

# ESIMeC COOKBOOK

RECIPES FOR  
DEMAND-LED  
WORKFORCE  
DEVELOPMENT



Alison Partridge, November 2012

# A word from the Lead Partner



Three years ago, eight medium-sized cities from across Europe responded to the economic crisis by coming together to find innovative approaches to economic recovery, growth and resilience. The ESIMeC project was born.

At the start of the project, we looked at various ways to tackle the impact of the crisis but whatever approach we explored, we always came back to one thing: people. This is why the ESIMeC partners placed their main asset, their people, at the heart of the project. We all strongly believe that by improving skills and developing the potential of our local workforce, we could go a long way in making our cities economically stronger and more resilient.

Three years on, after many exchanges of good practice and learning, we can't say we have solved all our problems and challenges but we have certainly made some headway in finding new or better ways of tackling skills and workforce development issues.

The results of our work are presented in the following pages and we hope that the ESIMeC Cookbook and ESIMeC Skills Forecasting Tool will help urban and economic development practitioners in medium sized cities across Europe to find solutions to local economic and employment challenges.

Daniel Garnier, ESIMeC Lead Partner, Basingstoke and Deane Borough Council, November 2012

# A word from the Lead Expert



At ESIMeC's first partner meeting, almost 3 years ago, we asked partners if they thought that the worst of the crisis was behind them. Almost everyone – including me – said we thought it was. We felt positive about an imminent recovery; it was a short-term blip; the crisis wouldn't last. How wrong we were. Since then we have experienced unprecedented economic volatility across the EU. At a macro and micro scale it impacts us all. I had no idea then how much ESIMeC's work would resonate with emerging international policy developments.

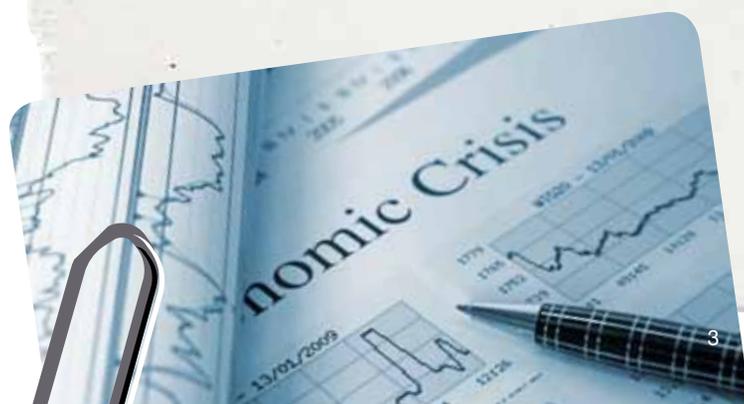
The more I work in this field however the more strongly I believe that a city's people are the key to recovery – and that jobs and skills are the key to unlocking peoples' potential. Bringing these worlds together is really challenging but it has to happen. Having the opportunity to work with these 8 great cities to explore this challenge has been a hugely rewarding experience and I sincerely hope that some of our work – summarised in this cookbook - will be relevant to you and your city and that our recipes for success inspire you to try some new approaches to workforce development back in your own city kitchen.

Alison Partridge, ESIMeC Lead Expert, November 2012

# Contents

Page

<b>Part 1: Impact of the economic crisis</b>	<b>5</b>
<b>Part 2: Local impact - ESIMeC Local Action Plans</b>	<b>9</b>
<b>Part 3: The recipes</b>	<b>13</b>
Recipe 1: Effective partnership working	15
Recipe 2: Municipality-University-Business cooperation for workforce development	21
Recipe 3: Green growth and green jobs	27
Recipe 4: Preparing young people for the world of work	33
Recipe 5: A marinade for Destination Marketing	41
Recipe 6: Cultural and creative growth and jobs	47
Recipe 7: Integrated approaches to economic and workforce development	55
Recipe 8: Skills forecasting at city level	63
Come Dine with Me: an example of multi-agency collaborative approach	71
<b>Part 4: How did we get here?</b>	<b>75</b>
<b>Part 5: Other ESIMeC resources</b>	<b>77</b>





# Part 1

## SOME BACKGROUND - THE IMPACT OF THE ECONOMIC CRISIS



Unemployment rates across Europe are reaching new highs and more than half of young people are unemployed in some parts of Europe.

The eight cities in ESIMeC, an URBACT Thematic Network, are not immune and, whilst at the beginning of the project two and a half years ago they universally agreed that the worst of the crisis was behind them, now it seems like there may never be a return to “normal” pre-crisis economic conditions and employment levels.

At the same time employers continue to report recruitment difficulties and a shortage of talent in the labour market. Exploring this mismatch has been at the heart of many of the discussions which have taken place in the ESIMeC network as its partner cities have focused on how workforce development and demand-led skills provision can be the main drivers for economic recovery and resilience.

This cookbook presents some of the project findings in the form of a series of recipes which aim to help city practitioners understand the ingredients and utensils they could consider using to help cook up a job rich recovery.

Before presenting these recipes, the cookbook provides some commentary on the EU and international policy context and gives a flavour of the eight local action plans which have been developed through the project.

### EU POLICY RESPONSE

The European Commission's Employment Package, published in April 2012, includes a range of measures which aim to help Europe move towards a job-rich recovery. It sets out a range of cross-cutting actions which the Commission believes will drive new job creation. These include measures to drive demand in the labour market by encouraging employers to take on new employees through a range of subsidies, taxation and incentive mechanisms and to foster entrepreneurship, self-employment, social enterprise and business start ups.

It identifies a number of sectors with greatest potential for growth and job creation – the green, white (health and social care) and digital (ICT) economies are all included here and the full package includes a range of actions which will be put in place to help maximise the potential offered.

On the supply side, the Communication calls for flexibility in the labour market and effective transitions both from school to work and from unemployment to employment. It recognises the importance of anticipating economic restructuring, lifelong learning and the provision of opportunities for young people as central to skills, jobs and growth in the 21st century economy. Similarly it states that it is vital to gather stakeholders around a common objective and to pool resources and focuses on effective partnerships.

Investing in skills, anticipating skills needs and improving the links between skills, education and the world of work are all cited as priorities. It is clear that there is a real push towards creating a genuine European Labour Market with increased mobility and mutual recognition of skills and qualifications. The Commission sees this being one of the prerequisites of addressing the mismatch between supply and demand within Europe.

## OECD LEED PROGRAMME

This focus on skills is also present in much of the work of the OECD LEED Programme which aims to create more and better jobs and believes this is the way back to prosperity. It uses best practices from around the world to illustrate how national and local policy can help communities create more and higher skilled labour forces. Drawing on over three decades of research in local employment and economic development policy, LEED has identified a set of principles which “should underpin government and community action in the post-downturn economic context” (Froy and Giguère, 2010). These include:

- creating an adaptable skilled labour force
- better utilising skills in the local economy
- supporting employment progression and skills upgrading
- gearing education and training to emerging sectors
- putting in place good local governance

## OECD SKILLS STRATEGY

The need to put people and skills at the heart of economic recovery and growth is also the central message in the OECD skills strategy (OECD, May 2012). The strategy focuses on what countries can do but many of the recommendations are also relevant to cities.

Understanding the needs of employers and the state of the labour market is identified as a key success factor and activating people is said to be at the heart of effective skills development. For example, cities need to better understand why inactive people are inactive. They may have skills but “for a variety of reasons they may not be willing or able to supply them to the labour market”. The strategy includes some interesting examples of how financial and non financial barriers to labour market participation may be addressed. At the same time it asserts the importance of attracting and retaining skilled people – e.g. by encouraging graduates to remain in a city when they finish their period of study.

Skills need to be used effectively – this makes economic sense. Employers and individuals both stand to gain. The “scarring effect” of labour market exclusion faced by many young people at the moment might be alleviated if the transition from school to work was more effectively managed or if incentives were available for employers to hire young people who need “on the job training”. Quality careers advice is also a core part of this. The strategy also calls for more to be done to foster entrepreneurship stating that “entrepreneurs are made; not born”.

## ESIMeC - Economic Strategies and Innovation in Medium sized Cities

All of these are issues which have been explored by the ESIMeC Thematic Network since it began in 2009. Through a series of transnational exchanges, the eight city partners have produced this cookbook which aims to help city practitioners successfully blend a series of key ingredients into a successful dish for a job rich recovery.

