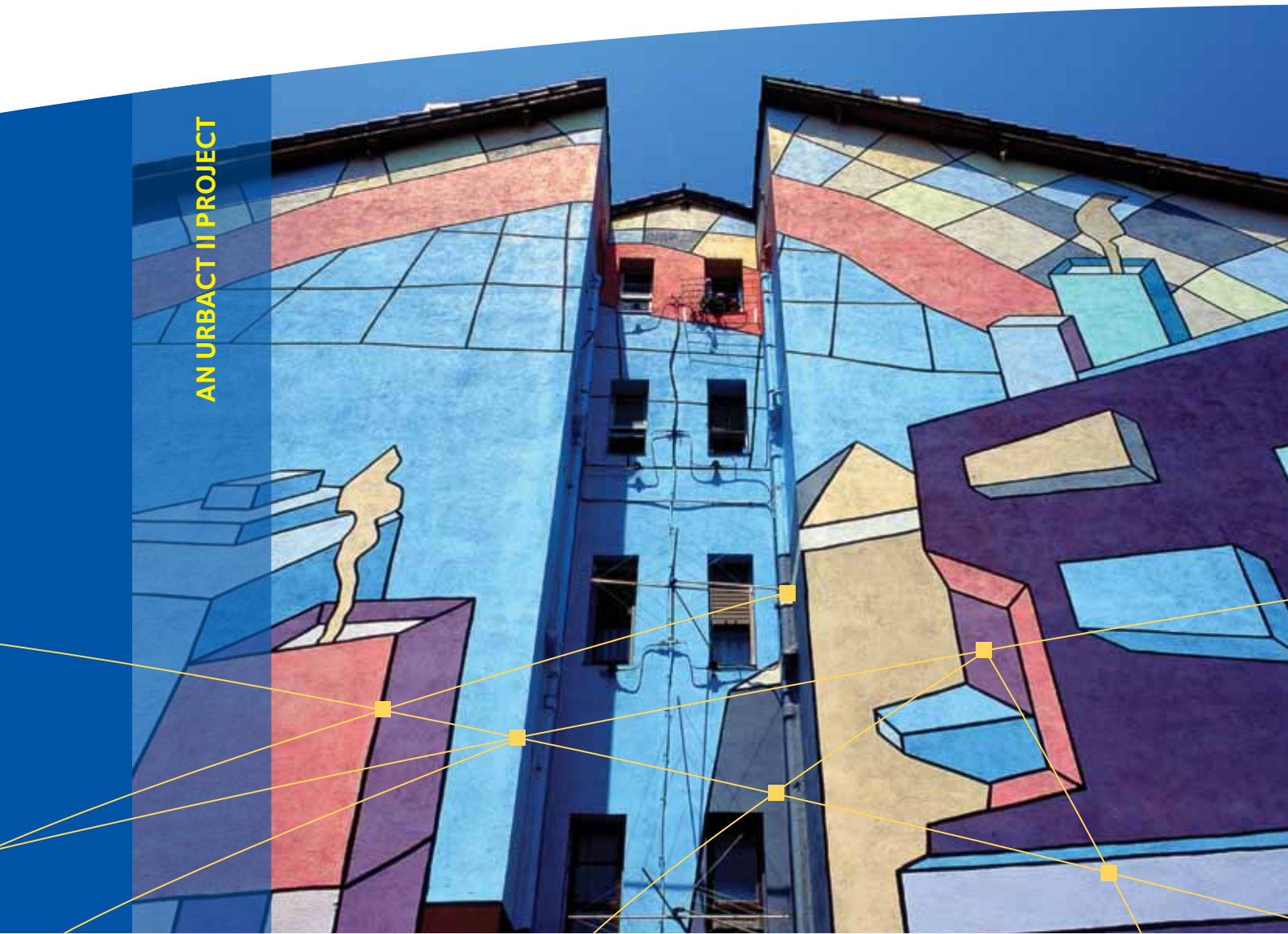




Barakaldo Local Action Plan

RUnUP Thematic Network

AN URBACT II PROJECT



Connecting cities
Building successes



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Foreword

In times of crisis such as we are experiencing now, and in increasingly globalised markets, the many agents involved in local development are concerned about, and consider a priority, how to develop talent and apply the knowledge gained in schools and universities. The Barakaldo Town Council is well aware that towns able to generate opportunities to research, create and innovate will attract more talent and more projects with added value.

