

Job generation for a jobless generation

URBACT II



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This publication is part of a bigger capitalisation initiative set by the URBACT programme for 2014–2015 with the objective to present to Europe’s cities existing urban knowledge and good practices about:



New urban economies



Jobs for young people in cities



Social innovation in cities



Sustainable regeneration in urban areas

These topics have been explored by four URBACT working groups (workstreams), composed of multidisciplinary stakeholders across Europe such as urban practitioners and experts from URBACT, representatives from European universities, European programmes and international organisations working on these fields.

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WHAT IS THIS PUBLICATION ABOUT?

Welcome to this URBACT publication on 'Job generation for a jobless generation'!

Here you will find a range of articles, features, guest columns, case studies and interviews which all explore the core question: **what can cities do to grow jobs for young people?** This short introduction aims to help you – the reader – find your way around the publication.

We start by '**Setting the scene**' and outlining why youth employment has to be a key priority for Europe's cities, and introducing our two main areas of investigation.

The first is **what cities can do to better understand the youth employment challenge**. As well as including information on experiences in, and lessons from URBACT cities, the article is complemented by guest columns from some of Europe's leading experts (Steve Bainbridge from Cedefop, Robert Arnkil and Eddy Adams from URBACT) who explore the **changing world of work** and the **importance of recruiting and developing talent** (to the future of our cities from Cedefop).

Next come two interviews – firstly with one of Europe's largest employers (Airbus) and then with the co-ordinator of our sister publication (Willem van Winden) which explores what opportunities '**New urban economies**' hold for our youth.



* Alison Partridge is co-ordinator of the URBACT workstream 'Job generation for a jobless generation'



We then move into our second main area of investigation with an article on **what cities can do to more effectively engage employers**. Again, this is complemented by articles from leading international organisations (Jonathan Barr from the OECD and Clementine Moyart from the European Youth Forum) which explore why **job creation is best explored at a local level** and the importance of **quality jobs** to young people.

Next comes an interview with EUROCITIES to present some of their work in this area and consider the **role of cities in the European Youth Guarantee**.

Two in depth case studies featuring URBACT cities Leeds (UK) and Thessaloniki (Greece) have been at the heart of our work. A short summary including some key lessons for cities across the EU are included as the next section of the publication.

This is complemented with an article on **growing jobs for young people** and one on the **importance of dialogue** which highlights some of the lessons from our **city pilot forum to engage employers and young people** in Nyíregyháza (Hungary). We then include our **'Young voices'** feature as we couldn't complete a publication of this type without hearing from young people directly.

We conclude with some conclusions and practical options and recommendations on what cities can do in this field of work and how they might **'youth proof'** their economic development policies and practices.

Information on the process we used and **the importance of a mixed methodology** end our publication.

There is certainly lots of food for thought: lots of different angles and a wide diversity of voices looking at the core issue of youth employment; voices that often – but not always – concur on our key messages.

We hope you like it and – more importantly – that it gives you some ideas, illustrations and inspirations to change the way you address the young jobs challenge in your city. ●

Alison Partridge

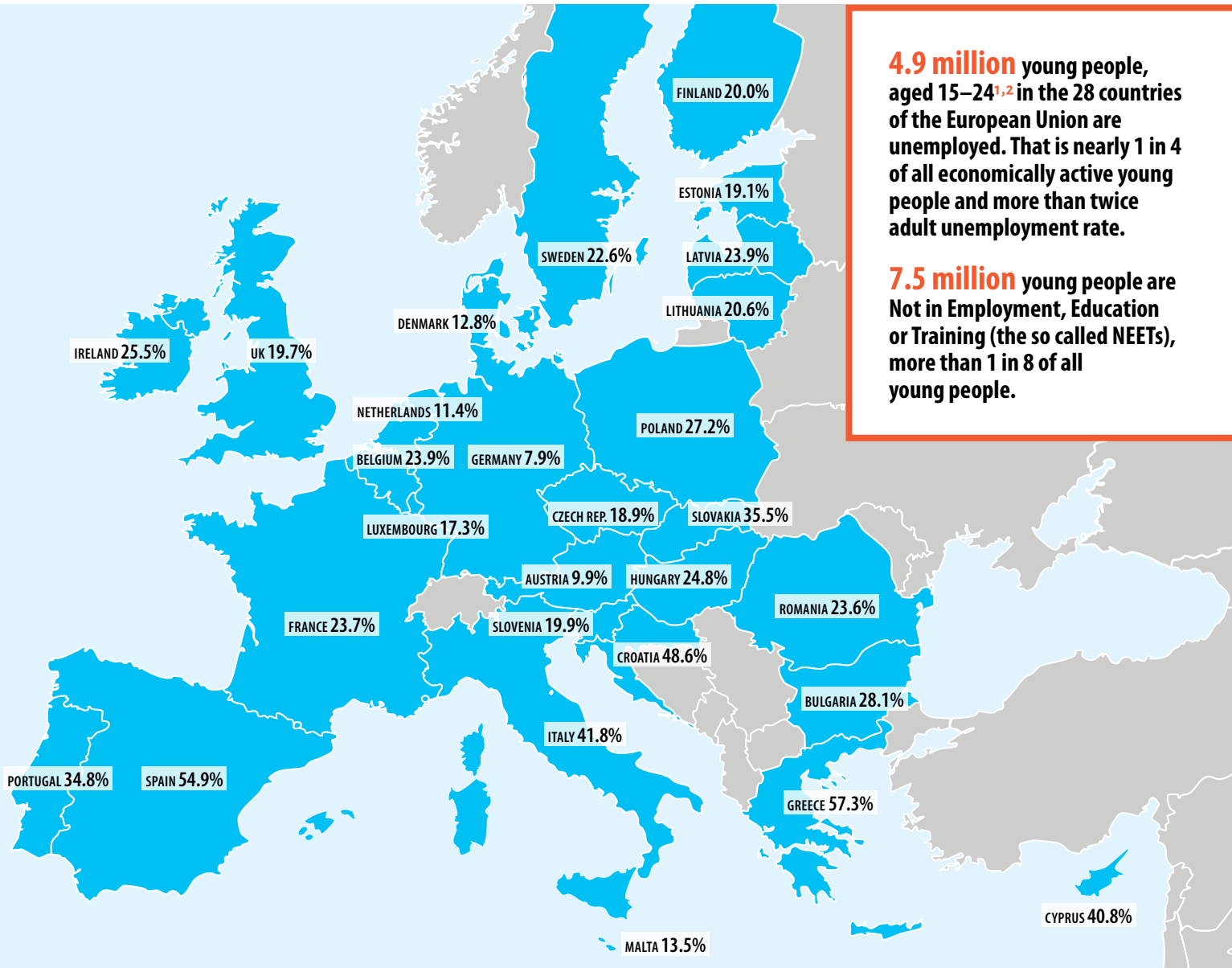
*Co-ordinator of the URBACT workstream
'Job generation for a jobless generation'*



SETTING THE SCENE: YOUTH AND JOBS IN EUROPE

By Alison Partridge*

Figure 1. Youth unemployment in the EU



Source: Eurostat data, December 2013



With most European countries experiencing a sustained period of slow growth, it's clear that the scarring effects of the global crisis have left their deepest mark on the young. In Mediterranean countries in particular, it is reported that youth unemployment rates exceed 50%. There is talk of a 'lost generation' of jobless people – lacking opportunity and hope for a productive and meaningful future. 70% of these young people live in cities. This is why URBACT chose to focus on this theme with its workstream 'Job generation for a jobless generation' in 2014/2015.

WHAT IS THE EU RESPONSE?

Almost without exception the EU2020 flagship initiatives are relevant to young jobs. Those that target this theme most directly are the 'Agenda for New Jobs and Skills'³ incorporating the Employment Package⁴ and the subsequent Youth Employment Package⁵ (European Commission, 2011 and 2012), and 'Youth on the Move' (European Commission, 2010⁶).

More specifically, the **Youth Guarantee is probably the most direct policy response to the youth employment crisis at European level.** Introduced in the spring of 2013 as part of the Youth Employment Package, it aims to ensure that Member States offer ALL young people aged up to 25 either a quality job, continued education, an apprenticeship or a traineeship, within four months of leaving formal education or becoming unemployed. It is designed to improve 'school to work' transitions and to ensure public employment services help young people either find a job suitable to their skills and qualifications or acquire the skills and experience that employers are looking for, so being directly relevant to increasing the probability of finding a job in the future. The four month time frame is important, so as to reduce the scarring effects of long duration unemployment. The key building blocks for successful action are foreseen as: a **partnership-based approach**; **early intervention** and activation; **support measures**; funding; and evaluation.

The European Social Fund is seeking to provide around €10 bn per year over the period 2014–2020, to help turn the Guarantee into reality in Member States. In addition, the related **Youth Employment Initiative (YEI)** provides further top up support of €3 bn for the Guarantee in those regions which experience youth unemployment rates of over 25% and on young people who are NEETs (Not in Employment, Education or Training). The YEI itself will be part of the new 2014–2020 ESF programmes.

Alongside these supply oriented measures, designed essentially to increase youth employability and falling within the Employment Package, Cohesion Policy more generally will invest €325 bn in Europe's Member States, regions and cities to deliver the EU-wide goals of growth and jobs. Whilst the European Regional Development Fund (ERDF) does not tend to focus on young people per se, many of the projects it will fund will support job creation.

* Alison Partridge is co-ordinator of the URBACT workstream 'Job generation for a jobless generation'

- 1 December 2013 youth unemployment figures from Eurostat http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics#Youth_unemployment_trends
- 2 Statistics generally use a definition of 18–24 years old to define 'young people'. However, it is important to note that the working definition varies enormously across Europe and often extends to 30 years of age.
- 3 An Agenda for new skills and jobs – A European contribution towards full employment (01/04/2011) <http://ec.europa.eu/social>
- 4,5 <http://ec.europa.eu/social>
- 6 Youth on the Move – An initiative to unleash the potential of young people to achieve smart, sustainable and inclusive growth in the European Union http://europa.eu/youthonthemove/docs/communication/youth-on-the-move_EN.pdf



URBACT'S FOCUS ON YOUTH – BUILDING ON 'MORE JOBS BETTER CITIES'

Within this wider European context, this work on youth employment has built upon URBACT's recent

three broad sets of issues – **jobs and the economy, people and the labour market, and the connections between them (such as governance, intelligence and capacity) to achieve recovery, growth and resilience.** These issues are represented by three spheres in the framework below.

Figure 2. URBACT's Framework for City Action on Jobs



Source: Campbell, M. & Partridge, A. with Soto, P. (2013)

capitalisation work on 'More Jobs Better Cities'⁷ (2012–2013) which developed a framework for city action on jobs. With more than two thirds of Europe's workforce living in cities, the framework asserted that there could be no European solution to jobs without a city solution. It set out a 'whole system' approach to help cities make a real difference in generating more and better jobs. In this subsequent work we have used the framework as a 'lens' through which to view this theme, as a way of navigating our way around the subject of youth employment.

Clearly, all cities are different in the problems they face, the opportunities they have, as well as the resources and powers available to them. But many cities also share much in common. The framework is a set of principles that can be adapted for use in most situations. It is a tool box that can be used to review existing approaches and develop new ones. It can also help rethink what we do to generate jobs for urban youth. In short, cities need to address

When using this framework to navigate around the jobs for urban youth theme, a large number of questions and issues arise which could have been considered through this capitalisation work. As well as extensive work by the European institutions, organisations like the OECD, International Labour Organisation, European Youth

Forum, Cedefop, The European Foundation for the Improvement of Living and Working Conditions and many others have all done extensive work on this issue. Many of the relevant documents were reviewed as part of the State of the Art report⁸ which kicked off the workstream. This provided a 'stock take' of existing work and enabled this new work to add value to existing knowledge of what is already being done in cities and how to improve it.

The following two key questions would become the focus of the subsequent work, both vital to, and sitting at the heart of, the original framework for city action on jobs:

- What can cities do to better **understand** the youth employment challenge?
- What can cities do to more effectively **engage employers** in the youth employment agenda?

Why these two in particular, you may ask? Let's take them in turn and explain.

7 More Jobs Better Cities, A Framework for City Action on Jobs, URBACT 2013 <http://urbact.eu/more-jobs-better-cities-framework-city-action-jobs>

8 State of the Art on 'Job generation: what can cities do to grow jobs for young people': <http://urbact.eu/capitalisation-and-dissemination>



UNDERSTANDING THE PROBLEM

Youth unemployment figures are often misunderstood, misinterpreted and, to a certain extent, exaggerated. Youth unemployment accounts for around 20% of total unemployment in the EU, so most of the unemployed are adults. The youth unemployment rates that are quoted in the media and elsewhere e.g. 55% in Spain and 57% in Greece, however does NOT mean that more than 1 in 2 in those countries are unemployed. Rather it means that half of 'economically active' young people are unemployed. Only 43% of young people are actually economically active (compared to 85% of 25–54 year olds) because the majority are instead in full time education.

An alternative measure of youth unemployment is the proportion of young people who are actually unemployed. Thus, 5.6 million of the 57.5 million young people in the EU or, in other words, 9% of young people. This is called the 'unemployment ratio' and means that roughly 1 in 11 young people are unemployed. This too varies greatly across the EU from highs of 20% in Spain, 16% in Greece and 14% in Portugal, to lows of 6% in Belgium, the Czech Republic and Netherlands, 5% in Austria, 4% in Germany.

As well as the quantitative or measurement issues, there are also qualitative factors at play. Often where young people do have jobs, they are under employed or on temporary or zero hours contracts, so 'precarious' at best. According to Eurofound, one of the impacts of the economic crisis on young workers has been an "increased difficulty in achieving a good quality job, a rise in irregular working time practices, reduced access to training and career advancement opportunities, and increased psychological tensions at work due to low job security and other factors" (Eurofound, 2014⁹). In addition, some young people are trying to carve out their own jobs through entrepreneurship or social enterprise.

In short, it is important for cities to better understand the challenge they are facing – both in quantitative and qualitative terms.

ENGAGING EMPLOYERS

Much of the work on youth employment is on the 'supply' side – active labour market policies and programmes which aim to support people into employment. The EU Youth Guarantee continues in this vein – with cities playing an important role raising awareness and reaching out to vulnerable young people, strengthening partnerships and providing guidance and counselling services.

But it is employers – public, private and voluntary, large and small, established and start-ups – that create jobs and recruit people. Engaging employers in the youth employment agenda is therefore a prerequisite. Employers need to have a sound understanding of what young people have to offer and how best to tap into, nurture and exploit their energy and talent. So, effectively engaging employers in the debate and in action to tackle youth employment is vital if cities are to start to address this key issue.

What is clear overall is that youth employment is an important priority at all levels and no more so than in Europe's cities which surely have a responsibility to grow jobs for their young people. The two issues set out here are, we believe, at the heart of this agenda. More can, and should, be done on them. What, and how, and examples of good practices from across Europe are covered in this URBACT publication. ●

What is clear overall is that youth employment is an important priority at all levels and no more so than in Europe's cities which surely have a responsibility to grow jobs for their young people.

⁹ <http://eurofound.europa.eu/publications/executive-summary/2014/working-conditions-labour-market/working-conditions-of-young-entrants-to-the-labour-market-executive-summary>



YOUNG PEOPLE AND JOBS IN EUROPE'S CITIES: WHAT'S THE PROBLEM AND WHAT MORE DO WE NEED TO KNOW ABOUT IT?

 By Professor Mike Campbell*

UNDERSTANDING THE YOUTH EMPLOYMENT CHALLENGE

In order to change the world, you first have to understand it.

Sound advice, especially when faced with the enormous challenge of helping young people to get the jobs they so badly need. So, what can cities do in order to better understand the youth employment challenge? And why precisely do they need to do so? Isn't it enough to know that there are too many young people unemployed in our cities and that they need jobs?

If we do not have a good understanding of the problem, it is unlikely we will be able to tackle it successfully. Effective treatment requires an accurate diagnosis. And the truth is that most cities need to build a better understanding if they are to get to grips with the problem. This emphasis on understanding the problem – diagnosis before treatment – is of course central to the URBACT method.



The URBACT workstream 'Job generation for a jobless generation' hearing at the OECD in Paris in September 2014, heard considerable evidence from both our expert and practitioner witnesses, as well as from members of our core group, working on this theme of what cities do to better understand the youth employment challenge. Representatives attended from Spain, France, Poland, the UK, Greece, Hungary, Italy and Spain as well as from international bodies like Cedefop and the OECD. Taken together with the materials covered in our State of the Art review; the wider experience of URBACT and other European territorial projects; the experience and expertise of our core group of experts and practitioners; as well as the OECD LEED programme, this short article sets out what can be done better by cities to develop an evidence-based approach.

What then are the essential things we need to know about the youth employment challenge in Europe's cities to enable us to have the necessary 'intelligence' to develop effective solutions to the problem? Here, we identify some of the questions cities need to ask themselves, and examples of ways in which some cities have developed systems to create and act upon better intelligence.

* Professor Mike Campbell is an independent labour market expert



LOCAL DIAGNOSIS

Even the most basic 'youth unemployment' figures are sometimes not available at the city level and, even when they are, they are often misunderstood.

Since more than half of young people are actually not economically active (e.g. because they are full time students at college, school or university), the proportion of young people who are unemployed is much lower: this 'youth unemployment ratio' is actually around 9% across the EU as a whole (compared to the youth unemployment rate of 23%). A severe problem, but not insurmountable¹.

A measure of youth unemployment is the proportion of young people who are 'NEET' i.e. Not in Employment, Education and Training'. Across the EU as a whole, this stands at 13%².

WHO ARE THE YOUNG UNEMPLOYED?

What else do we need to know about young people and jobs over and above the basic metrics of the scale of unemployment? We need to know about the characteristics of the young, whether they are unemployed, inactive or in work: their age, qualifications, gender, ethnicity, physical and mental health and where they live in the city. In particular, for example, **we need to know about skill levels and educational attainment, as this is an especially key determinant of employability. Ideally, we also want to know how long the unemployed have been out of a job, what jobs have they had (if any) and what jobs they are looking for.** These characteristics affect young people's employability and help define the possible actions which can assist their access to job opportunities. And, whilst

1 December 2013 youth unemployment figures from Eurostat – http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics#Youth_unemployment_trends

2 A good explanation and comparison of these different ways of measuring youth unemployment, together with their levels and trends over time since 2001 is available at: ec.europa.eu/europe2020/pdf/themes/21_youth_unemployment.pdf

3 <http://urbact.eu/mygeneration-at-work>

4 <http://urbact.eu/4d-cities>

young unemployed people do tend to widely share similar characteristics (e.g. low skilled, early school leavers, minority ethnic groups), there is also a degree of heterogeneity amongst them which is important to recognise in order to target appropriate actions, e.g. graduate youth unemployment is also a considerable issue in many cities.

... and are there enough jobs to go around?

At the end of the day, **the root cause of youth unemployment is an insufficient number of the right jobs being available in the right places.** Improving young people's employability on its own is not enough. In many cities, there are just not enough jobs available for young people to do, in order to enable them all to get jobs. In other words, the key issue is employment rather than unemployment. There is an overall 'jobs shortage'. Recognition of this can alter a city's approach to the youth challenge, to focus more on demand (jobs) than supply (young people).

... and what sort of jobs are they?

So, we need to identify the jobs that are available now, but also how these are changing over time, as the URBACT My Generation at Work³ network recognises. We need to assess the changing economic structure of the city: the changing volume, and sectoral and occupational distribution, of employment opportunities. Crucially and in particular, we need to understand the changing volume and pattern of youth employment. Where are the opportunities and how are they changing? What will be the new jobs in the future? What skills will those jobs need?

