

Kortrijk, Belgium

Tackling the unemployment trap

Two agencies based in the city of Kortrijk have participated in the INTERREG IVA '2 Seas' project SucceS developing new approaches to foster effective access to employment for people living in disadvantaged neighbourhoods. The project is an outreach initiative designed to help those over 16 who are most excluded from the labour market: low skilled, long term unemployed, low income... by providing individual support, building capacity and concrete opportunity to re-engage with the social and economic life of their community.

Tackling the unemployment trap

The case focuses on the experience of the Belgian city of Kortrijk as a partner in the INTERREG IVA '2 Mers Seas Zeeën' project SucceS. The project, aimed at improving quality of life and social inclusion by reducing unemployment levels, is the result of cross-border exchange and co-operation between five agencies operating in the UK, France and Belgium – Medway Council in Kent, the NGO Community Connections in Great Yarmouth, the Maison de l'Initiative in Grande Synthe and the Public Centre for Social Welfare and NGO Mentor vzw in Kortrijk. Disadvantaged neighbourhoods in all partner areas have experienced significant increases in unemployment over recent years, in some cases a doubling in joblessness. Existing support structures designed to bring people into work have been largely ineffectual in reversing this trend in the case of population groups facing most difficulties. The SucceS project explores alternative ways of reaching out to specific individuals and groups living in such communities – young people, the long-term unemployed, migrant families, women and single mothers – to improve their connection with the labour market. It works on three fundamental aspects: improving physical and social mobility, building soft skills while tackling the adverse personal circumstances that form barriers to employment, and developing vocational skills and qualifications.

In Kortrijk two local partners joined forces to develop, test and implement a package of actions designed jointly by the project group. The Public Centre for Social Welfare extended its pattern of activity to identify priority neighbourhoods and potential clients, to organise house visits and social events (coffee talk sessions, sport, introduction to computers etc.), to mobilise existing community workers and networks (using district houses, soup distributions etc.), and to establish low-threshold information desks in the community. Concrete contact initiatives of this type were used to recruit clients for coaching, training and capacity building modules organised by Mentor vzw, who also developed an opinion game to involve target groups in the production of a guide called *10 Steps to Work*, designed to help people in the same situation as themselves. This booklet is already an output of the project, translated for use in each partner area.

Ultimately mentoring prepares participants for voluntary work, work placement, an apprenticeship or further vocational training. This proactive outreach method represents an innovative step for the partner organisations, and ERDF funding has generated a new dynamic in the communities concerned, allowing a person and time intensive approach to be adopted. This important catalyst effect will be translated into a restructuring of practices and service delivery models at the local level once the funding period is over, based on making better use of neighbourhood organisations, local networks, public and private partners, volunteers and individuals to ensure continuity of approach.

Developing experience and methods through transnational exchange adds a lot of value in addressing this critical issue, where the emphasis is on building up employability rather than creating jobs – within the longer-term perspective of improving competitiveness and social cohesion.

Tackling the unemployment trap

The impact of the economic and financial crisis is once again focussing attention on unemployment statistics across the European Union. Yet there is a variable picture with certain member states and regions experiencing almost unprecedented levels of joblessness (Spain) while some areas seem relatively unaffected (Germany), and still others report decline but with signs of recovery (Ireland). Even within the four partner areas covered by the INTERREG IVA SuccesS project there is differentiation. Medway Unitary Authority in Kent reports a negative job density index of 0.60, which means there are only 100 000 jobs available within the council area, while the working population is estimated to be 168 000.¹ Furthermore a number of local neighbourhoods housing 35 000 people are rated in the 25 poorest neighbourhoods nationally. Grande Synthe, close to Dunkirk in France, has wrestled with a constant unemployment rate of 20-25% in recent years, while a report commissioned by the BBC in 2010 highlighted the problem of increasing long-term unemployment facing Great Yarmouth and Lowestoft at the interface between Norfolk and Suffolk.² In contrast the area around Kortrijk and Roeselaere was the only district in Flanders to experience a rise in employment in 2010.³ However in recent years, without exception, joblessness levels have risen significantly in the most deprived neighbourhoods in all these areas. It is this chronic effect that has brought five partners together to work on the issue of improving access to employment, as a path towards achieving 'inclusive growth'. They are Medway Council and Community Connections (an NGO) from southern England, the Maison de l'Initiative in Grande Synthe in northern France, and the Public Centre for Social Welfare (OCMW) and the NGO Mentor vzw from Kortrijk in Flanders.