Knowledge and talent promote development and advancement of society as a whole, and this is why we should take measures to encourage it: educational centres and universities, to strengthen and share knowledge with other social agents; companies, to boost creativity and innovation among their work teams and managers; and local authorities, to facilitate and promote the resources required to make such development possible.

To this end, Barakaldo taking part in the RUnUP-URBACT II European Network has helped us to explore new opportunities to confront sustainable, comprehensive urban development, which is sufficiently attractive and avant-garde to make use of existing knowledge, retain our talent and attract new talent.

Therefore, the Local Support Group, created within the framework of this project, has prepared this Action Plan based on two lines of work: Prospecting (to identify strategic sectors and opportunities for company development) and Dynamising (to promote competitiveness and innovation in companies in the municipality).

Through the projects contained in the plan, we shall continue working to secure cooperation among universities, institutions and companies, to foster knowledge and talent in our local environment. This is because, in short, it is our responsibility to persuade the talent to remain in Barakaldo, making it into a creative and attractive town for developing new ideas and company projects.



Antonio J Rodriguez
Mayor of Barakaldo

Introduction

How RUnUp relates to local strategies

As an independent municipal body whose mission is to encourage the local economic development of Barakaldo, one of Inguralde's goals has always been to try to advance and improve collaboration with other agents operating in the town, more specifically with companies and education centres.

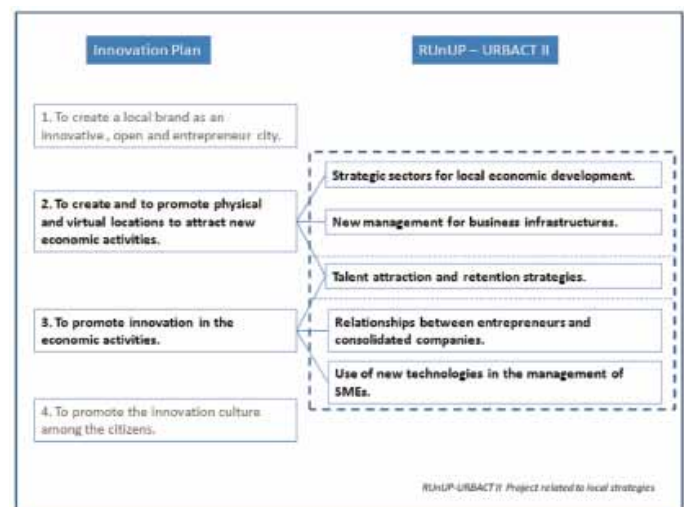
Inguralde understands the RUnUP project to be an opportunity for it, as a local administration body, to continue working with companies in the town, also to set up contacts and establish bases for new collaboration with the university, as this is a less well-developed field of collaboration than with companies.

In this respect, the aim of the RUnUP project in Barakaldo is precisely this, to bring these other agents (from business and universities) into a process of joint identification of needs, and then to define proposals and strategies to promote the development of the local economy.

In short, we are using the project to create a place where the various economic and social agents can meet up, and where they can find guidance, participation and collaboration for developing strategies for local action.

The reflection on strategy towards a "plan of innovation" promoted by Inguralde in Barakaldo in 2008 was, in fact, the starting point for setting up the Local Support Group for the URBACT project. Thus, it was thought that the Group could contribute to developing two of the lines of strategy already defined in the plan.

In this way, the Group started with a joint reflection on five main themes that, while corresponding to the themes in the URBACT project, also fall within the lines of strategy on the "plan of innovation".



Therefore, the development of the RUnUP-URBACT II project in Barakaldo has enabled Inguralde to reflect and draw up proposals for specific action within the framework of two strategic areas highlighted in the graph above, through a "triple helix" analysis of the opportunities for action on several subjects which were also the aim of the European project.

Challenges of working with the triple helix in Barakaldo

The greatest challenge posed by the RUnUP-URBACT II project in Barakaldo was, without doubt, to achieve effective “triple helix” collaboration among the various agents involved: local administration, companies and university.

Moving forward in creating an innovating and enterprising town needs tools to enable effective interchange and absorption of knowledge held by one agent or another, in addition to setting up suitable mechanisms for collaboration and working together.

However, the various current real situations, perspectives, dynamics and ways of working in institutions, companies and education are often large barriers making contact among them difficult.

Nevertheless, although these barriers were again present in the creation and start-up of the Local Support Group, there is agreement on the fact that this initiative has enabled the agents taking part to:

- Make contacts - in most cases, for the first time.
- Find out more about their different ways of working, points of view and expectations.
- Start to communicate and seek possible fields for joint action.
- Try to define strategic, innovative actions that will bring greater development and wealth to the town.