And sometimes, there may be jobs but perceptions of those jobs are rooted in such a way that they may not seem attractive to young people or they may not be 'marketed' well by employers themselves. In Igualada in Catalonia, Lead Partner in URBACT 4D Cities network⁴, for example, they have tried to 'reimagine' the textiles sector and make it more attractive to young people by promoting it through focusing on fashion, brands and their youth appeal (see Box 1).

It should also not be forgotten that self-employment is an important source of job opportunities: it is possible to 'make' jobs as well as 'take' them. So, trends in self-employment and micro business creation are also important.



HAVE YOUNG PEOPLE GOT THE RIGHT SKILLS FOR THE JOBS THAT ARE AVAILABLE?

A comparison between the pattern of ‘demand’ for young people with the available supply of young people, provides insight into the degree and nature of skill mismatch in the youth labour market. How do the skill profiles of those young people in jobs compare with those of young people without jobs? How well do the skills that employers require match the skills that young people have? Imbalances between the two leads to skill shortages and skill gaps (too few young people with the required skills), on the one hand, and structural unemployment (too many young people without the required skills) on the other.

Again, this chimes with the findings of the URBACT My Generation at Work network on youth employability, which identified a skills gap opening up between the worlds of work and education, creating a disconnect between young people and job opportunities. And in Cádiz, we heard from Airbus and city authorities that there is a major skills gap between available job openings and the skills that are locally available.

So, there will be jobs that cannot be filled by young people because they do not have the skills required. Understanding employer skills needs, especially those that are proving difficult to meet, is therefore vital, as is how these needs are likely to change in the future. Examples of how to achieve this include the INTERREG IVA Generation BALT project⁵ which examined how the skills needs of Baltic Sea workers were changing and how education at all levels needs to respond to this change. In the URBACT JobTown network⁶, Kraków has developed a model, indicators and a barometer to monitor young people and the labour market, whilst both Rennes and Kaiserslautern have observatories on future skills demand.

ARE THE JOBS ANY GOOD ANYWAY?

The youth employment challenge is about even more than whether young people can get a job. The quality of these jobs also matters: are they

⁵ <http://www.generationbalt.eu/>

⁶ <http://urbact.eu/jobtown>

BOX 1. IGUALADA – REINVENTING TEXTILES

Faced with a rapid decline in the manufacture of textiles, the city of Igualada in Catalonia (Spain) worked with the regional government in the development of three textile clusters which aim to prevent further fragmentation of the industry, secure its future and harness the traditions of the sector.

The process included reflection on strategic issues such as market intelligence, branding, design, retailing, supply chain management and logistics in order to ‘secure high margins, speed up time to market and integrate customer-centred business thinking’. The work has meant that whilst production has moved abroad, the region has retained many of the higher value-added activities such as design, research, marketing, retail, distribution and logistics.

Building on these foundations, Igualada started to explore how to promote textile-related jobs to young people to ensure a lasting legacy and address its youth employment challenge. This has involved a campaign which aimed to ‘reinvent’ the industry to make it more attractive – particularly to designer producers – based on clear evidence that the sector has a future in the city. This was followed up with networking activities to enable micro businesses operating in the sector to work together to develop joint fashion collections for example, thereby increasing their potential to win new work. Several major international brands – including Zara – are involved.

In the last 18 months this has led to a 25% increase in the sector’s turnover and generated 70 new jobs for young people in the city.

MORE INFORMATION

- <http://www.igualada.cat/ca/regidories/dinamitzacio-economica/sectors-estrategics/igualada-fashion-backstage>
- <http://textilanoia.cat/index.php/en/backstage>



well paid or poorly paid? Do they offer training and the potential for progression? Are they on a temporary or permanent contract basis? Are they full time or part time? Are they with 'good' employers who offer stable employment? This issue of job quality is a particularly important issue as city labour markets change in the aftermath of the recession and as a result of technological change, globalisation and changes in Government policy.

Cities also need to better understand the extent to which the local labour market is 'hollowing out' with jobs growth primarily concentrated at the 'top and bottom' ends of the market with the consequent impact on social mobility, poverty and inequality. And, to what extent is there evidence of 'underemployment' (or overqualification) of young people as well as unemployment? Given the substantial increase in young people's skills and qualifications in Europe's cities in recent years, when combined with slower growth of jobs appropriate to these higher skill levels, better qualified young people may 'crowd out' the less well skilled from other job opportunities but be left in jobs that do not effectively utilise their skills⁷.

Once available, the intelligence can help cities track change, identify key issues, establish priorities, and identify the main actions to tackle them. It will also enable the measurement of 'success', the monitoring and evaluation of these actions, to see if they are effective. For example, the OECD LEED programme has developed in their 'local job creation' project, a 'dashboard' of 16 indicators to assess and track the progress of localities' labour markets and the balance between skills and jobs, an approach that has been used, inter alia, in Ireland⁸. Four thematic areas are identified (alignment of policies; skills; sectors and job quality; and inclusion) with four 'sub criteria' in each thematic area. For example, in respect of the

⁷ The article with Steve Bainbridge (Cedefop) on the importance of young talent in cities in this publication also explores this issue.

⁸ OECD Employment and Skills Strategies in Ireland (2014) oecd.org/cfe/employment-and-skills-strategies-in-ireland-9789264207912-en.htm

⁹ Some examples of questionnaires for such surveys are available at <http://meadow-project.eu/project-reports.html>

¹⁰ <http://business.leedscityregion.gov.uk/news/partnership-launches-new-labour-market-report/>

skills thematic area, the four sub criteria relate to: training flexibility; employer collaboration; matching people and jobs and a joined-up approach to action.

Effectively communicating all this intelligence to the main local actors is also vital, so they can take account of it in their decisions, whether they be young people and employers themselves, education and training providers, public agencies (like the public employment service) and intermediaries (like information and advice services). Making it accessible, attractive and understandable is crucial.

HOW TO GENERATE AND MAKE USE OF THIS 'INTELLIGENCE'

The main ways of securing the information that answers the questions raised above is through accessing and pooling existing official data sources and supplementing them as necessary with both an employer survey and a young person's survey at city level⁹. Ideally, the data should then be benchmarked against the national average or other comparable cities, to assess where the problems are especially locally acute. Tracking the key metrics over time will also be valuable. Analysis of the data will also assist in obtaining a deeper understanding of the problem.

For example, Leeds City Region produces an annual 'State of the City's Labour Market'¹⁰ report on the supply of, and demand for, labour assessing the imbalances between them. If resources allow, looking to the future will also aid possible adaptation to change. The use of forecasts, horizon scanning

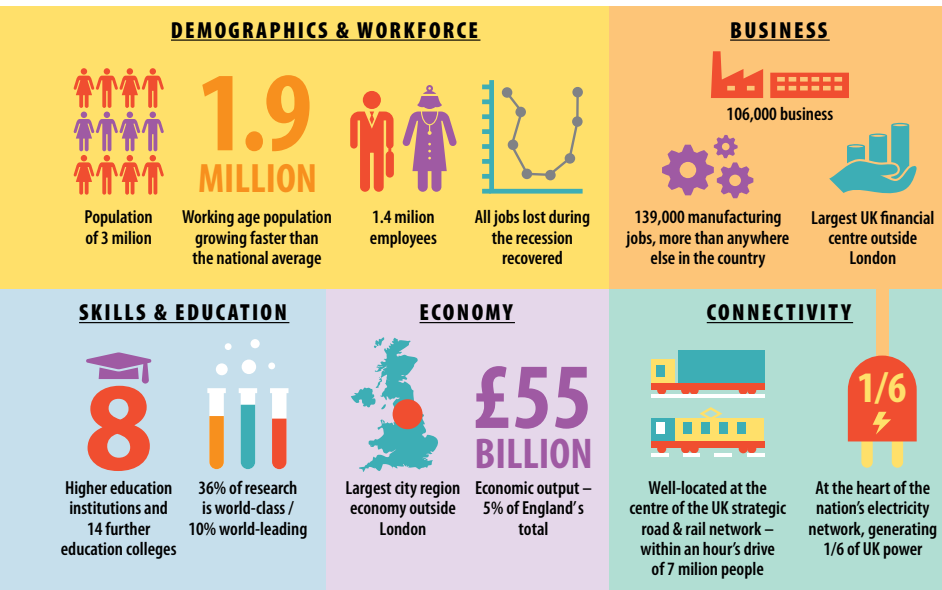
Figure 1. URBACT workstream 'Job generation', 2014



Artist: Rachel Walsh



Figure 2. Leeds City Region in Numbers



Source: Leeds City Region Enterprise Partnership

and scenarios can help anticipate where new jobs are coming from and how job opportunities and the skills they need are changing. The URBACT ESIMeC network¹¹ developed a skills forecasting tool to help cities undertake such a task¹² which is openly available for all cities to make use of.

This could be enhanced by obtaining a more qualitative understanding of the issues through listening to young people and employers, say through workshops, and a regular 'dialogue' between them, perhaps in the form of a permanent or 'standing' body, to enhance mutual understanding. Nyíregyháza's experience of piloting a Youth Employment Forum to achieve such dialogue is of interest here and is explored further in the article 'Setting up a city forum to engage employers and young people: lessons learnt from Nyíregyháza' of this publication. And again, the URBACT My Generation¹³ network provides insight into the changing lifestyles and aspirations of young people: Antwerp, for example, has developed a dialogue between employers and young people with a focus on listening to young people themselves. And many staff

¹¹ <http://urbact.eu/esimec>

¹² ESIMeC Skills Forecasting Manual and Tool (2012) available at: http://urbact.eu/sites/default/files/skills_forecasting_manual_01.pdf

¹³ <http://www.urbact.eu/my-generation>

in city public bodies and third sector organisations, have considerable 'tacit' knowledge of the youth employment agenda that should be tapped into.

THE WAY AHEAD

There is much that cities can do to better understand the youth employment challenge. An 'intelligence led' approach offers considerable benefits, primarily because a sound evidence base is likely to lead to a better understanding of the issues and more thoughtful, considered and effective solutions to the problem. It also can help make connections and build bridges between different city functions (e.g. between education and the public employment service

and between economic development and youth services) so that they understand each other better and can potentially take a more integrated approach to youth employment. Taking stock of demand and supply, of what employers need and what young people have to offer; exploring sectoral, occupational and geographical mismatches; keeping track of changing world of work; talking and listening to employers and young people, all of these things can really 'make a difference' and provide a solid foundation stone for success. ●

DO YOU WANT TO BETTER UNDERSTAND THE PROBLEM IN YOUR CITY AND TAKE ACTION?

Get inspiration and ideas from:

- **The URBACT ESIMeC Network's Skills forecasting manual and tool:** http://urbact.eu/sites/default/files/skills_forecasting_manual_01.pdf
- **Job Town Learning Module on labour market analysis and forecasting:** http://urbact.eu/sites/default/files/urbact2_ingle_completo.pdf
- **OECD LEED Job Creation Dashboard:** http://www.oecd.org/employment/leed/Local%20Job%20Creation%20Methodology_27%20February.pdf
- **Leeds City Region Local Enterprise Partnership – Research and Intelligence:** <http://www.the-lep.com/research/>



THE YOUTH OF OUR CITIES: HYBRID SKILLS AND THE CHANGING WORLD OF WORK

✍ By Robert Arnkil and Eddy Adams*

*Today's news is filled with messages of crisis and change in the global markets and the world of work. It is a **confusing, precarious and scary world for young people thinking about careers, skills and jobs.** 'Get a good education, and you will get a job – for life' was the advice for the former generations. Not any more. The world of work has changed, and the future oscillates between two broad scenarios. The first is a negative 'default future', where everybody scrambles for scarce and fragmented jobs. The second is a more positive 'crafted future', where there is room for people to shape their lives and work. But is there really room for crafting a future? And if so, how?*

First of all, what needs to be understood by young people is that the jobs are not there **waiting for them as a package to match the assembled skills created in their formal education.** Although this is still the prevailing way of looking at things, it is mistaken. Instead, the competencies which match the opportunities represent a composite. Drawn from formal education, free-time activities and informal interests are 'carved out', often from different areas of life – grabbed from connections and assimilated. Today's young people are using the opportunity to *create* skills and networks *anywhere*. They want to follow their passions, and after all, that is the basis of human motivation and initiative. Through their

free-time activities and social media connections, many are doing this. Although it may seem that these activities have weak links to working life in the short term, they can provide the seeds for a hybrid crafted future career. In free-time activities, hobbies and networking with peers and friends you learn about your strengths, acquire new skills, build your teamwork and negotiating capacities and get new ideas; thus building precisely those soft skills you need in today's and tomorrow's working life.

The second thing to realise is that **careers and job requirements**, besides asking for self-direction, initiative and communication skills, **have become increasingly 'mixed', or 'hybrid'** also in the sense that salaried and entrepreneurial careers no longer exist as separately as they used to. Today, a young person might start with a salaried job, but eventually morph into self-employment or a business, or be a part-time salaried worker, and part-time entrepreneur at the same time. And these 'switches' can happen several times in his or her career. This means that a more fruitful and realistic attitude towards the new labour market is acting more like an entrepreneur building his/her own 'life enterprise', regardless how he or she actually starts his or her career. Young people are better prepared for the new labour market if they have the skills to create and manage a hybrid career.

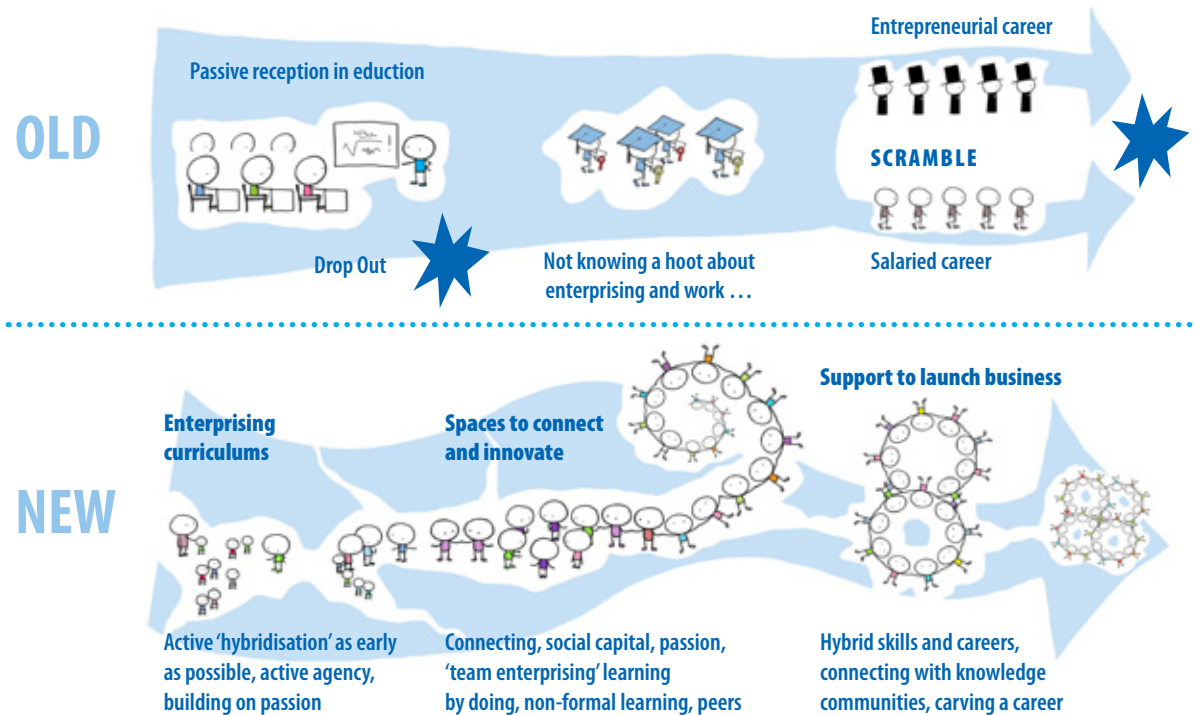
This raises the need for **young people to develop such enterprising and hybrid skills and attitudes while still in education.** They need to try their hand as an entrepreneur in a safe environment, whilst doing something real, meaningful and inspiring. It should also involve getting authentic experience. This real experience, best acquired in self-directing teams, can also help overcome the demotivation and drop out phenomenon plaguing education these days. This is already done in many places, for example in the Pro-Academy model in Tampere, Finland¹,

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1 <http://www.proakatemia.fi/about/>



Figure 1. The old and new way



Source: URBACT My Generation at Work network

where university students run a real company (a co-operative, or another form of enterprise), as a team for 2.5 years while in studies. Here, teachers are not the traditional type, but coaches and mentors, and the process is learning by doing and self-directed. Here, young people also learn from mistakes, which prepares them for rougher seas. Why not transform education so that young people could have this experience everywhere?

Educational institutes, parents, business, employment actors, and of course young people themselves, could join forces to transform the connection of education to work in these terms.

Possibilities to tap into these 'hybrid developments' should be provided also outside education. Traditional business start-up advice, business boosters and hubs already exist in many places, but after education **there should be really open and low-threshold learning spaces for anybody to test their initial ideas**, meet different people, mingle, get advice and help. This doesn't only apply to salaried careers but also to entrepreneurship, and it should not be done separately, but integrated. These **shared open spaces** can tap into the rapidly developing digital world, and encourage young people to connect

their social media skills to carve out inspiring careers and participate in solving societally meaningful problems. These kinds of innovative spaces, open also to new ways of digital communication, already exist in many cities, such as the URBACT My Generation at Work partners of Rotterdam, Turin, Braga and Valencia². We can also see successful campaigns to tap into young people's ideas in cities like Glasgow, through the Bad Idea competition³.

In these developments, cities have a crucial and growing role. Cities were born as spaces where people meet and exchange. Today, they are in pole position to promote an open society, which can provide, enrich and connect spaces to develop hybrid skills, connections and attitudes.

Developing enterprising and hybrid skills, and preparing for a hybrid career is no panacea against unemployment, but they prepare one better for uncharted territory. The future is already here, albeit unevenly distributed, and within it there IS room for a crafted working life. ●

² <http://urbact.eu/mygeneration-at-work>

³ <http://www.badideaorg.com/>



RETHINKING HOW TO RECRUIT AND DEVELOP TALENT

 By Steve Bainbridge*



Working with the European Commission, Member States' governments and representatives of employers and trade unions, Cedefop helps strengthen European co-operation, providing evidence on which to base European Vocational Education and Training (VET) policy. Cedefop's analyses of VET systems and policies are highly valued and it is recognised as a leading centre of expertise on qualifications frameworks and skill forecasting.

In order to prosper, **any city needs talent**; not just highly-qualified graduates, but a good talent mix to fill all the different jobs a city has. Lack of talent can constrain enterprise growth as much as, for example, lack of finance. How businesses recruit and develop talent influences their - and by extension a locality's - prosperity.

This article takes a look at forecasts around job creation, job content in the EU linked to the predicted impacts of technology and demography. It outlines several ways in which businesses can improve the

ways they recruit and develop talent, to overcome potential skill shortages and mismatches in future.

Before looking at recruitment and development, it's important to understand the talent enterprises need. Cedefop's skill supply and demand forecasts give some insights¹. Between now and 2025, services will be the major source of jobs and job growth in the EU; but manufacturing remains important. The decline in manufacturing jobs will slow considerably and, by 2025, may even be reversed in some European countries.

