

Mutual Benefits: Building a Co-operation Between Wales and the Basque Country

4 December 2018

Delegate Joining Instructions

www.audit.wales/good-practice

#WAOBasque

Glamorgan County Cricket Club, Sophia Gardens, Cardiff, CF11 9XR

Delegate Workshop Preparation

This is a shared learning seminar where you will be encouraged to share with and/or learn from other delegates. Therefore, please take some time **in advance of attending** to consider where your organisation is in relation to the workshop themes as noted in the agenda. Please come armed with solutions and issues in relation to these workshop themes.

You will be asked to share what you want know more about (don't worry if you are a newcomer and tempted to answer 'everything'). We would also like you to **share** some good practice you are aware of (either from your own organisation or elsewhere).

We encourage delegates to tweet during this seminar, using **#WAOBasque**

Fair Processing Notice

A copy of our Good Practice Exchange Event Fair Processing Notice is enclosed and is also available on our [Forthcoming Events webpage](#). The information that you provide will be used by the Good Practice Exchange team at the Wales Audit Office for the purpose of administering your attendance at the event and some of your information (name, role, organisation and email address) will be recorded on a list and shared with other attendees after the event to facilitate sharing knowledge and best practice. If you do not want to be included on this list you must notify us prior to the end of the event by speaking to us or emailing us at good.practice@audit.wales

Terms of Reference

A copy of our Good Practice Exchange Terms of Reference is enclosed for your information. This is also available on the Good Practice Exchange web page.

Venue and date

Thank you for registering to attend the seminar 'Mutual Benefits: Building a Co-operation Between Wales and the Basque Country'

The seminar will be held at:

**Glamorgan County Cricket Club, Sophia Gardens, Cardiff, CF11 9XR
on Tuesday 4 December 2018 between 09:30 and 16:00.**

Requirements and Accessibility

The Wales Audit Office aims to make all events accessible for all individuals. Therefore if you have any requirements which may include dietary requirements, a disabled car parking space or large print versions of the seminar material, please do not hesitate to contact us at good.practice@audit.wales. Please let us know of any requirements by **Friday 30 November 2018.**

Directions

By train:

Cardiff Central Railway Station is located approximately 1 mile from the stadium

By Road:

From London: Travel time is approximately 3 hours via junction 29 of the M4.

From Birmingham: Travel time is approximately 2.5 hours

From M5/M50 Southbound, take the M4 westbound exit at junction 29.

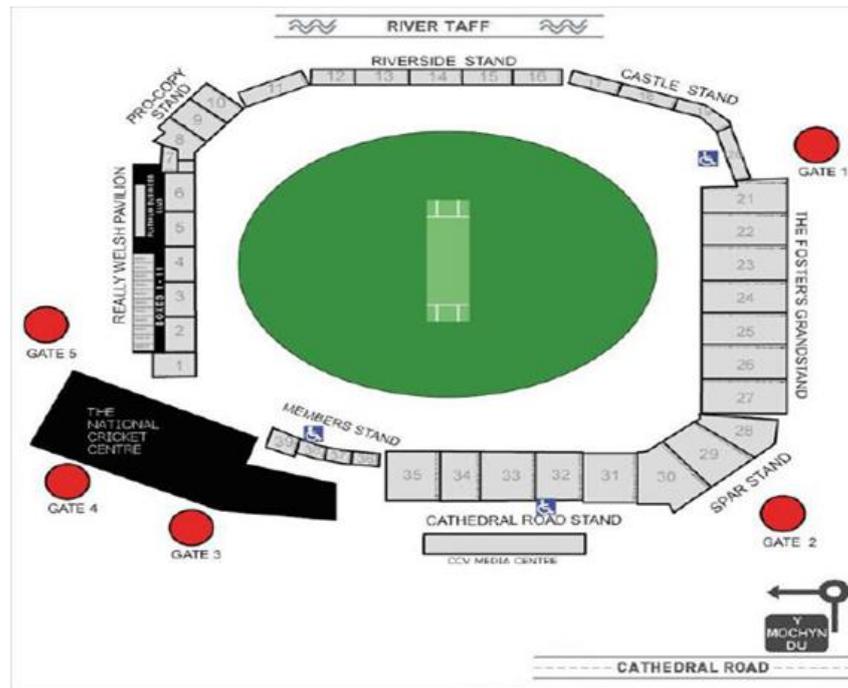
From West Wales: Take the M4 Eastbound and exit junction 33.

Car sharing

We encourage delegates to car share. Please [click here](#) for further details. Alternatively delegates are encouraged to consider using public transport.