The role of the University:

In the specific case of Barakaldo, while Inguralde has worked for a long time with the companies in the town, its relationship with the university consisted of occasional contact, but not forming part of a strategy of approaching each other, and far less of cooperation.

Unlike other associated towns, the curious thing about Barakaldo in the framework of the RUnUP project is that it only has one faculty of the University of the Basque Country in the town. There is no “Barakaldo University” as such.

However, this does not pose a problem in the university becoming involved in the project, as three areas of the University of the Basque Country have taken part in the URBACT Local

Support Group, which, although not necessarily situated in Barakaldo, have shown interest in exploring the possibilities of collaborating that may arise from the initiative.

- The Mining Faculty in Barakaldo, although it belongs to the University of the Basque Country, has always had a close relationship with the development of the town and its large tradition of industry (now directed more towards the service sector). At present, as it is shortly to move to Bilbao (due to a project of relocating some faculties), an analysis is being made of what to use the building for (for example, as a residence for researchers, in line with local strategies for attracting and retaining talent).
- The Higher Technical School of Engineering in Bilbao has also taken part in the project as a member of the group, in order to study potential collaboration in developing more technical projects, relating to the design of new equipment and infrastructure in the town.
- The University’s participation is rounded off by the Multidisciplinary University Group of the Economic and Business Faculty of Bilbao, which has contributed to providing knowledge on the strategic sectors where a drive could be made for their development in Barakaldo.

In any case, it is obvious that establishing new, fluid collaboration among agents from such different spheres is an objective requiring more time for assessment.

The RUnUP project has become a starting point for developing new cooperation, which will go deeper and further over the next few years.

Strategic approach

Current economic situation in Barakaldo

Barakaldo has seen a growth in new businesses of 5.7% between 2000 and 2005 and an increase in employment of 11.1% in the same period with significant growth in the construction (34%) and financial and business services (31%) sector companies.

In Barakaldo the biggest proportional growth in business according to sectors appears in financial and business services (13.6% out of the total number of businesses in the city in 2002; 17.3% in 2007). Alongside this construction has also increased. In comparison, four sectors have suffered a slight reduction: Industry and Energy; Commerce and motor vehicle Repairing; Transport, Storage and Communications; and Hotel and Catering.

Barakaldo cannot be considered an industrial city, although it is still regarded as so locally.

Industry only generates 1 out of 10 jobs in Barakaldo with 10.9% of total employment generated by Industry and Energy, while Commerce, Hotel and Transport supporting 27.2% and Banking, insurance and business services 35.5%. These two sectors and other services accounting for 3 out of 4 jobs in Barakaldo.

In this new environment Barakaldo is one of the most important business, services and industrial location in the Basque Country. It is an area with an important industrial tradition but with new facilities that will attract service sector based companies. Its location near the port, the airport, the A8 highway and the city of Bilbao provides a strategic location for the development of logistics industry and significant potential for the development of high growth sectors including energy.

Weaknesses, strengths and opportunities

The following tables show the results of the strategic analysis of weaknesses, strengths and opportunities done through two workshops with the ULSG participants:

- Workshop 1: Strategic sectors and location for economic activities
- Workshop 2: Innovation in business

WORKSHOP 1: STRATEGIC SECTORS AND LOCATION FOR ECONOMIC ACTIVITIES

WEAKNESSES

Strategic sectors

- The remaining industry in Barakaldo is small and vulnerable.
- Enterprise-commercial structure directed to local demand, but without an innovative nature.
- Risk: lack of diversification of excessively retail-based strategies.
- Population ageing and increasing demand of social and health services.

Location for economic activities

- High work-mobility and risk of becoming a 'dormitory city'.
- After urban renovation and development, nowadays available land is very limited.
- This limited location entails more obstacles for the development of those sectors which need certain expanse of land (for example, logistics).
- Other institutions and stakeholders' involvement, that can limit local administration's decision chances and leeway.

Triple helix relationships

- Lack of communication and linkage between enterprise and education beyond practice programmes. Limited mutual information and knowledge.
- Enterprises and investigation departments of educational centres: disconnected.
- Regarding the relationship among enterprises in Barakaldo, there is no relation collaboration
- between those located in the large commercial centres and local smaller companies.
- No relationship between the University and local administration, due to their different scope and field of action.

STRENGTHS

Strategic sectors

- There are companies with a great 'driving' potential: Hospital of Cruces, Megapark, Bilbao Exhibition Centre...
- Large number of old people's homes and services.