INTERREG driving concrete local solutions

The joint application made to INTERREG under the leadership of Medway Council was based on a common experience that traditional support structures to assist the unemployed were having little impact on those living in the poorest and most disadvantaged communities. An earlier collaboration between Medway and Grande Synthe, in the project GAGNER,⁴ had identified this chronic, almost hidden problem and recommended focussing on improving 'employability', particularly by developing an instrument they called a 'Joint Skills Action Plan'. This implied shifting the job creation emphasis away from concentrating predominantly on supporting and stimulating businesses, to address the problems of potential employees. The three other partners also face this situation in their daily activities, where disengagement from the labour market in the most deprived neighbourhoods is coupled with a general disengagement from the social and economic life of the community. The effects of youth unemployment, long-term unemployment, female and end-career unemployment are most acute in these areas with low incomes, low skills and few educational qualifications – all of which contributes to a wider spectrum of barriers ultimately excluding sections of the population from the job market.

The position was that existing job centres, temporary employment agencies and even citizens' advice bureaux, while performing an important role in moving people into jobs, were not reaching those in most need. As Hanne Denoo from the Public Centre for Social Welfare in Kortrijk explained, 'we needed to change the formula of waiting until people come to the offices and instead take the officers out to the people'. The realisation that many people

¹ Presentation *The Future of Regeneration: development and opportunities in Medway* – Clem Smith (Head of Economic Development & Social Regeneration), SuccesS Project European Seminar Event, 16 February 2012

² <http://www.bbc.co.uk/news/uk-england-norfolk-11142833>

³ 'Werkloosheid daalt in regio Kortrijk-Roeselaere' Het Nieuwsblad, 4 August 2010

⁴ GAGNER Generating Neighbourhood Employment Partnerships through New Technologies – Medway, Grande Synthe 2006

need to have both motivation and preparation to join or rejoin the labour market is at the heart of the SucceS initiative. The goal of the project is to implement an effective programme of employment support and skills development targeting local out-of-work populations, and using the exchange of cross-border experience and practices as an added value to maximise the chance of success. The objectives focus on three fundamental aspects: improving physical and ‘social’ (psychological) mobility; building the soft skills and tackling adverse personal circumstances which form barriers to employment; and finally accessing and developing vocational skills and qualifications.

The INTERREG IVA ‘2 Seas’ programme⁵ ultimately accepted the project on the basis of its pertinence to critical problems posed by the current economic climate but also because there were few projects tackling this theme in such a radical way.

Three activities in common

In developing the project within the INTERREG framework the partners agreed on the key issues they jointly wished to address in order to counter the problems of localised and endemic unemployment. Medway Council acts as effective lead partner and coordinating agency for the project, but the mutually agreed activity pattern is structured around a strong framework of ‘equal’ partner cooperation. Together the partners formulated three principal areas of activity within which a number of actions were determined.

