-Pezinok, Bratislava
Slovak Republic: Central Office of Labour, Social Affairs and Family (UPSVAR), Bratislava
Slovenia: Economic Institute Maribor, Human Resource Development Centre, Maribor
Slovenia: Ministry of Labour, Family and Social Affairs, Ljubljana

Project Website
http://www.ce-ageing.eu

Contact Person
Project Coordinator:
Tanja Bogner, Chamber of Labour Upper Austria (AKOÖ): bogner.t@akooe.at

Communication Manager:
Jana Machačová, Centre for Social Innovation (ZSI): machacova@zsi.at
13. European Network

European Coop Campus (EUCoopC)

| Background and rationale | EUCoopC project addresses the learning needs within cooperative enterprises which represent a form of “responsible business” as recently acknowledged by the European Commission [COM(2011) 681], that may contribute to a more balanced and durable growth. Investing in managers’ continuous learning and training is crucial to support cooperative enterprises to face the current crisis and the new challenges of the globalized economy and socio-economic context, preserving the cooperatives’ unique democratic identity and ensuring coherence with the cooperative principles and values. |
| Aims and objectives | EUCoopC aims to develop an innovative application of ECVET (European Credit System for Vocational Education and Training) tools at international level both to increase and to recognise member cooperative competences as a way of empowering coop enterprise and encouraging cooperation throughout Europe. Learning and working needs of cooperative managers are matched to design an ad-hoc credit system that recognises and qualifies skills in answer to European market needs, simultaneously enhancing mobility and transfer of skills at a transnational level. |
| Timeframe | 01 November 2012 - 31 December 2014 (26 calendar months). |
| Budget and source of financing | 470 537 €- 75% funded by the EACEA - Leonardo da Vinci Programme and 25% funded by the Partners’ own funding. |
| Human resources | Partners staff. |
| Activities | 1. State of art analysis - overview of existing coop manager profiles; 2 Designing process – European coop manager job profile description in terms of a relevant set of knowledge, skills and competences, related learning outcomes & EQF levels; 3. ECVET tools development - accumulation, transfer, credit system and guidelines; 4. ECVET Pilot action - testing; 4. Dissemination & Exploitation of the results. |
| Success factors | An evaluation system that assures both the coherence between project objectives and products and the quality and usability of results. The adoption of fast prototyping methodology based on a continuing validation of hypothesis through micro-experiments of target groups. The multilevel involvement of coop members through: exchange of experiences among partners’ cooperative systems, learning and research centres on social economy; and bottom up consultation. |
| Results | A defined cooperative manager job profile; codified mobility learning units; ECVET guidelines and tools for coop training organizations; a permanent network as coop campus for mobility exchanges at national and European level. |
| Partners | Federation of Trentino Cooperatives - Lead Partner(IT), European Research Institute on Cooperative and Social Enterprises (IT) The Co-operative College (UK), Akademie Deutscher Genossenschaften (D), Asociación de Organizaciones de Productores de Frutas y Hortalizas (ES), University of the Aegean (EL), Fundatia pentru Dezvoltarea Societatii Civile (RO), ACTIF Europe (FR) |
| Project Website | www.coopcampus.eu |
| Contact Person | Dr. George Tsobanoglou PhD: g.tsobanoglou@soc.aegean.gr

Associate Professor, University of the Aegean, Dept. of Sociology, Mytilini, Greece

Elena Badeanschi: Progetti.europei@ftcoop.it

Federation of Trentino Cooperatives, Italy |
Background and rationale

The EU wide employment rate of people over 50 grew from nearly 37% to 47% within the last 10 years. Many policy measures to support older workers labour market participation seem to be effective. However, the proportion of people aged 60 and over is growing faster than any other age group. It is essential to keep on the agenda the integration of older people into sustainable employment, so that the positive trend can be continued.

Aims and objectives

The project examined already existing measures, programmes and projects in 5 different European cities (Graz, Berlin, Hamburg, Santander and Dublin) which target people above the age of 50 in metropolitan areas in order to identify local approaches that have proven successful in integrating older people into the labour market, and to discover the common factors that determine the best balanced relationship between a particular approach and the “network – structure” in which the practice is embedded. The aim is to identify the significance of the relationship between the network structure (between different public and private actors on different levels) and a particular project to bring older people into sustainable employment. Furthermore we plan to implement the transferable results into a mainstream strategy.

Timeframe


Budget and source of financing

Total Budget: 315 477 € (Union Grant: 249 217 € / Own contribution: 66 260 €).

Human resources

1 project leader + Assistance; 12 peer review experts; Minimum 30 involved stakeholders during the peer review city sessions.

Activities

5 existing measures in Dublin, Tampere, Berlin & Hamburg, Santander, London and Graz have been analysed. 3 of them tracking a specific approach, 2 of them are nonspecific measures, but needed as a control group. The Peer Review Method is used as an instrument for initiating a process of mutual learning among the stakeholders. Central to the method are critical friends who act as reviewer of the practices under scrutiny.

Success factors

The transnational dimension of the partnership: MetropolisNet operates in 7 countries, all with different labour market contexts and policy models, which would make the results pertinent to a large number of countries. The peer review method is seen as an essential success factor as the model is ideal for initiating a process of mutual learning among the stakeholders at different levels.

Results

The key finding is that the need of a network structure increases with the complexity of the service that an approach aims to offer. With respect to active labour market policy measures this means that the more individualistic an approach is, the more unlikely one single organisation is able to address these needs in a targeted and, at the same time, holistic way. This in turn requires establishing and maintaining appropriate local networks. More detailed information is available in our publications on the project website www.age-work-balance.metropolisnet.eu/reports/.

Partners

MetropolisNet EEIG with its members: Ballymun Jobcentre (Dublin, Ireland); Centre for Social Innovation – ZSI (Vienna, Austria); Ciofs-FP (Rome, Italy); City of Tampere (Tampere, Finland); Documenta – (Santander, Spain); Gsub-Projektgesellschaft mbH (Berlin, Germany); Haringey Council (London, United Kingdom); and Lawaetz Foundation (Hamburg, Germany).

Project Website

www.age-work-balance.metropolisnet.eu

Join us on Facebook: www.facebook.com/AgeWorkBalance

Contact Person

Project Lead - Jasmin Zouizi: jasmin.zouizi@metropolisnet.eu
Director - Dr. Reiner Aster: reiner.aster@metropolisnet.eu
Background and rationale

Public sector agencies are struggling to tackle our chronic social problems – disengaged youth, demographic change etc. The crisis presents an opportunity for change. Re-engineering the municipal role is key to this, involving a shift from a ‘command and control’ culture to that of enabler and innovation catalyst. But how can they make this transformation? URBACT (EU Cities Exchange and Learning Programme) has reviewed the conditions through which local authorities can stimulate social innovation in Europe’s cities.

Aims and objectives

The URBACT Workstreams tackled six of the key challenges facing Cities of Tomorrow. The aim was to identify what cities could do in the face of these. One of the work-streams examined the role of social innovation in tackling youth disengagement. The aim was to identify the conditions for success across European cities and to provide guidance in promoting social innovation.

Timeframe

The URBACT Workstream activity was conducted from March 2012 to March 2013. It will now be promoted to URBACT cities and beyond.

Budget and source of financing

The activity was funded through the URBACT Programme.

Human resources

Each workstream established an Expert Group consisting of thematic and city members. Our group consisted of 8 experts – a mix of “thinkers” and “doers”.

Activities

Each Expert Group reviewed existing evidence and held a number of ‘key witness’ hearings where cities presented evidence on their Social Innovation Activity. Initial findings were tested at the URBACT Conference in Copenhagen, December 2012 and the report appears in spring 2013. URBACT will follow up the workstream findings through a range of events and capacity-building measures. These will include our National Training Scheme for URBACT Local Support Group members and the URBACT Summer University in Vilnius in August 2013.

Success factors

Our success will be measured by the number of cities who adopt these measures, and the evidence that there has been systemic change in cities over time. This will mean more cities promoting our conditions for success, and using the workstream’s Cities Assessment Tool (CAT). The ultimate goal is to use public resources more effectively, through more cooperative processes.

Results

Cities’ Assessment Tool (CAT) for Social Innovation allows cities to assess themselves in the following domains:

1. Evidence Base;
2. Awareness Building;
3. Human Capital & Resources,
4. Processes,
5. Infrastructure & Finance.

Two types of results are expected from this work. The first relate to process, and it is aimed to encourage new approaches to services design, delivery and evaluation. These are based on the ‘Social Innovation Spiral’ model, initially developed by the Young Foundation. This provides a model for Social Innovation activity. It is also hoped to achieve measurable impact changes as a consequence of this – better services and value for money. The primary test case – Swindon – has already evidenced this.

