



# LOCALISE closing dissemination event

Edinburgh Napier University, 23 May 2014

## Summary of LOCALISE findings

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# CONTEXT

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## Policy context

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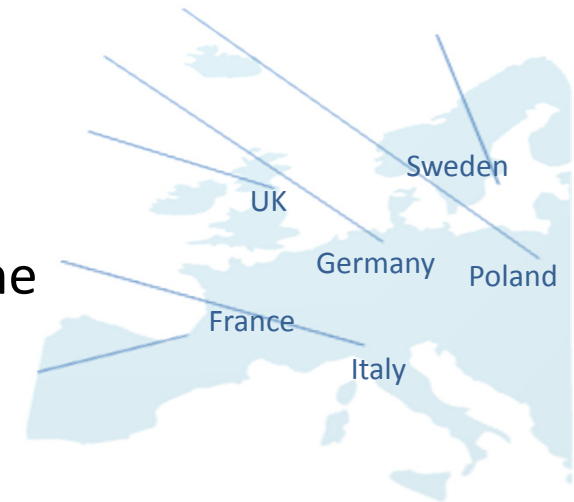
- Challenges to welfare systems
  - Demographic trends, labour market development, characteristics of social risks, economic challenges, etc.
- Activation trend
  - Increase of active policies; link passive and active labour market policies; widening of target groups for activation; increase compulsion
- Effective activation requires coordination
  - Localised services: different territorial levels with policy competences:
  - Tailor-made and personalised services: various policy dimensions and various service providers (public, private, and third sector): as above
- Coordination requires changes on policy governance

*Activation policies have transformed the paradigm of the welfare state “from a purely sector-based ‘silo’ to a multi-sector, joined-up service delivery with its respective governance” (Saikku and Karjalainen, 2012: 300)*