Activity 1. Remedial action to improve social and physical mobility	Activity 2. Developing soft skills and countering personal barriers	Activity 3. Building capacities and qualifications
<p>Action 1. Countering social isolation – this action targets the most excluded members of the unemployed population and includes elements such as house visits, coffee mornings and soup service contacts.</p> <p>Action 2. Engagement of the target group in diverse activities organised in the neighbourhood: pizza action; learn to run; children’s afternoons; computer introductions; street breakfasts.</p> <p>Action 3. Developing basic skills and capacities which can build on the other two actions to help access jobs: understanding transport opportunities; community sport; job application workshops; voluntary work.</p>	<p>Action 1. Building self-confidence, defining career targets: training sessions; project job applications; testing a <i>10 Steps to Work</i> guide.</p> <p>Action 2. Improving attitudes to work: info sessions on child minding; healthy food; one-to-one coaching for job interviews (how to dress, learning to express oneself); computing.</p> <p>Action 3. Personal development courses: cycling and driving lessons; DIY training; individual coaching.</p> <p>Action 4. Work groups to finalise <i>10 Steps to Work</i>.</p> <p>Action 5. Development of a skills and capacities guide – self-confidence, motivation, team-building, (non-)verbal communication.</p> <p>Action 6. Testing skills and capacities in the work place: mentoring; volunteering; work experience and apprenticeships</p>	<p>Action 1. Full work experience placement: network child minding; accompaniment apprenticeships</p> <p>Action 2. Voluntary work as a step to full employment</p> <p>Action 3. Organisation of vocational training: hotel and restaurant sector, construction, health, administration, safety and transport.</p> <p>Action 4. Introduction to social economy and local service economy: organisation of visits to projects and workplaces.</p> <p>Action 5. Production of cross-border study confronting (local) employers’ needs and expectations with job seekers’ skills and capacities.</p> <p>Action 6. Evaluation of the training and coaching methods</p>

⁵ <http://www.interreg4a-2mers.eu/programme/key-docs/en>

The cooperation and exchange between partners is a clear added value for all participating cities including Kortrijk. This is particularly apparent in the way partners worked together to plan their activities based on a common framework but adapting intervention to their particular local context and structures. It is also demonstrated in the review of each other's actions and conclusions in terms of results. For instance, the importance of the voluntary sector in the UK was not recognised in Belgium, but offered new possibilities for consideration. Similarly some of the activities organised by Mentor vzw in Kortrijk or the driving instruction courses piloted by Grande Synthe provided the network with a laboratory to examine additional ideas and approaches.

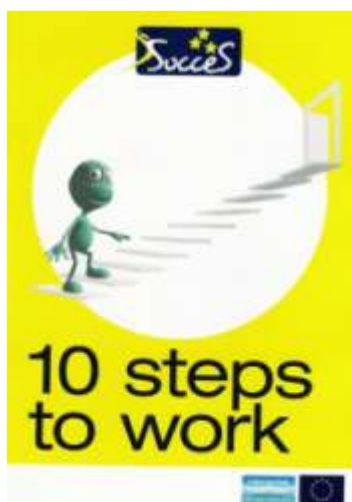
Reaching out to the most disadvantaged

The core concept is based on outreach, to respond to the needs of clients with multiple barriers to joining the labour market, by providing one-to-one support in the heart of their communities. Groups targeted are those over 16 who are either unemployed, long-term unemployed (over 6 months) or economically inactive, or who have low incomes/low skills – but specifically those living in deprived urban areas who are traditionally harder to reach through mainstream services. As Sharon Tejada-Jimenez of Community Connections says, 'we can hardly imagine the courage required for people to simply walk through our door'.

The project partners set guideline targets for the action package. Each partner therefore has the same mission, and the actions set for each of the three activities provide a sort of standard menu, but there is an inbuilt flexibility for partners to set their own accent and organise their own forms of activity and events. This allows partners to exploit local opportunities, use or expand existing networks or structures and 'piggy-back' on parallel initiatives in their own communities – while at the same time benefiting from the knowledge and experience of their cross-border colleagues.

The INTERREG learning and transfer process is assured by the specificity of the way each partner approaches these tasks within their own framework of expertise, organisational structure (formal and informal), facilities, working culture and local situation (demographic, economic, territorial etc.). The global direction of the project is enriched by the regular reporting back and exchange of experience on how each partner is tackling the tasks set, which include one-to-one support, coaching and training in social skills (self-esteem, CV writing etc.) 'back to or into work academies', volunteering and work experience opportunities, organising and accessing training courses (e.g. training modules for low-skilled people, basic computing, driving lessons) and placements. They bring their own tools and techniques to the table.