At the outset the cities recognised that they shared a number of major challenges when developing innovative economic strategies for economic recovery and resilience. They decided to place PEOPLE at the centre of their proposed solution to these challenges and to explore how workforce development and demand-led skills strategies could be the main drivers for a thriving local economy.

The following questions were posed at the beginning of the project and through transnational exchange and learning the partners have started to develop some common answers. These are covered in more detail in the recipes themselves and summarised here:

## Which stakeholders need to be involved in effective demand led skills strategies?

All stakeholders with an interest in economic growth and development need to be involved. These include, but are not limited to, the municipality, education and training institutions, business and business intermediaries, public employment services, financial institutions, research agencies and civil society.

## How can medium sized cities engage these stakeholders effectively?

Integrated approaches developed and delivered through effective partnerships are a prerequisite of success. All partners need to be engaged in defining the challenges and the goals – using shared information and intelligence to inform strategic decisions. Leadership, ownership and trust are important as is ongoing review and evaluation.

## How can medium sized cities better understand and prepare for the skills that employers need now and in the future?

Skills forecasting – using qualitative and quantitative methods on both the demand and supply sides of the labour market – is important at city level. The information gathered needs to be shared with all stakeholders and used to influence local education and training provision.

## How can they use a skilled workforce to retain existing business and attract new investors?

Small and medium sized cities often need to alter perceptions of how they are viewed – both nationally and internationally and by residents, businesses and visitors. Having a skilled workforce is key to such a repositioning strategy and this needs to be effectively communicated through e.g. a visual identity or marketing campaign.

## How can they develop integrated approaches to service provision and new investments to ensure that they maximise economic and employment potential?

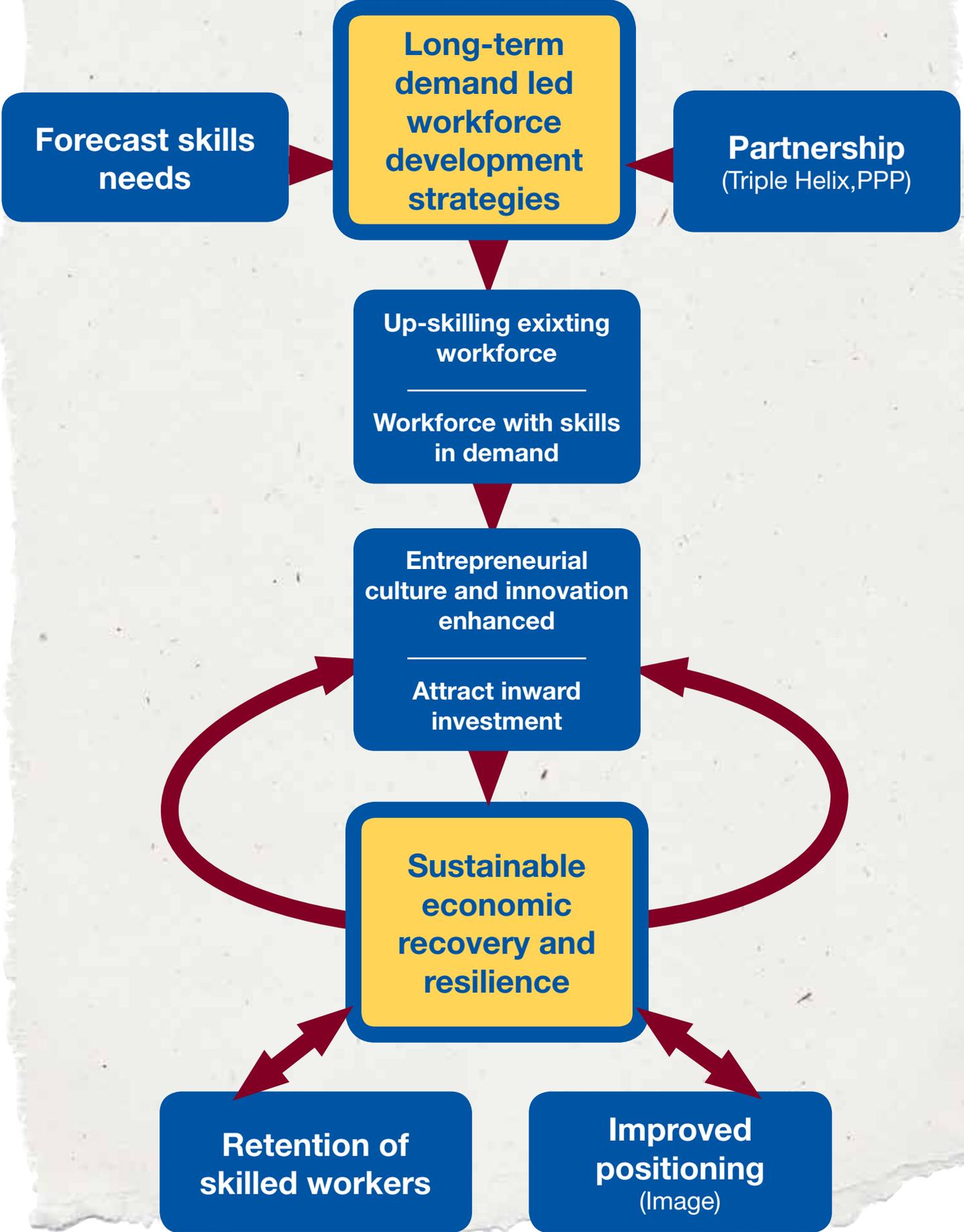
European cities need to develop new working methods and move away from traditional vertical policy and delivery structures if they are to address the complex multi-layered challenges of the 21st century. “Breaking out of policy silos” (OECD LEED Forum) is a key part of this and cities need to develop a “whole system approach” to economic development which creates a virtuous circle and puts as much emphasis on employer ambition as on unemployment. This in turn requires a preparedness by all to work flexibly together towards the agreed common priorities which may necessitate some sacrifices / compromise at organisational level.

## How can they do all of this within the current climate of austerity?

Several ESIMeC partners have commented that fewer resources have actually led to an increased sense of commitment and more collaborative approaches to the challenges faced. Cities need to build on this momentum so that the new partnerships are able to evolve and thrive if this climate of austerity continues or worsens.