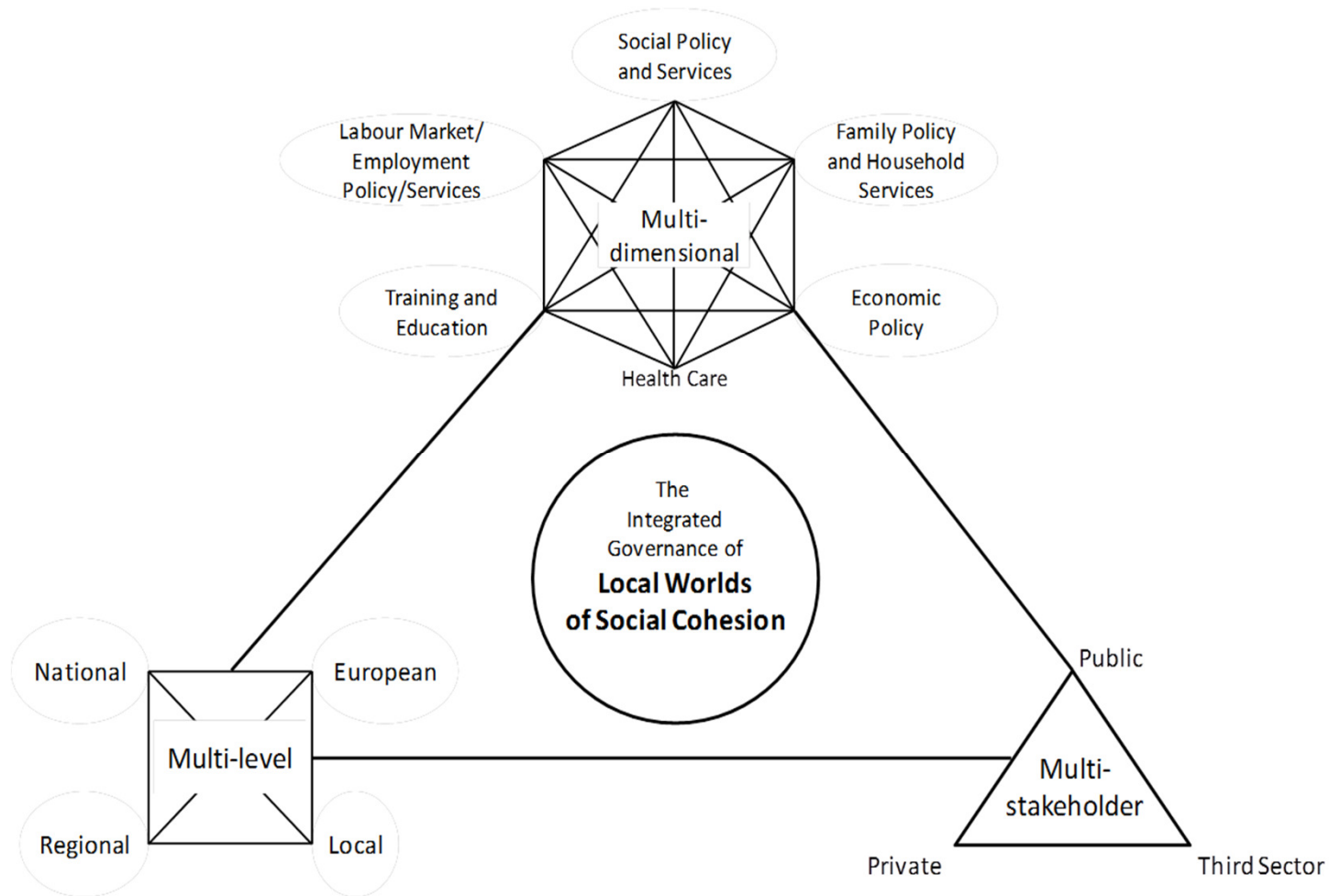
## The project

- 3 year project - 6 countries and 18 localities
- 7 work packages each with a specific aim within a common theme: ERI leaders WP4
- The local governance of social cohesion is the focus of LOCALISE's research: the organisational challenges of an integrated social and employment policy.