Job creation across the European Union (EU) is polarised. As explained in the article on 'What's the problem?' of this publication, most newly-created jobs will be at the high and low ends of the skill range. In 2025, around 44% of employed people will be in a highly-skilled job, compared to 36.5% in 2000. Employment in 'elementary' occupations will also continue to increase steadily from 9.8% in 2000 to 11.2% in 2025. However, most job opportunities will come not from new jobs. Between now and 2025 around 10 times more job opportunities will arise due to the need to replace people, many of whom will retire. Around 45% of all job opportunities will be for people with medium-level qualifications.

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Job content is also changing. Describing occupations traditionally requiring no or low-level qualifications as 'elementary' is increasingly misleading. Routine tasks in all types of job are being progressively replaced by technology, but there is no direct link between skill level and routine. Low-skill production line manufacturing jobs are usually routine, but the Internet is replacing medium-level clerical jobs as people apply for or buy things online. Highly-skilled jobs are not immune. Routine financial trades are processed by technology and we may have cargo-carrying commercial aircraft without pilots before lorries without drivers.

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¹ Cedefop (2012): Europe's skill challenge. Briefing note, March 2012, ISSN 1831-2411. Available at: <http://www.cedefop.europa.eu/en/publications-and-resources/publications/9068>



To deal with non-routine tasks, **enterprises require people who can think, decide, communicate, organise and work with others.** The concern is that enterprises cannot find these skills in the cities in which they are located despite average EU unemployment at around 11% (23% for young people) and rising levels of educational attainment. A Manpower study (Manpower Group, 2013²), covering 42 countries, reported 25% of enterprises in Europe as having hiring difficulties; only 42% of enterprises found graduates adequately prepared. Consequently, many enterprises argue that unemployment, particularly among young people, is a problem of skill mismatch.

Tackling these issues brings us back to how enterprises recruit and develop talent. Weak employment demand is increasing competition for jobs and can lead to exacting recruitment criteria. With an oversupply of highly-qualified job candidates, enterprises believe they can find the perfect applicant rather than employ someone with potential. The same Manpower study found only 7% of employers willing to redefine qualifying criteria for hard-to-fill vacancies. Rather than lacking skills, data shows that in the EU around 29% of highly-qualified workers are in jobs traditionally requiring medium- to low-level qualifications, rendering them over-qualified.^{3,4}

This is not to deny that problems exist. Many countries look to Germany – where at 7.7 % youth unemployment is a third of the EU average – for possible solutions. However, the point is not to replicate Germany’s dual system (which combines classroom learning with hands-on learning), but to emulate its close **co-operation between city authorities, education and training institutions and engaged employers.**

For example, the 2013 Manpower study also found some 24% of employers complaining about lack of experience and work attitudes of young applicants. Some of the skills they lack, such as teamwork, are best developed in the workplace, but most education systems struggle to find work-placements that provide genuine learning opportunities and decent remuneration for young people leading to a catch-22 situation. Advantages for enterprises in providing such placements include greater employee commitment and opportunities to find and develop their future workforce and management.

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In many cities graduates from local universities move on to jobs elsewhere. Stronger links between the education system and employers, not only in upper-secondary vocational education, but also in higher education, where vocational education and training

is becoming a higher priority, may also give enterprises more opportunity to keep highly qualified talent in the city where they studied.

Efficient businesses adapt to changes in production factors, such as the price of commodities, energy or capital. The supply of human capital is changing. Europe has the most talented workforce in its history. By 2025, around 39% of the European labour force will have university or higher level qualifications. Employing young people can be risky, but enterprises, working with others in their city should **rethink their approach to recruitment and training**; if not, when the economy recovers, enterprises and cities will again face skill shortages and growth will be stifled. ●

 **VISIT CEDEFOP'S WEBSITE**
www.cedefop.europa.eu

2 Manpower Group (2013): Talent shortage survey: Research results. Available at: www.manpower.co.uk

3 Cedefop (2014): Skill mismatch more than meets the eye. Briefing note, March 2014, ISSN 1831–2411. Available at: <http://www.cedefop.europa.eu/en/publications-and-resources/publications/9087>

4 World Economic Forum (2014): Matching skills and labour market needs: Building social partnerships for better skills and better jobs. January 2014. Available at: http://www3.weforum.org/docs/GAC/2014/WEF_GAC_Employment_MatchingSkillsLabourMarket_Report_2014.pdf



REACHING FOR THE SKIES: THE IMPORTANCE OF HIGHER LEVEL VOCATIONAL TRAINING



Interview with **Justo García López**
HR Business Services and Operations
at Airbus Group Recruitment Centre

 Interviewed by Ana Suarez Lena

CEEI Cadiz (Business Innovation Centre), Spain



Airbus is a large aeronautic group that employs 144,000 people, works with 38,000 direct and indirect suppliers all in 20 languages and with 88 nationalities. It has a manufacturing base in Andalucía and other locations across many European cities from Frankfurt to Toulouse. It has €687 bn on its order books and works with 380 airways companies. Justo García López is responsible for the Human Resources Business Services and Operations at Airbus Group Recruitment Centre in Madrid.

In your perspective, what is the youth unemployment problem and challenge?

In our experience, in the aeronautical field the problem lies with competences and skills. There is a gap between the existing educational offer and the employers' needs. This makes it difficult for employees to acquire the necessary knowledge which will enable them to work in a sector such as aeronautics, with a very high level of skills required and preparation needed. At Airbus we have involved local, regional and national authorities and universities to link the labour demand with the existing educational offer.

Another problem that we face is attitude. This is one of the first filters when recruiting, as in the aeronautics sector the attitude of employees is very important. We require real patience and care. Each process must be executed according to specific instructions and procedures – quality in our job is so important.



Is Airbus involved in any initiatives that would help overcome these problems?

In Andalucía, we have worked with our staff in identifying the Vocational Training requirements that will be needed to cover the labour demand in the sector. We have identified 10 families of Vocational Training linked with the aeronautic sector. We have defined the skills and knowledge that are needed to be developed within each of these and we are working with national, regional and city authorities in the design of training plans and the standardisation of the existing ones. We are also designing requirements and procedures for certification and certification bodies as well as implementation and follow up procedures.

We usually work with municipalities, trade unions, young people, companies and the auxiliary industry in everything that concerns Vocational Training. It is not always easy to understand the different organisations' roles and responsibilities, or which work at local, regional or national level, but for us these collaborations are invaluable. We also work with different universities offering unique opportunities for graduates, such as sector specific Master's Degrees that combine internship in the mornings with lectures in the afternoon. Examples include:

- Master in Global Supply Chain and Industrial Operations (University of Seville)
- Master in Aeronautical Systems Integration (University Carlos III Madrid)
- Master in Composites Materials (Politechnical University of Madrid)

As a result of all of this, in Andalucía, about 3,000 people have certified their knowledge in some way. 590 have completed their Master's Degree and 80% are now working in the aeronautical industry.

What could be done to improve the employability of young people?

There is a lot that can be done regarding Vocational Training and the relationship with the universities. We maintain regular contacts with the national authorities responsible for developing the Vocational Training offer. We maintain regular contacts to create new Aeronautics' Studies in the European Higher Education Framework as well as Educational Co-operation Agreements to facilitate the students' first contact with the sector. ●



Source: Markus Kranz



Source: Markus Kranz



NEW URBAN ECONOMIES: NEW YOUNG JOBS?



Interview with [Willem van Winden](#)
Co-ordinator of the URBACT workstream
'New urban economies' and Lead Expert
of the URBACT EUniverCities network

 Interviewed by Alison Partridge

Co-ordinator of the URBACT workstream
'Job generation for a jobless generation'

Willem van Winden is the co-ordinator of the URBACT workstream 'New urban economies', which focuses on the impact of a rapidly changing economy on Europe's cities. It highlights how the crisis has destroyed jobs across both service and manufacturing industries whilst at the same time new urban growth areas are emerging, for example in the digital economy, health and environmental protection.

What opportunities do you think there are for young people in 'new urban economies'?

Actually, we have found that city economies are not so new – but that there are some subtle but important changes to existing economies and clearly these have an implication for young people. Probably the most relevant change and opportunity is in the digital economy where there are not only lots of start-ups but also increasing amounts of digitalisation within existing businesses. This means there are lots of opportunities for young people with programming skills– or even general information and computer technology skills.

What about the argument that digitalisation is actually destroying jobs?

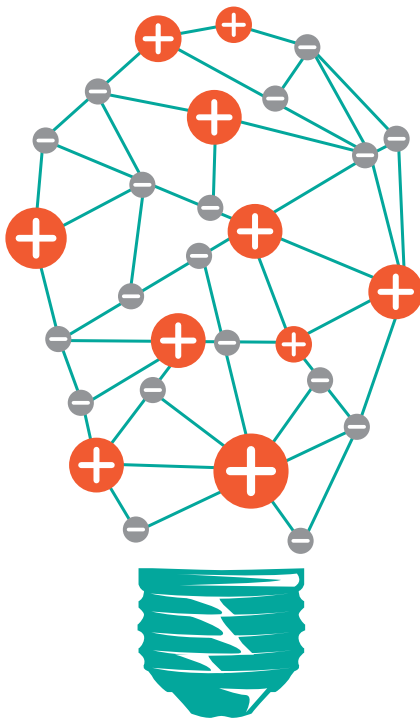
Well, clearly in some sectors automation means that there are less traditional jobs but we can't stop change. If there is no innovation, what will there be? The big question is how to ensure that all new jobs emerging are accessible to all young people.



And how can cities do that?

In our capitalisation work we came across some interesting examples of businesses being involved in education and surely this is the key. In Cluj (Romania) and Košice (Slovakia) for example (countries which many would say have a strongly traditional, theoretical and classroom-based education system) we found IT companies becoming active in education as a result of a struggle to find suitable workers. These were quite low key activities – guest lectures and short work placements for example – but it is a start and it is interesting that this is led by the businesses themselves with the city supporting the process.

Another example of a different but relevant approach is Rotterdam Airport. They have a deliberate policy to give youth without basic qualifications a second chance. They take around 20 people per semester and give them hands-on jobs and supervision. There is a strict regime and if the young people don't show up, they are kicked off the programme but it has been very successful in terms of the number of people who go on to find a permanent job as a result. It is now growing and spreading to other companies. The driver here was the airport CEO but the city has played its part.



Source: Freepik

So what is the role of the city?

In the Rotterdam example, the city helped to recruit and select the young people and brokered the relationship with the employer. In a more general sense, cities can – and should – develop and pump prime structural collaboration between business, education and government – the triple helix relationship we often talk about in the innovation world. They can use these relationships and dialogue to address common issues. It has proven to be a very effective way of tackling joint challenges in innovation and the knowledge economy and surely is equally relevant to youth employment.

Linked to this, cities have cluster organisations where companies come together and discuss future directions and future innovations. Why can't these be linked to the education, training and employment system? Too often we operate in totally separated worlds in a city but in most cases businesses are willing and able to get involved in this sort of structured collaboration. It makes sense to adapt existing structures for different purposes.

I also think that city people don't know enough what is going on in their schools. One of our findings is that people need to leave their desks and go out into the city to find out what is actually happening on the ground – become 'free range civil servants'. Maybe they need to spend some time in schools and see how young people are actually being taught and prepared for the world of work. The analysis has to be right.

In a nutshell, the city can make the connections and provide the glue that binds things together. ●



MORE INFORMATION

New urban economies, URBACT II capitalisation, April 2015:

<http://urbact.eu/capitalisation-and-dissemination>



YOUNG PEOPLE AND JOBS IN EUROPE'S CITIES: WHAT ACTIONS CAN CITIES TAKE TO BETTER ENGAGE EMPLOYERS?

 By Professor Mike Campbell*

IT IS EMPLOYERS WHO CREATE JOBS

This might sound obvious, but the implications are great. If cities are to help young people to get the jobs they need, then engaging with employers is pivotal to success. Success requires the creation of more and better jobs for young people to do. It means employers, large and small, public and private, from local start-ups and microbusinesses to national and international corporations with branches in the city, recruiting more young people, retaining them, developing them and providing opportunities for them. So, employer engagement needs to be at the heart of city action to meet the youth employment challenge.

In URBACT's work with cities we came across a range of experiences of cities working with employers, from working with schools to assisting employers to take on young people. In our 'state of the art' review¹, we found that employer engagement was widely examined and seen as vital, by organisations like the OECD. And at our hearing in Brussels in the autumn of 2014, where we drew together representatives of young people, employers, cities,

experts and practitioners from countries across the EU to meet with our core group, we found great interest in improving employer engagement. This article distils the key messages from this work for cities: what they can do and how might they do it.

SO, WHAT ARE THE CONCRETE CITY ACTIONS THAT DELIVER RESULTS?

 Find out what employers need

At a minimum, cities need to have a clear idea of what employers' needs are: what jobs (vacancies) do they have available, and are likely to have available, in the future? What skills do they need? What jobs are they finding hard to fill because of skill deficiencies? How do they go about recruiting young people? What more could they do to recruit young people? Why do employers not hire young people?

For example, in Leeds City Region the Local Enterprise Partnership uses a biennial employer survey assessing their skill needs, the extent and nature of skills shortages and gaps, underemployment and how these vary by sector and occupation.

A sample survey can not only identify particular needs but also broader patterns that can then be

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¹ <http://urbact.eu/capitalisation-and-dissemination>



addressed. Auditing skill needs in this way can help identify real opportunities for young people as well as meeting employer requirements: a real 'win-win' for the city. It is an essential foundation stone and building block for city action. Disseminating the results of this work in a clear and attractive way will help young people, employers and the city's public authorities develop stronger mutual awareness of problems and opportunities.


 **Give information, advice and guidance**

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they need for them, earnings and so on. Close relations with employers enables access to this information and they are often willing to help develop career materials, give talks, attend events and even provide mentoring. Cities are in a good position to gather together information on employer needs and labour market trends and then produce attractive materials for young people to help guide their

education, training and job decisions. In Leeds City Region the Local Enterprise Partnership has produced a series of sector factsheets² detailing job trends and opportunities, wages, qualifications required and so on, for use in careers counselling.

 **Build long term relations between employers and the education system**

The transition from school to work is crucial for young people. Whilst there is value in individual employers and individual schools, colleges and universities developing relationships with each other for mutual benefit, to ease this process for young people (and employers) cities can play a strategic role in **systematising** these, encouraging them, demonstrating the benefits of them and putting in place measures to assist greater

responsiveness of education providers to meet employer needs. They can establish incentives (financial, behavioural or moral) to do so and measure (in part) local providers (and employers) on their degree of success in securing young people access to jobs and further appropriate training.

In Wrocław, Poland, partner in the URBACT Markets network³, the growth of foreign inward investment and the need to move up the value chain, has changed the local labour market, driving demand for more highly skilled young people. They have developed relations with schools, increasing the vocational component; and created an academic hub to encourage university/economy collaboration.

Building these bridges between the worlds of education and work, helps prepare young people for the world of work, increases the likely relevance of vocational education and training and raises awareness on all sides – employer, education provider and young person.

 **Develop a suite of complementary initiatives with employers**

There are many specific activities which can be initiated or developed in collaboration with employers, which can increase opportunities for young people. Perhaps the most important is providing work experience: most employers desire, or even demand, such experience but fewer provide it. Internships and work shadowing also expose young people to the world of work, and employers to young people.

Working closely with employers also enables insight into what kind of incentives are likely to be most effective in encouraging employers to take on young people. For example, in the Leeds City Region (see Leeds case study in this publication) it was found that wage subsidies were less influential than ongoing mentoring and support to employers during a work experience programme.

Developing an apprenticeship programme that works for both employers and young people also requires close working with employers, to ensure

² <http://www.the-lep.com/research/>

³ <http://urbact.eu/urbact-markets>



the design, level, quality, content, duration, costs, assessment and other arrangements are appropriate. And it is about more than the apprenticeship itself: it needs to be 'owned' by employers to ensure high levels of availability and take up, together with subsequent employment being offered.

And cities are employers, too! They can be a beacon of good practice, building strong relationships with education providers, offering work experience, taking on apprentices, providing good pay and working conditions. As well of course as being the wider enabler of city wide employer engagement.

A permanent dialogue

Cities can go further, and establish a more intense and long-term arrangement, by setting up an independent body or partnership, perhaps including other key stakeholders (such as the public employment service, education and training providers and young people themselves) to oversee the operation of actions to meet the youth employment challenge. This can generate profile, commitment, scope for innovation and sustainability, as well as opportunities to increase mutual understanding and trust. Again, the Leeds City Region case study explores a suite of employer facing initiatives to tackle the youth employment challenge, within the frame of a wider economic strategy, with the ambition of securing a 'NEET-free' city region. Their 'five three one' campaign is at the heart of this. Part campaign, part brokerage service its aim is to stimulate employer involvement, especially amongst SMEs.

The Creativity Platform in Thessaloniki (see case study in this publication) is another, very different example of a city-wide endeavour to create a space for permanent dialogue and networking between people seeking work (in this case freelancers in the creative industries) and companies seeking suppliers.

Cities can also develop relations with key individual employers who exhibit good practice from which others can learn and which can inspire young people. For example, Sky Broadcasting⁴ are keen to secure their future talent pipeline and have established

Figure 1. Employer engagement.
URBACT workstream 'Job generation', 2014.



Artist: Rachel Walsh

the Sky Academy, to help young people reach their potential and give them the skills they need to do so. They run programmes with star athletes as mentors in schools; provide opportunities to use state of the art technology to create news reports; and provide work experience, work placements, apprenticeships and graduate programmes.

Co-creation

From sustained dialogue, it is a short but important step to the co-creation by partners of an integrated strategy to address youth employment. Establishing together a vision, priorities, objectives and an associated action plan, which is regularly monitored and reviewed is not only likely to lead to a more co-ordinated approach and draw on all the talents available, but also to achieve more effective outcomes. It can help lock in commitment and secure a common purpose.

And it may be more able to tackle the 'wicked issues' that arise e.g. the balance between differing levels of skills provision; the links between education, employment and economic development policies. As the emphasis of action moves from the supply side (young people) to the demand side (jobs),

⁴ UKCES (2014) Not Just Making Tea: A Guide to Work Experience <https://www.gov.uk/government/publications/not-just-making-tea-a-guide-to-work-experience>



wider issues than young people arise like inward investment, sector and cluster policy, supply chains, business development and competitiveness.

But we need to challenge employers too!

It is not always the case that meeting existing employer needs and creating more opportunities for youth go hand in hand. Encouraging and persuading employers to increase opportunities may not be enough. There will remain employers who are shedding youth labour, offering few new openings,

provide low pay, no work experience or apprenticeships and are reticent or unwilling to engage with the city and other stakeholders. The pilot youth employment work in Nyíregyháza suggests that often employers simply like the status quo (see article on 'setting up a city forum to engage employers and young people: lessons learnt from Nyíregyháza' by Béla Kézy in this publication).

Change is best addressed

through peer to peer (i.e. employer to employer) interaction with employers learning from each other, from good practice and role models, from successful companies sharing their experiences with others, perhaps in sector groupings or in supply chains. The role of the city here could be to provide the background research necessary (to support the business case for such action) and support such developments as required. In Leeds City Region, for example, it has been calculated that moving 1,000 people into work generates a combined fiscal and economic gain of €25 m per year.

And what about young people?

Engaging young people, and in particular providing opportunities for young people to speak of their own experiences and ambitions, is also valuable. Listening to their voices and facilitating and encouraging dialogue with employers, will help to enhance mutual understanding and raise awareness both of what young people have to offer and

what employers are looking for. It may also spark innovation in how they connect with each other on the labour market. Again, the work in Nyíregyháza gives some more pointers on how cities might achieve this and in Leeds City Region they have appointed, as apprentices, two Youth Ambassadors to demonstrate youth potential to employers.