Partners

URBACT has coordinated this work, which has also involved the OECD and Eurocities. A number of EU cities have presented evidence as part of the process: Copenhagen, Berlin, Barcelona, Riga, Swindon, Nantes, Rotterdam as well as the European Commission and the Young Foundation.

Project Website

www.urbact.eu

Contact Person

Eddy Adams Thematic Pole Manager, URBACT eddy@eaconsultants.com @eddyca.
SPEAKER BIOGRAPHY NOTES

Eddy ADAMS

Eddy Adams has worked extensively on youth employment issues. His experience has included developing the Scottish Government’s NEET strategy and advising Glasgow on its distinctive youth support model. His wider experience includes expert support to Rotterdam and partner cities in the My Generation network, promoting youth employability. Eddy is a Thematic Pole Manager for the Paris-based URBACT programme, which promotes city exchange and learning. He coordinated the URBACT workstream on social innovation and youth, which reports in spring 2013.

Reiner ASTER

Reiner ASTER has worked as the Managing Director of the gsub mbH - Social Business Consultancy Corporation since June 1991. gsub mbH is a fund management and consulting agency and acts as an intermediate body and service provider for several German Federal Ministries and the Land Berlin. Reiner Aster is an experienced consultant in the field of labour market policy. He was involved in several OECD studies and EU projects as expert and as facilitator. Reiner Aster has a diploma in education and a PhD in social sciences. He has written several articles in the field of labour market policies, lifelong learning and social science.

Sergio ARZENI

Sergio ARZENI is the Director of the OECD Centre for Entrepreneurship, Small and Medium-sized Enterprises (SMEs) and Local Development. The Centre oversees the work of the Local Economic and Employment Development programme (LEED), the Working Party on SMEs and Entrepreneurship, the Tourism Committee, and the OECD LEED Trento Centre for Local Development (Italy). Mr. Arzeni has worked at the OECD for over 20 years. Prior to joining the OECD, Mr. Arzeni served as an economist for the Italian Parliament, the Italian Trade Unions and the European Commission. As an economic journalist he has contributed to several Italian and international newspapers. He holds a First Class Honours Degree in Political Science from the University of Rome and specialised in Industrial Economics at the International University Institute of Luxembourg and in International Economic Relations at the Brookings Institution in Washington D.C., USA. He speaks French, Spanish, English, German and Italian.

Edward J. BLAKELY

Edward J. BLAKELY is currently the Professor of Urban Policy at the United States Studies Center at the University of Sydney where he coordinates the Centre’s programs on global urban issues with an honorary professor appointment. Until 2009 he headed the recovery of the City of New Orleans. In this role he coordinated all aspects of municipal government from planning and financing to construction of major infrastructure related to the recovery of the City from the worst modern urban disaster in the United States. Since he is not full time with the US Studies Centre he has formed Blakelyglobal as a strategic policy consulting group to provide advice and direct assistance in his areas of expertise.
Jonathan BARR

Jonathan BARR joined the OECD in February 2012. His work has been focused on the Local Job Creation project and the OECD Skills Strategy. Prior to the OECD, Jonathan worked for the Ontario government in Canada, where he led numerous policy projects related to employment, skills, and early childhood education, including the development of a provincial skills strategy. Last summer, he also completed a temporary assignment at the Canadian Mission to the EU in Brussels, Belgium supporting work on Canada-EU negotiations for a new free trade agreement. Jonathan has a Master of Public Administration from the University of Victoria in British Columbia, Canada.

Seamus BOLAND

Seamus BOLAND was appointed Chair of the Peatlands Council in 2012. In 2011 he was appointed the Chairperson of Pobal and is a member of the European Economic Social Council. In 2001 he was appointed Chief Executive Officer of Irish Rural Link. He was appointed a member of the Carnegie Rural Commission in 2004, which is charged with the examination rural issues in Great Britain and Ireland. Seamus serves on a number of National Development Plan and Rural Development Programme monitoring committees. As a member of the Community and Voluntary Pillar of National Social Partnership, he was involved in the negotiation of two National agreements, Sustaining Progress and Towards 2016. He is also a member of the first Press Council of Ireland, established in 2007 and Chairperson of the press council finance committee.

Tony BRAUDERS

Tony BRAUDERS is a Senior Executive Officer with Cork City Council. He qualified as a Certified Public Accountant in 1992 and has 35 years experience in Local Government in three different Local Authorities working in Finance, Internal Audit, Housing, Planning, Recreation and Sport, and Waste Management. As part of a reorganization last year, Tony is now assigned to Economic Development.

Jim BRESLIN

Jim BRESLIN is Secretary General with the Department of Children and Youth Affairs. Prior to this appointment he served as Assistant Secretary at the Department of Health and Children from 2008 with responsibility for Finance, Performance Evaluation, Resource Allocation, Research, Information and International Affairs. Other previous positions include National Director at Health Service Executive, Director of Planning and Commissioning at Eastern Regional Health Authority and Assistant Principal at the Department of Health and Children. He holds Master’s degrees in Public Administration from Trinity College Dublin and Harvard University.
Betty-Ann BRYCE

Betty-Ann BRYCE is a Policy Analyst with the Rural and Regional Development Unit within the Regional Development Policy Division of the Public Governance and Territorial Development Directorate, OECD. Since joining the OECD in 2007, she has contributed to the OECD Rural Policy Reviews of the Netherlands (2008), Finland (2008) and Scotland, UK (2008). She coordinated and co-authored the Rural Policy Review of Italy (2009), Strategies to improve Rural Service Delivery (2010), and the Rural Review of England, UK (2011). She is currently working on a multi-level governance study of 6 Provinces in Italy and a study on rural-urban partnerships. Besides publications, she coordinates the OECD rural related events including the OECD annual rural development conference series. A lawyer licensed to practice in the United States (New York, State and Federal Courts), Ms. Bryce worked in litigation management in the United States before joining the OECD. In addition to a Juris Doctorate, she holds a Masters in Economic and Territorial Development from the L’Institut d’Études Politique (IEP) de Paris (Sciences-Po), and a Masters in Economic and Political Development from Columbia University, School of International Public Affairs (SIP).

Richard BRUTON TD

Richard BRUTON TD was appointed Minister of Jobs, Enterprise and Innovation in March 2011. He is an experienced Deputy representing Dublin North Central and is a Research Economist by profession. He was first elected to the Dáil in 1982. He was Minister for Enterprise and Employment 1994-97 and chaired the European Industrial Council during Ireland’s presidency in 1996. He was Minister of State at the Department of Industry and Commerce 1986-87. He has had wide experience in the Fine Gael Front Bench, holding eight different portfolios including Finance, Education and Science, Employment, Economic Planning and Public Sector Reform. He also held the post of Director of Policy.

Colm BYRNE

Colm BYRNE has been at the coalface of renewable energy and sustainability for over 10 years. In 2002 Colm established Glas as a business and in the last 11 years has been directly involved in the installation of over 1000 renewable energy systems. In 2010 Colm established Glas Learning as a training division of Glas and is directly involved in delivering workshops around energy. Colm is an active member of Future Proof Kilkenny (a local transition town initiative). Colm is also on the management team of Susliving, an organisation focused on bringing the message of sustainability to young adults through hands on experiential workshops. A keen advocate of local economic models and localised energy production Colm is also involved in a project with a Callan group exploring a community energy model.

Mike CAMPBELL

Mike CAMPBELL is an international, national and local skills and labour market expert with extensive experience in research, policy analysis and strategy. His current and most recent work includes: a guide to European Employment Policy for The European Commission; a review of member and partner countries’ skills strategies for the OECD; in preparation for the launch of their skills strategy in May 2012; designing and running a course in skills policy for the ILO Skills Academy in Turin; thematic expert on the European ‘Urbact’ Jobs and Skills capitalisation programme, producing a report on how cities can create more and better jobs; working with colleagues at the Institute for Employment Studies (IES) on a range of skills issues; Visiting Fellow at the UK Commission for Employment and Skills; membership of the Leeds City Region Employment and Skills Board; membership of the European Commission’s ESCO Board; and a range of speaking engagements in the UK and internationally. Until May 2011, Mike was Director of Research and Policy at the UK Commission for Employment and Skills (UKCES) and was previously Director of Development and Director of Research and Strategy at the Sector Skills Development Agency (SSDA) from 2002-2008.
Emma CLARENCE

Emma CLARENCE is a Policy Analyst with the OECD LEED Programme based in the OECD LEED Centre for Local Development in Trento, Italy. She joined the OECD in 2007 and works in the area of social innovation, including social inclusion and the role of the social economy. Dr Clarence has co-edited the OECD publications Community Capacity Building: Creating a Better Future Together (2009) and Social Economy: Building Inclusive Economies (2007) and the forthcoming publication (2012) Improving Social Inclusion at the Local Level through the Social Economy. Prior to joining the OECD, Dr Clarence worked at a number of universities in the United Kingdom, including at the University of Aberdeen (Scotland) as a lecturer in politics, undertaking research into a range of policy areas, including: central/local government relations and partnership working at the local level in the United Kingdom, and policy responses to migration to the United Kingdom and to Australia.