# ESIMeC Virtuous circle of sustainable growth



# Part 2

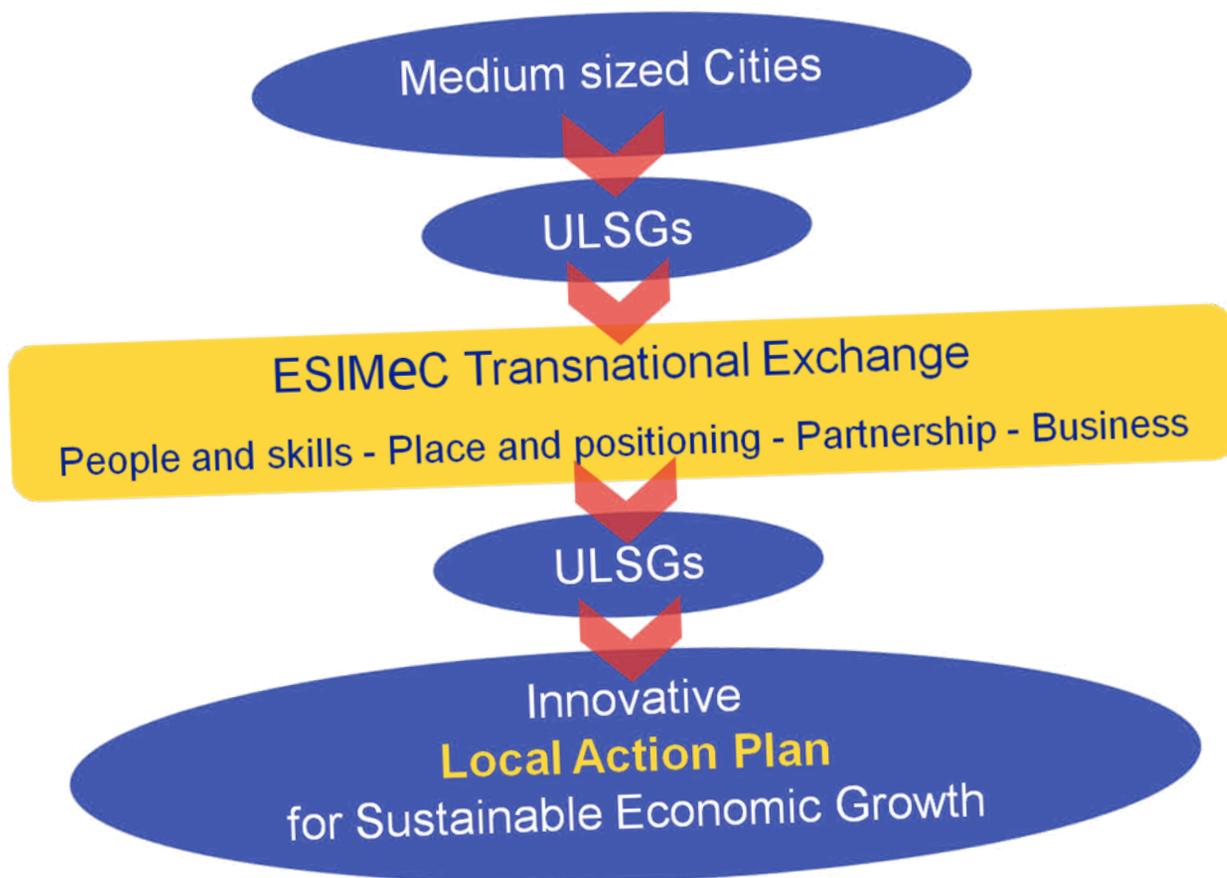
## LOCAL IMPACT



As well as this cookbook, each partner has produced a Local Action Plan, taking the learning from the transnational exchange and applying it to a local issue. Each focuses on a slightly different aspect of economic and workforce development. Each local Action Plan was developed by an URBACT Local Support Group, comprising a range of different stakeholders from the public, private and community sectors.

English summaries of the Local Action Plans are available at [www.urbact.eu/esimec](http://www.urbact.eu/esimec) and this page provides a taster menu.

### ESIMEC at Work





# Basingstoke

Linking the regeneration of Basing View, a town centre business park, with the local current and future skills needs and demand



# Cherbourg

Maritime industries as a driver for economic diversification and recovery – preparing a skilled workforce



# Besançon

Develop the economic content of cultural and artistic activities and create jobs in the creative industries sector – preparing a skilled workforce



# Sabadell

Supporting business: a comprehensive perspective including workforce development and skills



# Albacete

Economic recovery through green technologies and energy efficiency - preparing a skilled workforce



## Gävle

Changing attitudes towards education in order to make it more relevant to the labour market and reach a higher level of education in the population



## Debrecen

Economic recovery and growth through research, development and innovation – preparing a skilled workforce



## Bistrita

Development of the Bistrita South Industrial Park and linking it to the skills and jobs agenda





# Part 3

## THE RECIPES

Each recipe presents:

- Recipe name - as set out in the table below
- The occasion - EU and international policy context
- Ingredients - WHAT is required
- Utensils - HOW to use the ingredients
- Good food guide listing - good practice from outside the partnership
- Takeaway menu - links to further, more detailed information
- Serving tip - experience from ESIMeC partner

### Recipe 1: Effective partnership working

- National Association of Workforce Investment Boards from the USA
- Basingstoke's Local Strategic Partnership from the UK

### Recipe 2: Municipality-University-Business cooperation for workforce development

- The Brainport region from the Netherlands
- Debrecen's triple helix partnership from Hungary

### Recipe 3: Green growth and green jobs

- Comprehensive strategy to support green job creation and career progression from Mulhouse in France
- Albacete's strategy for generating green jobs from Spain

### Recipe 4: Preparing young people for the world of work

- Lessons from the URBACT My Generation network, led by Rotterdam in the Netherlands
- Gävle's work on business-education links and school-work transition from Sweden

### Recipe 5: A marinade for Destination Marketing

- Lessons from Newport's major events strategy in Wales, UK
- Lessons from Jyväskylä's repositioning work from Finland
- Gävle's Convention Bureau from Sweden

### Recipe 6: Cultural and creative growth and jobs

- Lessons from the URBACT Creative Clusters network led by Óbidos in Portugal
- Besancon's work on maximising economic value from creative and cultural industries and links with its new Arts Centre from France

### Recipe 7: Integrated approaches to economic and workforce development

- Professor Mike Campbell's PUMA model
- Workforce Investment Boards and Careers Cluster Initiatives from the US
- Sabadell's local development company Vapor Llonch

### Recipe 8: Skills forecasting at city level

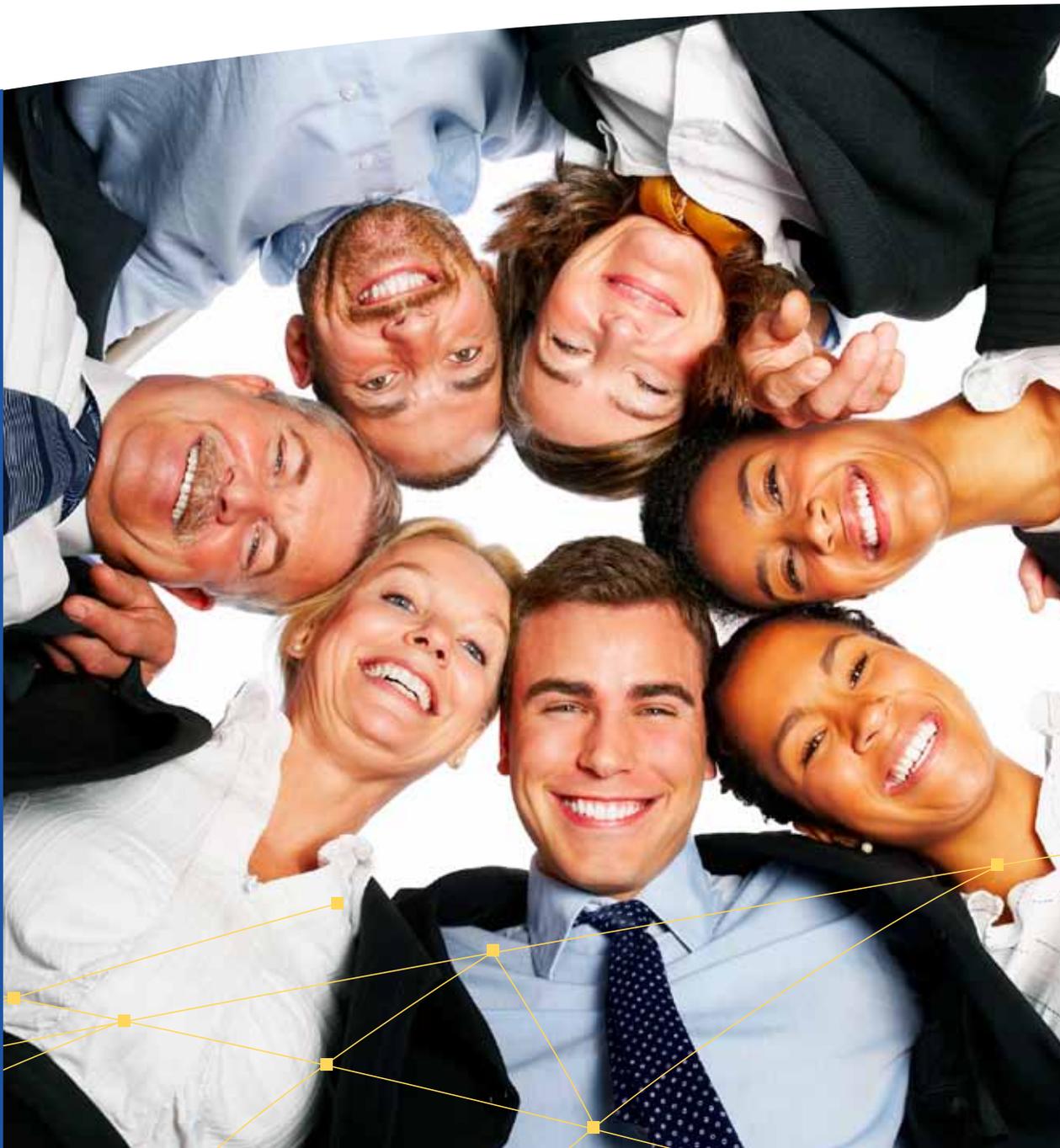
- Lessons from Oxford Economics in the UK and CEDEFOP at EU level
- Cherbourg's integrated approach to skills forecasting and training

### Come Dine with Me: an example of multi-agency collaborative approach

- The cookbook also features a review of the dishes that ESIMeC chefs sampled when they took to the streets of Antwerp in Flanders to get a taste of some local recipes.