Location for economic activities

- Strategic geographical location and proximity to Bilbao.
- Good communication network and public transport.

Triple helix relationships

- Improvement of internships and practice programmes of university students in companies.
- More and more learning/training offer for different sectors (for example, there is one specifically directed to commerce and retail sector).

OPPORTUNITIES

Strategic sectors

- Health sector - Advantage: proximity of the suppliers with the health-centres / clients. Opportunity: development of supply activities for this sector (materials, research, services, etc).
- Social welfare sector - Advantage: increasing demand of this kind of services for an older and older population. Opportunity: development of this sector in Barakaldo, based on singularity nature and features that make it different from these usually dispersed activities.
- Other sectors:
- Commercial offer can be directed to high value sectors.
- Ecoindustry: field with development opportunities, for example, in recycling. However: in today's economic difficult situation moves business priorities towards other action lines.

Location for economic activities

- New/available locations could satisfy small and medium companies' needs, but not big ones, if we take into account the higher competition of business parks like Zamudio, the new one in Ortuella, etc.
- Here located companies should be directed to sectors where they have competition advantages, because of their proximity to 'driving companies' in the city: Bilbao Exhibition Centre, Megapark, Hospital of Cruces, etc.
- Taking advantage of infrastructures such as Bilbao Exhibition Centre, in order to foster small industry's growth potential.

Triple helix relationships

- A stronger linkage between enterprise and education can be established, in a wider sense: research, participation in joint projects, etc.
- Improvement of the relationship between big companies and small local enterprises.
- Cooperation between University and Local Administration, based on the support of specific strategic sectors in the city: sanitary, retail, etc.

WORKSHOP 2: INNOVATION IN BUSINESS

WEAKNESSES

Development of business activities

- Less land availability for the development of new business activities, due to the progressive urban renovation process of the city.
- Lack of 'life' and local integration in spaces like Megapark or Bilbao Exhibition Centre.
- General ignorance about the enterprises that make up the economic life of Barakaldo; lack of 'brands'.

Entrepreneurship and innovation

- There is no retention ability or strategy of the companies that are created in Barakaldo.
- There are difficulties to introduce 'innovation' into the commercial sector, because it is a concept usually linked to scientific or technical and industrial development activities.

Triple helix relationships

- Relationship between enterprises and learning centres, only linked with the development of practice programmes. Stakeholders miss another kind of linkage, beyond that specific area: research, participation in joint projects and strategies, etc.
- Regarding their relationship with the local administration, big companies notice more proximity with Inguralde, but not so much with the Municipality itself.
- In case of the big companies located in Megapark commercial centre, cooperation among enterprises is usually limited to management issues.
- With regard to the relationship between these big companies and other local enterprises, it does not exist (first ones are considered as a 'threat' by the second ones).

STRENGTHS

Development of business activities

- Strategic location of Barakaldo, as an important business attraction factor.
- Urban transformation and demographic growth are also other strategic criteria for business establishment.
- Largest commercial pole along the north area.
- Publicity of Barakaldo as location of the Bilbao Exhibition Centre.

Entrepreneurship and innovation

- Important institutional support for entrepreneurship and the setting up of new business projects in the city.
- Creation of innovative companies.

Triple helix relationships

- There are big companies with a great capacity of contribution and being a 'driving force' for the rest of the business local structure in the city.

OPPORTUNITIES

- Development of local business activities that provide 'driving' bigger ones with products, services.
- Cooperation fields between small and big commerce to be identified.

Strategic sectors

In the city of Barakaldo four strategic sectors have been established after an economic analysis.

During the first six months of RUnUP project the thematic triple helix partnerships have done an intensive sectorial analysis to obtain the strategic sectors of the current economy of Baracaldo.

The identified strategic sectors are:

- Energy sector: actually Barakaldo has relevant companies like Petronor or Bahia de Bizkaia. Barakaldo also has important enterprises with worries in energy efficiency, auxiliary industry and technologic and professional training centres of removal energies.
- Logistic sector: Barakaldo has a strategic emplacement, is near Bilbao port, near important logistic platforms and has excellent road connexions. There are important opportunities in the creation of logistic services enterprises.
- Naval sector: the Bilbao port, the tradition in ships building, the importance of Atlantic connexions, the existence of naval sector fairs and nautical technique and naval machines superior centre, identify naval sector as a strategic sector in the region.
- Tourism sector: Barakaldo city has an industrial and mine patrimony (industry museum and mine museum) also has the BEC, Bilbao exhibition centre, necessary hotel infrastructure, the river (luxury cruises, nautical sports), is near from the suspension bridge, near the ferry and could exploit Bilbao tourism.
- Sanitary sector: actually is one of the unique sector that continues growing in the actual crisis situation. Barakado has a public hospital, private clinics, and a lot of social centres for dependent people.

