



EASTR, Marrakesh, October 2011

Graham Garbutt, UK

**Oulu, Finland –
Smart, Complex, Evolving**

Smart

- Education: Pisa
- The 'Triple Helix' – Nokia model
- University: international excellence/ regional relevance
- Assets and innovation: strawberries, hearing and light
- Strategic Partnerships: Scandinavia, Mining

Complex

- National themes: health, safety, equality
- Central department leads/ overlaps
- Regional Agency/ 'ELY' overlaps
- National and Regional plans and budgets
- Regional Council – accountability?
- The Kainuu experiment

Evolving

- Municipal amalgamations
- City regions?
- Agency/ 'ELY' integration?
- Democracy – learning from Kainuu
- Stable national devolution policy?
- Regional 'added value' ?

Comparisons

- The 'Hungarian Model'
 - remove overlaps
 - standardisation for market advantage
 - better use of resources – offices, IT, etc
- UK experience
 - mixed devolution model
 - local/national agreements
 - subsidiarity and accountability?
 - constitutional rights and stability?

Analysis

- Limit experiment and gradualism
- Clarify horizontal and vertical roles
- Strong coordination
- Build capacity and leadership
- Strengthen steering arrangements
- Build democracy into new structures

graham.garbutt@uwe.ac.uk