The partners are committed to producing joint outputs, and providing tools to improve practice and response patterns. There is already a concrete result in the form of the publication of a guidance booklet called the *10 Steps to Work* guide.



This document has been tested and developed using unemployed people as the prime source of information, to fix the difficulties to be overcome and needs to be addressed – it is 'developed by people who are looking for work, for people who are looking for work'. In Kortrijk Mentor used an 'opinion game' technique to mobilise focus group participation. It guides unemployed clients through a series of questions or key topics like 'What have I got to offer?'; 'Who can help you?'; 'How to sell yourself?', 'How to follow up your interview?'. The guide is available in three languages, with the same layout and content (with minor adaptations to local contexts) and is to be applied in all partner areas. It is intended for circulation to coaches, street workers, career advisers, social workers and employment organisations in general. Two additional publications of this

type, the 'soft skills guide' and the 'mobility guide' are in the process of piloting to similarly gather the successful practices and training methods applied through the project and present them so that other organisations can self-train to use the same techniques. Unavoidably these will be fine-tuned and translated to fit local conditions and languages.

A local interpretation: Kortrijk

The city of Kortrijk is a fully committed member of the Succes project and so provides a valuable insight into the local workings of the INTERREG initiative. Despite its position on the very western fringe of Belgium, Kortrijk (population 76 000) has traditionally been, and remains, an important economic growth pole for Flanders. Furthermore it is strengthened by its strong connection with the Lille Metropolitan Area. As such it is a key partner in the cross-border cooperation initiative 'Eurometropole Lille-Kortrijk-Tournai', established as the first European Grouping of Territorial Cooperation (EGTC) in 2008.

As in all Belgian cities there is a strong relationship and cooperation between the OCMW Kortrijk and the city administration. Therefore for this project we could speak of three key partners at the local level. The city is responsible for policy encompassing the social economy and has its own initiatives in respect of job creation but there is an agreed delineation of responsibilities with the OCMW, whereby the city becomes almost a sleeping partner in this instance. The OCMW is charged with the intervention role in community development, neighbourhood working and activation, and so the Succes project falls under its mandate and is consistent with its own Management Plan *Mensen Sterker Maken* ('Making People Stronger'). The second full operational partner is the NGO Mentor vzw which has a specific mission statement to train, coach, steer and advise job seekers and employees.

In the project the OCMW coordinates the local activity and engages with the local community, scoping and identifying client groups, labour market and training opportunities, and making contacts with other local support agencies and service providers. Scoping of the deprived neighbourhoods and identifying target groups was initially inspired by information derived from the 'neighbourhood monitoring' and social mapping system which is in place for the city. From here contact with existing community centres, organisations and social workers on the ground was used to further define clients and key figures within the target group who could act as entry points to the community.

While Mentor vzw has no role in implementing the 'Remedial action to improve social and physical mobility' (Activity 1 – OCMW), all other activities are organised in a joint operation between the OCMW and Mentor, with Mentor taking the lead on organisation and implementation of the training, support, guidance and coaching initiatives to help an excluded unemployed population. The two partners work together on an equal but complementary basis where in simple terms the OCMW provides the target framework and structure and Mentor implements the details by developing concrete and operational actions. There is an almost continuous dialogue between the agencies to ensure that actions are effectively tuned, developed and implemented. In this way both partners contribute to the design of the action, and use their specific networks and resources (knowledge, capacities and expertise) to maximise the effect of interventions in, and engagement with, target communities. Both scope potential further opportunities for formal and informal training (educational institutions and courses) and placement (local firms and organisations). This task division appears to be a very strong and effective feature of partner co-operation which is punctuated by formal 'Reflection Moments' – meetings where the project teams and stakeholders assess actions and discuss future planning. These meetings revolve around a self-questioning exercise i.e. 'Have our activities so far diminished social isolation? How have they been successful, or why have they not been successful? What recommendations can be drawn for future action?'