Marcus J. COLLIER

Marcus J. COLLIER is a sustainability scientist and Research Fellow and is the scientific co-ordinator of the UCD led EU FP7 project TURAS - Transitioning to Urban Resilience and Sustainability (www.turas-cities.eu). TURAS is a €6.8m project with 28 partners across Europe and 2 in Taiwan, which Marcus co-devised and was awarded in 2011. TURAS will develop novel strategies that will enable urban planners and policy makers to tackle urgent issues such as adaptation in urban areas to the challenges of the future using novel design, collaboration and integrated and resilient policy prescriptions. In June 2012 the TURAS project was awarded one of five special awards in the Champions of European Research for ranking first in the Sustainable and Resilient Green Cities section of the FP7 call topic (for scoring 15/15). This award was presented by the Irish President, Michael D. Higgins. Marcus’ research interests focus on the complex and fascinating interface between social and ecological systems, and his PhD research concentrated on damaged landscapes, resilience planning and collaborative processes. This study was part of an interdisciplinary collaboration between several Universities (BOGLAND Project). After several months of postdoctoral research on the same project, Marcus was awarded a Teaching Fellowship at the School of Geography, Planning and Environmental Policy where he devised and delivered several new modules for this School. Marcus continued his post doctoral research in Teagasc, examining the potential impacts of genetically modified crops on biodiversity and the landscape. He then continued his post doctoral research with University College Cork / Environmental Research Institute. At the Coastal and Marine Research Centre Marcus worked as a sustainability scientist and as a member and work package leader on several international research teams. His research examined the feasibility of applying principles of sustainability science in an Ecosystems Approach (EA) to marine management. This had specific regard to sectors such as fisheries and ocean energy, and to themes such as climate adaptation, Integrated Coastal Zone Management and Maritime Spatial Planning.

Thomas COONEY

Thomas COONEY is Professor of Entrepreneurship at Dublin Institute of Technology and has been the first Irish person to be appointed President of the European Council for Small Business (ECSB) (2009-2011). ECSB being a non-profit organization whose main objective is to advance the understanding of entrepreneurship and to improve the competitiveness of SMEs in Europe. He is also Adjunct Professor at the Turku School of Economics (Finland), a member of two European Commission Expert Groups, a Council Member of the Irish Research Council for Science, Engineering and Technology (IRCSET), and was the founding Chairman of Ireland’s Network of Teachers and Researchers of Entrepreneurship (INTRE). He is a former Visiting Research Scholar at Babson College (USA) and University of Durham (UK). He has researched, presented, and published widely on the topic of entrepreneurship, including the books ‘New Venture Creation in Ireland’ (with Shane Hill), ‘Irish Cases in Entrepreneurship’ and ‘European Cases in Entrepreneurship’ (with Rickie Moore). More recently Dr Cooney has helped develop a set of proposals for the adoption of a coherent entrepreneurship education strategy that would see entrepreneurship being taught in primary, secondary and third-level schools.
Joe CROCKETT

Joe CROCKETT is County and City Manager Kilkenny. Formerly he was County Manager Carlow and Assistant County Manager Meath. He also worked in the Department of the Environment from 1976 to 1997 in Local Government Policy, Planning and Development Policy, Water Services, Housing and in An Bord Pleanala.

Niamh DESMOND

Niamh DESMOND holds a first class honours Master of Business in Entrepreneurship Management from the University of Limerick and a Bachelor of Communication Studies from Dublin City University. Niamh has worked as a Programme Support Manager at Skillnets Ltd. since 2008, an enterprise-led support body dedicated to up-skilling those in employment and those seeking employment. Niamh is responsible for monitoring the performance of training and learning networks across a variety of regions and sectors including those working in veterinary practices, manufacturing, services, radio broadcasting, the space industry, telecommunications and also union members (affiliates of ICTU) working in the private sector. Niamh previously worked in business consultancy, HR and primarily in training, both in the academic arena and in private industry. Her book “Networking in Ireland’s Ethnic Enterprises: Entrepreneurship and Opportunity” was published in September.

Richard DEANE

Richard DEANE has worked in Pobal for the past 9 years across a number of functions and programmes. He currently works as the Information, Appraisal and Monitoring Co-ordinator for the Local Community Development Programme in Pobal. During his time in LCDP, he has lead a team which has put in place an integrated planning and monitoring system for the programme (IRIS). Prior to joining Pobal, Richard worked for three years as a community development worker in an area based partnership in the south west of Ireland. Richard holds a Bachelor of Arts in German and Geography, an MSC in Rural Development and Higher Diploma in Youth and Community Work from University College Cork.

Sergio DESTEFANIS

Sergio DESTEFANIS took his Ph. D. at Cambridge, UK, in 1992, and is Professor of Economics at the University of Salerno since 2004. He was awarded the Tarantelli prize for the best paper given at the 1995 meeting of the Italian Association of Labour Economics. In 1999 he was visiting professor at the University of Santiago de Compostela, Spain and directed (with Marco Musella from Università di Napoli “Federico II”) the research project on “Volunteering and Unemployment” on behalf of the Fondazione Italiana per il Volontariato. In the same year, he won the Banco di Napoli prize for the best innovative research on the Mezzogiorno economy. In 2001 he was consultant to the Commissione per la Garanzia dell’Informazione Statistica within a research project on “Engagements related to EU guidelines concerning labour market statistics”. In 2004 he was research visitor at the IDEGA, Santiago de Compostela, Spain. In 2010 he was elected President of the Italian Association of Labour Economics. His research interests include wage and price determination, growth and development in dualistic economies and the quantitative analysis of productive processes.
Randall EBERTS

Randall EBERTS is President of the W.E. Upjohn Institute for Employment Research, an independent nonprofit research organisation that conducts and supports research on policy-relevant employment and regional economic issues. Before joining the Institute in September 1993, Dr. Eberts was assistant vice president and economist at the Federal Reserve Bank of Cleveland. During 1991-92, Dr. Eberts served as senior staff economist on the President’s Council of Economic Advisers. He was also associate professor of Economics at the University of Oregon and visiting assistant professor at Texas A&M University. Dr. Eberts’ current research examines the role of local partnerships in workforce and economic development and he has worked with the OECD LEED on several projects related to this topic. He has prepared reports for the European Commission on the U.S. experience with early identification of worker needs and the potential of service jobs to stimulate economic growth in Europe. He works closely with the federal and state governments to develop management tools using statistical analysis to help improve the performance of workforce programmes and has published extensively in academic journals, and authored and edited several books.

Richard ELELMAN

Richard ELELMAN joined the Fundació CTM Centre Tecnològic as Head of Public Administrations in 2011. After completing his political studies in England, he has lived and worked in the Middle East, India, Spain and Portugal as a teacher, journalist and political analyst. In 2007 he was elected as the first non-Catalan City Councillor in Figueres. He was Deputy Mayor for four years during which time he was awarded the CILMA Award for the Best Environmental Policy of 2009 and in 2011 the John Shields Award for his work in local sustainable development, including public transport and renewable energies. He is the founder of several political institutions including most recently, NETWERC H2O.

Nikki EVANS

Nikki EVANS is the Founder and Managing Director of PerfectCard www.perfectcard.ie. Launched in 2006, PerfectCard provides pre-paid payment solutions to its clients ranging from shopping centre gift cards to corporate incentive schemes. PerfectCard is currently expanding into export markets with a growing base of corporate customers in the UK and aims to launch a number of new products in the next 12 months. With a turnover of €19 million, PerfectCard employs 35 people and is based in Co. Wicklow. Nikki holds an MBA from London Business School.

Stephen FARRY

Stephen FARRY, MLA is the Minister for Employment and Learning in the Northern Ireland Executive and is a member of the Northern Ireland Assembly. He has represented North Down from 2007 to date and is a member of the Alliance Party of Northern Ireland. Dr Farry was previously the Alliance Party’s Finance Spokesperson and sat on the Assembly’s Finance Committee. Dr Farry holds a first class honours degree from Queen’s University Belfast in Politics, and also gained a PhD in International Relations in 2000. He was elected to the North Down Borough Council in 1993 and became a Talks Negotiator in 1997. He was elected as Mayor of North Down in 2007-2008 and is a former General Secretary of the Alliance Party. Dr Farry was a Consultant Trainer for the National Democratic Institute for International Affairs in Croatia and Bosnia. He completed five missions between 1997-2000. He was appointed an International Peace Scholar by the US Institute of Peace in 2005.
Paula FITZSIMONS

Paula FITZSIMONS is the founder and managing director of Fitzsimons Consulting, which specialises in areas related to entrepreneurship and growth. A recognised expert on entrepreneurship, Paula Fitzsimons has been the national coordinator for GEM for Ireland since 2000. The annual GEM report is recognised as giving a unique insight into early stage entrepreneurial activity in Ireland. Paula is a former President of the consortium of GEM national teams, and a former Director of GERA, the governing body for the Global Entrepreneurship Research Association. Having been an expert facilitator to the Small Business Forum on entrepreneurship and growth, Paula subsequently advised Forfás and the Department of Enterprise, Trade and Employment on the development of a national entrepreneurship policy and was involved in the writing of Towards the Development of an Entrepreneurship Policy. Both reports emphasised the importance of optimising the number of start-up businesses and, in particular, on maximising the number of start-ups aspiring to and achieving high growth. In this regard, the latent potential of women entrepreneurs was recognised.

