
CASE STUDY: LILLE, FRANCE

PRACTICE AND POLICY LESSONS FROM LOCAL EMPLOYMENT DEVELOPMENT ACTION (INCLUDING THE ROLE OF PARTNERSHIP)

Plan Locaux de l'Insertion et de l'Emploi, PLIE Missions Locale de Lille

Background

Lille is a city in northern France on the Deûle River. It is the "prefecture (capital) of the department of Nord, in the region of Nord-Pas-de-Calais. Population 180,000. It lies near the border with Belgium. Population of the metropolitan area (*aire urbaine*) is 1,140,000. Including those parts of the Lille metropolitan area which are in Belgium, the overall population of the Lille-Kortrijk metropolitan area is around 1,700,000.

A major textile manufacturing center, Lille forms the heart of a larger conurbation, regrouping Lille, Roubaix and Tourcoing, which is France's 4th-largest urban conglomeration with a population of over 1.1 million. Lille is the European Capital of Culture 2004.

The projects in National Context

The Plan Local d'Insertion et d'Emploi (PLIE) in France

PLIE operate in localities across France. They are an important policy tool to support the reintegration of long term unemployed people or disadvantaged groups. They are nationally recognised and established but operate locally.

The PLIE consist of a local programme for inclusion and employment (*Plan Locaux de l'Insertion et de l'Emploi, PLIE*). These action plans are developed by elaborated on the initiative of the municipalities. They support the re-entry into employment of unemployed people who may also suffer health, professional, social or other disadvantages.

The PLIE are generally established for five years and mobilise the partnerships and supports of other local government (county, region). Their objective is to place people in fixed-term employment contracts within a six months period. 10 % of the population of the relevant geographical zone must be concerned.

The implementation of the PLIE is as follows. At first a municipality or a grouping of municipalities determine the area of intervention. This location is made with the co-operation of the administration and the consultation of *the local county council for inclusion*. This diagnosis allows to establish a project, and then a protocol associating the various partners. A pilot committee and a technical committee are set up. Finance is provided from various sources including local national and ESF Objective 3. Contributions from ESF and private companies cannot exceed 55% and 10% respectively. Running costs can exceed 10% of total expenditure.

Missions locales pour l'emploi in France

Missions locales pour l'emploi support young people searching for employment. They are nationally recognised and established but operate locally. For 20 years they have operated a network of more than 600 centres providing information, advice and guidance for young people, by operating the TRACE programme (Trajet, Accès à l'Emploi). The *Missions* are operated by partnerships between cities, the inter municipal structures or the other local or regional communities, the LPES and a certain number of associations.

The Projects in Local Context

Local employment policy is brought together by the PLIE and by the Mission Locale de Lille, both of which are managed by an organisation called *Reussir*.

Plan lillois d'insertion économique (PLIE)

The first PLIE came into operation in Lille in 1990. This initiative aims to enable local people who face social and economic exclusion, to have access to the new jobs generated by Lille's development as a European city. The PLIE's innovation consists of the co-ordination and joint-working between all the institutional, social and economic partners; a territorial approach to tackling long-term unemployment; the integration of this approach into wider local economic development. The PLIE receives funding from the *Fonds de Revitalisation Urbaine*.

The PLIE is a strategic partnership that plans activity across Lille. It is managed by an *Réussir, Le Plan Lillois d'Insertion*. It brings actors such as the *Département, Région* and the *Ville*. These oversee the *opérateurs* such as :

- *Opérateurs d'insertion*, who integrate individuals into the labour market, for example through intermediary employment (Associations Intermédiaires, Entreprises d'Insertion, Entreprises de Travail Temporaire d'Insertion, etc.)
- Training providers ;
- Organisations that place individuals in employment.

Mission locale de Lille

The *Missions Locale de Lille* supports the integration of individual young people into social and working life. Each neighbourhood (quartier) hosts a branch of the Mission, linked to the Mairie de Quartier. The *Fonds Local d'Aides aux jeunes* (Local Fund for Young People) finances individual insertion projects. Applications for funding are overseen by the Associations de Quartier (Neighbourhood Associations) and by the Mission Locale.

The Mission Locale de Lille, among other services, provides routes into enterprise for unemployed people, through its Le service d'aide à l'émergence de micro-activités (Support for the creation of micro-businesses). Crucially, it complements rather than replaces national programmes. The key strength of the service is the Agents d'Aide à l'Emergence that provide advice in centres in six neighbourhoods across the city. The Agents promote the idea of enterprise and provide practical support to potential entrepreneurs through:

- Organising support interviews to consider the motivation, professional competencies and personal competencies of the individual;
- Identifying barriers to action and signposting the individual to suitable support agencies;

- Guiding the individual towards other sources of information and advice;
- Providing logistical support, such as administrative, internet and telephone facilities;
- Supporting in presenting the business idea to the project's Steering Group;
- Directing those who choose not to create a business towards other, more suitable insertion opportunities.

Lance Ton Business - project enables young people to start a business, as well as providing a route to gaining a qualification. It particularly focuses on young people with only a low level of qualification. Lance Ton Business provides support over ten months, consisting of:

- A contract of employment (Contrat Emploi Solidarité);
- Theoretical training leading to a University diploma at level IV;
- Vocational training building on the theoretical training and relating to the specific business project ;
- Customised support in the creation of the business.

Good Practice Lessons in Local Employment Development

PLIE

- National and legislative recognition can allow a local partnership to move from experimentation to the delivery of mainstream programmes.
- Common partnership structures across a country can be beneficial, providing that the scope for local initiative is not lost.
- Generating political will and local financial and managerial capacity are vital to the sustainability of a local partnership.
- The PLIE's innovation consists of the co-ordination and joint-working between all the institutional, social and economic partners; a territorial approach to tackling long-term unemployment; the integration of this approach into wider local economic development.

Mission locale de Lille

Lessons learned from the experience of Le service d'aide à l'émergence de micro-activités are that:

- Unemployed individuals are often best supported by services that are available in the local neighbourhood;
- Capacity needs to be in place to signpost individuals to other opportunities if necessary;
- Project partners can recognise the importance of good actions that may, nonetheless, be outside their own direct area of competence and activity.

Lance Ton Business:

- Routes into self-employment for young people (with no/low qualification) should also enable the young person to gain qualifications; this will better equip young people to enter employment in the event of their business failing;
- A contract of employment provides greater security for young people as well as increasing their commitment to a programme; and
- Activity of this sort should encourage young people to take responsibility for their business proposal and be able to operate autonomously.