ERDF enables proactive intervention

On the basis of the Kortrijk Neighbourhood Monitor⁶ and Deprivation Poverty Analysis carried out for the Province of West Flanders, and in consultation with local neighbourhood workers, the OCMW identified five priority neighbourhoods in which to develop Succes activity: Lange Munte, Overleie, Veemarkt, Venning and V-TEX. At almost project mid-term (end December 2011) OCMW Kortrijk had carried out 442 house visits and had identified 175 clients to participate in Activity 2 (developing soft skills), but only nine people were officially guided to contact neighbourhood centres. This reflects both the conscious decision by Kortrijk to send officers out into the community, but also demonstrates the different approaches of the various project partners. All opportunities (formal and informal) are explored to raise the chance of making initial and meaningful contacts with client groups. In Grande Synthe on the other side of the French border, the same outreach principle was applied but here the Maison de l'Initiative actively used existing neighbourhood networks to bring people in to their organisational structure – a different modality, similar result.

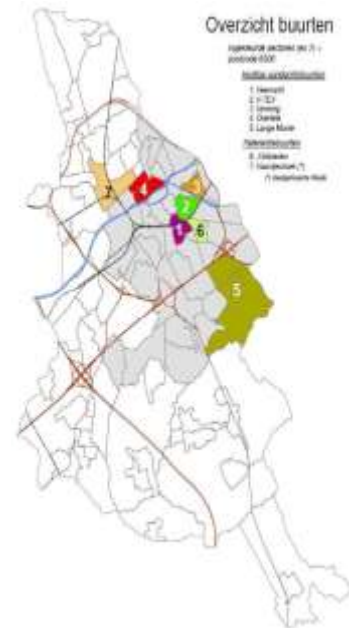


Figure 1 Five target neighbourhoods in Kortrijk

It is this opportunity for proactive intervention afforded by the INTERREG funding which presents a real added value for the project partners. At the half-way mark making contact and convincing people to engage had already attracted 54 clients to participate in workshops to build self-esteem, and more than 90 people had taken part both in training sessions on how to behave in the work environment and in personal development programmes – and this solely as result of the OCMW actions. Interestingly 11 people have been channelled into work placements then into a training programme to gain qualifications for childcare, and four have gone into formal further education. This childcare training programme illustrates the value of flexibility at local level. There was no pre-set target in Kortrijk but this was a sector which presented a concrete opportunity for particular groups identified in the initial outreach activity – so the priority was adapted. This particular opportunity has also been highlighted in Grande Synthe where a win-win situation is being exploited with 70 new independent child carers installed from the local population (putting people into employment) which in turn provides opportunity for parents with young children to enter the job market.

This activity on the part of the OCMW prepares a platform on which Mentor can build its own actions, identifying jobless people and channelling them towards appropriate courses, workshops, confidence building and training sessions. In Kortrijk 76% of the total project budget of the OCMW is assigned to personnel costs (engagement of extra staff) to implement the outreach activity (particularly house visits and contact). Downstream, Mentor has devised a programme built on various forms of interaction and accompaniment for these target individuals or groups.

This is Mentor's core business – to encourage and welcome participants into coaching and training events and workshops designed to improve their position and chances of insertion in the labour market. Past the midpoint of the project, the offer includes pre-training for childcare (20 three-hour sessions spread over 10 months, equivalent to one school year), basic PC and internet courses (10 sessions, 2-3 hours once a week), 'taking care of yourself' chat sessions (on request), social skills training (minimum 2 sessions of 3 hours), job application workshops (5 sessions of 3 hours), 'do-it-yourself' workshops (continual weekly programme) and the introduction and coaching of 'wiseguys'. This last initiative started in

⁶ Buurtmonitor 2010: Lange Munte, Overleie, Veemarkt, Venning V-TEX – Cel data en planning, stad Kortrijk

Kortrijk in 2012 and is intended to identify and mobilise local people ('wise guys') as walking information and contact points at the heart of the community. They focus on learning and communicating on certain topical themes for their neighbourhood populations: leisure activities, families and health, welfare, housing, training opportunities and work. The idea behind this is that people will be more likely to accept news and ideas from people they recognise as being in the same situation as themselves. Another interesting aspect relates to the childcare training. This developed in response to opportunity, where a particular female target group was identified by the OCMW and could be placed in kindergarten facilities to gain experience. However in order to give such an appointment a degree of permanence, it was quickly realised that the lack of formal qualifications for this occupation would exclude the candidates even although they had spent quality time in the workplace. For this reason the pre-training, to guide people into a more formal training, was set up on the basis of real need.