CITIES AS DRIVERS OF CHANGE

Importantly cities can change *the way* things are done, as well as what is done. In the end, we are seeking a change in the behaviour of employers, young people and in the cities themselves. Cities can operate as enablers of change: facilitating, co-ordinating and inspiring. They can convene the parties, they can stimulate action, they can broker 'deals'. They can, in short, create the conditions under which employer engagement is not only more likely, but is seen as the core of the solution to the youth employment challenge. Innovation is encouraged and the genuine 'win-win' for all concerned will secure greater sustainability, potentially without the need for substantial long-term public funding.

Developing strategic approaches to engagement

ESIMEC II⁵, the URBACT network dealing with workforce development, held a workshop in Gävle, Sweden last year to develop ways to enhance employer engagement. Among the issues that cities need to address are: to segment the employer market in order to address different needs; to decide whether engagement is to be 'wide', with a large number, or 'deep' with a small, but crucial, number of employers; to carefully consider the range of communication channels most appropriate; and to engage on the basis of business friendly language and a commitment to see the world from their point of view.

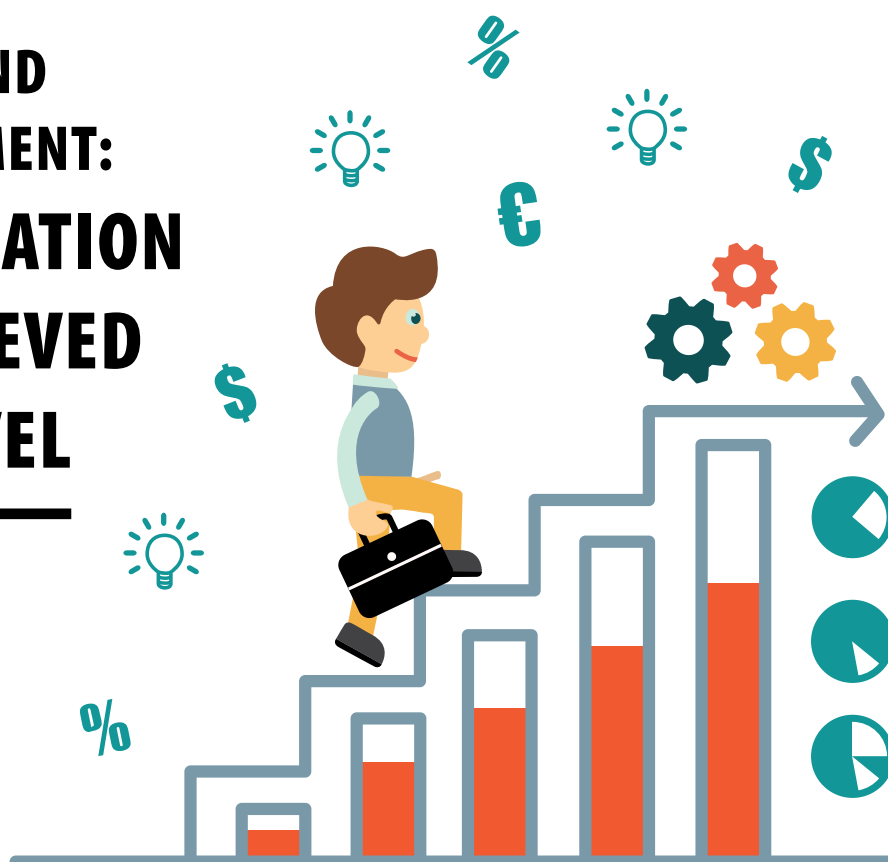
It bears repetition: it is employers who create jobs. We need more, and better, jobs for young people to do. Employers are at the heart of the solution. So are cities. Cities need to get engaged to employers, if not married. ●

5 <http://urbact.eu/esimec-ii>



OECD – JOB CREATION AND YOUTH EMPLOYMENT: WHY JOB CREATION IS BEST ACHIEVED AT LOCAL LEVEL

By Jonathan Barr*



Source: Freepik

The OECD Programme on Local Economic and Employment Development (LEED¹) has advised governments and communities since 1982 on how to respond to economic change and tackle complex problems in a fast-changing world. Its mission is to contribute to the creation of more and better quality jobs through more effective policy implementation, innovative practices, stronger capacities and integrated strategies at the local level. LEED draws on a comparative analysis of experience from the five continents in fostering economic growth, employment and inclusion.

The issue of youth unemployment remains a major global challenge across much of the OECD. As highlighted in the latest *OECD Employment Outlook*², the number of young people out of work is nearly a third higher than in 2007 and set to rise still further in most countries with already very high unemployment. Youth unemployment rates exceeded 25% in nine OECD countries at the end of 2013, including Ireland, Italy, Portugal, Spain and Greece.

Across many countries and as outlined in several other articles in this publication, there is a job creation paradox where many employers are complaining about skills shortages in areas of high unemployment and a large number of unemployed youth seeking jobs claim that they cannot find

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1 <http://www.oecd.org/employment/leed/>

2 OECD Employment Outlook 2014 – <http://www.oecd.org/employment/oecdemploymentoutlook.htm>



good quality opportunities commensurate with their skills and ambitions. It appears that **there is no magic bullet; rather, what's needed is a robust and cross-sectoral response.**

Ensuring employment success for young people is a policy issue of particular relevance within cities. Barriers preventing young people from successful transitions into employment are often multifaceted in nature and responses need to come from a wide array of policy areas. Yet, in practice, too often local programmes are delivered in isolation from each other, with uneven degrees of coverage and limited capacity to reach out to the most in need.

Evidence collected from the OECD *Reviews on Local Job Creation*³ across 13 countries demonstrate that it is at the local level where concrete and practical strategies can be put in place to support youth into high demand jobs and ensure they retain employment and become more resilient and adaptable over the long-term. **Cities need flexibility from the national level to come up with innovative solutions to creating better quality jobs.** The local level is best positioned to understand community needs and what interventions work best given local labour market conditions. Flexibility means providing local agencies, including public employment agencies, with more discretion in how interventions are designed, budgets are managed, performance targets are set and activities are outsourced. These **organisations can work closely with business, economic development and education officials on longer-term strategies to build resilience and generate jobs.**

As barriers to employment become more complex, a horizontal approach is often needed to tackling them, involving employment service providers, vocational education and training institutions, economic development agencies and social welfare organisations. Local and regional contexts are the settings where 'coalitions of purpose' can be effectively built across the public, private and not-for-profit sectors, with local actors often building long-term relationships with each other based on proximity and exchange. Partnerships at the local and national level can often help to formalise this process. Taking an integrated approach to skills, productivity and economic growth requires strong co-ordination and social dialogue at the local level. The Leeds case study, described elsewhere in this publication, is a

good example of this. While in some local areas such partnership working focuses on specific groups, in other areas, a decision is taken to focus on particular places, for example local areas experiencing high relative deprivation in cities. As cited in the article on 'understanding the problem' in this publication, in many cases, **good local data can act as a catalyst for action, stimulating people to work across policy silos** to build concrete engagement around critical issues.

Cities can also spur employers to offer more in-work training and internships, particularly in firms that traditionally offer low levels of training such as SMEs. This can promote employer ownership and ensure that firms invest in their future workforce. To better connect the education system to the world of work, local employment and training agencies can also develop career pathways, articulating skills requirements and connecting youth to the local economy through sector strategies. Cities are also well positioned to promote entrepreneurship as a viable career option for youth. Young people are generally enthusiastic about starting businesses but they face greater barriers due to lower levels of skills, less experience, more difficulty accessing financing, and less developed business networks. Lastly, a **key ingredient in the policy toolkit is to monitor the implementation of programmes and evaluate their success.** ●



Source: Freepik

3 OECD LEED Reviews on Local Job Creation, 2014 – http://www.oecd-ilibrary.org/employment/oecd-reviews-on-local-job-creation_23112336 and OECD (2014), Job Creation and Local Economic Development, OECD Publishing. DOI:10.1787/9789264215009-en



2015: LET'S ENSURE YOUNG PEOPLE'S RIGHT TO QUALITY EMPLOYMENT!

✍ By **Clementine Moyart***



The European Youth Forum¹ is the platform of youth organisations in Europe. Independent, democratic, youth-led, it represents 99 National Youth Councils and international youth organisations from across the continent. The forum works to empower young people to participate actively in society to improve their own lives, by representing and advocating their needs and interests and those of their organisations towards the European Union, the Council of Europe and the United Nations.

For young people the situation throughout the crisis has been typically worse than for that of the adult working population. Between 2007 and 2012, youth unemployment rates at least doubled in 12 European countries and, as of December 2014, the youth unemployment rate of 21.4% in the EU is still alarming. Here we look back at the past 12 months and explore the consequences of the financial and economic crisis on young people and the measures that have been suggested to combat youth unemployment.

* Clementine Moyart is policy officer at the European Youth Forum

1 www.youthforum.org

2 <http://www.youthforum.org/assets/2014/11/YFJ-Publication-Youth-in-the-Crisis.pdf>

The recent publication of the European Youth Forum, *'Youth in the Crisis: What Went Wrong?'²* finds that **the policy answers to the crisis disproportionately and negatively affected young people**. Austerity measures have been specifically targeted at youth. As a consequence, employment security for young people has significantly decreased, education budgets have been slashed and youth has seen cuts to their minimum wage. This is how, in Greece, whilst the general minimum wage was cut by 22%, for young people it was cut by 32%.

Unfortunately, the overarching response to the problem of youth unemployment in the EU has been uncoordinated and ineffective with measures that might counteract the intentions, especially in the long term. Such measures have, overall, focused on putting pressure on education and training providers, feeding the discourse on the skills mismatch that has grown since the onset of the crisis. However, **supply-side measures such as labour-matching services and skills activation cannot be enough** in themselves to solve the problem of youth unemployment. The Youth Forum recommends that European governments, the EU and indeed cities examine more closely the long-term drivers of youth employment while recognising that turning the tide of unemployment can only happen with growth-friendly investment, supporting job creation, where the **priority should be in creating sustainable quality jobs for young people**.

These new jobs should allow for a decent living for young people and not simply create armies of working poor. It seems easier to provide any job, rather than jobs of decent quality. However, by promoting the idea of 'jobs at any costs', we risk continuing the status quo, with **too many young people with precarious jobs** or internships of poor quality and which don't last for long.

Since 2012, some measures, such as the Quality Framework for Traineeships and the Youth Guarantee, have been approved at the European level to try to improve the transition from education to quality jobs for young people. Nevertheless, there is still much to do to ensure young people's right to quality employment. The Council Recommendation on the Quality Framework for Traineeships do not require internship providers to pay their interns or offer them access to social protection. This is unacceptable: **interns have the right to quality work experience with safe and fair working conditions** because they are valuable stepping stones for them into the labour market.



When it comes to the design and implementation of the Youth Guarantee at national and local level, the European Youth Forum regrets that there has been little consultation with youth organisations. Everyone agrees that **there is a real difficulty to reach out to young people** – according to Eurobarometer³, only two out of ten young people have heard of the scheme! We believe that **youth organisations and young representatives have a role to play to design, monitor and communicate this measure** which will have to fit specific needs of young people.

Last but not least, targeted schemes, such as the youth guarantee, will not tackle the youth unemployment crisis alone. They have to be part of a **coherent set of policies and a broader investment programme** in Public Employment Services, education and training system, social protection schemes, social innovation and entrepreneurship ... Young people are tired of the short-term reasoning and half-measures that keep them in a never-ending transition period. The key here lies in macro-economic policies encouraging sustainable growth leading to durable solutions for the young generation. With the majority of Europe's young people living in cities, the latter have a clear part to play in these policies and in the development and delivery of measures to develop jobs for young people.

We believe that cities have an important role to play to ensure young people's right to quality employment and some best practices are worth being highlighted in this field.

As part of the Youth Guarantee programme, some cities in Finland have, for instance, successfully developed One-stop-shops (called 'Ohjaamo') to provide counselling and guidance services for young people under 30. The key to their success seems to be not only the proximity to young people but also the cross-sectoral approach, allowing more accurate answers and opportunities better tailored to young people's needs. The Petra project in the Finnish city of Vantaa⁴ is a good example as it aims at creating a link between employers and job applicants by giving personal guidance but also information about apprenticeships,

education and job offers as well as health counselling and financial guidelines, which necessarily implies the involvement of public authorities, education providers and 200 companies. The European Youth Forum believes that this kind of Public-Private-People Partnerships can bring about real change for young people in Europe and that the role of city authorities is crucial to encourage this co-operative working. ●

EUROPEAN YOUTH GUARANTEE

 By Alison Partridge*

The European Council agreed to establish a Youth Guarantee in April 2013. The guarantee is to ensure that Member States offer ALL young people aged up to 25 either a quality job, continued education, an apprenticeship or a traineeship, within four months of leaving formal education or becoming unemployed. Member States are allocating significant national resources to these schemes and the EU will top-up national spending through the European Social Fund and the €6 bn Youth Employment Initiative.

The Youth Guarantee is designed and implemented through partnerships of public authorities, public employment services, career guidance, providers, education and training organisations, businesses, trade unions and youth organisations. It aims to have a preventative approach through early intervention and outreach. There is an emphasis on a customised approach to each young person with individual action plans which set out clearly how different barriers to labour market integration will be addressed.

At the same time Member States are encouraged to review and reform where appropriate their apprenticeship and Vocational Education and Training systems so as to start to tackle the mismatch between the skills required by the labour market and those of unemployment or inactive young people. The importance of entrepreneurship and self-employment for young people is also recognised. ●

MORE INFORMATION

<http://ec.europa.eu/social/main.jsp?catId=1036>

* Alison Partridge is co-ordinator of the URBACT workstream 'Job generation for a jobless generation'.

³ Flash Eurobarometer of the European Parliament – 2014 http://www.europarl.europa.eu/pdf/eurobarometre/2014/youth/eb_395_synthesis_youth_en.pdf

⁴ http://www.vantaa.fi/work_and_business_services/_en/_en_petra_employment_and_education_for_the_young



EUROCITIES AND YOUTH EMPLOYMENT

Interview with:



**Pia Hellberg
Lannerheim**
(Malmö, Sweden)
Chair
of EUROCITIES
Employment
Working Group



Celine Schroeder
(Nantes, France)
Vice Chair
of EUROCITIES
Employment
Working Group

Interviewed by Alison Partridge

Co-ordinator of the URBACT workstream 'Job generation for a jobless generation'

EUROCITIES¹ is the network of major European cities. It bring together the local governments of over 130 of Europe's largest cities and 40 partner cities, that between them govern 130 million citizens across 35 countries to influence and work with the EU institutions to respond to common issues that affect the day-to-day lives of Europeans.

Tell me a bit about EUROCITIES' work on youth employment

EUROCITIES does a lot of work in this area and we're fortunate to be supported by a partnership with the DG Employment through the Employment and Social Innovation programme (EaSI). This has meant we can carry out systematic work on a number of social policy issues including youth unemployment. The Social Affairs Forum² has inclusion and employment of young people as one of three top priorities for 2015. More specifically, we did a small survey to gather data on youth unemployment in cities and examples of successful programmes to integrate young people into the labour market (including the Youth Guarantee).

¹ <http://www.eurocities.eu/>

² The EUROCITIES Social Affairs Forum works to strengthen the involvement of local authorities in the development and implementation of national and EU social policies, as well as promoting the exchange of knowledge between cities on tackling poverty and exclusion.



So what did this data tell you? How is the Youth Guarantee affecting cities for example?

We strongly believe that the successful delivery of the Youth Guarantee depends upon the involvement of cities. They have a central role in delivering services targeted at young unemployed people along with an accurate and up-to-date knowledge of the challenges facing young people in urban neighbourhoods. This experience and expertise can help improve or design new policies that better respond to local challenges and are, therefore, more effective. This is recognised in the EURO CITIES recommendation on the Youth Guarantee which includes a range of actions which cities could deliver including raising awareness, strengthening partnerships, developing outreach strategies, providing guidance and counselling services, pooling resources and providing strong political leadership.

... and did your research back this up? Did you find any examples of cities doing interesting things with the Youth Guarantee?

Yes. Lots of people say this is a European initiative delivered at a national level. Whilst to an extent that is of course true, we found some good examples of cities contributing to delivery. In **Gothenburg**, for example, the city co-ordinates all career guidance and counselling services provided in the city's schools. This means that the service is equal in all schools (which is not the case in all Swedish cities).

Another good example is **Edinburgh** which has its own 'Edinburgh Guarantee'³ programme aiming to ensure that every school leaver leaves school with the choice of a job, training or further education. It is a partnership between city stakeholders, businesses, employers, education centres, academies and parents, and tries to maximise the opportunities offered by existing programmes for young people and then to fill the gaps in service provision.

We should also mention the ambassador project in **Nantes** which aims to bring young people from deprived urban areas into the labour market. It has developed a network of local partners (non-profit organisations, associations or sport

clubs) and worked on relationships with young people. The job opportunities within the project are created as a result of using social clauses in public procurement contracts in the city.

The URBACT work has focused on the demand side – what cities can do to grow jobs for young people. Is that part of your thinking?

It is impossible to divorce the demand and supply side when working on youth employment. Of course EURO CITIES as a whole is working on economic development and employment issues as we know that cities need more quality jobs. For example, cities can also act through their economic development policies (how they create attractive conditions for companies), and also through public procurement and their role as employers.

So what happens next at EURO CITIES?

This links to your last question really – we are aware that we need to work more across some of these policy areas and plan to have joint meetings between the Social affairs working group and its counterparts for Education and Entrepreneurship to bring some of this together and develop some practical guidance for cities. We hope that the URBACT work can feed into this.