Car parking

There is onsite parking available at **Gate 5** for 40 vehicles. This will be allocated on a first come first served basis. If this reaches capacity, there is a pay and display car park in Sophia Gardens. For directions to Sophia Gardens pay and display car park, please [click here](#).



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Agenda

- 09:30 Registration and Coffee
- 10:00 Opening and housekeeping
- 10:05 Keynote speech – Adrian Crompton, Auditor General for Wales
- 10:20 **Plenary session – Five key lessons that Wales could take from the Basque Country**
Chris Bolton will identify the social, cultural, environmental and economical benefits that co-operative organisations have brought to the Basque Country, after having visited the region earlier this year. You can read more about Chris' experiences on his personal blog page, [here](#).
- 11:00 Coffee break
- 11:30 **Workshops – round one**
Delegates have an option to attend one of the following:
- Experiences of developing cooperative identity in Mondragon enterprises**
Fred Freundlich, Mondragon University
Leire Uriarte, The Institute of Cooperative Studies
Mondragon created three centres for higher education in the 1960s and 1970s and these joined together in 1998 to form Mondragon University, to support the development of the Cooperatives that make up the Mondragon Corporation through education and knowledge sharing. This workshop will focus on collaboration work between the university's Faculty of Business and the Institute of Cooperative Studies (LANKI) at its Faculty of Humanities and Education to develop cooperative identity within Mondragon Businesses. You can learn more about Mondragon University via their website, [here](#).
- Co-creation, prototyping and people-centered design: 3 keys to foster social innovation**
Rosa Fernandez, ColaBoraBora
This workshop is going to showcase how and why this three key process (co-creation, prototyping and people-centered design) need to be integrated to developed more innovative social practices, policies and services. Sharing learnings from a few projects developed by ColaBoraBora together public basque organizations, the workshop aims to generate a friendly conversation and some ideas among participants. ColaBoraBora is a cooperative of social initiative, dedicated to designing and facilitating environments and processes of innovation and collaboration focused on people.
- GUREAK. A competitive and non-profit company, at the forefront of innovation and technology at the service of the people.**
Aizpea Barros, Gureak
GUREAK is a Basque group of companies which generate and manage steady work opportunities, suitably adapted, for people with disabilities, with a priority on people with intellectual disabilities in

Gipuzkoa. Currently, around 82% of their staff have a disability. Some of their most impressive figures include for every 1€ they receive in subsidies, they return 3€ to the economy, and their annual turnover is 210 £million (240 €million). You can learn more about GUREAK via their website, [here](#).

The ‘Mondragon Experience’

Jon Azanza Atondo and Eder Guerra Muñoz, Mondragon Team Academy

Join Jon Azanza and Eder Guerra, two young entrepreneurs from the Basque Country (Spain), on a trip through the history of the Mondragon cooperative and how their revolutionary educative system is changing the rules of the game. You can learn more about MTA [here](#).

New Working Relationships – Basque Style

Chris Bolton, Wales Audit Office

This workshop will explore the transformation of a traditionally structured cooperative, Panelfisa (automotive fixings manufacturing) into an organisation of self-managed teams with greater; transparency, trust, productivity, customer satisfaction, profitability and wider social benefit.

“The most important thing was not the screws”, but the change in working relationships that helped this happen.

The role of K2K Emocionando in supporting this transformation and the new group of 24 organisations and 2700 people, who Panelfisa are now part of will be explained along with its potential relevance to many organisations in Wales.

12:45 **Lunch**

13:45 **Workshop session**
A second chance to visit one of the workshops above.

15:00 **Reverse plenary session**
This session will reflect upon the key learnings from the workshops, and ask delegates, “what does this mean for Wales?” The panel will be chaired by Keith Edwards, with Adrian Crompton (Auditor General for Wales), Professor Rachel Ashworth (Dean of Cardiff Business School), Sophie Howe (Well-being of Future Generations Commissioner), and Derek Walker (CEO Wales Co-operative Centre).

16:00 **Close and networking**

Contact details

If you require any further information please contact Michelle Stephens on 07583 342053 or e-mail michelle.stephens@audit.wales. You are welcome to contact us in either Welsh or English. You will receive the same level of service in both languages.

Biographies

Adrian Crompton, Auditor General for Wales



Adrian Crompton was born in 1965 and educated at the Royal Forest of Dean Grammar School in Gloucestershire, before embarking on a degree in Economics at Bath University.

After graduation, he lived and worked in Paris before taking up a position as a Research Clerk at the House of Commons Library Research Division. He later spent a year as a Government Statistician at the Welsh Office prior to devolution before moving to become a Committee Clerk at the newly established National Assembly for Wales. Adrian undertook various roles at the National Assembly before becoming Director of Assembly Business in 2007.