By December 2011, Mentor had guided 49 people through confidence building and social skills courses, 75 people have joined training on how to behave in the workplace (lifecycle target 90) and seven individuals are following dedicated coaching on PC and internet use. 'Do-it-yourself' training sessions are now also under way and 'wise guys' training is planned on Thursday mornings pre-summer 2012 (20 hours, 7 sessions and 3 reflection groups)



Figure 2. PC training and job application workshop, Kortrijk – photos Mentor vzw

SucceS and difficulties

The project has benefited from the professionalism of the partners, and the experience of Medway Council in running a cross-border initiative (Medway has participated in a number of such projects fostering improvement of the social economy). The close collaboration has allowed the partnership to imagine, and put into operation, an ambitious range of actions, formal and informal, large and small – designed to help achieve the overall goals. Co-production of instruments at the project level, fed by local experience, is combined with a real sharing of ideas and techniques based on partner specialisations.

The UK orientation, set out in the 'Big Society' and 'Get Britain Working' policies, to give the voluntary sector and volunteering a prominent position in the mix, was a novel and unexpected option for the partners in France and Belgium. Yet this avenue is accepted in Kortrijk and Grande Synthe as one facet which could improve their own service delivery. Partners have emphasised different approaches appropriate to their specialisations, opportunities and needs. Community Connections uses its experience in film and media to attract and involve people in developing its programme of engagement with the culture of the workplace, building the chain of self-esteem, skills and aspirations to create social capital. While the first step of making contact with disassociated individuals has been a fundamental priority for the Kortrijk neighbourhoods, Grande Synthe has also been mobilised by the obstacles, personal and societal, which keep people in a state of disadvantage. Their workshop series *Etre et Savoir Etre* ('To be and to know how to be') is coupled with concrete solutions to enable access to childcare (allowing people to apply for work) or learning to drive a car (*Feu vert* – 'Green light'), convincing people that in difficult economic situations,



Figure 3 Setting up an activities and organisations 'marketplace' in Rochester (photo mentor vzw)

employment is not only to be found on their doorstep or even in the trades they have experience in.

At a cross-border event held in Rochester in February 2012, the project brought together stakeholders from the local area to hear witness statements from neighbourhood working teams, unemployed people participating in SucceS initiatives and the business community. This confrontation of experience and expectations, animated by a market place of activities and organisations, is an important step in closing the circle between employer and job-seeker where the

transnational component provides added gravitas and conviction. Experience of employers who responded to the question 'Do you have a GAP⁷ in your business for an apprentice?' by successfully (also in economic terms) taking on a trainee is set against the significance of the impression of one of the SucceS clients who emphasised the value of 'people who talk to you on a personal level, who treat you with respect and give you a feeling of worth – this creates belief in yourself'.

The challenge however remains, particularly in terms of changing ingrained attitudes and convincing stakeholders to operate in a different way, even or especially within the key service providers. Overcoming this potential barrier seems to be particularly helped by the exchanges between the partners and also by the pressure such an international initiative can apply – in mobilising politicians and encouraging officers to participate.

Making meaningful contact with client groups is still the prime objective, and partner figures suggest that this is yielding results, at least in making contact where before there was none. Kortrijk reminds the partners however that with these client groups the job is not over when a person gains a formal training or work placement (employment, work experience or apprenticeship). They generally need further support in the new situation.

It is also recognised that it is difficult to make a programme that will suit everyone where there is diversity of cultures and language skills, so actions need to take account of this and adapt accordingly. This flexibility is also helped by the wide pool of experience which the partnership offers. Recognition of simple elements is important in building solutions – for instance that passing the driving test may require 60 hours of intensive support for these target groups where 40 hours is the average.