- Commercial sector: actually Barakaldo has the biggest commercial area in de north of Spain and the second one in the country. The commercial offer attracts a lot of people of Basque Country, La Rioja, Cantabria and Burgos. An effective commercial offer would lengthen the stay of the people in the Barakaldo city so Barakaldo could exploit this opportunity to offer other services, like tourism services.

For the nearest future Barakaldo is going to start stimulating the sanitary sector, logistic sector and commercial sector. The local action plan of Barakaldo has developed some actions in these three sectors.

Among the main gaps, the following have been identified: Cooperation of the small enterprises, innovation, internationalization, training, new enterprises linked to the knowledge, entrepreneur promotion and talent attraction.

URBACT Local Support Group

Composition and objectives

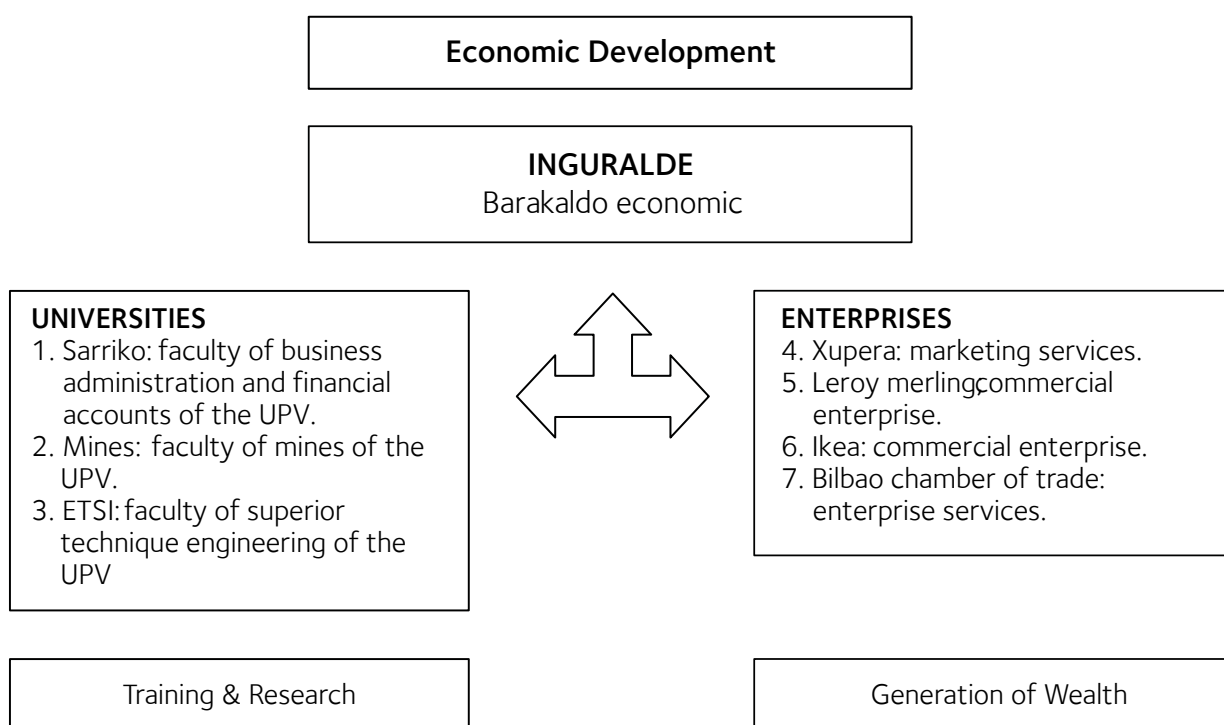
With a structure based on the “triple helix” approach, the URBACT Local Support Group is made up by representatives of the local administration, university and business. Although the group is always open to new agents taking part, it was decided that an initial make-up of no more than 10 people would be enough to ensure that it would operate properly.

Agents taking part in the Group during development in Barakaldo are the following:

- Local administration: Barakaldo City Council and Inguralde-Municipal Independent Body for Local Development.
- University: Higher Technical School of Industrial Engineering, Technical School of Mining and Public Works, and the Faculty of Economics and Business (University of the Basque Country).
- Companies: Bilbao Chamber of Commerce and Industry, Leroy Merlin, IKEA, Xupera, Innovalab.