Based on the work we have done so far on the Youth Guarantee we think there are some key steps that cities can take to address the challenge. They can support the development and maintenance of strong local partnerships, collect better data on the scale and nature of youth unemployment and engage with hard to reach groups. They are also well placed to reach out to local employers to manage the local labour market and supply of skills. ●



³ <http://www.edinburghguarantee.org/>

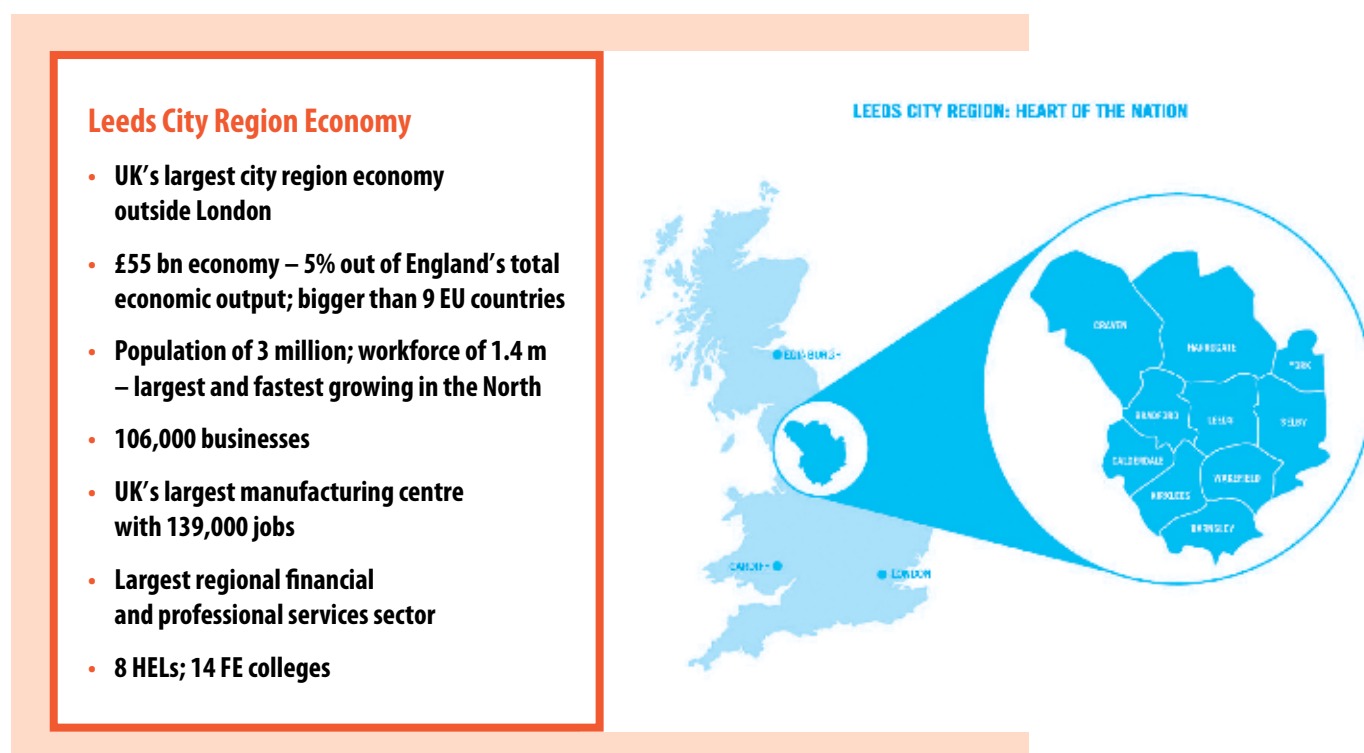


LEEDS CITY REGION: TOWARDS A NEET-FREE CITY

 By Professor Mike Campbell*

Leeds City Region (LCR) is in Yorkshire, England and has a population of 3 million people – 1.9 million of working age and 1.4 million people in employment. The economy is worth £56 bn or 5% of the whole UK economy. It is the largest city region in the UK outside London. Youth unemployment (16–24 year olds) stands at 47,500 on the International Labour Organisation (ILO) measure, accounting for around 40% of all unemployment and a rate of 19.6%.

Figure 1. Leeds City Region economy and map

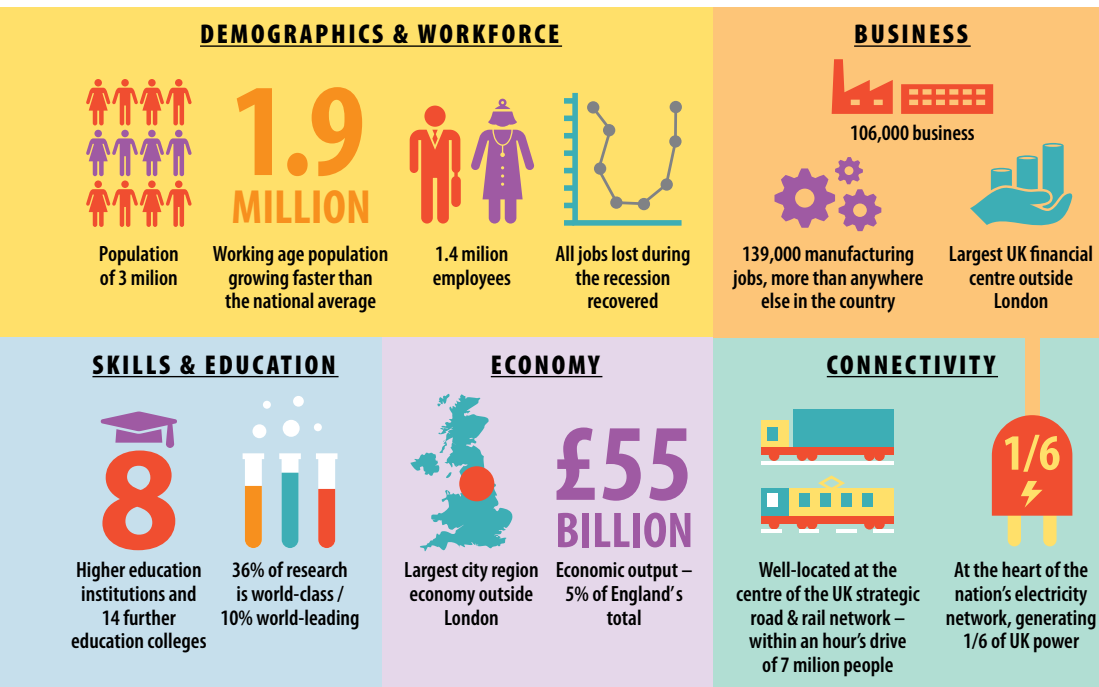


Source: Leeds City Region Enterprise Partnership

* Professor Mike Campbell is an independent labour market expert



Figure 2. Leeds economical assets



Source: Leeds City Region Enterprise Partnership

Leeds City Region enterprise partnership (LEP¹) has developed an integrated suite of measures to increase youth employment. Based on an evidence-based approach and with high levels of employer engagement, this is a pretty unique package and one that other cities can learn from. The measures are designed to complement and add value to national programmes. They provide an interesting set of practices, and lessons, which should be of interest to other cities across the European Union.

The ambition is outstanding “to secure a ‘NEET²-free’ city region, with more and better jobs, and the skilled and flexible workforce to sustain them”. No young people without a job, education or training, better quality jobs and the skills needed to acquire them. This clear, exciting message is used to galvanise employers and other stakeholders in pursuit of the ambition. The more specific short term objective is to provide a range of opportunities to young people,

1 Local Enterprise Partnerships are voluntary partnerships between local authorities, businesses and other stakeholders set up in 2011 by the UK Government to help determine local economic priorities and lead economic growth and job creation within the local area.

2 NEET = Not in Employment, Education or Training

so as to reduce youth unemployment and help secure economic growth.

An overarching employer engagement campaign (‘five three one’) and a complementary suite of linked activities are embedded within an overall strategic plan:

Five three one

The foundation stone of action is the ‘five three one’ campaign. This overarching employer engagement campaign aims to act as a ‘net’ to ‘catch’ employers who subsequently can be engaged in the other activities. The emphasis

is on engaging SMEs (which comprise over 99% of the city region’s firms and which are usually disengaged from public programmes) and providing opportunities to young people. The basic premise is that there are **‘5’ things employers can do** (invest in skills, mentor a budding entrepreneur, build links with education providers, offer work placements to unemployed young people, and provide apprenticeships), **‘3’ reasons to do it** (help someone reach their potential, their business will benefit, the local economy in which they do business will grow) and **‘1’ positive outcome** (our economy will grow). It is an outward facing campaign which, unlike some public support programmes, makes the case for action, seeks to deepen relationships on a one by one basis, with the offer of hassle-free support for businesses. A campaign, partly a conversation and a brokerage service, it asks employers to get involved. The overall aim is to win the ‘hearts and minds’ of employers, recognising that changes to behaviour are more sustainable through building relationships rather than on-off transactional links. Over 380 companies are now involved, with an ultimate target of 1,000. **Sitting within this overarching campaign, the measures which enable young people to be available to employers are:**



Figure 3. Leeds City Region – Plan on a page



Source: Leeds City Region Enterprise Partnership

Headstart

Headstart aims to support 3,000 young people who have been unemployed for more than 6 months and has a budget of around £5 million. It has a number of innovative elements. It provides 'wrap around' support for 6 months, to both individuals and employers, including interview guarantees, in-work mentoring and a wage incentive for employers. Businesses were involved in the design of the employer-based training element. The reassurance provided by mentors, to both young people and employers, is key to the programme's success.

Two youth 'ambassadors' from the target group have been employed as apprentices to work with employers to 'sell' the benefits of Headstart, in part through the use of social media (including a YouTube Video, a twitter account [@KirkleesBiz] and a Facebook page [EmployTheFuture]). The youth ambassadors, as part of their work, have also produced a range of marketing materials to be made available to employers.

An 'employment agency' pilot, engaging private agencies, has been established to influence opinion amongst private recruitment agencies who are very active in the youth recruitment market and to promote young people as a positive contribution to business. These agencies are particularly active in high labour turnover sectors with strong jobs demand even in weak labour market conditions. Many operate in sectors employing large numbers of young people such as hospitality. From a young person perspective, engagement with these agencies can have a more positive 'vibe' than with the public employment service which is often associated with benefit sanctions and other punitive action.

Apprenticeship Hub and Training Agency

The creation of an Apprenticeship Hub provides a central point of contact offering free independent and co-ordinated apprenticeship advice and support specifically for SMEs. It aims to nearly double the proportion of employers offering apprenticeships from 12% to 20% – which would mean 7,500 new employers and 15,000 new apprenticeships being created – within 4 years. For those SMEs who are not yet 'apprentice ready', an Apprentice Training Agency (ATA) has been established to create 2,500 apprenticeships over 3 years and to provide incentives to SMEs to directly employ apprentices leaving the ATA.

A Devolved Youth Contract

This element builds on the national youth contract (a national scheme to help unemployed people aged 18 to 24 find work) by focusing on 'hidden' NEETs aged 16/17. The aim is early intervention to prevent those at risk from exclusion. They are especially difficult to identify, track and access. Consequently, they are accessed via local community groups which are grant aided to identify and engage them with the labour market.

Talent Match Leeds

This is also part of a national initiative that aims to provide additional support to long term unemployed (more than 12 months) young people who face multiple barriers to work. It uses specialist voluntary and community sector partners to provide bespoke quality services and has used an element of 'co-design' with young people, involving a youth ambassador in their design.



BETTER INFORMED CHOICES

Reliable information is crucial to assist young people in their choice of careers. This work is designed to use labour market intelligence and employer knowledge to make available to teachers up to date material on growing sectors and occupations. A series of colourful factsheets have been produced to a common format, and presentations to schools and colleges undertaken. Even lesson plans have been developed (see www.lcrjobsintel.co.uk for the resources available).

MANAGEMENT AND RESOURCES

The youth employment work is managed by a dedicated staff member of the Leeds City Region

LEP, who reports to its Head of Enterprise, Jobs and Skills. Each of the activity strands has a project officer who initiates, develops, delivers (through a range of partners/contractors) and monitors progress of the activity. Reports are given to, and discussed at, a LEP Employment and Skills sub group on a quarterly basis. There are 4 staff engaged in the youth employment work (including the manager) working full time on it.



We have seen the impact of Apprentices on our business. They could account for half our new employees over the next 3 years.



Vital Tech Group – local technology services company

SO WHAT MAKES IT WORK?

What is a bit different about all this compared to the many other approaches to tackling youth unemployment and growing employment in other EU cities?

- The strategic positioning of action on youth employment as part of the Leeds City Region LEP growth and jobs agenda means that demand and supply issues are seen in tandem and the links between them made.
- The LEP strategy and agenda are strongly 'pro growth' with a focus on job generation. They are necessarily therefore demand-driven and employer-focused in terms of requirements. This does not mean that supply-side issues are secondary, rather that they are viewed in terms of what is required by the economy and labour market, thus driving linkages between creating prosperity and people's needs. Hence,

increasing employability is connected to job growth and employer needs, to the benefit of both. This should enhance the responsiveness of public agencies to labour market needs.

- The activities developed on the demand side (within the themes of business growth, resource efficiency and infrastructure) are in consequence seen not only as drivers of growth but also as 'solutions' to (youth) unemployment. This connection between both sides of the labour market means that there is regular, ongoing interaction between the activities, to secure effective outcomes.
- The agenda and governance arrangements put **employers centre stage**, in terms of their needs and responsibilities. Employer engagement means participating in strategy, programme design and oversight of effective delivery. They bring insight from the demand side to LEP deliberations. They are able to access their business networks. They offer opportunities and a route to market. They become partners rather than recipients of the outputs from public programmes in which they were not involved. It raises awareness and improves mutual understanding across sectors.
- The use of **evidence has been integral to the development and design of the plans, activities and monitoring progress**. For example, substantial commitment to securing the evidence base, understanding the problem and making the case to Government at the outset, was key to success. Calculation of the value of the '3 benefits' in the 'five three one' campaign to 'make the business case' for action, focused the minds of the LEP and employers on the benefits of employer engagement. Much is also known about the jobs sought by young people. Moreover, the strategic economic plan conducted and commissioned an extensive array of research to ensure that the plan, pillars and activities were strongly evidence based and thus persuasive to Government e.g. on employment on skills issues.

BUT IT IS NOT EASY

Developing and implementing the measures has not always been straightforward for a number of reasons:

- The sequencing of the activities has not been entirely coherent, with them coming on stream at times determined by successful funding bids from evolving Government policies and plans. The



strategic economic plan, which should have come first, has only recently been produced and agreed.

- The City Deal³ and Growth Deal⁴ from which several activities emerged, were only partial in the coverage of the target group.
- There is considerable and time consuming negotiation involved in agreeing with Government what is possible and what resources will be made available.
- The activities are also usually time limited though the ‘five three one’ campaign itself is not.
- Whilst the overall approach has been strongly evidence-led, the characteristics of the unemployed/NEETs could be better known and the nature of evolving job opportunities ever better identified.
- Most employer relationships are based on direct LEP relations, which is very positive but time consuming, rather than Business to Business relationships, for example through supply chains and business networks, which could be more highly developed.

WHAT DOES THIS MEAN FOR OTHER EU CITIES?

What can be learnt from this experience? What does it tell us about what is likely to be successful? How can effective action be taken to tackle youth unemployment and create job opportunities?

There is much that cities like Leeds can do to help young people get jobs, if they think creatively about how best to do so and add value to existing national initiatives. Leeds City Region has set itself a powerful ambition to be NEET-free and developed an interesting package of measures embedded within both a campaign and a strategic economic plan. It is driven by a coalition of committed stakeholders, led by business with a focus on local economic growth and job creation. Some of its distinctive characteristics are that youth employment is seen as integral to the wider growth and jobs agenda; employer engagement (and

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- 3 City Deals are agreements between government and a city that give the city control to: take charge and responsibility of decisions that affect their area, do what they think is best to help businesses grow, create economic growth.
 - 4 Growth Deals provide funds to local enterprise partnerships or LEPs (partnerships between local authorities and businesses) for projects that benefit the local area and economy.

youth engagement) is taken seriously; and evidence is central to developing effective plans for action. The lessons that we can learn from this experience that may be transferable to other cities are:

- There is value in bringing public agencies and employers together – as in the LEP model – to devise strategy and priorities as well as to build commitment, common purpose and sustainability.
- Employer leadership has been a priority and provides a strong ‘demand’ side orientation where growth and jobs are closely linked. Demand and supply sides actions can then be more closely connected.
- A particular focus on smaller firms – such as the emphasis on SMEs in the ‘five three one’ campaign – maybe resource intensive but reaps a range of benefits.
- A focus on attitudes, information, relationships and behaviour may be as important as precise policies and actions. The strategic, long term approach to governance, engagement and mutual understanding adopted here matters as much as resources.
- There is no substitute for a strong evidence base, to inform diagnosis of the problem and potential solutions, but also in monitoring progress. Evidence has been an integral part of the design, delivery and monitoring of the Leeds work.
- Making the business case for action to the business community (as well as to Government and other stakeholders) is vital, as it is they who ultimately employ young people and it is their decisions which collectively determine whether more and better jobs are available to young people.

In conclusion

Many of the practices highlighted in this case study are actually, or potentially, transferable to other cities elsewhere in the UK and across the EU. The precise design and delivery of activities will of course differ according to local conditions, priorities and resources but the innovative features, success factors and lessons learnt will be useful to all cities who wish to tackle youth unemployment more effectively. They can be used as a check list, or a mirror, against which current or planned practices and developments can be compared. ●



MORE INFORMATION

Analytical template on Leeds City Region:

<http://urbact.eu/capitalisation-and-dissemination>



SUPPORTING YOUNG CREATIVES IN THESSALONIKI: A BOTTOM UP APPROACH

 By Nicholas Karachalis*



Source: Freepik

Thessaloniki, Greece's 2nd largest city with about 1 million inhabitants is known for its university life and renovated waterfront. Its creative sector is also an important part of the city's identity. Thessaloniki faces a crisis as youth unemployment in the area is one of the highest of the EU: according to the Hellenic Statistics Authority (2014) the region of Central Macedonia has a 60.4% unemployment rate in the 18–24 age group, while Thessaloniki's youth unemployment is 43.8% for 18–29 year olds.

In the creative sector, opportunities exist but young professionals face a difficult reality and multiple barriers. As a result, a group of people from within the creative community decided to take action. In partnership with the municipality and other actors they started the Creativity Platform¹ (CP). The CP soon started operating as a broker for the creative community. Working as a non-profit organisation, it created conditions of trust and developed capacity-building activities and direct support (seminars, workshops, matchmaking events, etc.) for the city's young creatives. This has meant that workers, entrepreneurs, start-ups and existing businesses in the cultural and creative industries sector have been able to access support. The municipality has been supportive. It has used the ideas, it has acted as a

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¹ <http://www.creativityplatform.gr>



co-organiser in events and has created a feeling of trust among the members of the CP within local strategies. But it has also understood when to step back and let things happen.

Since its inception five years ago the Creativity Platform has delivered an interesting range of initiatives which, taken together, have started to grow jobs from the ground up. Some of these are highlighted here. The practice is of particular interest to other EU cities seeking to gain economic, social and cultural value from freelancers and micro enterprises operating in the creative industries. It demonstrates that, even in the midst of catastrophic economic situation, good things can grow.

“
74 studios, ateliers, creative agencies and businesses that are based in the historical commercial centre of Thessaloniki were visited by 4,000 people in a single weekend. There was important media coverage and suddenly the wider public realised that many young people do interesting things in this sector.

”

Alexandra Bozini

Developed in 2012/2013, it delivered a conference, seminars, a website for the creative community and an ‘open doors’ weekend for offices/art spaces. This ‘Creative Walk’ was an opportunity for creative professionals to present themselves to one another and to the city.

According to Alexandra Bozini, architect and member of the organising team, “74 studios, ateliers, creative agencies and businesses that are based in the historical commercial centre of Thessaloniki participated and were

visited by 4,000 people in a single weekend. There was important media coverage and suddenly the wider public realised that many young people do interesting things in this sector”.

NETWORKING AND BUSINESS SUPPORT

Perhaps the most important work of the Creativity Platform is the information and capacity building activities it organises.

Crunch events (Creative Brunch) organised at the Macedonian Museum of Contemporary Art are a good example bringing together creatives and briefing them on specific fundraising opportunities through a networking event. These were organised within the European Youth Capital 2014 event and each attracted more than 100 participants.

Handpeak is an on-line platform² aiming to promote local creators and crafters. The overall aim of the project is to highlight the importance of creative community for the city of Thessaloniki. Through this platform any visitor or inhabitant of the city is able to find young designers, shop-owners and businesses within a short walk.

CREATIVITY FOR.TH, Creative Walk and Valaoritou area To date, ‘Creativity for Thessaloniki’ was probably the most emblematic initiative.