In Kortrijk, but also in the other partner cities, the initiative to intervene in such a labour-intensive way to generate new habits and attitudes to work, in particularly difficult neighbourhoods, is ambitious. The city's share of the project budget, €833 108 (€586 505 for OCMW and €246 603 for Mentor), with 50% provided by the ERDF, has allowed the partners to develop alternative ways of addressing the unemployment problem which could not otherwise have been initiated. The results in terms of building a positive climate of employability are, and will be, difficult to quantify, but the reward in bringing people off benefit and into jobs is clear both for the welfare recipient and the public purse. The catalytic effect in transforming methods of working and service provision is in the process of evaluation, so that delivery models can be adapted to this new modality in ways which can ensure continuation after the funding is exhausted.

A positive result for inclusive growth

The project is due to finish in mid-2013. The ambition is that the methods developed and applied in the project will become standard procedure and practice within the partner organisations delivering support to the unemployed living in deprived areas of Norfolk and

⁷ <http://www.medway.gov.uk/business/economicdevelopment/apprenticesandgraduates/thegapsinitiative.aspx>

Suffolk, Medway, Kortrijk and Grande Synthe in the French *département* of Nord. However the radical approach of going out into the communities to reach the most disconnected sections of the unemployed population is both time and labour intensive. The outreach and one-to-one support techniques may prove unsustainable given anticipated cuts in public services, so alternative options (private sector delivery, modified service structure, volunteering) are planned to be put in place to tackle the problems of this target group. In Kortrijk the strategy is indeed to modify the OCMW's way of working to use the outreach methods developed in the project as far as future budgets will allow. This is currently under consideration as a concrete reorganisation of activity for the agency. The OCMW will continue to have a coordinating and instigating role in this respect but is also seeking to continue or transfer certain responsibilities, to adapt ways of working in other existing structures such as the neighbourhood centres, and also to give a stronger role to voluntary organisations like A'kzie⁸ (one of Flanders's 'organisations where the poor take responsibility' – *verenigingen waar armen het woord nemen*). Under this umbrella the 'wiseguys' initiative (16 local participants from all walks of life) will continue after Succes, not only strengthening their independent capacity as individuals, but also that of those living around them who traditionally aren't reached by existing support mechanisms. This is also the case in other partner situations. In Medway for instance more emphasis will be placed on their subsidiary network organisations, organised through statutory agencies such as Employ Medway,⁹ Citizens Advice Bureau, Medway Adult Learning and church or community groups like the All Saints Community Project.¹⁰

The project is about employability and there is a subtle distinction between this and the question of actually creating jobs or putting people physically back into the workplace. The need to establish contact, engagement and preparation as a precondition for entry into the labour market gives Succes a true validity. As Francesca Verhenne of OCMW Kortrijk said at the start of the project, 'Social activation stimulates employment activation! Besides, activation in general is an important lever for social inclusion'. The spreading of this message is already an important step, even if the method and structure of delivering employability still require more innovative collaboration between public, private and voluntary sectors, in seeking to maintain future pressure on this aspect, in neighbourhoods where the need is greatest.



Figure 4. The 'wiseguys' and job seekers sharing their experience of Succes in Rochester (photo Mentor vzw)

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AEIDL has been contracted by the European Commission in 2012 in order to provide 50 examples of good practice in urban development supported by the European Regional Development Fund during the 2007-2013 programming period (contract reference 2011.CE.16.0.AT.035). The views expressed by AEIDL remain informal and should not under any circumstance be regarded as the official position of the European Commission.

⁸ <http://www.drk.be/persberichten/akzie-officieel-erkend-als-vereniging-waar-armen-het-woord-nemen>

⁹ <http://www.medway.gov.uk/business/economicdevelopment/employmedway.aspx>

¹⁰ <http://www.allsaintscommunityproject.org.uk/index2.html>