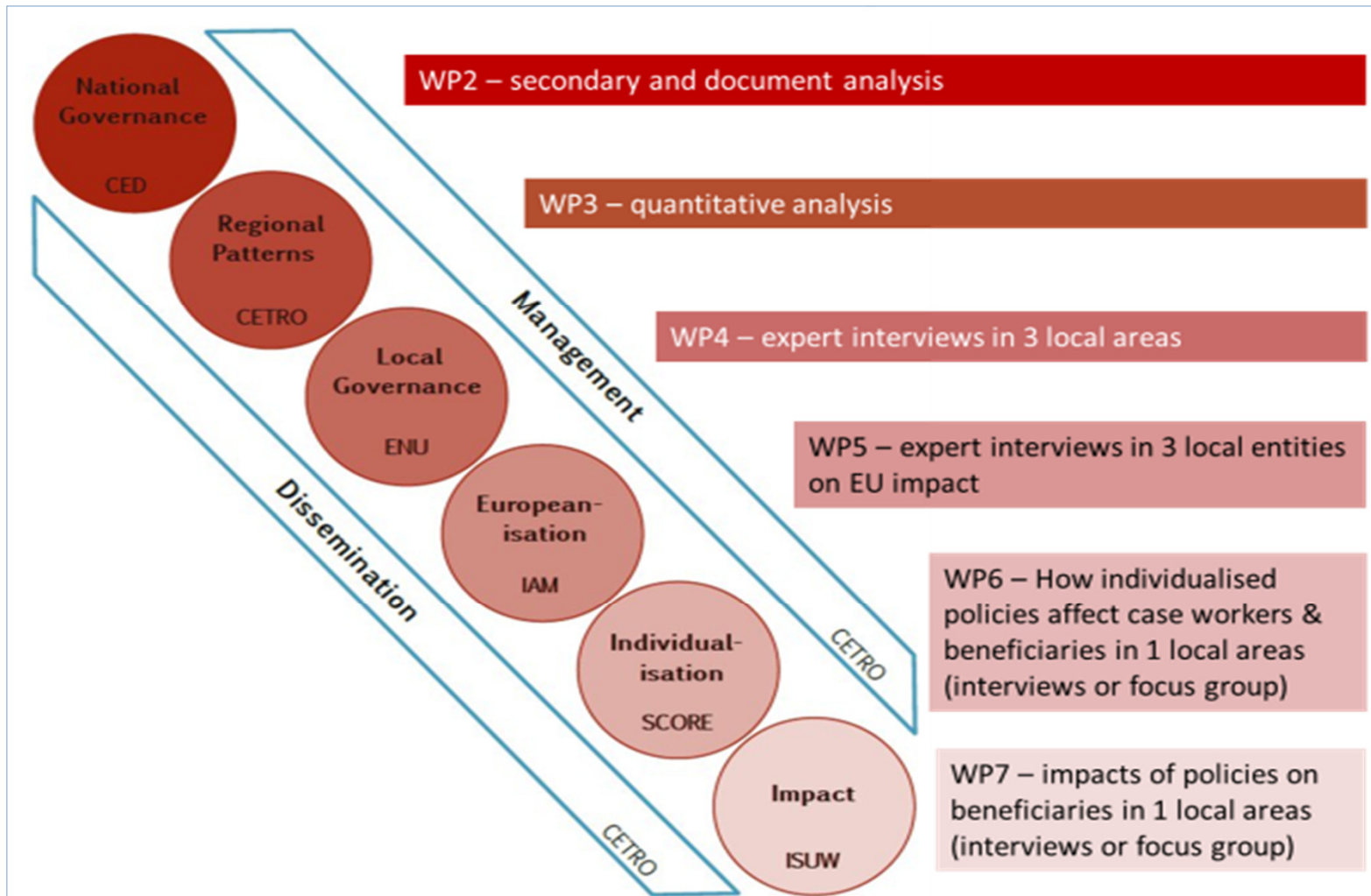
Country	Locality		
	Best-performing (1)	Average-performing (2)	Under-performing (3)
France (FR)	Bordeaux	Tours	Montpellier
Germany (DE)	SOU	NOR	EAS
Italy (IT)	Milan	Rome	Naples
Poland (PO)	Toruń	Częstochowa	Słupsk
Sweden (SE)	Nacka	Örebro	Trollhättan
<b>United Kingdom (UK)</b>	<b>Edinburgh</b>	<b>Cardiff</b>	<b>Newcastle</b>