Handpeak Project: Paraskevi Kokolaki – Yiantes, Design and manufacture of handmade jewellery and accessories. Source: Spyros Tsafaras

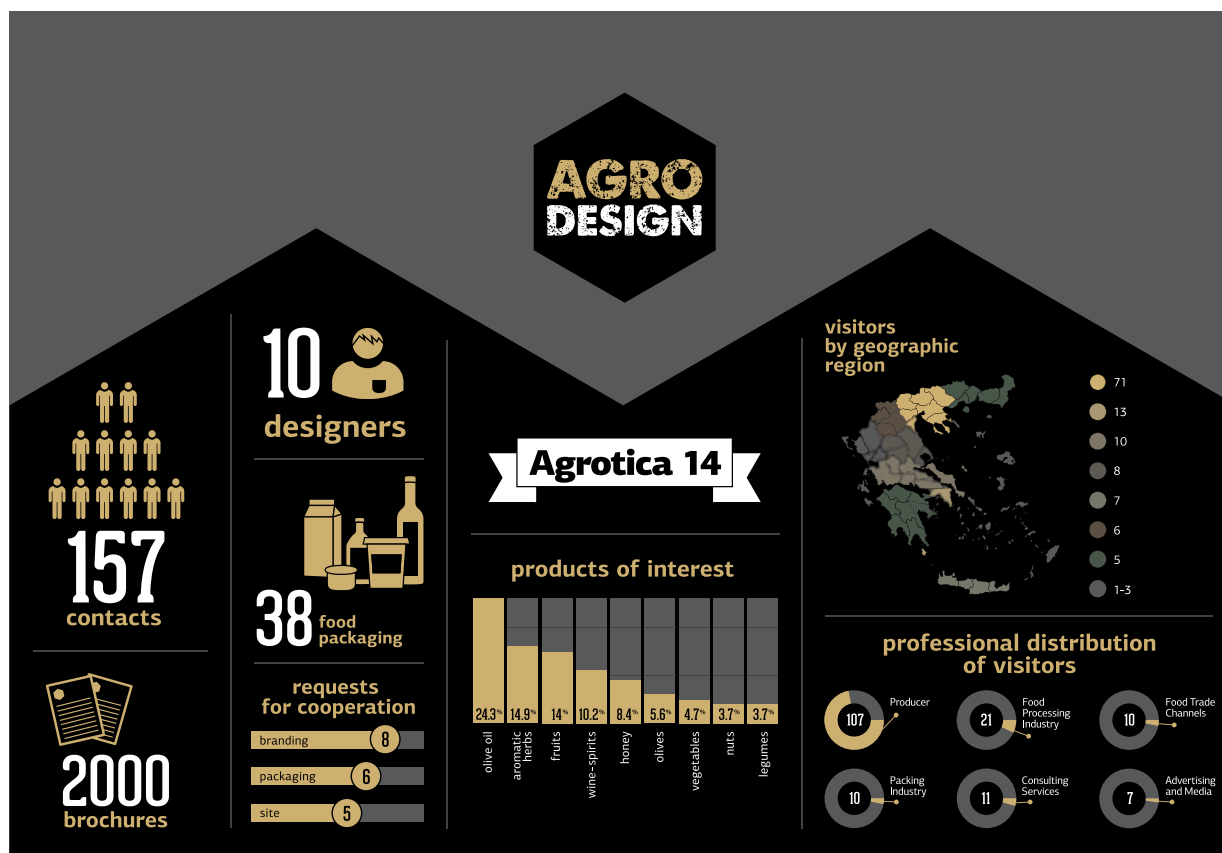


Handpeak project: Marina Konstantinou, Fashion Design – Manufacture of handmade clothing and accessories. Source: Spyros Tsafaras

² <https://www.facebook.com/handpeak?fref=ts>



Figure 2. Agrodesign Informatics.



Source: CREATIVITY FOR.TH

initiatives of the Creativity Platform as they have been acting as members of the Local Support Group.

For some of the final beneficiaries the effects are significant:

Christianna Vei (27 years old) is a typical example: she and her sister started their own studio as crafters and make shoes – her parents were in the same business and they decided to revive their parents' business. "Our shoes are made in a very traditional way by hand, therefore our production is limited. Most of our sales are made through the Internet to other countries such as the UK and although demand is high, it is still difficult to make a living ... The main difficulty is linked with the fact that there is no information/mentoring or networking opportunities with other young entrepreneurs. Until my involvement in the Creativity Platform and my presentation during the My Generation at Work network's workshop I hadn't realised that this kind of support was available. The unemployment office programmes are of no use to me..."⁷

WHY IS THIS WORKING AND WHAT ARE THE THREATS?

Unlike some of the support structures for job generation for young people, this particular effort is making a difference for young creative professionals in Thessaloniki. In Greece most decisions are made based on a top-down approach but the development of the Creative Economy sector of Thessaloniki is following a different path. The CP became an intermediary for new partnerships, while the end-users are mostly young professionals who access support to meet employers or to work with each other. In addition, as young creative professionals are usually extravert and willing to co-operate, the city has much to gain. However, change management within the CP is not easy. Poor decisions could lead to 'institutionalisation'

⁷ Read more about Christianna's story in the 'young voices' article in this publication



and thereby threaten existing group dynamics. It is an open group, there is no hierarchy or operational chart. This loose structure and informal approach are success factors. It may be difficult to develop and grow the platform and maintain this.

WHAT DOES THIS MEAN FOR OTHER EU CITIES?

The best practice here is the way that the municipal authority is opening up to a group of young professionals who have spontaneously taken the opportunity to act as a broker. The project is low cost and of high-efficiency. For young creative professionals this kind of support cannot be found elsewhere as there is no specific policy for this group at national or city level.

There are perhaps seven factors which are crucial to the success so far and which could be useful to other European cities:

- 1 Tailored approach:** A strategy to tackle unemployment cannot be based on a 'one size fits all' formula; it is not always appropriate to apply a generic employment policy to all sectors but it is necessary to understand the particularities of each case. Creative workers/professionals form a diverse group but most work on the basis of short contracts or have an uncertain income.
- 2 Co-creation:** Opening a discussion with the young creative professionals in the city centre has many advantages. Some of the solutions that can help them don't cost much and are based on clever approaches. For the city their support also means that fresh ideas, events, entrepreneurial opportunities etc. are developed and promoted. This is a very low cost initiative with important results.
- 3 Using young talent:** Young creatives are also important to neighbourhood management and in the case of the Valaoritou area, the Creative Walk was an opportunity to engage citizens and businesses in a discussion about the area's future and the threat of the night-time economy taking over. The advantages of creating the conditions for the creative community to be present in the city-centre and share its ideas with other actors are significant.

- 4 Bottom-up** The end-users themselves are participating in the planning and discussions of activities; nothing is imposed upon them. For all parties involved the ideas and projects are based on a learning process where everything is gained through participation and experimentation.
- 5 Flexibility** The threat of institutionalising / over-managing can have opposite outcomes as artists and creatives don't feel comfortable to operate under a strict managing regime or a public body. In this case, the municipality was able to understand the dynamics of a spontaneous group of people without intervening. Key individuals and politicians were able to understand the dynamics of the group and support them.
- 6 Suite of integrated initiatives** Specific activities such as linking the designers with the Agrotica exhibition through the Agrodesign initiative and the 'Handpeak' project could be transferable to other cities.
- 7 Visible results** Despite the fact that the creative workers/professionals only account for a limited proportion of the city's workforce, their effect on the city's cultural identity has multiple positive outcomes. For a medium sized city like Thessaloniki the maintenance of a vibrant local art scene is a strategic priority.

Unlike some of the support structures for job generation for young people, this particular effort is making a difference for young creative professionals in Thessaloniki. In Greece most decisions are made based on a top-down approach but the development of the Creative Economy sector of Thessaloniki is following a different path. The CP became an intermediary for new partnerships, while the end-users are mostly young professionals who access support to meet employers or to work with each other. In addition, as young creative professionals are usually extravert and willing to co-operate, the city has much to gain. ●



SETTING UP A CITY FORUM TO ENGAGE EMPLOYERS AND YOUNG PEOPLE: LESSONS LEARNT FROM NYÍREGYHÁZA, HUNGARY

✍ By Béla Kézy*

WHY DO YOUNG JOBS MATTER IN A CITY LIKE OURS?

Do you want your city to be lively, vibrant and sustainable? If so, you need young people around – so the last thing you want is young people leaving the city in search of a better life. Creating a youth-friendly city requires many things – chief among them attractive job opportunities.



Nyíregyháza, Hungary.

But what can a city do? Well, as in most cases, there's no one size fits all approach. There are, however, tools you may want to experiment with if your city intends to begin the journey to better youth employment. The URBACT method with its emphasis on participation and engagement is highly relevant.

The 2014/15 URBACT workstream 'Job generation for a jobless generation', highlighted the following three main challenges for cities:

- 1 They need to better understand the problem.
- 2 They need to get better at engaging the employers.
- 3 And, last but not least, they also need to engage young people.

Well, nothing new there, you may say, but HOW should cities do that? Is there anything they can do right now? The city of Nyíregyháza, Hungary, thought that putting the key actors around the same table could be a good start. The idea was that this could at least start to tackle all three challenges at once and (hopefully) also provide a framework for action.

At the beginning, organising such a forum seemed like a fairly simple affair, but it quickly turned out that ...

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... IT IS ACTUALLY NOT A WALK IN THE PARK

In fact, it's rather a rocky road. By sharing some of the roadblocks we met along the way, we hope you and your city may be capable to avoid at least some of them.

- 1 In principle, *employment and youth are high on the agenda* of local political leaders – in fact, these are issues everybody seems to support. Yet, when it comes to actually doing something, decision-makers can appear slightly hesitant. ‘How can we make companies hire young people? How can we make young people stay in the city?’. While they struggle with these questions, they somehow overlook the obvious solution: asking young people and companies – if asked in the right way, they may be able to answer some of our pressing questions.
- 2 In Central and Eastern European countries (and cities) we have *limited traditions of open dialogue* with stakeholders. For many politicians, putting ‘children’ and company executives around the same table sounds too risky, and they cannot see how it could actually work.

Most of the companies were open and supportive when we explained what we trying to achieve together with them. Some of the big players, however, appeared reluctant or even dismissive.

- 3 In Hungary, these days *employment policy is quite centralised*: it is the national government that possesses the responsibility, tools and resources to address employment issues, and the cities have very little freedom (and practically no resources of their own) to tackle employment challenges in their own way. Many therefore argue that it is pointless trying to do so as the margins of manoeuvre are so limited.
- 4 *Who is responsible within the city?* Being a cross-cutting issue, it is difficult to place the responsibility within the city; it is youth, so one option is the Youth Department; it is employment so another possibility is the Unemployment and Social Department; businesses are involved, so the Economic Development Department

should also have a say; and the Education Department is also an important player. But who should be in charge? Who should lead the process? How can interdepartmental friction and potential conflict be avoided? In the end, in Nyíregyháza the Vice Mayor and her office took the initiative to co-ordinate the operation.

- 5 *Elections sometimes get in the way.* Local elections may spoil even the best initiatives: what is high on the agenda before (and even during) the elections can easily lose importance in the blink of an eye. Even if there is no change of course – as was the case in Nyíregyháza – unfortunate changes can easily happen. In our case, that change was the replacement of a very committed Vice Mayor. Though the chances of winning over the old/new Mayor to endorse an even champion the Youth Employment Forum are good, convincing him to do so delays the actual delivery of the forum.
- 6 What appears like one event at first sight is *actually a long process*. Forming a Youth Employment Forum sounds like organising a workshop, or a small conference. When we started out, the original plan was to deliver the forum itself within one month. After getting to the nitty/gritty details we have realised that it is a lot more than just one event. 4 months passed (to be fair, that also included elections and the Christmas holidays), and we are still in the preparation phase. You need to get on board all the departments; you need to convince the companies to participate; you need to identify and prepare young people – and many other things to be done before you can actually start to organise the event itself.
- 7 (Not so) surprisingly, *some big companies actually prefer the status quo*. Most of the companies were open and supportive when we explained what we trying to achieve together with them. Some of the big players, however, appeared reluctant or even dismissive. After careful questioning it turned out that they actually prefer the status quo of cheap labour and uncertain working conditions, and are not interested at all in making changes to the current situation. It quickly became clear that not everybody can be brought on board.



8 *Smaller companies are difficult to reach* (and they have limited political value). In addition to the big shots, we also wanted to involve smaller companies from the city, as we have realised that they could easily be much more interested in improving youth employment; in the end, these are the companies that see their future tied to the city. But how do you select those few that will be involved in the forum? We also realised that while local political leaders were thrilled to get the big players on board, they were less passionate about the local SMEs.

WHAT HAVE WE LEARNED AND WHAT DOES THIS MEAN FOR OTHER CITIES?

Organising a Youth Employment Forum has been (and still is) a learning process – and sharing our experiences so far may be useful for those cities who decide to embark on a similar journey. So below we summarise the most important learning points:

First and foremost, you need a committed champion

– someone from sufficiently high level in the city. Someone who not only endorses the idea but also believes in the importance of youth employment. Once you have such a champion, it is much easier to deal with city departments, the various institutions and also with businesses. In Nyíregyháza we got the Vice Mayor on board from the outset – unfortunately, after the election she was replaced. Now we are working on getting the Mayor's commitment.

Take your time – do not hurry. This is really a process, and if you can do it properly, you can build the foundations of a long-term dialogue between the various stakeholders. Involve experienced people who know the target groups: the young people and the businesses. We had long discussions, sometimes even heated debates even before we decided to launch the process. Careful planning really helped us to avoid many possible mistakes – some of which could have actually derailed the entire process.

Prepare the businesses. You want to have a good and diverse representation of the businesses that are present in your city. It would be a mistake to focus solely on the biggest players – SMEs (as presented above) are at least equally important. Unless

you have only very few companies in your city, though, you cannot sit everyone around the table – and you do not need to, either. Attempt to have a good representation of businesses, but what is even more important is to definitely involve those companies which you deem crucial for the city's future and / or those that can influence their peers.

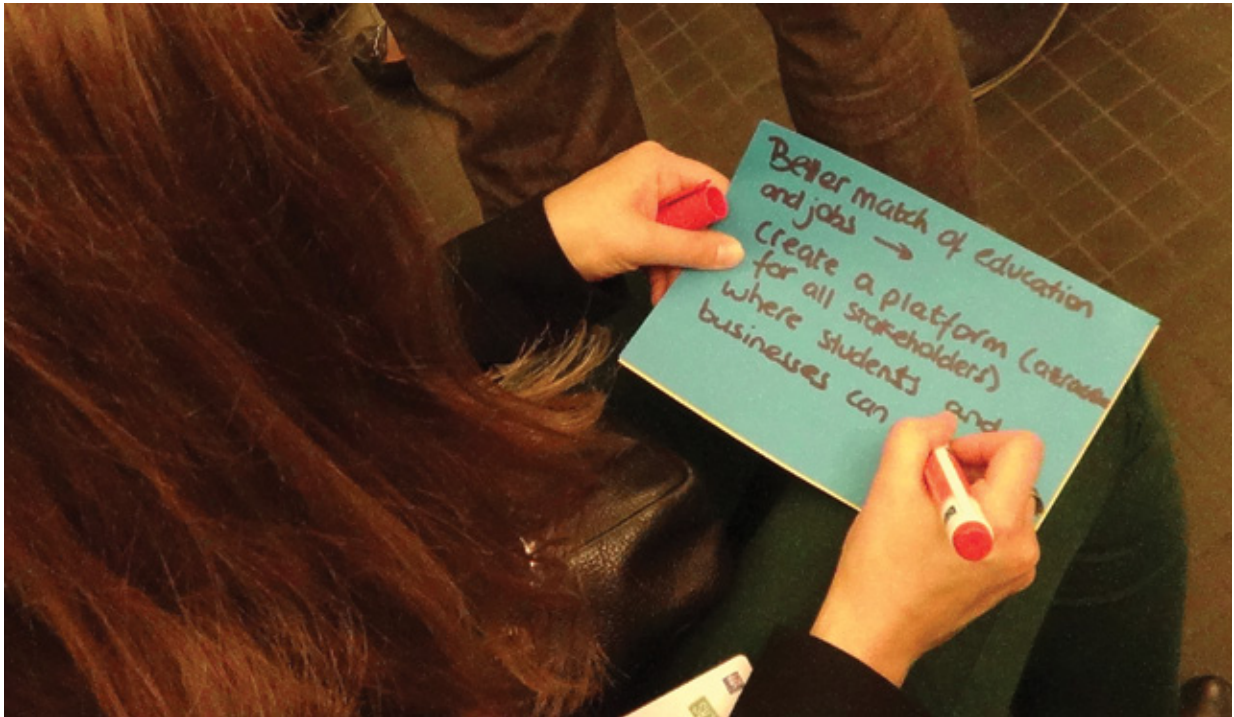
You need a diversity of opinions, so avoid bringing in only companies, which are in favour of the idea from the outset. To put together a good mix you need people with good knowledge about the city and its companies.

Once you have the list of potential invitees, you should speak to them (preferably one-to-one) prior to the forum. These discussions are not (just) about convincing them; while laying out the importance of the forum and the potential benefits for them, you also need to listen and understand them: their motivations, expectations and also limitations. The face-to-face meetings and conversations can also help to filter out players who are destructive and run the risk of spoiling the forum.

Prepare young people. You want to have some level of variety here, too; identify young people with different backgrounds: somebody participating in vocational education, someone who is currently unemployed and searching for a job, people studying in university or college. In Nyíregyháza, for instance, we have been particularly interested in those studying elsewhere – would they be ready to return after graduation? What would be the most important conditions for them to do so?

Once you have a good pool, you need to talk to the candidates – first, to select those to be invited, and then to prepare those who will participate. Be selective: you need young people with at least some level of motivation, commitment, as well as openness and confidence.

They need preparation, too: it is probably not every day that they talk to company executives. They have to be prepared to assertively express and argue their opinions, challenges and expectations.



Source: Alison Partridge

WHEN THE MEETING FINALLY COMES

First and foremost, you have to prepare the question(s) to ask the participants; good questions can really help to steer the process to the right direction. You may be tempted to use a completely open format for the discussion, but this is not to be advised; instead, use a method (delivered by an experienced facilitator) that gives the meeting proper structure, while maintaining a relaxed, honest atmosphere. If you can, ensure that one of the city leaders (preferably your champion) doesn't merely (or even not at all) officially open the meeting and then leave, but actively participates all along. That clearly communicates to the participants that youth employment is high on the agenda, gives credibility and helps to establish trust.

The method to be used should ensure that everybody's voice may be heard – this could best be accomplished by formulating small (mixed) groups where each participant has to express her or his opinion. It is key to have a real dialogue rather than a small number of opinion leaders pushing their agenda. In this setting everybody is equal, everyone's proposal is equally good and important – and it must be the group's decision whether a proposal is taken on board or not.

While it is crucial to jointly identify the problems and challenges, it is also very important to take at least one further step and come up with joint proposals for actions – it ensures that the meeting is finished on a positive note. Once the meeting is over, document its outcomes quickly and make the documentation available to all the participants, while also suggesting the next steps.

The Youth Employment Forum is not a magic pill and definitely not THE answer to employment problems in cities. It is, however, probably an important ingredient of a complex answer. The city of Nyíregyháza considers it an experiment, which hopefully turns out to be a step in the right direction. As the Vice Mayor argued at the start of the process: *“Whatever comes out of this, putting people affected by the problem around the same table to have an honest dialogue cannot hurt.”* ●



YOUNG VOICES

A series of short interviews with young people



Christianna Vei aged 27
Started her own shoemaking company¹
with her sister Callie, Thessaloniki, Greece

Interviewed by Nicholas Karachalis

Lecturer and Researcher in Cultural/Tourism Development and the City

“

We need specialised sub-contractors which are difficult to find locally and in some cases we have to travel in order to meet crafters, designers, etc. Being part of a wider network that would provide information and matchmaking would be really helpful.