Frida FOGELMARK

Frida FOGELMARK is today Headteacher of the Upper Secondary School Beda Hallberg gymnasium in the Municipality of Kungsbacka, Sweden. She has a background as senior high school teacher in Civics and German. As education development officer she led a successful school development project during the years 2010-2012 focused on entrepreneurial learning and personal development. One of the priority aims of the newly started Beda Hallberg gymnasium is to motivate drop-outs back to school and meaningful activities. Social problems and exclusions are being prevented.

Carmel FOX

Carmel FOX, Chief Executive, Ballyhoura Development, has significant experience of managing the implementation of European and national funding programmes, including LEADER, Article 6 and Article 10 of the European Social Fund, the EQUAL Community Initiative, the EU Local Social Capital programme, the Local and Community Development Programme and the Rural Social Scheme and in the delivery of projects and initiatives. Ballyhoura Development, in its 22 years, has developed strong partnerships which are critical in ensuring an integrated approach to supporting communities to develop action plans and identify a range of projects which deliver economic diversification and enhanced quality of life. In being a citizen and area focussed agency of delivery, Ballyhoura Development has engaged in various economic diversification strategies and actions which have been based on the key assets of the area - human, productive, natural and social, in order to contribute to economically sustainable rural communities.

Baron FRANKAL

Baron FRANKAL, Director of Strategy at New Economy, heads up Greater Manchester’s research and analysis team that is acknowledged authority on the economy and brings together the research done on areas including housing, planning, the environment, transport and crime. He led on producing the Manchester Independent Economic Review, the Greater Manchester Strategy, the Greater Manchester Growth Plan and a variety of other key strategic documents within and beyond Greater Manchester. Baron is also a non executive director of an NHS community trust and before that with a hospital trust. Baron is a fully-qualified solicitor, who previously worked at a City of London law firm and at the European Central Bank in Frankfurt, first in legal services and then as a senior economist, where he worked on issues such as migration, enlargement, trade and, in particular, the European treaties. Baron is an expert commentator on Greater Manchester and the broader economy, and retains an interest in all things European.
Lutz FRANKE

Lutz FRANKE (born 1953) graduated at Rostock University in Latin-American Studies and worked until 2000 at Humboldt-University Berlin (Ph.D. at Institute of Romance Studies). In 2000, he joined Public Administration at the Borough of Dahme-Spreewald in Brandenburg as Airport Liaison Officer starting the management of a Berlin-Brandenburg project within the EU-Initiative EQUAL and an additional S0+-Network of the Federal Ministry of Labour. In 2005 he became Managing Director of the Technology and Incubation Centre in Wildau until his direct election as Mayor of Königs Wusterhausen for 8 years in the end of 2009. Actually, he is speaker of the Growth Core Schönefelder Kreuz and key actor of an LEED-project on local transition to a low-carbon economy.

Sylvain GIGUÈRE

Sylvain GIGUÈRE is Head of the Local Economic and Employment Development (LEED) Division since 2008. Based at the OECD Headquarters in Paris, he leads a team of 25 economists, researchers, statisticians and administrative assistants, which includes the OECD LEED Centre for Local Development in Trento, Italy, and shapes the development of the LEED programme of work. A Canadian national, Sylvain joined the OECD in 1995, first to work in the Directorate for Employment, Labour and Social Affairs (DELSA). In 2002 he was appointed Deputy Head of the LEED Programme, where he developed a policy research agenda to help governments get better results by revamping their governance structures and increasing their ability to co-ordinate and target policy.

Michael GOULD

Michael Gould is Assistant Director of Skills & Industry Division in the Department for Employment and Learning and has responsibility for Skills Policy, Skills Delivery, Sectoral Development and Management and Leadership training in Northern Ireland. Michael has occupied a number of positions in the public and private sector in Northern Ireland and abroad. Prior to his appointment at the Department for Employment and Learning Michael spent fours years in Washington DC on a Diplomatic posting as Deputy Director and Acting Director of the Northern Ireland Bureau. He played a key role in the development of the Northern Ireland Bureau’s future business strategy and led the outreach programme for Northern Ireland with the Federal Government and the State Legislatures in the US.

Michael GRAHAM MRICS

Michael GRAHAM MRICS is Director of Corporate Real Estate at Titanic Quarter Ltd. He took up his current role with Titanic Quarter in October 2006 after leaving the Northern Ireland Science Park Foundation (NISP) where he was Director of Corporate Real Estate & Facilities for just over five years. Prior to joining NISP he was a Principal Valuation Surveyor within the Northern Ireland Government’s Department of Finance and Personnel where he worked on a wide range of major real estate, regeneration and economic development projects across Northern Ireland. Michael Graham is a Chartered Surveyor by profession and a member of the Royal Institution of Chartered Surveyors (RICS). He is a former member of the boards of the United Kingdom Science Park Association (UKSPA) and the European Connected Health Campus respectively. Currently he is a board member of Connswater Homes Ltd, a ‘not for profit’ organisation, that develops and procures affordable housing for renting. He is also a member of the Advisory Board of Digital Northern Ireland 2020 (DNI2020) and serves as a member of the East Belfast Partnership Board’s Tourism Committee.
Matt GOTT

Matt GOTT is the Board Director for Localities at Swindon Borough Council, leading the Council’s localism agenda. He has been the architect for the Council’s transformation and organisational redesign programmes and is passionate about innovative, citizen-led service models. Before joining Swindon, Matt was Regional Director of Audit and Inspection at the Audit Commission. He has also held roles in central government; in policy, finance and Ministers’ private office.

Trutz HAASE

Trutz HAASE has been an independent Social & Economic Consultant since 1995. Previously, he worked for the Northern Ireland Economic Research Centre (Belfast), the Combat Poverty Agency (Dublin) and the Educational Research Centre at St. Patrick’s College (Dublin). Throughout his work as a consultant, Mr. Haase has been responsible for the design and implementation of monitoring and evaluation frameworks for government programmes aimed at alleviating poverty, as well as developing resource allocation models to target social expenditure on the basis of objective need criteria. In this capacity, he has worked for a number of Irish Government Departments, Local Authorities and non-governmental agencies. He is best known for his work on the development of an Irish Index of Relative Affluence and Deprivation which features in the National Spatial Strategy and the current Regional and Local Development Plans. Work outside the Republic of Ireland includes studies for the Northern Ireland Statistics & Research Agency (NISRA), Special EU Programmes Body (SEUPB), International Fund for Ireland (IFI), OECD and European Monitoring Centre for Drugs and Drug Addiction (EMCDDS).

Bertil HAACK

Bertil HAACK is the Dean of the Faculty of Business, Administration and Law of the Technical University of Applied Sciences Wildau (since 2007). He started working in Wildau as an Assistant Lecturer (2003-2004), became Visiting Professor in 2004 and Professor in 2006. His research focuses on project management, quality management (where he got his doctoral degree in 1995) and sustainability. One of his main interests is related to sustainable project management.