The objectives of this Group within the framework on the RUnUP project have been to:

- Identify strategic sectors and activities for the economic development of Barakaldo. (Action 1.1)
- Define proposals for action to face up to the key challenges in economic development: attracting and retaining talent, infrastructures for businesses and professionals, etc. (Actions 4.1 and 4.2)
- Take part in the study visit programme. (Action 5.3)
- Hold periodic meetings and at least one open conference. (Action 6.3)
- Define and develop a Local Action Plan. (Action 7.1)



Each of the ULSG members has a different role in this triple helix relationship but all of them have the same goal for this project. Inguralde as a Barakaldo's public agency in the economic development has to develop an economic strategy with the support of universities and enterprises.

The enterprises will provide his know-how and product and services needs, and the university will provided a training plans and materials, and research know-how. With the collaboration of all the members Barakaldo could obtain innovative strategic mactions with excellent results in the generation of wealth, and employment in the city.

All the ULSG members are going to participate executing the actions integrated in the action plan. For each action a number of members are responsible for doing it.

Method of work

The functioning of this Group has been structured around two sub-workgroups, each focusing on specific subjects to be dealt with in the framework of the RUnUP project, and each represented by a "triple helix":

- Work group 1: Areas for economic activities (strategic economic sectors, location and infrastructures for "triple spiral" collaboration, etc.).
- Work group 2: Innovation in economic activity (attracting and retaining talent, strategies for triple spiral collaboration, etc.).

In addition, the full Group has had several eetings on many occasions, especially for the resentation and sharing of results and pproving the Local Action Plan. Communication and working together with all Group members has mainly been achieved hrough two channels:

- Periodic meetings:

Several meetings have been organised and led by an external consultancy company, and these are always adapted to the agenda and availability of Group members and based on an established method. In order to promote mutual knowledge, the meetings are held in the head offices of some of the agents taking part.

- Intranet:

In addition to providing permanent communication, Intranet also provides Group members with constant access to: documentation for the project (order of the day for meetings, minutes, reports, etc.); updated information on planning and distribution of tasks; messages, comments and contributions from other participants.

Based on this method of work, the URBACT Local Support Group has defined and agreed the various actions making up the plan, and which are described below.

URBACT Local Action Plan

The Local Action Plan is structured along two main lines, namely:

Line 1. PROSPECTING:

Strategic sectors for the development of local economy.

This line has a dual approach, and therefore, there is a need for prospecting:

- On one hand, in order to be able to identify sectors and companies whose activities are considered strategic to the socio-economic development of Barakaldo.
- On the other hand, as a monitoring tool for the companies themselves:
 - Strategic monitoring on the company's current strategic areas
 - Prospecting monitoring on sectors, markets and technology.

Line 2. DYNAMISATION:

Strategies for attracting and retaining talent.

Through company action for dynamisation, the following is expected:

- Promotion of improved competitiveness for the companies in the town.
- Promotion of innovative capacity for companies in the town.

Barakaldo ICT: Application of new technologies

This means disseminating, promoting and facilitating the resources needed for active use of Information and Communication Technology (ICT), both among the SMEs - by incorporating them into daily processes - and among the general public in Barakaldo.

Action	Deadline	Participants	Prospecting	
Strategic sectors for the development of local economy				
1 Analysis of opportunities in the Social and health sector in Barakaldo.	2011	Observation team from Inguralde. Bilbao Chamber of Commerce.	•	
2 Analysis of opportunities in the Renewable Energy sector in Barakaldo.	2011	Observation team from Inguralde. Bilbao Chamber of Commerce.	•	
Strategies for attracting and retaining talent				
3 Analysis of opportunities for providing local services for Megapark.	2011	Inguralde. Companies from Megapark.	•	
4 Collaboration in developing training programmes	2011	Inguralde. Companies located in the town. Education and Vocational Training centres.	•	
5 Design of a business centre model	2012	Inguralde. Higher Technical School of Engineering. Mining Faculty. Innovalab.	•	
6 Study for a business park model	2012	Inguralde. Higher Technical School of Engineering.	•	
7 Business synergies	2011	Inguralde. Members of the Local Support Group. Industrial companies in Barakaldo. Innovative companies in Barakaldo.	•	
8 Communication and local image	2011	Inguralde. Members of the Local Support Group. University of the Basque Country. Companies taking part in the Awards.	•	
Barakaldo ICT - Application of new technology				
9 Encouraging the use of new technology	2011	Inguralde. University of the Basque Country. Companies.		•

Specific actions

Based on the three lines described, the various actions making up the current Plan are given below.