# EFFECTIVE PARTNERSHIP WORKING



RECIPE 1

EFFECTIVE PARTNERSHIP WORKING

# Recipe one

## EFFECTIVE PARTNERSHIP WORKING



**The occasion:** Partnership working is an increasingly central feature of service provision across the EU. It plays a pivotal role in the EU's competitiveness and workforce development agenda and will be a critical factor in the achievement of the EU 2020 priorities:

- Smart growth: developing an economy based on knowledge and innovation.
- Sustainable growth: promoting a more resource efficient, greener and more competitive economy.
- Inclusive growth: fostering a high-employment economy delivering social and territorial cohesion.

But what are the secret ingredients that make a partnership work? Are there any special utensils that can make things easier?

**Key ingredients of an effective partnership:** Do you and your partners have the following ingredients in your food cupboard? If so you are well on the way to cooking up a good partnership:

Here is a list of ingredients to blend your perfect partnership:

<i>Ingredients to add to your shopping list</i>	✓	✗
Partners see real benefit and results in collaboration		
Partnership will achieve more than can be achieved without it		
The partnership is inclusive and representative of stakeholder interests		
The common interest is a higher priority than individual partner interest		
Partners use "we" when talking about partnership issues		
Partners are willing to change to achieve shared goals		
Responsibilities and rewards are shared		
There is a real will to succeed and dedicate resources to make this happen		
There is a shared vision of what success looks like		
Partners understand and respect each others' diversity and cultural differences		
Partners understand the use of strengths and talents within different organisations		
Effective communication methods are in place		
There is regular review in which partners assess how well the partnership is performing and decide on actions to improve if appropriate		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together effectively? What skills and knowledge are required to make this recipe work?

First on the list is **LEADERSHIP** – a good leader needs to be able to help partners come together to identify the difference they want to make and what steps they need to take to make it happen. Key attributes include:

Communication, consultation, delegation, consensus building, negotiation, assertiveness, ability to influence, knowledge of policy and funding developments

Next let's look at **TRUST** – partners absolutely have to trust one another to work together towards a common goal effectively. The mixture may get a little lumpy while trust develops but strong trusting relationships will come and help smooth out the lumps. Trust involves:

Empathy, listening and hearing, constructive approaches, ability to engage in genuine dialogue and promote mutual understanding, an understanding of group dynamics and processes / systems to help in challenging times

Finally come **LEARNING and REVIEW** – like the cake mixture a partnership's constitution will change when it starts to cook. It is important to have the skills and knowledge to learn and grow together and review progress – these include:

Problem solving and creative thinking, review and evaluation (internal and external), benchmarking and process mapping, good facilitation, systems to introduce new partners.

**Good food guide listing:** The US Workforce Investment Boards have been testing this recipe since 1998 and seem to have perfected it in some States. The 'WIBs' play a central role in creating more integrated strategies to address employment and skills within broader economic development strategies locally. There are 650 WIBs across the US, at state and local level. They are led by business, chaired by business and have a majority business membership. They also include representatives from labour unions and local educational institutions as well as economic development officials. Businesses take a genuine lead. There is more emphasis on corporate social responsibility and the State plays a smaller role. WIBs experiment with new activities and have a proven capacity to deliver. States in the US can apply for certain laws to be waived to allow for additional flexibility in implementing innovative workforce strategies and initiatives which they develop. This approach not only promotes innovation but also awards flexibility to those most able to make use of it. It is an example of a national level employer driven intervention which has benefitted local economies.

*Maybe chefs in the EU could learn from this?*

**Serving tip:**

*turn the page for an example of successful partnership work in practice in the U.K.*

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

- [www.workforcepartnership.com](http://www.workforcepartnership.com)
- [www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)
- [www.nawb.org](http://www.nawb.org) National Association of Workforce Investment Boards

**Partnerships:** Policy and Practice, 2006, Susan Balloch and Marilyn Taylor  
 Working across boundaries: Collaboration in public services (Government beyond the Centre), 2002, Helen Sullivan

# Serving tip

## AN EXAMPLE OF EFFECTIVE PARTNERSHIP WORKING:



### Basingstoke Area Strategic Partnership

Basingstoke and Deane is a medium sized town about 80 km west of London in the UK and has massive potential for economic growth. Like many places in the UK there are a large number of public and private stakeholders with overlapping responsibilities. In 2002 these stakeholders decided to come together in a voluntary partnership to develop a joint approach to improving the quality of life to the benefit of everyone living and working the borough.

#### Ingredients:

##### a) Strategic partnership approach

A strategic body focuses on current strategic issues and on future challenges.

Individual partners carry out the work of delivering the agreed key priorities.

Working in partnership provides an opportunity for networking and helps organisations to come up with solutions together. Working together gives them a chance to share information and resources and achieve more than they could do on their own.

##### b) Strong membership representing all stakeholders

The Strategic Partnership is made up of local elected representatives and representatives of the public, private, voluntary and community sectors.

Representatives include:

- Local authority councillors and senior staff
- Businesses and business intermediaries
- Education and training providers
- Housing services
- Health service and well-being organisations
- Environmental organisations
- Children and family organisations
- Police and Community safety organisations
- Cultural organisations
- Voluntary and community organisations



The partnership has developed, consulted and agreed a long term vision which is defined in the Sustainable Community Strategy

There are 5 Priority Action Groups as follows:

- Health and Well-being Partnership
- Community Safety Partnership
- Skills and Employability Group
- Basingstoke Area Children's Strategic Partnership
- Housing Partnership

The Borough Business Partnership feeds in business views through short early morning breakfast meetings. There are regular reviews of goals and strategy with wide scale consultation.

**Sell-by date:** The partnership continues to flourish and indeed has become stronger during the recent economic downturn. There is recognition that working together achieves more than working apart. With public sector budgets shrinking fast in the UK the signs are that the strategic partnership will become more and more important to all involved.

**Takeaway menu:** See [www.basp.basingstoke.gov.uk](http://www.basp.basingstoke.gov.uk) for more information.

## Secret ingredients – herbs and spices

- Buy in at all levels
- Mutual trust and benefit – working together to achieve a common goal – a win win situation
- Shared vision and commitment
- Strong leadership
- Equal status for all partners
- Immediate access to decision makers for all
- Strong strategic and operational structure with clear distinctions between the two
- Ability to focus on strategy and enable delivery by individual partners or groups of partners

### Cook's tip:

*"Local partners need to fight fragmentation. The Local Strategic Partnership attracts all enterprises to focus on agreeing and delivering a vision for the area. The net effect is not to replace, but to support the council in its local leadership".*

Stephen Sheedy,  
Chair of Basingstoke Area  
Strategic Partnership

**Calories:** The BASP does not have access to mainstream budgets and is not directly responsible for service delivery. This responsibility remains with the individual partner members. There is however a resource requirement for the BASP to carry out its own operational aims and objectives. The BASP is therefore supported by:

- staff – a Partnership manager is employed by Basingstoke and Deane Borough Council;
- accommodation provided by one or more of the partners;
- administration and financial management provided by one or more of the partners;
- a small operating budget provided by contributions from partners
- project funding raised on a case-by-case basis



# TRIPLE HELIX CO-OPERATION

(MUNICIPALITY - UNIVERSITY - BUSINESS)

## FOR WORKFORCE DEVELOPMENT



RECIPE 2



# Recipe two

## TRIPLE HELIX CO-OPERATION

(MUNICIPALITY - UNIVERSITY - BUSINESS)

## FOR WORKFORCE DEVELOPMENT

**The occasion:** Across Europe medium sized towns are coming to terms with the impact of the economic downturn. There is a tension in some regions as to the relative merits of different types of recovery initiatives. Are resources for example best deployed on short term measures such as boosting consumption with fiscal measures? How can local politicians be convinced of the benefits of longer term investments such as workforce development and skills when resources are so tight?

The triple helix is a well known feature of the innovation landscape but is less familiar when it comes to the world of skills and workforce development. However in many places the triangular relationship between government (municipality)–business–university is being put to good use within a wider economic development agenda and there is growing evidence that it works.

But what are the secret ingredients that make this three-way partnership work? Are there any special utensils that can make things easier?