Brian HARVEY

Brian HARVEY is an independent social researcher working in the fields of poverty, social exclusion, equality, community development, human rights, the world of non-governmental organizations and European integration. He lives in Dublin and works for voluntary and community organizations, government agencies, intergovernmental bodies and trusts and foundations in both parts of Ireland, Britain and continental Europe.
Jan HENDELIOWITZ

Jan HENDELIOWITZ is a Senior Adviser in the Danish Ministry of Employment, The National Labour Market Authority, responsible for International Relations to the EU and the OECD on Employment Policy matters. He is also Chair of the OECD LEED Directing Committee. From 2006 to 2011 Executive Director of one of the four National Employment Regions under the Danish Ministry of Employment, the region covering Zealand and greater Copenhagen. From 1988 to 2005, Jan Hendeliowitz held the position of Regional Director of the Public Employment Service in the Storstrom Region, Denmark. Prior to this, he served as Head of Section for Pro-active Labour Market Measures in the the Danish Ministry of Labour (1985-1987). Originally an economist specialised in Macroeconomics and Public Administration from the University of Copenhagen, Denmark, he worked for four years in the Division for Labour Market Policies in the Danish Ministry of Labour. During this period, he was closely involved in

Phil HOGAN TD

Phil HOGAN is the Minister for Environment, Community and Local Government, Ireland. He was first elected to the Dáil in 1989 and has been successfully elected in all subsequent elections. He is one of Fine Gael’s most well-known politicians and was the Party’s Spokesman for Environment, Heritage & Local Government in the 30th Dáil.He was also Fine Gael’s National Director of Elections in the 2011 Election.Phil served as Minister for State in Department of Finance in the last Fine Gael Government at a time where job growth was at an all time high.In Fine Gael, he has held a vast array of positions including Parliamentary Party Chairman, Director of Organisation, Enterprise Spokesman as well as Consumer Affairs, Regional Affairs and Food Industry positions. Phil served as a Senator from 1987 – 1989.He is a graduate of University College Cork (BA, HDipEd).

Ron IMMINK

Ron IMMINK is a father of two, business book geek, entreprenerd, author, CEO of Bookbuzz and co-founder of www.smallbusinesscan.com. Both these companies combine social media, narrative, story telling, dialogue learning, collective wisdom, peer-to-peer and social learning with achieving business success. Ron has experience in entrepreneurship and SME development, training, consultancy, publishing, education, innovation and tech transfer. He managed Invent-DCU and was the business development director of Oak Tree Press. He has started several companies, grown a few, and sold one company. He is a business development expert for the European Bank for Reconstruction and Development, a fellow of the Institute of Commercial Management, on the panel of experts in entrepreneurship for the OECD and entrepreneur in residence of the Innovation Academy in University College Dublin. He is a regular contributor on Newstalk radio and his articles are regularly featured in national newspapers and magazines. He blogs a lot too.

Gerard LANDE

Gerard LANDE joined the Research & Innovation business unit of Enterprise Ireland in 2006 as a senior commercialisation executive, responsible for the commercialisation and exploitation of research in the ICT sector. He participates in several national forums setting policy & strategy in state funded research and the commercialisation of research. He has specific interests in the areas cloud computing, mobile communications and Innovation in Service & Business Process. Prior to joining Enterprise Ireland Gerard held roles with GEC Marconi, AT&T, Lucent & OKI semiconductor, where he held Senior Programme Management, Business Development, Marketing & R&D roles in Europe and the US. Gerard holds a B.Eng (hons) Communications Engineering, MBA from Lancaster, PGdip Commercial Law, and a PGdip Strategy & Innovation.
Denis LEAMY

Denis LEAMY, a graduate of the National University of Ireland, Maynooth began his career in 1989 as a Youth Worker in Tallaght, West Dublin. He has a wide portfolio of experience managing Youth and Family support projects and European projects in Dublin and Kilkenny. He joined Pobal in 2001 and worked as a Liaison Officer with the RAPID programme. In 2005, he became Programme Manager for the Rural Social Scheme, Enhancing Disability Services programme, Community Based CCTV and The Inter-Agency Fund for the Traveller Community. He took up his position as CEO of Pobal in May 2008. Pobal was established in 1992 by the Irish Government in agreement with the European Commission to manage an EU grant for local development. Today it manages 16 programmes on behalf of the Irish Government and the EU. The main object of Pobal is the delivery and management of programmes which promote social inclusion, reconciliation and equality through integrated social and economic development within communities.

Yves LETERME

Yves LETERME Yves Leterme was appointed Deputy Secretary-General of the OECD on 8 December 2011. He is in charge of Social Affairs, Education, Governance and Entrepreneurship. Before joining the OECD, Yves Leterme held a variety of political posts in Belgium at all levels and in all areas of government. After starting his career as an alderman in his home town of Ypres, he became a Deputy in the Chamber of Representatives, Group Chairman, National Secretary and Chairman of the CD&V party, Minister-President of the Flemish Government, Federal Senator, Deputy Prime Minister, Minister of the Budget and Mobility, Minister of Foreign Affairs and Prime Minister. Yves Leterme is currently Minister of State and a municipal councilor in Ypres. At a professional level, Yves Leterme has worked, inter alia, as a deputy auditor at the Belgian Court of Audit and an administrator at the European Parliament. Yves Leterme, who was born on 6 October 1960, has a degree in Law and Political Science from the University of Ghent.

Anna LILJESTRÖM

Anna LILJESTRÖM is employed at the Educational Centre of the Gothenburg Region Association of Local Authorities (GR), a co-operative organisation gathering thirteen municipalities in western Sweden since 2012. Her work is focused on dropout prevention, and she is currently project manager for sections of the “Innovation Hub” within the Plug In project. The innovation hub is a platform which aims at bringing together statistics, relevant research and literature, and methods developed within the project, in connection with dropout prevention. Anna’s background is in teaching and research. She has a Ph.D. from the University of Georgia, GA, USA in the field of Educational Psychology, with a focus on education in connection with class, race and gender, and qualitative research methods.

Marco MARCHESE

Marco MARCHESE has been economist at the OECD LEED Programme since 2007, where he specializes in issues and policies around entrepreneurship and SME development (e.g. access to finance, innovation promotion, business regulatory simplification, etc.). His most recent work involves the co-authorship of an OECD publication that investigates the challenges and the policies in place to support entrepreneurship and SME development in Mexico and the production of a report that benchmarks a selection of public programmes aimed at high-growth firms. Prior to joining the OECD, he worked at the UN (ILO and UNIDO) and at Italy’s Prime Minister’s Office.
Cristina Martínez Fernández

Cristina Martínez Fernández is a Senior Policy Analyst specialised on Employment and Skills, Green Growth, Demographic Change, and Southeast Asia at the Organisation for Economic Co-operation and Development (OECD), Local Economic and Employment Development (LEED) programme. She works on issues related to the challenges of skills and training systems for SMEs, entrepreneurial and innovation activities; industrial policy, climate change and the transformation of labour markets into the low-carbon economy; the challenges of demographic changes and an ageing society for skills and employment development. Cristina also manages the OECD/LEED Initiative on Employment and Skills Strategies in Southeast Asia (ESSSA). Before joining the OECD she was a Professor at the Urban Research Centre, University of Western Sydney in Australia where she led the Urban and Regional Dynamics programme which analyses industry change, urban performance and socio-economic development within the frameworks of innovation, globalisation and the knowledge economy. Cristina has university degrees on industrial psychology from the University of Salamanca, University Pontificia and UNED (Spain); she holds a Doctorate from Salamanca University and a PhD on Planning and Urban Development from the University of New South Wales (Sydney, Australia). She has published more than 100 works in international scientific journals, books and OECD policy reports. Cristina has Spanish and Australian nationalities.

Gerard McCleave

Gerard McCleave is Director of Strategy and Regeneration in Ilex urc, established to promote the physical, economic and social regeneration of Derry-Londonderry. Gerard is responsible for the delivery of Ilex’s corporate objective to create and promote a co-ordinated regeneration of the Derry City Council area and facilitate its implementation in co-operation with DSD, OFMDFM, other relevant government departments, Derry City Council, private sector and other interested parties. Specifically his role involves the creation and promotion of the co-ordinated regeneration of the area and to facilitate its implementation in co-operation with key stakeholders. Prior to joining Ilex, Gerard was Director of Public Sector Consultancy at BDO Stoy Hayward. He has previously held senior posts in local economic development, his earlier career being in central government.

Philip McDonagh

Philip McDonagh is an Economist with over 30 years of experience of researching and analysing the Northern Ireland economy. For much of this time he was Chief Economist at PricewaterhouseCoopers in Northern Ireland where he led teams carrying out economic research, including evaluations and studies of a range of major public sector capital projects and programmes. He has worked extensively in Europe on the evaluation of programmes funded by the European Commission and has led evaluations of the European Peace & Reconciliation Programme in Ireland and of the ESF Programme for Northern Ireland. He retired from PwC in 2009 and now works as an independent economist. He is currently working as the national expert on the OECD LEED Local Job Creation project in Northern Ireland.