# An integrated approach towards social cohesion





# Work Packages





## Aims

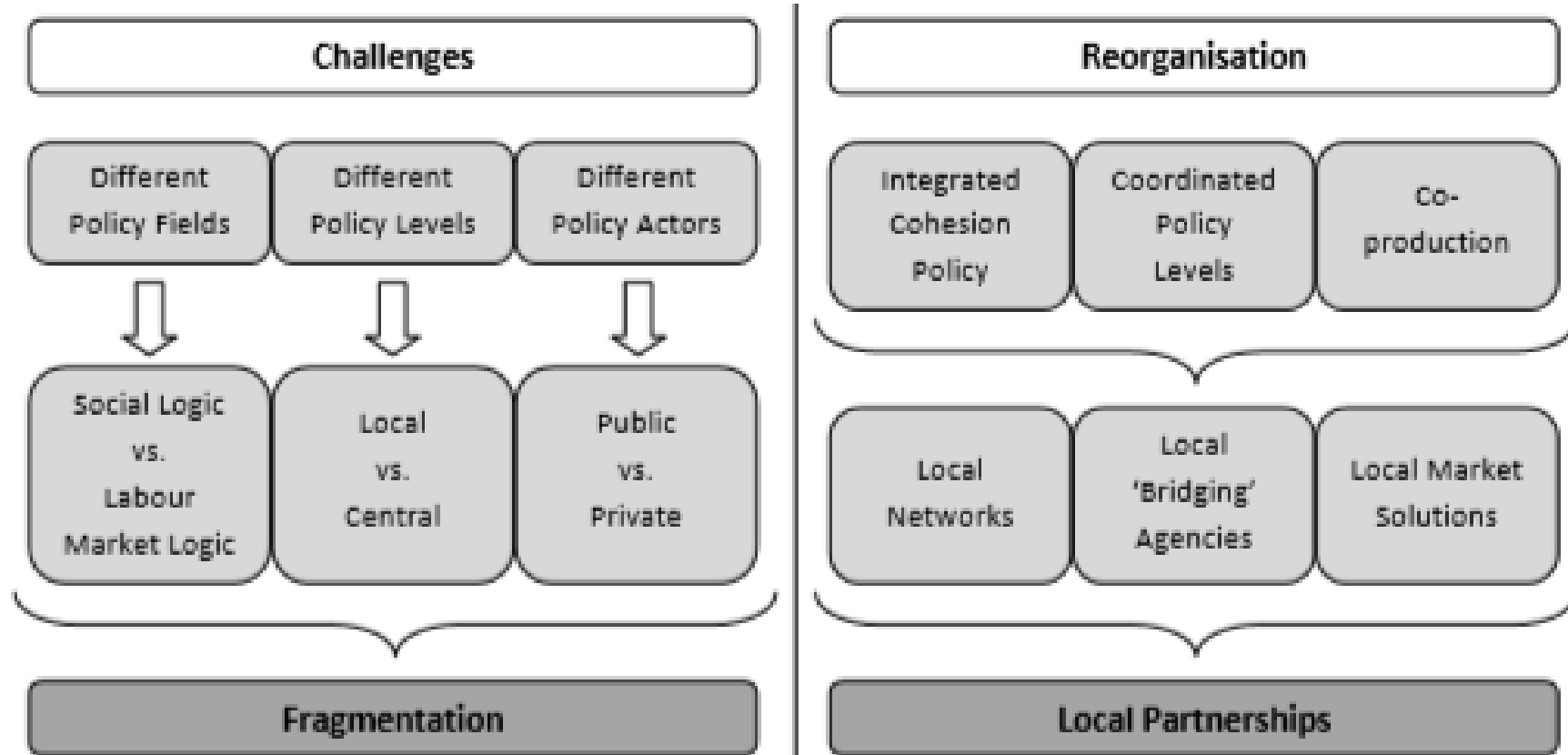
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- **WP2:** analyse how different countries cope with the challenge of a multi-dimensional, multi-level and multi-stakeholder approach, which affects local approaches of an integrated social cohesion policy
- **WP3:** analysis of regional income and employment inequalities and by multivariate and multilevel analyses
- **WP4:** comparison of the organisational challenges to the local governance of social cohesion in Europe & Identify local approaches and innovative practices of organising services for active social cohesion policies
- **WP5:** analyses the Europeanisation of inter-organisational, every-day practices in the governance of integrated social cohesion policies on the local level
- **WP6:** outlining, comparing and assessing the construction of self-reliant citizens in six European countries
- **WP7:** analyse the impact of an integrated social and employment policy on the social inclusion and well-being of the most vulnerable groups in society



# FINDINGS

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## Qualitative semi-structured interviews

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- Core interviewees and snowball technique
- Wide range of actors: senior roles with expertise/overview of policy development and/or implementation at local level
- 1 to 2 hour interviews, most recorder, transcribed or partly transcribed; thematic analysis

Organisation	France	Germany	Italy	Poland	Sweden	UK
Government officials	48	15	35	12	6	10
Public agencies	3	19	4	11	28	10
Service providers	17	15	5	15	8	32
Federations and experts	9	13	12	2	3	14
<b>Total</b>	<b>77</b>	<b>62</b>	<b>56</b>	<b>40</b>	<b>45</b>	<b>66</b>