”

Tell me a bit about your experiences of the labour market

Although I am by profession a musician and my sister Callie is a photographer, we decided to revive our parents' leather business, which like many others in Thessaloniki had closed down as it wasn't able to adapt to the city's new economic situation. We use a very traditional technique and make our shoes by hand, which means that our production is limited. Most of our sales are made through the Internet to other countries and although demand is high and we have the support of our parents, it is still difficult to make a living.

What sort of challenges do you face?

The main difficulty is linked with the fact that there is no information, mentoring or networking opportunities with other young entrepreneurs. Until my involvement in the Creativity Platform and my presentation during the URBACT My Generation at Work network's workshop I hadn't realised that this kind of support was available. The discussions with youth employment experts and young entrepreneurs were really important to us and we got some new ideas for partnerships.

Since our capacity to expand is rather limited too much publicity and higher demand could actually create problems. Time management is rather difficult for us and we can't spend too much time on organisational issues. So networking is important for our business. What we have noticed is that being a small company creates a certain flexibility but also difficulties; in our case we are facing problems regarding the

¹ www.thedrifterleather.com



supply of small amounts of materials as wholesalers do not bother to work with us. We need specialised sub-contractors which are difficult to find locally and in some cases we have to travel in order to meet crafters, designers, etc. Being part of a wider network that would provide information and matchmaking would be really helpful.

What do you think the city could do to help young people like you to set up sustainable businesses?

A creative agency that would help out young entrepreneurs to confront everyday difficulties (accounting, financing, legal issues, business administration etc.) would be a great idea – there is no public support of this kind at the moment. Any further initiative that would bring young entrepreneurs together would be very welcome. ●



Dóra Németh aged 20

Student at the Food industrial polytechnic, participant in the Youth Employment Forum initiative, Nyíregyháza, Hungary

Interviewed by Béla Kézy

Director of MEGAKOM Development Consultants and Urban Development Expert in Hungary and thematic expert of the URBACT Roma-Net II network

“

Cities could maybe offer incentives for companies to hire young people or develop special programmes to prepare young people and school leavers for the labour market.

”

You will soon finish your studies. How do you see your future in the labour market?

Following my studies I will be a food industrial technician – a profession that is currently in demand – so I am optimistic. I am quite certain I will find a job. In fact, I have already worked in a food industrial laboratory as student worker, and I have actually been offered a full time job there. Whether this is a job I want to do – well that’s a different question. My dream is to work in a chocolate factory – but to do that I would have to move to another region of Hungary.

Would you be ready to do that? How important are labour market opportunities in selecting where you want to live?

Actually I love Nyíregyháza; it’s a lovely, beautiful and vivid city – liveable for young people, and my family and friends are all here – so yes, I would be happy to stay here. Nevertheless, I really want to do something that I love, so if I have to choose between a good job opportunity and my hometown, I would not hesitate to seize the job opportunity, even if that means that I have to leave this city.

What makes a good workplace for you?

First and foremost it is a place where I can do something meaningful. It is also important that it offers a supporting environment, and a perspective to progress. The atmosphere is not depressing – rather, it should be a good place to be. Finally, it is really good if you can work with people who you respect and from whom you can learn.



What support would young people need on the labour market? How do you think cities can help?

A couple of things would be important. To start with, it is crucial to learn things at school that have at least something to do with what is expected in the labour market. Currently, there is a huge gap between what is taught at schools and what is expected by employers. Probably that is why companies are looking for people with at least 1 or 2 year professional experience. More opportunities for student work, apprenticeships would be also useful – as my example shows, it is a great way to gain experience and even access to job opportunities. Cities could maybe offer incentives for companies to hire young people or develop special programmes to prepare young people and school leavers for the labour market. I think the Youth Employment Forum in Nyíregyháza is also a good initiative – facilitating dialogue between the employers and young people is an important step to promote better mutual understanding – so I am happy to participate! ●



James Fleury aged 23
Start-up Director, Nouvague Ltd –
Innovative Marketing for Classical Music, London, UK

Interviewed by Alison Partridge

*Co-ordinator of the URBACT workstream
 'Job generation for a jobless generation'*

“

I would be encouraged to see cities commit to low-interest lending for young entrepreneurs by means of an intensive scrutiny process and to give stronger emphasis to vocational training advertising.

”

Tell me a bit about yourself and what you think the labour market holds for you?

At the time of writing, I am about to launch my company – a music marketing agency for classical music – with financial support from a UK based charity called ‘The Prince’s Trust’, and have just been appointed Managing Director of a Los Angeles-based music programme for international students, which receives its first pilot this October.

Wow – that’s impressive. Have you encountered any barriers along the way?

It seems like a good position to be in at 23 years old. But the stark reality is that the journey to this point has been distressing, lonely, and incredibly challenging financially. It’s not that I’m resentful of life in the 70s and 80s, but for my parents, a full mortgage on a house was a reality, and for budding entrepreneurs, you could turn up at the bank with an astute business plan and walk away with a decent sized low-interest loan. Factoring all expenses, the start-up costs for my company are really quite small – around €12,000. Over the last few months, I’ve received phone calls, e-mails and letters from some of the leading classical music personnel in the UK and abroad, expressing their excitement at Nouvague’s birth. With a growing portfolio of internationally-respected clients, it’s disheartening that I still find myself scraping and searching for every penny to get my idea off the ground.

So, why did you opt to set up your own company if it is so hard?

You’re right: I chose self-employment. But, after leaving a secure position in Marketing at a leading interactive television company, I felt that it was



the best option I had in providing a financially secure future for me, and my eventual family. In my prospective role as a Young Ambassador for 'The Prince's Trust', I hope to provide more air-time at schools and colleges for non-higher-education career opportunities. When I was 16, all the talk at school was about universities. Vocational courses, full-time employment and enterprise were all fictional anecdotes that once existed in a utopian society. In this way, we're brainwashing our children to believe that if you want to be successful, it is necessary go to university. I don't believe that is the case.

And what do you think cities can do to help?

I would be encouraged to see cities commit to low-interest lending for young entrepreneurs by means of an intensive scrutiny process and to give stronger emphasis to vocational training advertising. In turn, this would act as a catalyst for reducing young unemployment by developing the next generation of aspiring businessmen and women, and in the process revisit the true value of a university education. It seems a long way off right now, but it's a small change that provides a long-term solution to the country's employment challenges for young people. ●



Jenna Norman aged 20
Student and Aurora Intern, Birmingham, UK

 Interviewed by Alison Partridge

*Co-ordinator of the URBACT workstream
'Job generation for a jobless generation'*

“
This is the responsibility of cities that need to provide incentives for both employers and young people to take on apprenticeships and paid work experience.
”

Tell me about your thoughts on what the labour market holds for you

I have been fortunate so far in that I have been employed in low skilled, part-time work, whilst in education, since I was 16. However, I am now at university and thinking about a 'career' is extremely daunting. Supporting friends through awful experiences in the job market has amplified this apprehension. One of my close friends for example was offered an apprenticeship last year with a municipality for a fraction of the minimum wage. Nevertheless, having an internship has taught me the importance of experience. Seemingly insignificant skills like how to organise and chair a meeting, communication skills or managing a budget will become invaluable in the future. Even now at university, where I am on the committee for a society, I notice that others are impressed with my organisational skills developed as a result of this experience.

What do you think cities can do to help?

I think this URBACT work is extremely important in understanding employers' attitudes towards young people and more importantly how to change them. This is the responsibility of cities that need to provide incentives for both employers and young people to take on apprenticeships and paid work experience. By employing me and other young people as interns I think URBACT is 'walking the walk' as well as 'talking the talk'. Cities need to do this as well. ●



EXAMPLES FROM URBACT CITIES GROWING JOBS FOR YOUNG PEOPLE: ENTREPRENEURIAL EDUCATION AND CREATING SPACES TO CONNECT

*By Alison Partridge**

The jobs growth agenda was explored in depth in the 'More Jobs Better Cities' work¹ which found that – put simply – a city's jobs are created ultimately through both internal and external demand factors – people wanting more goods and services. It also outlined how cities also have much to do to improve the conditions for competitiveness and develop and sustain a balanced economic structure by both attracting new investors and developing indigenous businesses: in other words that they can build the necessary supply to meet this demand.

The more recent URBACT capitalisation work with its focus on young people, has found that there is also work to do to help young people understand more about the jobs of the future e.g. by raising awareness of some of the less 'sexy' jobs that are available in growing sectors. These jobs – like those in social care and health – are often less popular with young people but forecasts **based on demographic** changes, predict that they will provide stable and solid work opportunities for years to come. Cities can also do more to prepare young people for the changing face of the labour market – as pointed out in the 'Hybrid skills' article by Robert Arnkil in this publication, the world of work is changing so the way that cities prepare young people for it also has to change.

But what about the jobs growth agenda specifically in relation to young people? How can young people adapt to a changing labour market? In our work the importance of **entrepreneurship** and of **spaces and places for connections** have come up regularly. The evidence collected suggests that cities have an important role to play in both of these areas and that both are success factors when it comes to business development, job generation and growth. Here we explore, in brief, what cities can do in each of these areas and provide some illustrations of how this is working in URBACT cities.



Source: Freepik

* Alison Partridge is co-ordinator of the URBACT workstream 'Job generation for a jobless generation'

¹ More Jobs Better Cities, A Framework for City Action on Jobs, URBACT 2013: <http://urbact.eu/more-jobs-better-cities-framework-city-action-jobs>



ENCOURAGING AN ENTREPRENEURIAL GENERATION

Some may argue that education is a national responsibility and that cities have little or no influence or role within it. Our witnesses suggested otherwise, at least when it comes to education for entrepreneurship. There was a sense that even at the fringes of the core curriculum in schools there is great opportunity for change and to develop a future generation of people capable of thinking and working creatively, innovatively and entrepreneurially. Beyond compulsory education, there is even more scope for local adaptation of the curriculum in colleges, universities and training establishments and opportunities outside of formal education. This future generation of young people may go on to start their own businesses, but actually the skills and attributes of an entrepreneur are precisely those which are increasingly in demand in the labour market more generally.

In some countries entrepreneurship education is already embedded across the curriculum from preschool through to post graduate level – ‘ABC to PhD’ as it is referred to in Denmark. In others, there is a struggle to find any ‘flex’ in the system at all, but surely it is worth trying.

Tampere in Finland, partner in the URBACT My Generation at Work network (see Box 1), has set itself the ambitious target of being the best place in Finland to set up a company. It has a wide range of integrated measures which come together to encourage young people to carve out their own job through entrepreneurship. There is an explicit acknowledgement that **people need to think more in terms of income generation – whether through employment or self employment – rather than in terms of a job.** Interestingly, the city’s employment office is reframing its offer to jobseekers to account for entrepreneurship opportunities. It offers a variety of workshops and courses to help young people develop an enterprising idea (how to create a business plan, start-up grants etc). A practical manifestation of this reframing is that both jobseekers and entrepreneurial assistance are located in the same building.

BOX 1. SOME EXAMPLES OF ENTREPRENEURSHIP EDUCATION IN TAMPERE, FINLAND

‘ProAcademy’ brings together teams of 15–20 young people at Tampere University of Applied Sciences to form and run a company whilst learning about team working, marketing, communication, sales, event organisation, graphic design, project management and computer skills. There are no teachers, but coaches consisting of network of graduates who help students.

‘Me & MyCity’ is an award-winning Finnish education innovation. It is a learning concept aimed at primary school students that deals with entrepreneurship, economy and society. It comprises a miniature town where students spend a day as employees, citizens and consumers. Local and national companies from various sectors install their material at their own cost. Student assignment are based on these companies’ operations. The visit to ‘Me & MyCity’ is preceded by a training day for teachers and ten lessons in the students’ own classroom. During their visit the children apply for a job in this virtual city, open a bank account, work and buy and sell goods and services. The system is a complex set of challenges aimed to excite young people. There are 8 ‘Me & MyCity’ installations in Finland, some mobile and some fixed. The programme costs €300,000 per year or €20 per child. The concept brings together students and teachers, university students, companies and local authorities to foster young people’s employability skills. During the study module, the students start to understand their own role as a part of the community and gain information about economy and different actors in the society.

“We have to find new ways to encourage youngsters to start their own business and enable them to make errors if necessary. Promoting youth entrepreneurship starts at the level of basic education where we have to encourage children in free thinking. From second level and up we have to facilitate youngsters to try their ideas.” Olli-Poika Parviainen, Vice Mayor of Tampere.

MORE INFORMATION

- http://www.te-services.fi/te/en/jobseekers/finding_job/young_people/sanssi_find_job/index.html
- **ProAcademy:** <http://issuu.com/proakatemia/docs/proacademybook>
- **Me & MyCity:** <http://yrityskyla.fi/en/>



Tampere also provides several co-working spaces, an impressive array of guidance and support for new entrepreneurs and various schemes to develop entrepreneurial skills and attitudes in teachers (e.g. Y Campus). The introduction of the Youth Guarantee has also brought new innovations such as the 'sanssi card' which is given to every job seeker or student when they graduate. It is a voucher which they can give to an employer to sponsor salary (equivalent to a subsidy of €700 for a maximum of 10 months, or for the full period of an apprenticeship).

In Wrocław, Poland, partner in the URBACT Markets network (see Box 2), the entrepreneurship education programme is run out of the city's economic development office in recognition that **instilling an entrepreneurial attitude not only contributes to the birth of new employers but also to effective, resourceful and independent employees** all of which in turn improve the city's ability to generate jobs. This is the only programme of its kind delivered by local government in Poland and delivers an integrated suite of activities targeting children, young people and adults all of which aim to challenge traditional stereotypes of running one's own business and all of which are innovative in approach and aspire to offer 'learning through fun'. It's all about practical knowledge acquired through action.

SPACES AND PLACES FOR CONNECTIONS

Many of the people involved in the URBACT workstream 'Job generation for a jobless generation' talked about the importance of places and spaces – for people and businesses to meet and connect. Turning ideas into enterprises necessitates encounters between people. Therefore, **a city that intends to address the youth employment challenge, needs places and spaces where people and businesses can meet** – either in an organised way, or completely by chance. Such encounters can lead to new jobs, innovative business ideas and even to the creation of new enterprises. Such places may form by chance, but cities can also play a lead role in creating them. There are probably two main aspects of this form of place-making:

- Cities need to establish places that are specifically dedicated to facilitate businesses, young people to meet and work together. Establishing such places does not necessarily cost a fortune: instead of investing in fancy new buildings,

BOX 2. AN EXAMPLE OF MAKING ENTREPRENEURIAL LEARNING FUN – FROM WROCŁAW, POLAND

The outdoor game 'entrepreneurial dwarf' engages primary school children using a giant board game where the dice signify random events which may affect the life of a business owner. For older students there is a range of business simulation games and activities and some of the local businesses share their experiences and thoughts on running and developing one's own company in a series of 10 minute video interviews available online. The knowledge that the students gain is then used in a challenging online game called 'my online business' which tests them in a range of areas such as the importance of keeping abreast of market trends, actively developing new business leads and looking after a brand reputation.

The 'entrepreneurial preschooler' also has an innovative approach which helps 4 and 5 year olds start to understand the range of jobs available along with some practical messages on the importance of saving and how an ATM is not always full of money! In 2012 more than 6,000 local children saw a theatrical performance called 'A Fairytale about entrepreneurial Janek and his foolish brothers' which aimed to raise awareness of the benefits of entrepreneurship and instil an awareness about entering into financial commitments with unreliable people. The following year the show was broadcasted on a local TV channel and viewed by 17,000 children from across Poland.

MORE INFORMATION

- <http://www.wroclaw.pl/entrepreneurship-education-programme>

most cities have some buildings that may be underused, or even not used at all. Starting small, these could possibly be turned into co-working places that attract young people. Turning a city library – or a small part of it to start with – into co-working place could be an inexpensive and relatively risk-free way to test the idea.

- Good cities have many spaces and places, which are not specifically designed to host co-working – rather, that are naturally conducive to chance



encounters – encounters that may lead to new ideas, collaboration, setting up new businesses. If a city has many public places where people like to go and hang around, establishing connections

becomes natural part of everyday life. Place-making – the creation of quality public spaces for people – can, therefore, indirectly contribute to the economic development and improving the employment situation in a city.

BOX 3. CAMDEN COLLECTIVE

Camden Collective in London is a pioneering project growing jobs in the creative community. By supporting creative people into employment and in setting up their own businesses through provision of co-working space, pop up space in high street shops and an extensive job brokerage service, the regeneration programme builds on the rich cultural history and reputation of Camden Town to ensure a legacy of improved skills, enhanced employability and enterprise.

The Collective draws on three distinct but integrated elements that combine to form a unique offer for the creative sector in Camden:

- Hubs provide co-working space for creative start-ups supporting business growth in Camden.
- Fellowships bring together top creative talent to work with established local businesses.
- Pop-ups improve the quality of retailers on the high street by investing in vacant units, turning them into temporary shops before returning them to the market for sale.

The collective started work in 2010 and since then has created 61 jobs for young people at a cost of £700,000. The pop ups, as well as providing rent free or subsidised space for test trading, also have a positive impact in terms of reinvigorating high streets.

“Collective has allowed me to keep my business independent, and I can now expand without having to take out a loan. It’s a rarity to have an environment where we are all supportive of each other’s businesses, exchanging ideas and working together for the benefit of the market place.” – Demelza, Harper & Eye

MORE INFORMATION

→ www.camdencollective.co.uk

Westminster, partner in the URBACT EVUE and URBACT Markets networks, and other London boroughs boast some interesting examples of such spaces and places and the co-working space and pop ups at Camden Collective have been particularly successful (see Box 3).

WHAT DOES THIS MEAN FOR YOUR CITY?

When considering job generation for young people, and assuming that resources are tight in most if not all municipalities, difficult decisions have to be made about priorities and expenditure. Short-term political cycles often mean that returns on investment are expected to happen quickly. Creating jobs – and ensuring that young people possess the skills needed for the jobs of the future – is a long-term process. The capitalisation work suggests that investing in entrepreneurship and creating spaces for connections will both bring significant ‘bang for your buck’.

- Investing in entrepreneurial education takes time but there is much to learn from cities already doing it such as Tampere and Wrocław. Do you know what your education providers – from pre-school to university – are doing in this area? Could the city start to link up business owners with schools to start the ball rolling? Could it start with a one-off initiative based on the examples here?
- Public spaces in cities are often developed with little or no consideration of jobs and young people. Is there any way that your city could do things differently to address this gap? Do you, for example, have redundant buildings or spaces which could be adapted to create co-working spaces or pop up space for start-ups?

Networking is at the heart of both of these areas of activity and it is something that a city can facilitate at low cost. What have you got to lose? There is certainly much to gain. ●



JOBS AND YOUNG PEOPLE: CAN CITIES 'YOUTH-PROOF' THEIR POLICIES AND PRACTICES?

 By Professor Mike Campbell and Alison Partridge*

Let's try to pull the pieces together. What have we learnt about what cities can do to tackle the agenda of jobs for young people? What are our key messages, what are the ideas and actions that could really make a difference?

KEY CONCLUSIONS

Perhaps not surprisingly given our areas of investigation, the need for better, and more systematic, diagnosis of the problem through **collation and analysis of evidence and intelligence** and before taking action is an important conclusion. Alongside this, all of the contributors concur that **multi-stakeholder engagement and participation** (particularly with employers and young people) is a prerequisite. **Actions and policies need to be better integrated** and employers and young people have to be part of the process every step of the way. It is employers who create the jobs. It is young people who take them or make them. It is not possible to address youth employment without engaging both of these stakeholder groups.