Elinor Mountain

Elinor Mountain, originally from Sheffield (U.K ), has lived in Kilkenny since 1990 and been an active member of Future Proof Kilkenny since it was founded ,focusing on the areas of Social Inclusion,Health and Well being, Arts and Social Enterprise.She has been involved with Irish Transition towns Co-ordinator Davy Philips with Annual Convergence Festival events on Sustainable Business etc. and has linked with similar international networks such as Ashoka Change-makers and the Findhorn Foundation. Elinor has lectured at Bristol University and Waterford Institute of Technology and holds degrees in Social Policy and Sociology and in Social Work. She is an accredited Psychotherapist and experienced Community Worker employed for the past ten years with Health Service Executive ( South ) in various settings in the fields of Mental Health, and Youth and Family Counselling .Inspired by the REconomy UK Transition towns network and European Social Economy Initiatives she is part of a group developing a Social Eco and Arts Enterprise Hub in Kilkenny. A passionate networker Elinor is currently active with Lifeline Suicide Prevention Network, Kilkenny Integration Forum, Spectrum( Dyspraxia,Dyslexia ,ADHD ,Asperger), S.E branch of Irish Association of Counsellors and Psychotherapists and Family Resource Centres .
Debra MOUNTFORD

Debra MOUNTFORD joined the OECD in 1997 and is a Senior Policy Analyst and Manager of the OECD LEED Forum of Development Agencies and Investment Strategies at the Local Economic and Employment Development Programme. She is responsible for OECD work on ‘Delivering Local Development’ which includes international reviews of development agencies, local economic and investment strategies, financial tools and instruments, post conflict economic development and local development catalysts. Debra has been involved in over 30 OECD reports, studies and publications, most recently Organising Local Economic Development (2010), Recession, Recovery and Reinvestment (2009), Local Development Benefits from Staging Global Events (2008) and Investment Strategies and Financial Tools for Local Development (2007), New Growth and Investment Strategies(2013). She has held a number of international advisory roles including: Expert Advisory Group member to the 2005 EU Presidency Skills for Sustainable Communities; 2006 EU Presidency Local Development Finance and JESSICA; 2009 – present Urban Land Institute Urban Investment Network and 2010 EU URBACT Local Responses to the Crisis. She is currently an Editorial Board Member for the Local Economy Journal. Debra is a qualified Town Planner and Urban Designer.

Mary MOYLAN

Mary MOYLAN Assistant Secretary, Community Division , Department of Environment, Community and Local Government. Recently assigned to the Community Division. Previously was Assistant Secretary in the Finance and Central Services and Planning and Heritage Divisions of the Department.

Jerry MURPHY

Jerry MURPHY works with Pobal as Executive Director for Programmes. Pobal is an agency funded by the Irish Government to manage social inclusion, equality, local development and reconciliation programmes. Jerry is responsible for Pobal’s work on programme design, for establishing and implementing systems to monitor programmes effectiveness and impact and for developing new company business functions.

Seamus NEELY

Seamus NEELY is the County Manager of Donegal County Council. Seamus started his public service career with Donegal County Council before moving to various roles in Cavan and Monaghan Urban District Councils followed by ten years at Cavan County Council. He returned to Donegal County Council in late 2008 as a Director of Service with responsibility for the Water, Environment and Emergency Services. He took up the post of Donegal County Manager in July 2010. Seamus has a keen interest in the development role of Local Government and, in particular, the value of local and regional collaboration to ensure the best use of natural resources, unique selling points, and the promotion of micro enterprise. He is currently a member of the Donegal County Development Board and is Chairman of the Donegal County Enterprise Board.
Zorica NEDOVIĆ-BUDIĆ

Zorica NEDOVIĆ-BUDIĆ is Professor Chair of spatial planning and geographic information systems (GIS) and Head of School of Geography, Planning and Environmental Policy at University College Dublin. She received her PhD degree from the University of North Carolina at Chapel Hill in 1993, and spent 15 years as faculty at the University of Illinois. Dr. Nedović-Budić’s research is about planning, cities and technology. Her main areas of interest are in implementation of GIS in local government settings, GIS applications in urban planning, development of spatial data infrastructures (SDI) and contributions of volunteered geographic information (VGI). She is particularly interested in evaluating the impact of GIS, SDI and VGI on local planning process and decisions. The focus of her planning studies is in comparative urban development and planning practice in post-communist and transitional societies, context-sensitive planning systems, international diffusion of planning ideas and methods and land use regulation and management of information and communication technologies (ICT).

Vanessa PARLETTA

Vanessa PARLETTA is the General Manager of ORS Employment Solutions in Australia. ORS has approximately 50 offices across 5 states and runs employment programs under Job Services Australia, Disability Employment Services and Indigenous Employment Program. ORS is one of the highest performing companies in Australia in assisting the most disadvantaged clients achieve employment outcomes. Vanessa has a Honours Degree in Psychology, a Masters Degree in Social Science (Criminology), a Masters in Business Administration (HR) and is currently completing her Doctorate in comparing the effectiveness of the Individual Placement and Support Model of employment services for clients with severe mental illness who have different participation requirements (compulsory versus voluntary).

Davie PHILIP

Davie PHILIP, for the last 15 years, with Cultivate Living and Learning, has organised events and education programmes across Ireland promoting sustainability. He conceived and directed the ‘Powerdown Show’ a 10 part TV series on how communities can reduce their carbon footprint and strengthen their resilience, and recently directed a short film on resilient communities, ‘Surfing the Waves of Change’. Davie is a catalyst for Transition Network and was a founding member of Sustainable Projects Ireland the company behind the ecovillage project in Cloughjordan, Co. Tipperary where he now lives. He was a former board member of the Sustainable Energy Authority of Ireland and is currently a Director of Grow It Yourself Ireland.

Lucy PYNE

Lucy PYNE joined the OECD LEED in 2009. She worked in the LEED Trento Centre for Local Development, Italy, before transferring to the Paris office in 2012. Her focus has been on employment, skills, governance and local economic development. Her recent work includes the international Local Job Creation project, youth employment strategies, local skills strategies and strengthening local development. Lucy has prepared a number of LEED working papers and publications, including “Queensland Skills Formation Strategies”, “Apprenticeships in London with Lessons from Germany”, Breaking out of Policy Silos, and “Ensuring Labour Market Success for Ethnic Minority and Immigrant Youth”. She completed a Masters in Regional and Urban Planning, a BA in European Studies, and before joining the OECD spent a number of years working in Moscow and Dublin.

Ciaran REID

Ciaran REID is the Manager of Ballyfermot/Chapelizod Partnership Local Development Company, which is a publicly funded not for profit community organization. He has managed publically funded programme for the last 19 years including anti-poverty programmes, employments services and development organizations. He has a particular interest in public administration and public service with a commitment to developing high standards in the delivery of and access to public services.
Jim RUSSELL

Jim RUSSELL is a career civil servant with the Northern Ireland Civil Service (NICS). He has over 30 years service, 20 of which were in the Department of Education where he specialised in youth and school policy as well as finance. When devolution was restored to Northern Ireland in 1999 he transferred to the Department for Employment and Learning where he helped to establish the Departmental finance function. He has worked in the Employment Service since 2005 when he led the Pathways to Work Project. More recently he has assumed responsibility for Employment Service Operations with a particular responsibility for developing and delivering the Youth Employment Scheme. He also has responsibility for developing a new Strategy to address Economic Inactivity in Northern Ireland.

Jens SIBBERSEN

Jens SIBBERSEN is currently the Manager of the Career Center at the Jobcentre Copenhagen in the Municipality of Copenhagen, Denmark. He has career and experience in political and administrative work within the Employment field in the Public Sector in Central Administration and local government and was instrumental in the design and implementation of Youth Employment Policy. At present he has a strong focus on performance management and how to frame innovation within the Public Sector. His current role as Manager of the Career Centre focuses on unemployed academics of all ages with a strong focus on graduates and long term unemployed and bridge building to educational institutions and companies with a growth potential and good employment perspectives. Jens has extensive international experience providing consultancy services in the Labor Market field within the EU and the ILO; he is at present involved in the design and testing of Active Labor Market Measures in Azerbaijan for the Ministry of Labor and Social Protection of Population. He has a Master of Law and Master of Public Administration.

Sally SINCLAIR

Sally SINCLAIR is the CEO of the National Employment Services Association, the peak body for the Australian employment and related services industry. Sally has been instrumental in informing key stakeholders on addressing Australia’s employment and inclusion challenges including strengthening the integration of employment, education and training, and increasing employment of disadvantaged jobseekers including Indigenous jobseekers, people with disabilities, long term unemployed, youth and mature aged. Sally has extensive expertise in the design, development and delivery of employment and related services and her experience spans the not for profit and for profit sectors as well as numerous government appointments. Sally is currently a representative on the Treasurer’s Consultative Forum on Mature Age Participation, the Minister’s Remote Participation and Employment Services Engagement Panel, the Ministerial Council for Tertiary Education and Employment’s Workforce Development Supply and Demand Principal Committee, the Partners in Recovery Expert Working Group, and the Minister’s Disability Employment Reference Group. Sally is a Board member of the OECD LEED Programme’s Forum on Partnerships and Local Governance. Sally holds a BSc (Hons) from the University of Melbourne, majoring in neuropsychology.