Since 2014, alongside his role at the National Assembly, Adrian has worked as an Associate for Global Partners Governance, a social purpose company strengthening parliamentary democracy and political institutions in countries around the world. His expertise and practical support to senior politicians and civil servants has been at the heart of projects nurturing democratic transition in Sudan, Iraq, Egypt and Jordan.

Adrian's voluntary and not-for-profit work has seen him as a Board member of LINC Cymru, a socially responsible company providing social housing and care services for the elderly across south Wales. He is a member of the Study of Parliament Group, which brings together senior parliamentary staff and academics studying parliamentary government and political science, and the Political Studies Association, which promotes political engagement and research with politicians, academia, the media and other key opinion formers.

In March 2018, Adrian Crompton was recommended by the National Assembly for Wales for appointment as the Auditor General for Wales and was formally appointed to the position by HM The Queen with effect from 21 July 2018. As head of the Wales Audit Office, he oversees the annual audit of some £20 billion of taxpayers' money and is appointed on an eight-year term.

Derek Walker, Wales Co-operative Centre



Derek Walker has been CEO of the [Wales Co-operative Centre](#) since 2011. WCC is the main development body for co-operatives, mutuals and social enterprises in Wales.

WCC runs the [Social Business Wales](#) service which provides expert advice to co-operatives, mutuals and social enterprises across Wales. Whilst the co-operative and mutual sector has seen significant growth in the last few years, it has the potential to play a much bigger role in the Welsh economy.

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A group of Welsh trade unionists visited Mondragon in the early 1980s and they founded the Wales Co-operative Centre on their return. At the time there was a lot of focus on attracting inward investment to Wales. The trade unionists wanted more support to be given to creating locally owned businesses, particularly in deprived communities.

During the International Year of Co-operatives in 2012 Derek formed part of a delegation that went back to Mondragon. The IWA organised the trip and produced a report called [Leading the Dragon](#). This report informed the work of the [Welsh Commission on Co-operatives and Mutuals](#). Many of the Commission's findings and recommendations remain relevant today.

Prior to working at WCC Derek worked as Head of External Affairs at the Big Lottery Fund (Wales), as Head of Policy and Campaigns at the Wales TUC and was the first employee of Stonewall Cymru.

Sophie Howe, Future Generations Commissioner



Sophie was appointed as the first Future Generations Commissioner for Wales in February 2016. Her role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Well-being of Future Generations (Wales) Act 2015 to work towards achieving the well-being goals.

Prior to this role, Sophie was the first Deputy Police and Crime Commissioner for South Wales and the only woman in a police commissioner leadership role in Wales. In this role, she led programmes to tackle violent crime and violence against women and girls, focusing on early intervention and partnership working particularly with health. She reformed programmes on substance misuse and offender management and led a review of women in policing as well as the Force's work to increase recruitment of black and minority ethnic officers and staff.

Sophie served as a Government Special Adviser from 2009-2013 providing policy and political advice on communities, local government, community safety, housing, regeneration and equality to the Cabinet and First Minister.

With a background in equality and diversity having managed the legal department in the Equal Opportunities Commission and subsequently as a policy adviser in the Equality and Human Rights Commission, Sophie chaired and wrote the report of the Councillors Commission Expert Panel on increasing diversity in Local Government.

Sophie served as a County councillor in Cardiff - having been elected at the age of 21 she became the youngest Councillor in Wales. During her nine years as a Councillor she was Deputy Leader of the Opposition for a period, as well as a member of the Children and Young People Scrutiny and planning Committees.

She is currently a member of the Wales Committee of the Equality and Human Rights Commission and is Chair of the international Network of Institutions for Future Generations. She lives in Cardiff with her husband Ceri and their five children.

Twitter: @sophiehowe

Rachel Ashworth, Cardiff Business School



Rachel Ashworth has been Dean at Cardiff Business School since September 2018. Her priorities in this role are to embed the School's Public Value strategy; enhance the student and staff experience; create space for research, agency and innovation; and, as the first female Dean of the School, actively promote equality and inclusion.

Rachel is also a Professor in Public Services Management and her research can be viewed in relation to four key themes:

organizational and institutional change in the public sector; scrutiny and accountability in public services, equality and diversity in public services and public service performance. She has published in journals including Journal of Public Administration, Research and Theory, Journal of Management Studies, British Journal of Management, Public Administration, Policy and Politics and Public Management Review. She recently co-edited 'Theorising Contemporary Public Management Research: International and Comparative Perspectives', a special issue of the British Journal of Management and also co-edited 'Public Service Improvement: Theories and Evidence' (Oxford University Press, 2010).