### Key ingredients of an effective triple helix for workforce development:

Do you and your partners have the following ingredients in your food cupboard? If so, you are well on the way to cooking up a good triangular relationship to whisk your workforce into shape:

Here is a list of ingredients to blend your perfect three-way partnership for workforce development:

<i>Ingredients to add to your shopping list</i>	✓	✗
The three partners in the helix all benefit from collaboration		
A strong university where education and research is relevant to (and driven by) industry		
A forward thinking municipality with the ability to adopt and implement a joined up approach to education, skills, workforce development, inward investment and economic development		
A system (formal or informal) for understanding the skills needs of employers – both now and in the future		
Targeted initiatives / activities which bring the stakeholders together in a structured way		
A model which defines success of the three-way relationship for all		
A dynamic relationship structure which moves with and reacts to changing economic contexts		
Some flexibility in the education and training system so that new skills and qualifications can be introduced or embedded within existing structures		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together effectively? What attributes do the three partners need to make this recipe work?

Perhaps not surprisingly the first on the list is an **ENTREPRENEURIAL CULTURE** – all the stakeholders need to be forward thinking, nimble and dynamic. The supply and demand of labour in any region is a fast moving feast and organisations need to be able to react quickly to new and emerging needs – for example, the university and municipality need to be ready to move quickly if an inward investor decides to locate to their region and needs 150 new specialist IT workers within a few weeks or months.

The triangular relationship also works best when there is a shared **KNOWLEDGE AND KNOWHOW** – all players need to understand the functions of the labour market and the economy and have the ability to navigate around it both independently and together. They all have their own specialisms and there is recognition that pooling these achieves more than working in isolation.

This in turn requires an **OPEN MINDED APPROACH** which takes time to develop. You have to allow time to let the dough rise. Trust and collaboration within a shared agenda are success factors too. This is a non traditional approach to workforce development and one which necessitates a new and open way of thinking. Nothing is impossible – with a bit of creative flair who knows what delicious dishes these three chefs can create together.

**Good food guide listing:** The “Brainport” region in the Netherlands has recognised the importance of considering innovation and employment security together in its economic development plans. The region is among Europe’s top 20 innovative regions and is rapidly recovering from the crisis. It is home to a large number of high tech industries which share an interest in having the right amount of workers with the right skills at the right time to maintain and strengthen their competitive position. The players in the triple helix have agreed that business and employment opportunities could be lost if the quantitative and qualitative mismatches between labour supply and demand continue.

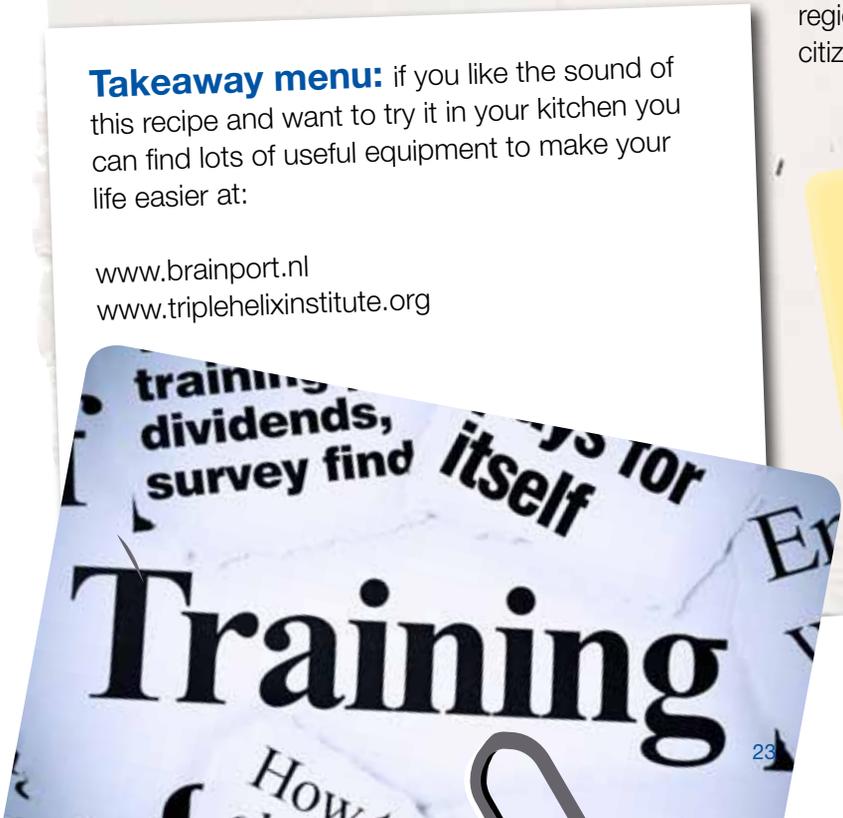
In response the stakeholders have developed a new strategy and tools to make it easier for businesses to find the right employees at short notice and for people to find jobs more quickly. The main tool is an “e-portfolio”. This is an electronic, validated file documenting peoples’ competencies and experience throughout their career. Schools and education institutes structure their curricula through competencies and companies are also encouraged to base their job descriptions and HR systems on “interchangeable skills and talent profiles”. A new labour market language has emerged and the challenge now is to ensure that everyone uses it. This involves taking all stakeholders out of their comfort zone, unravelling traditional recruitment and job search practices and creating a new way of thinking. The initial results are good and stakeholders hold a firm belief that this approach will contribute to making Brainport a world class and world scale technology region with sustainable employment security for its citizens.

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

[www.brainport.nl](http://www.brainport.nl)  
[www.triplehelixinstitute.org](http://www.triplehelixinstitute.org)

**Serving tip:**

*turn the page for an example of a successful triangular relationship between the municipality, the university and industry in Hungary.*



# *Serving tip*

## AN EXAMPLE OF AN EFFECTIVE TRIPLE HELIX



Debrecen is a city about 220 km east of Budapest in Hungary with a population of 204,000 people. It is home to a large university with 35,000 students. It has also been particularly successful in attracting foreign direct investment and many of the companies which have located in the city cite the skilled workforce and the university as key factors behind their decision to move there.

### Ingredients:

#### a) Strong municipal voice with dedicated company for inward investment

Over the last 10 years Debrecen has been successful in attracting inward investors, crucially in high value industry sectors such as pharmaceuticals, electronics and telecommunications. The municipality plays a central role in this and has appointed a specialist Investment and Development Group (XANGA) to help create a commercial and industrial environment in the city that will enable foreign companies to base subsidiaries there. Between them the municipality and Xanga make sure that investors have all the contacts they may need both now and in the future.

#### b) Strong links with the university, schools and with the labour force agency

The University of Debrecen is one of the biggest in Hungary with 35,000 students. It works closely with the municipality and with industry through initiatives such as:

- Clusters (Food, ICT, Pharmaceuticals)
- Internship programmes
- Industry sponsored scholarship programmes
- Consultancy links between industry and research
- Industry led lecture programmes (e.g. in LEAN processes)
- Job fairs for students and graduates
- Campus tours for businesses
- “Together for Future Engineers Association” (run by business)
- A dedicated Technology Transfer and “Economic Community Group” within university structures

The schools also have a key role to play, alongside the labour agency. The diagram below summarises how some of the specialist schools in Debrecen take account of emerging company skills needs:



**c) Forward thinking employers**

Employers in Debrecen are clearly keen to invest in their workforce and share a long term vision of the city's economic potential. They recognise the benefits and value of an open relationship with the university, schools, the labour agency and the municipality.

Some employers also have in-house training programmes – the manufacturing company FAG for example have recently opened a “Learning Factory” where they train young people. FAG also encourages workforce development amongst their suppliers, making it a compulsory criterion for some sub contracts.



**Secret ingredients  
– herbs and spices**

- Buy in at all levels – a win-win situation for all
- Existing skills and education provision which can be adapted to the needs of employers
- Raising awareness of inward investors of skilled workforce and university
- Regular informal and structured contact between all stakeholders

**Takeaway menu:**

- [www.xanga.hu](http://www.xanga.hu)
- [www.unideb.hu](http://www.unideb.hu)
- <http://eng.debrecen.hu>

**Cook's tip:**

*“Forward looking, long term thinking should involve the close cooperation between education institutes, the municipality and business partners. This partnership will help to meet the needs and requirements of the future labour force. It will create more stable workplaces while helping people improve their quality of life and employers to develop better products..”*

Réka Makray, HR Manager- FAG Hungary, Schaeffler Group

**Beating out the lumps:** It has been important for all stakeholders to understand and accommodate each other's working cultures and expectations. There has sometimes been a tension between the need to achieve short term results whilst working towards and not losing sight of a long term vision. Working together with the right tools has enabled these three chefs to get rid of the lumps and create a smooth batter with benefits for all.