Paul SKINNADER

Paul SKINNADER is Executive Director of Community Supports and Services in Pobal and leads the Directorate which is responsible for the implementation of a range of Government and European Union Programmes. Paul joined Pobal in 1996 and has worked until recently on the European Union Peace 1, 2 and 3 Programmes in Northern Ireland and six southern border counties, co-ordinating specific measures and priorities and leading on Pobal’s participation in a Consortium with the Northern Ireland Community Relations Council. Prior to this he worked for two years as Technical Advisor to Concern Worldwide’s Urban Community Development Programme in Bangladesh. He has just completed a Masters in Applied Social Science, researching local authority approaches to community work in Ireland.
Hilary STEEDMAN

Hilary STEEDMAN has been engaged in research on apprenticeship, vocational training and labour market transitions since 1980, first at the National Institute for Economic and Social Research (NIESR) and subsequently as a Senior Research Fellow of the Centre for Economic Performance at the London School of Economics (LSE). She has directed a number of major research programmes using international comparisons to analyse UK policy and practice and consulted for the EC, CEDEFOP, the ILO and the OECD. She is currently a member of the Scientific Committee of the Federal Institute for Vocational Training (BIBB).

Dermot STOKES

Dermot STOKES’ principal work focus, throughout his career, has been young people and especially their transition from childhood to adulthood. He has a particular interest in educational disadvantage and social exclusion at both Irish and European levels. His 1987 report Beyond School recorded the experience of educational innovators involved with the European Transition Programmes and contributed to the development of the Youthreach programme. His doctoral research explored the matrix of influences involved in early school leaving. He was National Coordinator of the Youthreach programme from inception in 1988 until he retired in 2012. Since then he has been a member of the Implementation Group for President Higgins’ Being Young and Irish initiative and has worked as an independent consultant.

Robert STRAUSS

Robert STRAUSS entered the European Commission in 1985. He spent the next 15 years in DG Industry/Enterprise working in the areas of steel, chemicals, cars and trade negotiations and joined DG Employment in 2001 as head of the Knowledge Society unit. From 2004 until 2010, Robert was Head of Unit for Employment Strategy and, since 1st January 2011, is Head of Unit for Employment Analysis providing analytical input into the employment related aspects of the Europe 2020 Strategy. Current priorities include the appropriate labour market measures for exit from the global crisis and ensuring job-rich recovery and growth and the employment aspects of the move to a low carbon economy.

John SWEENEY

John SWEENEY first joined the National Economic and Social Council as an economist in 2002. He had previously been a lecturer in economics and human development at St Patrick’s College, Drumcondra, and worked as a consultant on a wide range of economic and social issues. He obtained his PhD in labour market economics from Leuven University in 1998 for a study of low skilled workers in EU economies. His research interests include the design of social protection systems to meet changing employment patterns, human capital formation, changes to the family and in household living, the knowledge economy and social cohesion, and public policy and children’s well-being.
Ian TALBOT

Ian TALBOT is Chief Executive of Chambers Ireland – Ireland’s largest business organisation – and Chairman of ICC Ireland. He is responsible for driving the future growth and strategic development of the organisation as it seeks to promote the competitiveness of business in Ireland, represent interests of its members, and facilitate the development of the chamber network. Prior to joining Chambers Ireland and ICC Ireland, Ian held positions as a Director of Citigroup and JP Morgan Chase in Ireland. He qualified as a Chartered Accountant with Price Waterhouse where he spent several years working in their Dublin and Luxembourg offices. Ian also holds MA and BBS degrees from Trinity College, Dublin.

Ekaterina TRAVKINA

Ekaterina TRAVKINA joined the OECD in 1997 to work on entrepreneurship and SME development policy assessment in Central and Eastern Europe. Since 2003 she works as policy analyst at the OECD Local Economic and Employment Development Programme, where she coordinates the work of the LEED Forum on Partnerships and Local Governance. She manages and/or contributes to international review studies and capacity building related to employment, skills, local development governance, and strategic planning. Before joining the OECD, Ekaterina worked at the International Training Centre of the International Labour Organisation assisting in the delivery of training programmes on SME development.

Anne VAUGHAN

Anne VAUGHAN, was appointed Deputy Secretary-General, Department of Social Protection in February 2011. She has particular responsibility for the transformation agenda which has seen the Department grow from 5,000 to 7,000 staff as its remit changes significantly to encompass both income support and activation for those of working age. Anne has responsibility for policy development and delivery in the areas of working age and child income schemes. She also has oversight of the fraud control functions of the DSP. Anne is a career civil servant and has worked in the Department of Finance and in the Department of the Taoiseach. She is a graduate of UCD and TCD and holds a M.Sc. in Public Sector Analysis. She is a fellow of Irish Institute of Pension Managers reflecting an earlier interest in pension’s policy.

Kathy WALSH

Kathy WALSH, with over ten years’ experience as an independent social researcher and her academic qualifications, has an extensive knowledge of rural issues. Key pieces of work over the years have included studies of: the measurement of rural disadvantage, farm families on the West coast of Ireland, various analyses of rural policies. Kathy’s commissions emanate from a wide variety of organisations that include: Government departments and agencies, local authorities, NGO’s and community organisations. In the past, Kathy held the posts of Research Co-ordinator for the Programme for Peace & Reconciliation, and Development Officer with Highland Council in Scotland. Kathy’s academic qualifications include a B.Ag.Sci from University College Dublin, an M.Sc.in Rural Planning from the University of Aberdeen and a Ph.D. from the University of Bristol on the role of evaluation in rural community development.

Jasmin ZOUIZI

Jasmin ZOUIZI has worked as Network co-ordinator of the MetropolisNet EEIG since June 2009. MetropolisNet EEIG is a European Network of organisations working in metropolitan cities to promote social inclusion, employment and urban development. Jasmin Zouizi is leading the MetropolisNet project “AGE-WORK-BALANCE” with the aim to identify the significance of the relationship between the network structure (between different public and private actors on different levels) and a particular project to bring older people into sustainable employment.
Implementing Change: A New Local Agenda for Jobs And Growth

26th - 27th March, 2013 - Dublin - Kilkenny, Ireland

Venues

HOW TO GET TO THE VENUE - 26th MARCH 2013 - DAY 1

University College Dublin (UCD) O’Reilly Hall
Belfield Campus

Belfield, the main University College Dublin campus is located on a 132 hectare site, 4km south of Dublin city centre. The campus in an attractively landscaped complex of modern architectural buildings, accommodating student residences and numerous leisure and sporting facilities.

Airport

Plane

Dublin is served by Dublin International Airport, which is located north of Dublin City Centre. There are frequent connecting buses from the airport to the city centre, including a special shuttle service, Airlink which brings passengers directly to Busáras (Central Bus Station, Dublin).

Aircoach [www.aircoach.ie](http://www.aircoach.ie)

Aircoach operates a service from Dublin Airport to Leopardstown / Sandyford / Stillorgan which passes UCD.

There is a 20% reduction on on-line bookings in respect of all routes to/from Dublin Airport. The discount code to enter is: EUPres6m.

For further information on Dublin Airport and Flights please visit Aer Rianta [www.aer-rianta.ie](http://www.aer-rianta.ie).

Hit the Road [http://ucd.hittheroad.ie/](http://ucd.hittheroad.ie/)

Hit the Road shows you how to get to or from UCD Campus using a combination of Dublin Bus, Luas and DART links. You can also change searching options and search how to get from point A to B anywhere in Dublin.

Train [www.irishrail.ie](http://www.irishrail.ie)

Dublin is served by two main railway stations: Connolly Station and Heuston Stations. It is a short walk from Connolly Station to O’Connell Street, where the Dublin Bus numbers 2, 11 and 46A can be boarded for UCD. The route 145 provides a direct route from Heuston Station to Belfield via the city centre.

Bus - Dublin Bus [www.dublinbus.ie](http://www.dublinbus.ie)

Dublin Bus numbers 2, 3, 11, 17, 39A, 46A, 84 and 145 all provide services to the Belfield campus. The 39A terminates within the Belfield campus, and can be boarded from in the City Centre from College Street. The numbers 2, 3, 11 and 46A can be boarded at O’Connell Street. Several additional Xpresso services operate directly to campus during morning and evening peak. For timetable information please visit the Dublin Bus website and search for “University College Dublin”

Bus - Bus Eireann [www.buseireann.ie](http://www.buseireann.ie)

How to reach the venue
## Hotels in Dublin

This list is only for your convenience and does not constitute any ranking by the organisers. No accommodation has been pre-reserved, so please make sure to book in time directly at the hotel of your choice. Please note that the conference organisers do not organise or book any travelling/accommodation and do not cover any travel or accommodation costs.