Chris Bolton, Wales Audit Office



Chris has been part of the Good Practice Exchange at the Wales Audit Office since its creation in 2008, and spends most of his time looking for good practice in diverse and interesting places. During 2018 this involved a Winston Churchill Memorial Trust Travelling Fellowship which focussed upon large scale cooperatives and social businesses, which took him to the Basque Country in Spain, New England in the USA and Nova Scotia in Canada. The purpose of the Travelling Fellowship was to identify ideas and practice that would help Wales develop a vibrant social economy.

During 2016 Chris was seconded part time to work with the Wales Centre for Behaviour Change and the Cynefin Centre at Bangor University. This exposed Chris to complex systems thinking and the importance of narrative in understanding systems and their disposition for change. For several years he was involved in the Academi Wales, Public Services Summer School, where he acted as a facilitator and delivered many workshops on one of his favourite topics – Failure, and how to learn from it. Most of what Chris thinks, and has to say about these topics can be found on his blog: www.whatsthepont.com

Fred Freundlich, Mondragon University



Fred Freundlich is a professor in the Faculty of Business Studies, Mondragon University, an American transplant in the Basque Country since 1995. He works with students, enterprises and government agencies on developing cooperative enterprises and other businesses with widely shared ownership, as well as doing research on their effects. Before moving to the Basque Country, Fred worked for several years at an American consulting firm, Ownership Associates, that specializes in equity investment, as well as organizational change and training, in companies converting from conventional to broad employee ownership.

Leire Uriarte, The Institute of Cooperative Studies



Leire Uriarte has worked as a professor in Mondragon University's Faculty of Humanities & Education and a researcher-trainer in its Institute for Cooperative Studies (LANKI) since 2002. She teaches courses in the sociology of education at the Faculty, while her work for Lanki focuses on cooperative governance and identity development, both in the Mondragon cooperatives in Basque Country and in other cooperatives and social and solidarity enterprises abroad. Prior to joining MU, she worked on community development in emerging economies in Africa and Central America.

Rosa Fernandez, ColaBoraBora



Co-founder of ColaBoraBora Koop (2011 - present). Economics and Business graduate and MA in sustainable development at The University of the Basque Country (UPV-EHU), during the last years is focused in her true passion, Design for social innovation and public policies. Currently is studying a postgraduate in Service Design at the Royal College of Art in London. What Rosa does at ColaBorabora is principally the design and development of projects along with multiple functions of consultancy, training and disseminating. She has coordinated and is the person behind numerous innovative projects of social and cultural transformation, publishing several reports and taking part as associate professor at MBAe3, Entrepreneurship and Business Management at The University of the Basque Country (UPV-EHU).

info: <https://www.linkedin.com/in/rosafernandezcolaborabora/>

Aizpea Barros, Gureak



Graduated in Pedagogy and wide experience in the audiovisual sector (I worked for 6 years in the Basque public television EITB).

Feeling the need to contribute more in society through both from personal and professional life and given my relationship with disability, I have two cousins with Down syndrome; I decided to make a change in my professional life and started to work for GUREAK.

I started working in the training department and soon gave the jump to innovation department, which I combine today with my duties as head of external communications at GUREAK.

Jon Azanza Atondo, Mondragon Team Academy



I am Jon Azanza. I am writing from Bilbao where I study LEINN International. I started the degree last year which involves developing our own Start-Up in different countries such as China, Basque Country and the United States.

I was born in Navarre and since I was a child I had in mind the idea of creating my own business. At the same time I was making a positive impact in the society around me which is why I looked for a degree inside MTA when I finished the High School.

A year ago, together with my team, we created a Start-Up called FUN, inside it we work in different projects as a communication agency for helping with the branding to other companies, also we are innovating the small businesses of

Bilbao among the City Hall or getting to know the Korean culture in the Basque Country.

Eder Guerra Muñoz, Mondragon Team Academy

My name is Eder Guerra, an entrepreneur from the Basque Country (Spain) born in 1994. I studied in a bi-lingual school during my childhood and this shaped me into a very globalized person, always seeking new adventures and opportunities around the world.

Easy going and sociable as well as open-minded, I love a good talk where people can inspire me and pass me on their passions and knowledge.

I usually say that I'm a person interested in everything but passionate about nothing, which makes me think I'm maybe passionate about everything around me. However, for this reason, I love listening to other peoples' passions.

Being born in the Basque Country, near the coast, makes me love the sea and the fresh air, and also enjoy looking at beautiful landscapes with mountains, rivers, trees...

I'm currently developing myself in a degree on leadership and entrepreneurship of the University of Mondragon and co-managing my own company.

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