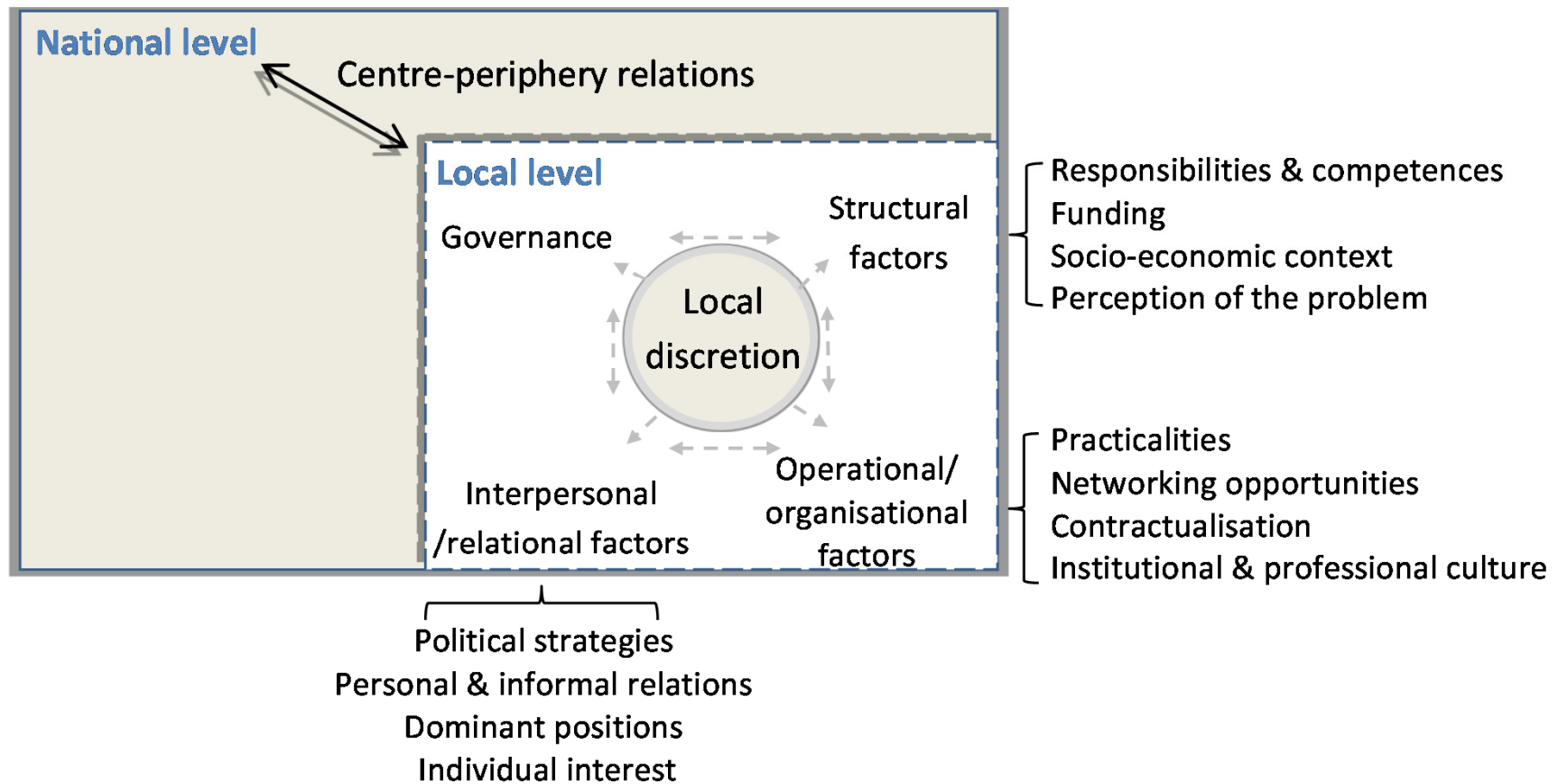
## Theoretical framework

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- Governance typologies: public administration, new public management, network governance
- Coordination dimensions: multi-level, multi-dimensional, multi-stakeholder

Coordination dimensions	Governance Types		
	Public Administration	New Public Management	Network Governance
Multi-level	Centralised	Devolved	Decentralised
Multi-dimensional	Coordinated	Fragmented	Co-production
Multi-stakeholder	Hierarchical	Contractual	Collaborative
	France Sweden Italy	UK  Poland	Germany Sweden