Line 1.- PROSPECTING

Strategic sectors for the development of local economy.

Actions included in this line arise from the Study on Strategic Sectors in Barakaldo, prepared by a research team from the Economics and Business Faculty of the University of the Basque Country, also from conclusions drawn by the URBACT Local Support Group on the subject.

Line	1. PROSPECTING. Strategic sectors for the development of local economy.		
Action	Analysis of opportunities in the Social and health sector in Barakaldo.		
Description	<p>The analysis will tackle the following aspects:</p> <ul style="list-style-type: none"> • An X-ray view of the social and health sector in Barakaldo. • Study on the opportunities for developing the sector in the town, taking the current situation and foreseeable trends into account (demand for health materials in the social-health centres located in the town, demand for professionals to work in the sector, etc.). 		
Periodicity	As required	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Degree to which the study on the social-health sector in Barakaldo is carried out. • Contacts made with agents in the sector to analyse possible collaboration. 		
Participants	<ul style="list-style-type: none"> • Observation team from Inguralde. • Bilbao Chamber of Commerce. 		
Possible finance channels	Inguralde.		

Line	1. PROSPECTING. Strategic sectors for the development of local economy.		
Action	Analysis of opportunities in the Renewable Energy sector in Barakaldo.		
Description	<p>The analysis will include the following aspects:</p> <ul style="list-style-type: none"> • An X-ray view of the Renewable Energy sector in Barakaldo. • A study on the opportunities for development of the sector in the town, taking the current situation and foreseeable trends into account. 		
Periodicity	As required	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Degree to which the study on the Renewable Energy sector in Barakaldo is carried out. 		
Participants	<ul style="list-style-type: none"> • Observation team from Inguralde. • Bilbao Chamber of Commerce. 		
Possible finance channels	Inguralde.		

Line	1. PROSPECTING. Strategic sectors for the development of local economy.		
Action	Analysis of opportunities for providing local services for Megapark.		
Description	<p>The analysis will include the following aspects:</p> <ul style="list-style-type: none"> • Child-minding service for employees of companies in Megapark. • Shopping centre with common services for businesses located in Megapark. 		
Periodicity	As required	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Meetings held with agents involved. • Carrying out the analysis on the opportunity for a child-minding service. • Carrying out the analysis on the opportunity for a shopping centre. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Companies from Megapark. 		
Possible finance channels	VALORA project - European Social Fund.		

Line 2.- DYNAMISATION

Strategies for attracting and retaining talent

Under the main objective of promoting the attraction and retention of talent in Barakaldo, the plan includes a series of actions in specific fields deemed to be of interest by the URBACT Local Support group:

- Cooperation among companies: Amongst those located in large shopping centres and small, local businesses.
- Innovation: In the network of local businesses, especially commercial and services.
- Training: Relationship between companies and training centres, going beyond the practical programmes (research, joint projects, etc).
- Promotion of entrepreneurship and attracting talent: Creation of a town 'brand' to attract professional and entrepreneurial talent.

Line	2.1 DYNAMISATION. Strategies for attracting and retaining talent.		
Action	Collaboration in developing training programmes.		
Description	<ul style="list-style-type: none"> • Identification of specific training needs, at present and in the future, for professionals in companies located in Barakaldo. • Design of a Training Plan. • Carrying out the Training Plan. 		
Periodicity	Continuous	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Preparation of a Study-diagnosis of training needs. • Preparation of the Training Plan. • Development of the Training Plan. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Companies located in the town. • Education and Vocational Training centres. 		
Possible finance channels	<ul style="list-style-type: none"> • Basque Foundation for Continuous Training-Hobetuz. • VALORA project - European Social Fund. • Tripartite Foundation for Training in Employment. 		

Line	2.1 DYNAMISATION. Strategies for attracting and retaining talent.		
Action	Design of a business centre model.		
Description	<ul style="list-style-type: none"> • Identification of spaces and services required to encourage cooperation between the university and companies in training, research, innovation... (Beurko). • Dynamisation of business centres with the participation of driving companies. • Commit to a space for entrepreneurial students. • Development of living labs. • Study on the options for the Mining Faculty building. 		
Periodicity	As required	Term for completion	2012
Follow-up indicators	<ul style="list-style-type: none"> • Identification of spaces and services available. • Participation of driving companies. • Participation by the university. • Spaces for entrepreneurial students. • Living labs created. • Carrying out proposals for the Mining Faculty building. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Higher Technical School of Engineering. • Mining Faculty. • Innovalab. 		
Possible finance channels	Inguralde.		