# GREEN GROWTH AND GREEN JOBS

RECIPE 3



GREEN GROWTH AND GREEN JOBS

# Recipe three

## GREEN GROWTH AND GREEN JOBS



**The occasion:** According to the International Labour Organisation, “the pace of green job creation is likely to accelerate in the years ahead. A global transition to a low carbon and sustainable economy can create large numbers of green jobs across many sectors of the economy, and indeed can be an engine of development”.

Many believe that in the medium term “green growth” can counterbalance the impact of the global crisis, reduce unemployment and create new and better quality jobs. Towns and cities need to have pro-active labour market policies to jumpstart job creation and entrepreneurship to accelerate the transition to the green economy.

At a local level labour markets will have to change if towns and cities are to be in a position to develop more and better quality jobs in this new low carbon economy. Education and training systems will need to adapt so that new skills can be developed and existing skills can be “greened”.

But what are the secret ingredients that help you to bake the perfect green cake? Are there any special utensils that can make things easier?

### Impact of Climate Change on Local Labour Markets



Source: Martinez-Fernandez, Hinojosa & Miranda (2010) *Greening Jobs and Skills: the local labour market implications of addressing climate change*, working document LEED OECD.

**Key Ingredients of an effective green economy:** Do you and your partners have the following ingredients in your food cupboard? If so you are well on the way to cooking up a good green economy where “green jobs” will thrive and all jobs will turn a shade of green with the right food colouring.

Here is a list of ingredients to blend your perfect green economy with a skilled workforce, ambitious employers and high quality jobs:

<i>Ingredients to add to your shopping list</i>	✓	✗
Multi stakeholder approach incorporating public sector, unions, business, education and training bodies		
Common understanding of what constitutes a green job and analysis of potential for green growth		
Integrated strategy for management and enabling of green growth		
Flexible workforce which can adapt to change – employed and unemployed workers		
Close links between employers and providers of training and education		
Mechanisms for forecasting new and evolving skills needs of green employers		
A legal framework to reinforce public sector interventions		
Good careers advice for existing workers, workers being made redundant and unemployed people		
Quality business support mechanisms to help new and existing businesses to maintain and increase competitiveness in a low carbon economy		
Leading from the front e.g. creating green jobs by upgrading public buildings and spaces, greening public service provision (waste management, public procurement, public transport etc)		
Involvement of social partners in the development of a green agenda (community driven engagement towards green innovation)		
Ambitious employers with commitment to providing high quality jobs and career progression (backed up by public sector incentives and legal framework)		
Communications / awareness raising activities to help citizens and businesses understand the low carbon economy and to drive demand for products and services		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together effectively?

First on the list is **UNDERSTANDING**. We all talk about Green Growth and Green Jobs but do we share a common view of what this means? Some organisations (like the OECD) choose not to define the term saying that all jobs have potential to be greened in some way. Others have strict definitions. It is likely that what constitutes a green job will be different in different localities. What is clear is that local policy makers need to have a common understanding of what a green job is in their city before they can design and implement strategies to support green growth.

Next, cities need to consider and develop **STRATEGY** and **PUBLIC POLICY**. Many of the jobs created to date in the green economy are as a direct result of the legal and regulatory framework. At local level policy makers can create significant opportunities for the expansion of green activities, investments and jobs e.g. by considering sustainability practices and principles when procuring construction companies for built environment projects. They can also remove barriers which may hinder the emergence or expansion of the green economy e.g. by introducing sustainable public procurement strategies where green approaches to the supply of products and services are recognised, accommodated and even encouraged.

Linked to this cities need to develop **INFORMATION AND EDUCATION** programmes which raise awareness of new low carbon technologies and drive demand for green products and services.

The new green economy will need a mix of both **TRADITIONAL AND NEW GREEN SKILLS**. Flexible and regularly updated skills training will be a prerequisite of success. Training providers, public funding programmes and employers will need to work closely to forecast skills needs, develop new training provision and update the skills of existing and new workers alike.

Finally we need to consider new ways to **MEASURE** performance in this area and use these new measures to **REVIEW** policy and practice regularly to ensure it is fit for purpose in a rapidly changing international context. For example we could consider metrics which account for the type and level of jobs created (in the green economy) rather than just the number. It may be that in this new era there are better quality new and existing jobs but that the number of jobs does not actually increase. We need tools which allow us to measure and recognise quality and value rather than the traditional ones which focus on numbers and quantities.

**Serving tip:**

*turn the page for an example of how Albacete, one of ESIMEC's Spanish partners, is taking a proactive approach to Green Growth.*

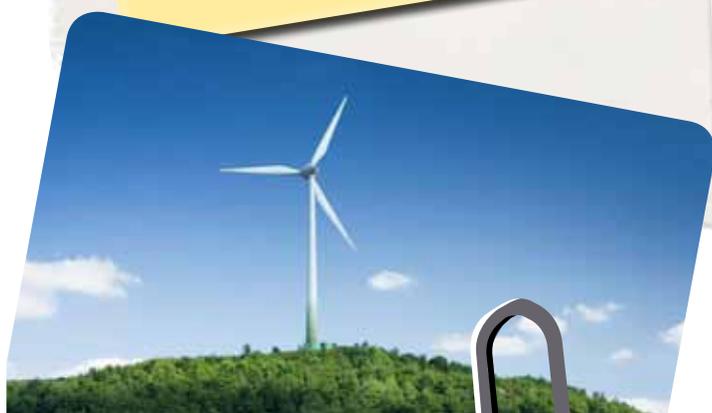
**Good food guide listing:** When unemployment was the highest in the region following a contraction of traditional manufacturing sector (potash mining, textiles, automobiles and chemicals), Mulhouse (a medium sized city in France) made a decision to actively support the transition to the green economy. The city has developed a comprehensive strategy to support green job creation and career progression. A range of stakeholders work together to:

- Understand the market and the changing skills and needs of businesses
- Educate and inform businesses about the potential offered by the green economy and the availability of training in this field
- Develop new training and skills programmes to meet specific current and future skills needs
- Facilitate professional mobility between traditional and new green jobs

The work is based around a structured cross sectoral approach to labour market policy where the "Maison de l'Emploi et de la Formation" (Employment and Training Agency) identifies contracting employment sectors; maps skills within these that could be transferred to the green economy and actively brokers links to facilitate the integration of the existing workforce into new jobs with ongoing support and training. One of the main tools is an interactive website which allows policy makers, workers and businesses alike to gather information on the workforce and on training and careers opportunities tailored to their individual needs. The agency has also run a series of education and information campaigns targeting school children, citizens and business which demonstrate the benefits and potential offered by the green economy.

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

<http://www.oecd.org/greengrowth>  
<http://www.projetdeterritoire.com>  
<http://www.mef-mulhouse.fr>  
<http://www.monmetierdedemain.com>



# *Serving tip*

## AN EXAMPLE OF A PROACTIVE APPROACH TO GREEN GROWTH



Albacete is a medium sized city of 171000 people located in Central Spain in the Castilla la Mancha region. In the years immediately prior to the global economic crisis the city experienced rapid economic growth and huge expansion of the construction sector. The crisis brought with it serious decline and high levels of unemployment. At the same time the municipality, through its Agenda 21 work, highlighted the green economy as offering potential for growth. The Strategic City Plan has ambitious targets for energy efficiency including the reduction of energy consumption by 20% by 2016. The municipality believes that this offers an opportunity to stimulate the construction sector and thus the economy in a new and sustainable way. The city is trying to get workers (employed and unemployed) ready for the new green economy whilst simultaneously creating jobs in this sector by investing in retrofitting public buildings with energy efficiency measures.

### Ingredients:

#### a) **Solid policy foundations**

The Strategic City Plan, now in its second phase, is founded in the city's Local Agenda 21 work and methodology which started in 2000. The 2nd Plan has 8 priorities, 37 programmes and 269 individual actions. Everything the municipality does is rooted in the plan and one of the key priorities is "Green and Sustainable Economy". This gives a firm policy foundation for the city's work in this area and allows it to implement a wide range of actions from strategic positioning to local employment and business development and rehabilitation of public buildings.