# Local specificities





## Structural factors

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- Systemic or individualised coordination
  - *Issues* (youth unemployment) or *interests in an area*
  - *Alignment*

*“The notion had always been that we locally will wrap around whatever was available nationally, so we fill the gaps ... I don’t think we control all the levers sufficiently for us to call it a genuinely [local] employment strategy.”*
- Discretion was mentioned as very important for coordination
  - *Local/national bodies*
- Decentralisation was not the only factor needed
  - *Resources (PO,UK1); administrative capabilities (PO, IT); unclear legal competences (PO, SE); coordinating structures( DE3); leadership or authority*
- Funding facilitator (time-limited) but also inhibit coordination
  - *Power imbalances (PO3); path-dependency (UK1)*
- Allocation of responsibilities: socio-economic situation and problem construction (DE1,3; SE1,3)



# Operational factors

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- Project and priorities (including target groups): time-limited
  - “Integration happens more in spite rather than because of the system”.*
  - *When and where national policy is not prescriptive*
    - “You can get partners setting in a room talking to each other about what they would like to do, when the reality is that they have got not resources to do anything, because the power lies elsewhere”.*
  - *When resources or opportunities are available (DE2,3 / IT3)*
- Contractualisation barrier or a facilitator of coordination
  - *Outcome-based performance and competition (DE1,2) vs (IT3, UK1)*
    - “People are not so kind to share things because they have been pushed into competing with each other, if there is less money people are less likely to work cooperatively and collaborate”.*
  - *Level of marketisation (SE1, IT1)*
- Geographical proximity (FR1,3; PO1 vs 3 / UK3)
- Institutional boundaries – competences (SE3)



## Interpersonal factors

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- Politics: the usage of local discretion and power by political actors (UK1,2; FR / PO3,2 / SE2)
- Personal and informal relations (PO1 /PO2 / DE2)
  - *Facilitating factors: structured avenues; political situation; previous history*
  - *Ad-hoc, time-limited, unstable and volatile*
- The position of actors – competences
  - *Chamber of commerce (DE1, UK1,2); public sector (DE3); trade unions (IT1); third sector (IT1, SE2, PO2); employers (DE1,2; PO, UK)*
  - *Positions: socio-economic situation, responsibilities and perception of unemployment, power struggles, conflict of interest, path dependency*
- Personal commitment/vision and leadership (FR2,DE3, SE2)





## Final thoughts

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- Centralism provides uniformity and control of social policies goals and design, but in many cases local strategies are constrain as a result.
- It is necessary to evaluate whether the division of competences among the different levels is effective and corresponds with the desired integration of relevant stakeholders and policy dimensions.
- Disjointed national and local initiatives can result in duplication, inefficiencies, and lack of cohesion.



## Final thoughts

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- Policies fields integrate at different degrees, but in general there is lack of coordination which in some cases translates in gaps in provision, less effective initiatives, and disengagement from service users.
- Low stakeholder coordination at policy development in general – more during implementation due to practical operational needs.
- Activation without an integrated approach may result in higher levels of out-of-work poverty and higher number of working poor instead of more social inclusion.



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# THANK YOU

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Project reports:

[www.napier.ac.uk/eri](http://www.napier.ac.uk/eri)

[www.localise-research.eu](http://www.localise-research.eu)



## Selected Publications:

Zimmermann, K., Graziano, P., Aurich, P. and Fuertes, V. (2014). Local Worlds of Marketization. Employment Policies in Germany, Italy and the United Kingdom compared. *Social Policy and Administration*,

Heidenreich, M. and Aurich, P. (2014). European Worlds of Employment and Social Services: The Local Dimension of Activation Policies. *International Journal of Social Welfare*, forthcoming.

Fuertes, V., Jantz, B., Klenk, T., McQuaid, R. (2014). Between cooperation and competition: the organisation of employment service delivery in the United Kingdom and Germany. *International Journal of Social Welfare. Journal of Social Welfare*, forthcoming.