Linked to this is the maybe less obvious finding about the **importance of spaces and places for**

connections in cities – both in terms of areas which are devoted to job creation initiatives and public spaces where chance encounters can happen.

The need for a **future-oriented approach** is also key. The **world of work is changing**. The columns on hybrid skills and the need for young people to 'carve out' their futures and on recruiting and developing talent include some really thought-provoking insights on this.

The importance of an **entrepreneurial attitude** and therefore of entrepreneurship education is highlighted in several places. This is important whether or not a young person is interested in self-employment. Employers seek and value these skills and attributes. Some cities may argue this is not their job. The conclusions of this work would argue the opposite. There is much that can be done to 'hack' into the local education and training system. Doing so would also start to **narrow the gap between the world of work and the world of education and between the skills that employers seek and those that young people possess** – both now and in the future. It is not just about the number of jobs. The **quality of jobs is equally important**. A young person's 'right' to quality employment is something the European Youth Forum campaign for and something

* Professor Mike Campbell is an independent labour market expert and Alison Partridge is co-ordinator of the URBACT workstream 'Job generation for a jobless generation'



that cities could also contribute to – through driving employer ambition and ensuring career progression opportunities for young people.

So, where do the new EU programmes fit? How can they help? We would argue that the initiative dedicated to this challenge – the **European Youth Guarantee** – whilst admirable in principle, is much too focused on the supply side. At the same time one of the messages from this work is that job creation works best a local – and city – level. The **role of cities in making this initiative a success needs further investigation**. There is also much that can be done to better integrate these agendas through the new projects which will be funded through the Cohesion Policy Programmes for 2014–2020.

Actions and policies need to be better integrated and employers and young people have to be part of the process every step of the way. It is employers who create the jobs. It is young people who take them or make them.

WHAT CAN CITIES DO?

So what does this all mean for Europe's cities? What can they realistically do to help to address the youth employment challenge?

We set out here our '7 Habits', with apologies to Stephen Covey¹, for effective city action and conclude with a proposal that we believe cities should consider.

- 1 **Set the agenda** The most fundamental thing is to **establish the importance of the issue in the city and gain the commitment of key stakeholders** to make a determined effort to address it. Then a sense of common purpose should be established, so that everyone is pulling in the same direction. But what direction? This publication has, we hope, provided some direction and guidance with the Leeds experience giving a good example, and here we summarise the key actions that could be taken now and in the future.
- 2 **Gather and use intelligence** Without a sound understanding of the jobs market and young people, cities will struggle to do the right things. **Evidence is the foundation stone for taking appropriate and effective action.** What jobs are/will be available, what skills do young people need to get them and how can they acquire those skills are essential prerequisites to doing what is needed.
- 3 **Focus on jobs** Traditionally, actions have tended to focus on the supply side by increasing young people's employability. Important though this is, in the end **it is growing the number of jobs that are open to young people that will really make the difference.** And it's not just any jobs either. It is important to grow 'quality' jobs that offer genuine opportunity for young people. Recognising the changing world of work means cities should change the way they address it – and Thessaloniki have done just that with the Creativity Platform. We have to 'make' jobs before we can 'take' them: jobs can be created through entrepreneurship, business development and growth, inward investment and new firm formation.
- 4 **Integrate policies and practices** To use OECD parlance, cities need to do more to 'break out of policy silos'. They should **bring together the full range of appropriate actions into one coherent, comprehensive approach** to dealing with youth employment. Bringing agencies and different departments together, to develop strategy, agree action plans and monitor progress, will help to ensure greater effectiveness.
- 5 **Engage employers** It is employers who create jobs. Their involvement is vital. Cities need to know their needs, encourage their relationship with the education and training system to improve responsiveness to those needs, and build sustainable permanent dialogue with them to ensure policy and practice are 'jobs-friendly'. **Cities should listen to local employers and build trust between them and the city.** Cities themselves are also major employers and can lead by example, seeking to become beacons of good practice on youth employment.

1 Author of the 'Seven Habits of Highly Effective People' <https://www.stephencovey.com/7habits/7habits.php>



6 Build partnership with youth Young people can participate in helping to 'co-create' their futures through conversations with the city and employers, by showcasing their talents, needs and ideas. And other agencies like youth services, the public employment services and education providers have important roles to play. This involves actively building wider stakeholder engagement and encouraging partnership working in both policy and delivery. Nyíregyháza's City Forum pilot reveals just how challenging this can be and offers some useful pointers for other cities wishing to establish such dialogue.

7 Innovate Cities can play a vital role in encouraging new ways of thinking and new ways of doing things that have the potential to be more effective than actions in the past. This is a role beyond service delivery, constrained as it is by public austerity in many cities. It involves **enabling, supporting, stimulating, convening and, yes, thinking about action on young people and jobs**. Doing different things, doing things in new ways, encouraging others to do things differently and making the case for action are all important. In sum, it is about innovative city leadership.

MAKING IT HAPPEN: YOUTH PROOF CITY EMPLOYMENT AND ECONOMIC DEVELOPMENT POLICY AND PRACTICE

One profound way in which cities can seek to ensure that their jobs policies and practices are youth friendly is to 'youth proof' them. Proofing is a process through which the needs of a group (in this case youth) are **routinely and objectively considered** as an explicit part of the policy process. This involves incorporating considerations about young people and jobs into ALL relevant policies, programmes and decisions in the city.

How? An analysis can be made of the effects of a policy, practice or decision on youth (e.g. of a whole economic strategy or enterprise support/creation or sector policy) and appropriate action taken, if necessary, to ensure the action at least does not disadvantage youth or that mitigating/compensating action can be taken. This can be done either retrospectively, with regard to current policy

and practice and/or with regard to the scrutiny of new proposals. In this way, it can be ensured that policy and practice have a beneficial, or at least not an unintended deleterious impact, on young people and their job prospects.

To undertake youth proofing a city will need to put in place data, measurement and monitoring arrangements to enable the effects on youth to be identified (compared to adults or other social groups). It can then undertake the actual 'impact assessment' to identify the effects on youth and then redesign policy to benefit them. Proofing is especially valuable in certain conditions: when major new initiatives are being considered in the city; when there is a fundamental policy review (e.g. as a result of reduced spending); or where there is not in place an integrated approach to youth and jobs. Proofing helps to ensure that there are not unintended negative consequences on young people/jobs of decisions taken which may at first seem not to directly link to the issue. The key question to be asked and answered here is: what are the implications for young people and jobs?

Adopting these '7 Habits', together with 'Youth-Proofing', would be a great way for a city to start to tackle the youth employment challenge. There are other lessons too that can be drawn from the articles in this publication. Why not do a stock take and audit your current activity against these ideas to see what you could perhaps do differently or better in the future? ●

Without a sound understanding of the jobs market and young people, cities will struggle to do the right things. Evidence is the foundation stone for taking appropriate and effective action.



THE URBACT WORKSTREAM 'JOB GENERATION FOR A JOBLESS GENERATION': HOW DID WE GET HERE

Within the framework of its capitalisation activities for 2014–2015, the URBACT II programme has set up four working groups (workstreams) on 'New urban economies', 'Job generation for a jobless generation', 'Social innovation in cities', and 'Sustainable regeneration of urban areas' to give answers on what can cities do about specific urban challenges.

A range of methods were used to generate input for this URBACT workstream on 'Job generation for a jobless generation'. The process was overseen by a Core Group of experts and practitioners (see list) who also used their own experiences and expertise to inform the work. The mixed methodology was important to our findings as not only did it enable us to explore quantitative and qualitative evidence and inputs from diverse sources, it also meant that we constantly reviewed, tested and refined our findings and messages.

At the outset a wide ranging literature review was carried out to inform the development of the 'State of the Art', and collect evidence from URBACT networks and other EU programmes.

We then went on to hold 2 evidence hearings:

The 1st hearing (30 September 2014, OECD, Paris) brought together a mixture of thinkers and doers from across the EU such as city practitioners, experts and policy makers. In the morning each of the witnesses reflected upon 2 key questions and gave evidence on what works and what doesn't work. The Core Group then questioned each witness. In the afternoon a structured (and sometimes heated!) discussion took place using the OPERA method (see next page) to explore the role of cities and develop some initial ideas for city based solutions.

Our two key questions were addressed at this hearing:

- What can cities do to better understand the youth employment challenge?
- What can cities do to effectively engage employers (and young people) in addressing this challenge?

The 2nd hearing (21 October 2014, Fondazione Brodolini, Brussels) – was a more strategic EU-level discussion. In the morning we brought together a small number of key EU level actors falling into the triangular relationship of young people – cities – employers: the European Youth Forum, a city practitioner (Leeds, UK), and an employer (Airbus, Madrid). They reflected upon the questions set out below, considered challenges and barriers and exchanged views on the role of cities. A few extra people joined for a networking



lunch and the afternoon session comprised a workshop session using the OPERA methodology to go into more depth and use different perspectives to better pinpoint the role of cities in growing jobs for young people.

The questions addressed by each witness at this hearing were:

- What is the youth employment problem/ challenge? (from your perspective)
- What are you doing about it? (your organisation)
- What could be done better?

The OPERA method¹ was particularly useful in helping to organise different perspectives on complex issues into some sort of order. It is a simple process that enables you to collect the variety of opinions and combine them into one shared viewpoint on an issue or key question:

Own suggestions – The participants ponder the leading question individually and put down the thoughts it evokes, each participant on her/his own piece of paper.

Pair suggestions – The participants discuss their written thoughts in pairs. They note their most important suggestions on separate pieces of paper. These are then attached to the workboard for everyone to read.

Explanations – Each pair briefly explains to the rest of the audience the suggestions they have attached to the board.

Ranking – Each pair selects, in accordance with agreed selection criteria, the most important ones of all the suggestions. They mark their choices on the workboard.

Arranging – The facilitator arranges the suggestions on the workboard according to the themes, following the instructions of the participants

DETAILED CASE STUDIES

The two detailed case studies (Leeds and Thessaloniki) were developed using a combination of desk and field work in the cities. The findings have been used extensively to inform the content of the publication – particularly in terms of what works and what doesn't (and why) on the ground in two very different urban contexts.

CITY JOBS FORUM

In Nyíregyháza (Hungary), a City Jobs Forum is being piloted to explore the role of structured dialogue between the city, local employers and young people. This experience has been invaluable in starting to pin down how to develop and sustain structured dialogue at city level, dialogue which everyone agrees is a prerequisite to successful job generation.

The 'Job generation' **Core Group** comprises:

- Jonathan Barr, OECD LEED Forum
- Professor Mike Campbell, Independent Labour Market Expert
- Bela Kezy, URBACT Thematic Expert
- Jenna Norman, Intern, Aurora European Services
- Alison Partridge, Workstream Co-ordinator, Director Aurora European Services, Lead Expert of the URBACT ESIMeC II network
- Ana Suarez Lena, CEEI Cadiz

Sally Kneeshaw, URBACT Thematic Pole Manager offered strategic support throughout.



Source: Alison Partridge

¹ Developed by the ICG Group – see <http://innotiimi-icg.com/>



The expert witnesses who have given evidence in some way include:

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THINKERS

- Robert Arnkil** (Lead Expert of the URBACT My Generation at Work network)
- Steve Bainbridge** (Cedefop)
- Giorgio Zecca and Clementine Moyart** (European Youth Forum)
- Olivier Baudelet** (DG Regional and Urban Policy)
- Lenka Kint** (WAPES)
- Guillermo Montt** (OECD)
- Stephanie Jamet** (OECD)
- Philippe Vanrie** (European Business and Innovation Centre Network)
- Marie Banty**, EUROCITIES
- Eddy Adams** (URBACT Thematic Pole Manager)

.....
DO-ERS

- Angels Chacon** (Igalada, Spain, Lead Partner of URBACT 4D Cities network)
- Jean Jacques Derrien** (Nantes, France , Lead Partner of the URBACT PREVENT network)
- Marzena Horak** (Wrocław, Poland , partner of the URBACT Markets network)
- Sue Cooke** (Leeds, UK) and other city stakeholders
- City stakeholders** from Thessaloniki (Greece)
- City stakeholders** from Nyíregyháza (Hungary)
- Various young people including **Maria Scantamburo** (IT), **Daniel Oin** (UK), **Barboro Strnadova** (CZ), **Beatriz Benito Martinez** (ES), **Christianna Vei** (GR), **James Fleury** (UK), **Dóra Németh** (HU)
- Various employers including **Justo Garcia Lope** (Airbus, Spain)
- Celine Schroeder** Nantes, France (Vice Chair of EUROCITIES Employment Working Group)
- Pia Hellberg Lannerheim** Malmö, Sweden (Chair of EUROCITIES Employment Working Group)

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Alison Partridge
Co-ordinator of the URBACT 'Job generation for a jobless generation' workstream

ABOUT THE MAIN AUTHOR:



Alison Partridge is Director of Aurora European Services, which supports organisations to improve economic development policies and practices by participating in EU programmes and projects. Her thematic expertise lies in entrepreneurship, human capital, enterprise and economic development. For URBACT she is Lead Expert of the ESIMeC II network which explored innovative approaches to sustainable economic recovery and resilience; thematic expert of URBACT Markets & co-ordinator of the URBACT workstreams 'More jobs: better cities' (2012/13) and 'Job generation for a jobless generation' (2014/15).

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WHERE TO FIND OUT MORE

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Further information on the two in depth case studies is available at:

Leeds

- <http://www.leedscityregion.gov.uk/our-work/skills/>

Thessaloniki

- www.creativityplatform.gr
- www.becreative.gr
- www.agro-design.net
- www.handpeak.gr
- www.creativethessaloniki.gr/abouttch

→ URBACT II PROJECTS

PROJECTS	ISSUES ADDRESSED	LEAD PARTNERS
1ST CALL PROJECTS (2008–2011)		
Active A.G.E.	Strategies for cities with an ageing population	Rome – IT
Building Healthy Communities*	Developing indicators and criteria for a healthy sustainable urban development	Torino – IT
CityRegion.Net	Urban sprawl and development of hinterlands	Graz – AT
CoNet	Approaches to strengthening social cohesion in neighbourhoods	Berlin – DE
Creative Clusters	Creative clusters in low density urban areas	Obidos – PT
CTUR	Cruise Traffic and Urban Regeneration of port areas	Naples – IT
EGTC	Sustainable development of cross-border agglomerations	Mission Opérationnelle Transfrontalière – FR
FIN-URB-ACT	Small and medium enterprises and local economic development	Aachen– DE
HerO*	Cultural heritage and urban development	Regensburg – DE
HOPUS	Design coding for sustainable housing	University La Sapienza, Roma – IT
JESSICA 4 Cities	JESSICA and Urban Development Funds	Regional government of Tuscany – IT
Joining Forces	Strategy and governance at city-region scale	Lille Metropole – FR
LC-FACIL	Implementing integrated sustainable urban development according to the Leipzig Charter	Leipzig – DE
LUMASEC	Sustainable land use management	University of Karlsruhe – DE
MILE*	Managing migration and integration at local level	Venice – IT
My Generation	Promoting the positive potential of young people in cities	Rotterdam – NL
NeT-TOPIC	City model for intermediate/peripheral metropolitan cities	L'Hospitalet de Llobregat – ES
Nodus	Spatial planning and urban regeneration	The generalitat of Catalonia – ES
OPENCities*	Opening cities to build-up, attract and retain international human capital	Belfast – UK
REDIS	Science districts and urban development	Magdeburg – DE
RegGov*	Integrated policies and financial planning for sustainable regeneration of deprived areas	Duisburg – DE
REPAIR	Regeneration of abandoned military sites	Medway – UK
RUnUP	Strengthening potential of urban poles with triple helix partnerships	Gateshead – UK
SUITE	Sustainable housing provision	Santiago de Compostela – ES
UNIC*	Promoting innovation in the ceramics sector	Limoges – FR
URBAMECO*	Integrated sustainable regeneration of deprived urban areas	Grand Lyon – FR
Urban N.O.S.E.	Urban incubators for social enterprises	Gela – IT
WEED	Promoting entrepreneurship for women	Celje – SI
2ND CALL PROJECTS (2009–2012)		
Active Travel Network	Promoting walking and cycling in small and medium-sized cities	Weiz – AT
CASH*	Sustainable and affordable energy efficient housing	Echirolles– FR
ESIMeC	Economic strategies and innovation in medium-sized cities	Basingstoke and Deane – UK
EVUE	Electric Vehicles in Urban Europe	Westminster – UK
LINKS	Improving the attractiveness and quality of life in old historical centres	Bayonne – FR
OP-ACT	Strategic positioning of small and medium-sized cities facing demographic changes	Leoben – AT
Roma-Net*	Integration of the Roma population in European cities	Budapest – HU
SURE	Socio-economic methods for urban rehabilitation in deprived urban areas	Eger – HU
TOGETHER	Developing co-responsibility for social inclusion and well-being of residents in European cities	Mulhouse – FR
3RD CALL PROJECTS (2012–2015)		
4D Cities	Promoting innovation in the health sector	Igualada – ES
CityLogo	Innovative city brand management	Utrecht – NL
Creative SpIN	Cultural and Creative Industries	Birmingham – UK
CSI Europe	Role of financial instruments (Jessica Urban Development Fund) in efficient planning	Manchester – UK
ENTER.HUB	Railway hubs/multimodal interfaces of regional relevance in medium sized cities	Reggio Emilia – IT
EUniverCities	Partnerships between cities and universities for urban development	Delft – NL
Jobtown	Local partnerships for youth employment opportunities	Cesena – IT
My Generation at Work	Youth employment with focus on enterprising skills and attitudes	Rotterdam – NL
PREVENT	Involving parents in the prevention of early school leaving	Nantes – FR
RE-Block	Renewing high-rise blocks for cohesive and green neighbourhoods	Budapest XVIII District – HU
Sustainable Food in Urban Communities	Developing low-carbon and resource-efficient urban food systems	Brussels Capital – BE
URBACT Markets	Local markets as drivers for local economic development	Barcelona – ES
USEACT	Re-utilizing existing locations to avoid land consumption	Naples – IT
USER	Involving users and inhabitants in urban sustainable planning	Agglomeration Grenoble Alpes Metropole – FR
WOOD FOOTPRINT	Local economic development through the (re)use of brownfield and buildings of the wood furniture sector	Paços de Ferreira – PT
PILOT PROJECTS (2013–2015)		
Diet for a Green Planet	Cooperation to align eating habits for an ecologically sustainable development	Södertälje – SE
ESIMeC II	Economic strategies and innovation in medium sized cities	Basingstoke and Deane – UK
EVUE II	Electric Vehicles in Urban Europe	Westminster – UK
Gastronomic Cities	Promoting gastronomy as a key urban development	Burgos – ES
Genius: Open	Creating innovative solutions to city challenges via an on-line collaborative platform	York – UK
Healthy Ageing	Cities' action for an active and healthy ageing	Udine – IT
PlaceMaking 4 Cities	Useful public spaces instead of nice public spaces	Dún Laoghaire Rathdown County Council – IE
Roma-Net II	Integration of Roma populations	Budapest – HU
TUTUR	Temporary use as a tool for urban regeneration	Rome – IT

*Fast Track Label

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

It enables cities to work together to develop solutions to major urban challenges, re-affirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT II comprises 550 different sized cities and their Local Support Groups, 61 projects, 29 countries, and 7,000 active local stakeholders. URBACT is jointly financed by the ERDF and the Member States.

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