#### b) **Robust information and shared understanding**

In recent years the city has audited all public buildings and facilities for energy consumption and emissions. Through this work it has developed a clear body of evidence demonstrating which areas of public service provision have an adverse impact on the environment. Public buildings accounted for 30% of the city's energy consumption – 2nd only to transport. From this information the city has built a comprehensive action plan to reduce carbon consumption in public buildings. The municipality believe that this will stimulate demand which will then be met by new and growing private sector companies.

**c) Multi stakeholder approach**

The work in the green and sustainable economy is led by the municipality and there is close collaboration with a wide range of stakeholders including business, business intermediaries, training and education providers, research establishments, Trade Unions and Workers Unions. Albacete is renowned for its civic participation through the Forum of Participation and Participatory Budgeting and this methodology has been useful in the development of the green economy, developing and maintaining buy-in across society. In addition the Institute of Renewable Energy at the University incentivises research into renewable and green technologies which, when successfully transferred to the private sector, has a substantial impact on the green economy.

**d) Growing amount of Green skills training**

Albacete is home to a regional university. Vocational training is delivered by a range of agencies including the Employment and Training Agency Forem, the Federation of Small Business and the Centre for Integrated Professional Training (CIFP Aguas Nuevas). All of these are starting to rise to the challenge of the Green Economy and develop green skills programmes – e.g.

- Forem offers training programmes in energy efficiency – e.g. on the current legal framework for energy efficiency / in the maintenance and management of renewable installations (e.g. solar, wind, geothermal). The organisation’s market surveys help them to predict future skills needs.
- The FSB also offers some training in this field e.g. waste management, energy reduction and innovation and adaptability skills. They have daily links with their members which are small employers and this provides real time intelligence on skills needs.
- The Centre for Integrated Professional Training (CIFP Aguas Nuevas) offers higher level training in energy installations maintenance and management with a focus on eco innovation and internationalisation.

**Secret ingredients – herbs and spices**

- Win-win formula – “smart growth” which creates jobs and reduces environmental impact of economic development
- Strong leadership from public sector
- All actions rooted in public policy at local, regional and national level
- Multi stakeholder approach
- Participatory consultation model meaning all actions are based on social dialogue

**Cook’s tip:**

*“Social and employment development must be progressed alongside a change of production and consumption models as well as a change of lifestyle based on an efficient use of resources. To achieve these changes we must adapt our values and our economy to promote inclusive, sustainable and smart green growth”.*

Ramón Sotos Callejas, former Deputy Mayor for Economic Development and Sustainability, Albacete, Spain.

**Takeaway menu:**

- [www.albacete.es](http://www.albacete.es)
- [www.sostenibilidad-es.org](http://www.sostenibilidad-es.org)
- [www.feda.es](http://www.feda.es)
- [www.ceeialbacete.com](http://www.ceeialbacete.com)

**Calories:** In Spain there is a new law on the Sustainable Economy which has a long term aim of reducing the environmental impact of business whilst promoting green jobs. As part of this, Albacete has already received over €14m of public funding for energy efficiency projects.

# PREPARING YOUNG PEOPLE FOR THE WORLD OF WORK

RECIPE 4



PREPARING YOUNG PEOPLE FOR THE WORLD OF WORK

# Recipe four

## PREPARING YOUNG PEOPLE FOR THE WORLD OF WORK

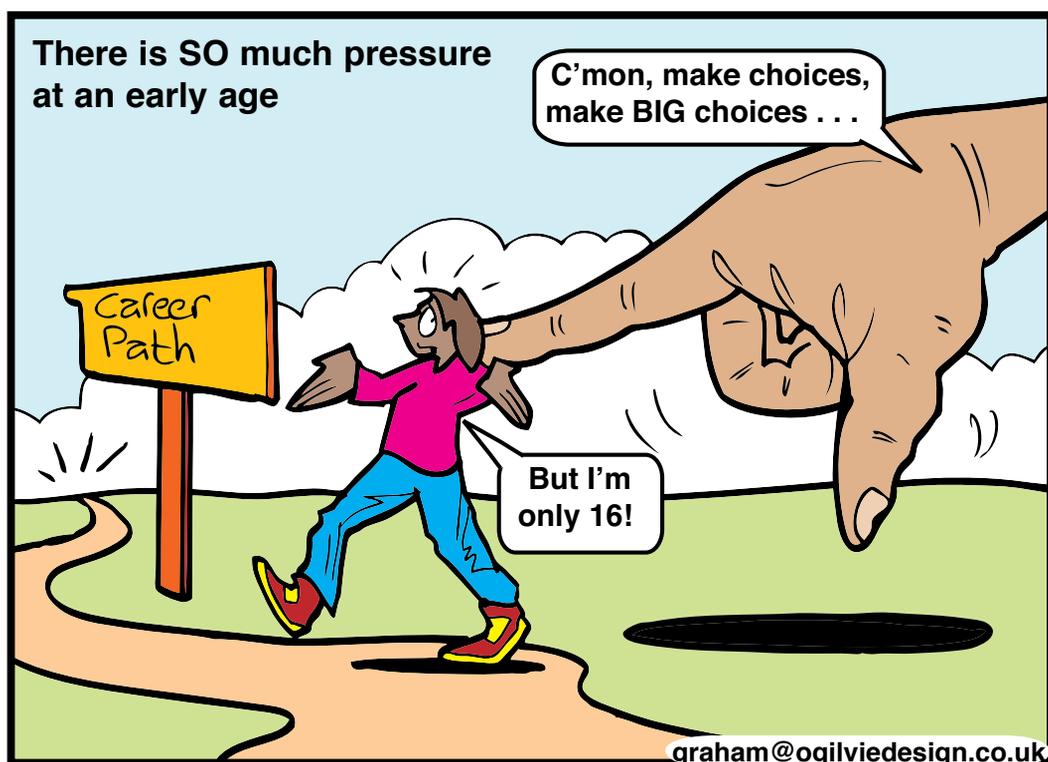


**The occasion:** The new EU Youth Strategy defines two overall objectives:

- More and equal opportunities for young people in education and in the labour market
- Active citizenship, social inclusion and solidarity of young people

The Strategy is built in part on the premise that many employment, education and training programmes in Europe are not currently linked to the real needs of employers and the labour market. According to the URBACT Project My Generation: "...education needs to be closer connected to the labour market. The objective should be to enhance and promote employability according to the needs of the employers... the business community needs to be involved as an active player from the very start".

But what are the secret ingredients that help you to prepare the next generation for the world of work? Are there any special utensils that can make things easier?



**Key Ingredients of an ambitious work ready youth population:** Do you and your partners have the following ingredients in your food cupboard? If so, you are well on the way to cooking the workforce of the future where young people will have the right skills, qualifications, attitudes and attributes to access and sustain high quality jobs.

Here is a list of ingredients to help you prepare your mixture and ensure that tomorrow's workforce is cooked to perfection and ready to contribute to the growth and resilience of our economies.

<i>Ingredients to add to your shopping list</i>	✓	x
Multi-stakeholder collaborative approach incorporating education and training providers, local authorities, employers and young people		
Clarity regarding who is leading the process, why this is the case and what resources, skills and competencies they have at their disposal		
Fresh approach which acknowledges the realities of the 21st century economy and recognises that the role of education is changing		
Recognition that change in attitude and culture may be needed and that real impact will take time		
Flexible system which allows education providers to use young people's passions to help them recognise their talents and fulfil their potential		
Close links between education, training and economic development policy areas		
Development of a new skills ecology which considers what behaviour changes are needed at city level to promote a better connected system rather than the development of linked but isolated individual initiatives		
Co-ordinated approach to employer engagement in education and training		
Support to young people to help them communicate their skills and attributes in a way that employers understand and value		
Leading from the front - local authorities are often big employers and can "walk the talk" by investing in the recruitment and development of young people		
Recognition of the importance of role models from all sectors of the labour market - teachers, parents, employers, young people		
Ability to question the status quo to (re)define roles and responsibilities so that young people are engaged actively		
Development of spaces to bring together key players in a facilitated forum		
Understanding of what is possible at local level and scope for change at national level		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together effectively?

First on the list is an **UNDERSTANDING AND APPRECIATION** of the whole **SKILLS AND EDUCATION ECO SYSTEM**. This is a complicated world with many different actors playing different parts. In order to make it more effective cities need to "map" existing activity and fully understand the dynamics within it. Many initiatives are developed in isolation and it is important to get a full picture of all of these and how they fit together (if at all) before attempting to address challenges.