<table>
<thead>
<tr>
<th>Hotel Name</th>
<th>Address</th>
<th>Distance from UCD</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bewleys Hotel, Ballsbridge</strong>&lt;br&gt;(Please quote UCD rate when booking)&lt;br&gt;Ballsbridge, Dublin 4</td>
<td>Early Bird rate €59.00 until 31st Jan&lt;br&gt;Conference rate €79.00 available until 1st March&lt;br&gt;Tel: +353 (0)1 647 3300&lt;br&gt;Email: <a href="mailto:reservations.ballsbridge@bewleyshotels.com">reservations.ballsbridge@bewleyshotels.com</a>&lt;br&gt;Website: <a href="http://www.bewleyshotels.com">www.bewleyshotels.com</a></td>
<td>2.4 km</td>
<td><a href="http://www.bewleyshotels.com">www.bewleyshotels.com</a></td>
</tr>
<tr>
<td><strong>St Helens Radisson Blu</strong>&lt;br&gt;(Please quote UCDD250313 or 9th Annual Meeting of the OECD LEED Forum when booking)&lt;br&gt;Stillorgan Road, Blackrock</td>
<td>Conference rate €120.00 b&amp;b&lt;br&gt;Tel: +353 (0)1 218 6023&lt;br&gt;Email: <a href="mailto:reservations.dublin@radissonblu.com">reservations.dublin@radissonblu.com</a>&lt;br&gt;Website: <a href="http://www.radissonblu.ie/sthelenshotel-dublin">www.radissonblu.ie/sthelenshotel-dublin</a></td>
<td>1.2 km</td>
<td><a href="http://www.radissonblu.ie/sthelenshotel-dublin">www.radissonblu.ie/sthelenshotel-dublin</a></td>
</tr>
<tr>
<td><strong>Stillorgan Park Hotel</strong>&lt;br&gt;(Please quote OECD13 when booking)&lt;br&gt;Stillorgan Road, Co. Dublin</td>
<td>€87.00 b&amp;b single&lt;br&gt;€97 b&amp;b double&lt;br&gt;Tel: +353 (0)1 200 1800&lt;br&gt;Email: <a href="mailto:reservations@stillorganpark.com">reservations@stillorganpark.com</a>&lt;br&gt;Website: <a href="http://www.stillorganpark.com">www.stillorganpark.com</a></td>
<td>1.8 km - Provides a shuttle bus service to UCD</td>
<td><a href="http://www.stillorganpark.com">www.stillorganpark.com</a></td>
</tr>
<tr>
<td><strong>Tara Towers Hotel</strong>&lt;br&gt;Merrion Road, Dublin 4</td>
<td>Check best rates on-line&lt;br&gt;Website: <a href="http://www.taratowers.com">www.taratowers.com</a></td>
<td>1.6 km</td>
<td><a href="http://www.taratowers.com">www.taratowers.com</a></td>
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**How to reach the venue**

| **Bus Éireann** | Provides a nationwide bus service, with most major areas having a regular link to Dublin. The majority of Dublin services terminate in Busáras (Central Bus Station, Dublin) from where it is a short walk to O’Connell Street for connecting buses to UCD. Several Bus Éireann services from the Greater Dublin area directly serve UCD, Belfield Campus during morning peak. |
| **Taxi** | There are usually an adequate number of taxis in operation in the city centre at any given time. It is possible to hail a taxi from the street, but convenient taxi ranks are located on O’Connell Street, Middle Abbey Street, Dame Street and St Stephen’s Green. |
| **Car** | Please note that parking on the Belfield campus is extremely limited. It is first come first served. Please arrive before 7.30am to have a better chance of securing a car parking spot. Car parking on campus cannot be guaranteed. Directions area available at [https://maps.google.com/](https://maps.google.com/) or [www.aaireland.ie/routes](http://www.aaireland.ie/routes). |
TRANSFER FROM DUBLIN TO KILKENNY

Transfer to Kilkenny, organised by the local partners by coach, is foreseen at the end of the first day at 3.15 pm from the conference venue. Transfer back to Dublin is also organised right after the closure of the conference at 3.00 pm. Indicate in the registration if you would like to benefit from those transfers. If you want to find your own way, please see information below. Kilkenny is approximately 138km from Dublin.

Transport

Driving
Directions area available at https://maps.google.com or www.aaireland.ie/routes

Buses
JJ Kavanagh: This local Kilkenny bus company operates direct services from Dublin airport to Kilkenny. It also operates from Dublin city centre, leaving from Georges Quay, www.jjkavanagh.ie.


Trains
There is a regular train service to Kilkenny for timetables visit www.irishrail.ie.

Transport within Kilkenny is either via taxi or walking – there is no public transport network within the city itself.

DINNER RECEPTION AT KILKENNY HOTEL

On Tuesday 26th March all participants are cordially invited to a dinner reception at the following hotel:
Hotel Kilkenny - College Road - Kilkenny
www.hotelkilkenny.ie
HOTELS IN KILKENNY

This list is only for your convenience and does not constitute any ranking by the organisers. No accommodation has been pre-reserved, so please make sure to book in time directly at the hotel of your choice. Please note that the conference organisers do not organise or book any travelling/accommodation and do not cover any travel or accommodation costs.

Hotel Kilkenny
(Please mention Pobal when booking)
College Road - Kilkenny
€65.00 b&b - conference rate available until 26th February
Tel: +353 (0)56 776 2000
Email: experience@hotelkilkenny.ie
Website: www.hotelkilkenny.ie
1.3 km from Kilkenny Castle
This hotel will be the venue for dinner on the evening of the 26th March

Kilkenny Ormonde Hotel
Ormonde Street - Kilkenny
€90.00 b&b approx.
Tel: +353 (0)56 7750200
Email: reservations@kilkennyormonde.com
Website: www.kilkennyormonde.com
0.5 km from Kilkenny Castle

Kilkenny Castle
The Parade Tower Wing is the dedicated events area of Kilkenny Castle and incorporates the entire west wing and two of the Castle’s medieval towers.

For eight centuries, Kilkenny Castle has hosted many significant historic gatherings. Indeed, the Parade Tower housed the Great Council Chamber where Parliament sat in the 17th century.

The Laurels B&B
College Road - Kilkenny
€60.00 b&b approx.
Tel: +353 (0)56 7761501
Email: laurels@eircom.net
Website: www.thelaurelskilkenny.com
1.3 km from Kilkenny Castle

Rivercourt Hotel
John Street - Kilkenny
€75.00 b&b approx.
Tel: +353 (0)56 7723388
Email: info@rivercourthotel.com
Website: www.rivercourthotel.com
0.4 km from Kilkenny Castle
# Logistical information

## GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Participants</th>
<th>200 participants from OECD Member and non-Member countries, including:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ local partnerships</td>
</tr>
<tr>
<td></td>
<td>✓ government officials</td>
</tr>
<tr>
<td></td>
<td>✓ local leaders</td>
</tr>
<tr>
<td></td>
<td>✓ youth organisations</td>
</tr>
<tr>
<td></td>
<td>✓ social entrepreneurs</td>
</tr>
<tr>
<td></td>
<td>✓ business representatives and trade unions</td>
</tr>
<tr>
<td></td>
<td>✓ academics</td>
</tr>
</tbody>
</table>

| Working language | English |

<table>
<thead>
<tr>
<th>Location</th>
<th>Day 1: University College Dublin (UCD) O’Reilly Hall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Belfield Campus, Dublin 4</td>
</tr>
<tr>
<td></td>
<td>Website: <a href="http://www.ucd.ie/conferences/oreillyhall.html">http://www.ucd.ie/conferences/oreillyhall.html</a></td>
</tr>
</tbody>
</table>

| Registration     | Registration takes place in the foyer of O’Reilly Hall, UCD from 8.30am on Tuesday 26th March. |
|                  | The organisers reserve the right to limit participation. Travel, accommodation costs and visa fees are covered by participants themselves. |

## Gala Dinner

The Conference Dinner will take place in Hotel Kilkenny on the evening of Tuesday the 26th March. **Reception:** Join us for a pre-dinner drink and Traditional Irish music at 7pm in the hotel bar. **Dinner will be served at 7.45pm.** Please remember to confirm your attendance to dinner when registering for the conference. **Dress Code:** Informal

FOR FURTHER INFORMATION ON LOCAL PRACTICAL DETAILS, PLEASE CONTACT

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Email: mcarmody@pobal.ie

**Donna CREAVEN**
Tel: +353 (0)1 5117133
Email: dcreaven@pobal.ie

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Welcome to Stockholm, April 24-25, 2014

THE 10TH ANNUAL MEETING OF THE OECD LEED FORUM ON PARTNERSHIPS AND LOCAL GOVERNANCE
This conference is organised within the framework of the OECD LEED Forum on Partnerships and Local Governance
www.oecd.org/cfe/leed/9thfplgmeeting.htm

The activities of the OECD LEED Forum on Partnerships and Local Governance benefit from the support of the European Commission DG Employment, Social Affairs & Inclusion