Line	2.1 DYNAMISATION. Strategies for attracting and retaining talent.		
Action	Study for a business park model.*		
Description	<ul style="list-style-type: none"> • Study for a new business park model with innovative companies that integrate the university as a supplier and collaborator on training, research, innovation and development. • Carrying out a creation proposal for Burtzeña. 		
Periodicity	As required	Term for completion	2012
Follow-up indicators	<ul style="list-style-type: none"> • Degree to which the study is carried out. • Presentation of a proposal for a business park in Burtzeña. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Higher Technical School of Engineering. 		
Possible finance channels	Inguralde.		

*Concerning this action, it is important to remember the difficulties that may prevent their being carried out effectively, arising from there being many other agents involved in the Burtzeña project, which does not depend on municipal competence.

Line	2.1 DYNAMISATION. Strategies for attracting and retaining talent.		
Action	Business synergies.		
Description	<ul style="list-style-type: none"> • Creation of spaces aimed at innovative, industrial companies in Barakaldo, in order to promote the identification of synergy and the development of collaboration strategies among them. 		
Periodicity	Continuous	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Creation and start-up of a Forum for Innovative Companies. • N° of companies taking part in the Forum for Innovative Companies. • Creation and start-up of a Forum for Industrial Companies. • N° of companies taking part in the Forum for Industrial Companies. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Members of the Local Support Group. • Industrial companies in Barakaldo. • Innovative companies in Barakaldo. 		
Possible finance channels	<ul style="list-style-type: none"> • Provincial Government of Vizcaya. • VALORA project - European Social Fund. • Public Industrial Reconversion Company - Basque Government. 		

Line	2.1 DYNAMISATION. Strategies for attracting and retaining talent.		
Action	Communication and local image.		
Description	<ul style="list-style-type: none"> • Contribute to disseminating the image of Barakaldo as an innovating town: Annual presentation of Barakaldo Innovative Business Awards. • Disseminate the results of Barakaldo taking part in the RUnUP-URBACT II project. 		
Periodicity	Continuous	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Preparing a new edition of the Barakaldo Innovative Company Awards. • Number of appearances in the media. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • Members of the Local Support Group. • University of the Basque Country. • Companies taking part in the Awards. 		
Possible finance channels	<ul style="list-style-type: none"> • Inguralde. • VALORA project - European Social Fund. • URBACT II European Programme. 		

Barakaldo ICT - Application of new technology

Local support for promoting New Technology in the social and business fields starts from viewing the technology as very suitable tools to promote development and innovation, both for people and organisations.

Line	2.2. DYNAMISATION. Barakaldo ICT - Application of new technology		
Action	Encouraging the use of new technology.		
Description	<ul style="list-style-type: none"> • Research into new information technology and communication through a Workshop School. • Other actions aimed at promoting active use of new technology by small businesses and the general public of Barakaldo. 		
Periodicity	Continuous	Term for completion	2011
Follow-up indicators	<ul style="list-style-type: none"> • Start-up of the Workshop School. • N° of training actions on the Internet and new technologies. • N° events related to the new technologies. 		
Participants	<ul style="list-style-type: none"> • Inguralde. • University of the Basque Country. • Companies. 		
Possible finance channels	State Public Employment Service.		

Conclusions

- The RUnUP project has meant an opportunity for the local administration to establish contacts and establish the bases for new collaboration relationships with driving companies in Barakaldo; also the University, where collaboration was less welldeveloped.
- The greatest challenge posed by the RUnUP-URBACT II project in Barakaldo was, without doubt, to achieve effective “triple helix” collaboration among the various agents involved: The various current real situations, perspectives, dynamics and ways of working of the public administration, companies and the university are often large barriers making contact among them difficult.
- The absence of a “Barakaldo University” as such has not prevented the university mtaking part in the project, and representatives of three faculties from the University of the Basque Country have been involved, in order to explore the opportunity for becoming involved in actions for local development.
- In spite of the difficulties, this initiative has provided those taking part with the opportunity to: make contact, get to know, establish communication channels and analyse opportunities for joint action.
- As a result, a Plan of Action has been defined, aligned with local strategies, and with various agents committed to local development in Barakaldo taking part in its development and implementation.

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges.

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