Next, cities need to develop **FRESH STRATEGIES AND METHODOLOGIES** based on the needs of the

main stakeholders (in this case employers, education and training providers and young people) and jointly develop a combined approach to action. To do this they need to create spaces where these groups can come together to develop a constructive and mutually beneficial dialogue. The voice of all stakeholders is important and young people's role in this needs to be visible.

The role that cities can play is one of **CO-ORDINATION AND LEADERSHIP** backed up by resources. Clearly other organisations may also have a role to play here but what is important is that a leader is clearly identified and that that organisation has the responsibility, authority and resources to make things happen in a co-ordinated and coherent way. City authorities are well placed to drive this forward.

Alongside all of this, cities need to consider and develop **EMPLOYER ENGAGEMENT** strategies which help stakeholders involve employers in education and training programmes across the curriculum and targeting all age groups; gather intelligence on the changing needs of the labour market and understand the skills, qualifications and attributes required in the modern workplace.

**Good food guide listing:**

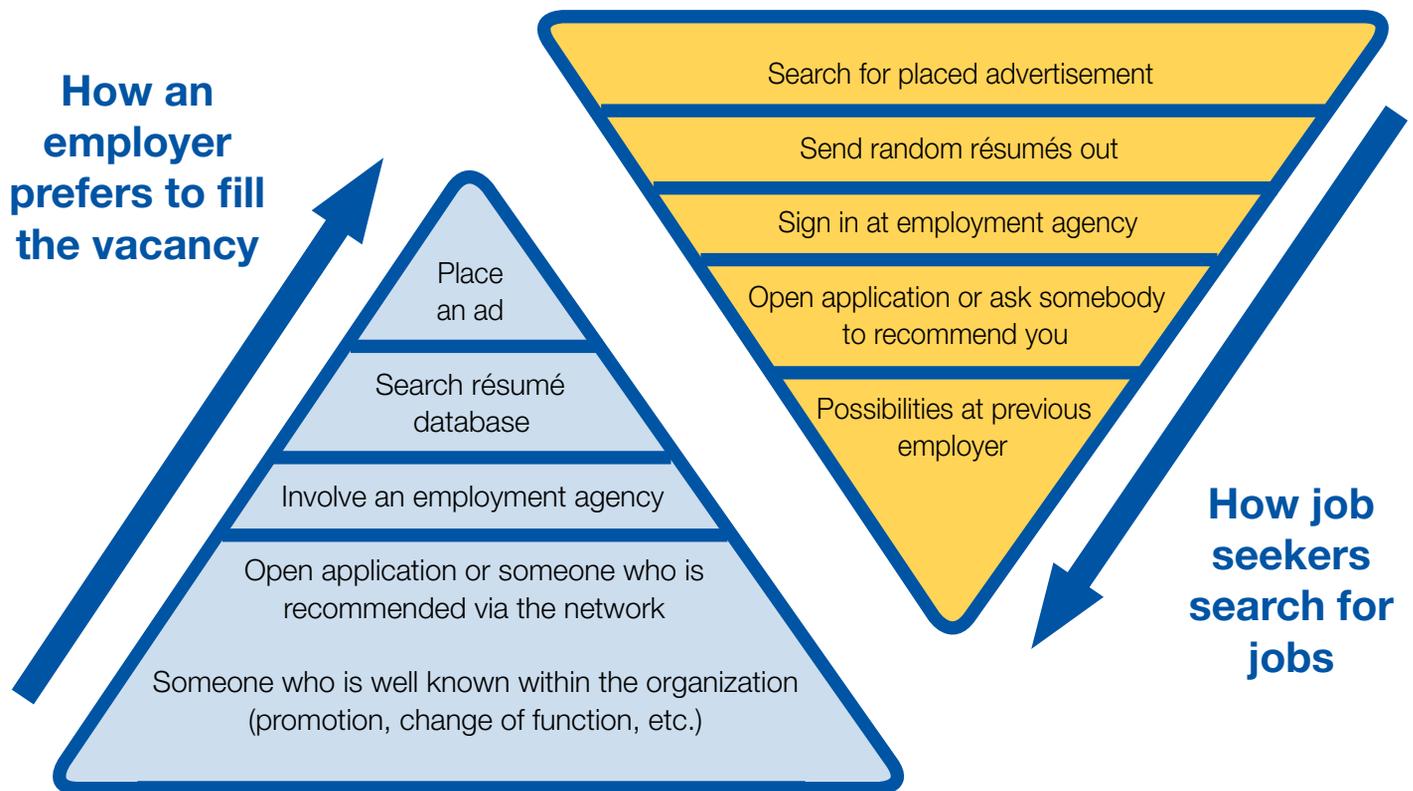
The My Generation URBACT project which finished in 2011 focused on youth engagement in a range of themes including education and employment. Some of the tools identified through the partnership aiming to help young people to prepare for the world of work are listed below:

**C Stick** – This is a digital portfolio on a USB flash drive. The C-Stick is a central database where young people can gather and store all kinds of relevant information. It provides them with a framework for personal development plans and

it contains a tool to create adjusted CVs in a very quick and easy way. In the C-Stick the main focus is on the identification and development of key competencies. The C-Stick is also connected via the Internet to a server, which keeps a backup of the data. It's also linked to an administrative system by which tutors can send files and competence assessments to their pupils. This innovative tool aims to encourage lifelong learning, facilitate transition and create a link between different learning environments (school, work, leisure time activities).

**Hi 5** – This is a foundation in the Netherlands which aims to bridge gaps in society. It teaches organisations that every person in society is a potential client and potential employee and aims to help employers and individuals overcome some of the prejudices inherent in job search and recruitment. Hi 5 has recognised that employers and people seek to fill job vacancies in opposite ways – as illustrated in the diagram below.

**Gap between employers and job seekers**



The Hi 5 Foundation steps in to broker this relationship: to help employers understand and value the skills, talents and attributes offered by young people and to help young people appreciate the opportunities provided by different employers and jobs.

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

- <http://urbact.eu/en/projects/active-inclusion/my-generation/homepage/>
- <http://www.youtube.com/watch?v=NugRZGDbPFU>
- [http://ec.europa.eu/youth/index\\_en.htm](http://ec.europa.eu/youth/index_en.htm)
- [http://urbact.eu/fileadmin/Projects/My\\_Generation/documents\\_media/Hi5\\_at\\_My\\_Generation\\_Network.pdf](http://urbact.eu/fileadmin/Projects/My_Generation/documents_media/Hi5_at_My_Generation_Network.pdf)
- <http://www.youtheutrio.be>

**Serving tip:**

*See below for an example of how Gävle, ESIMeC's Swedish partner, is taking a proactive approach to the workforce of the future.*

# Serving tip

AN EXAMPLE OF A PRO-ACTIVE APPROACH TO IMPROVING THE PERCEPTION OF HIGHER EDUCATION AND SKILLS AMONGST BUSINESS AND SOCIETY TO FACILITATE WORKFORCE DEVELOPMENT



Gävle is a medium sized city of 94,000 people located by the Baltic sea, about 160km North of Stockholm in Sweden. The city is home to a university with 12,000 students but it still has a much lower than average proportion of people finishing school and proceeding to higher education (in Sweden). This is linked to the fact that traditionally young people went into local industry (paper, for example) without needing a qualification when they left school. The world has now changed, industry has contracted and the city needs to adapt to this. Employer costs are relatively high in Sweden and the city of Gävle believes that having a very highly qualified workforce is absolutely critical to its economic resilience and growth. Its Vision for 2025 therefore includes skills, innovation and entrepreneurship as one of the five key themes and a wide variety of initiatives have been developed to promote education and training to meet the needs of new and emerging businesses locally.

## Ingredients:

### Solid policy foundations and long term thinking

Gävle's Vision 2025 was developed through a massive public consultation exercise during 2010. It incorporates the following five key themes:

- Leadership and co-operation
- Quality of life
- Skills, innovation and entrepreneurship
- Infrastructure and communications
- Pride in the city by its population

There is wide public, private and societal buy into the vision as its objectives were jointly developed through multi-stakeholder consultation.

### Robust information through annual youth consultation

In order to get an accurate picture of young people's views, an annual youth consultation is carried out in Gävle. Whilst not perfect (there is quite a low response rate for example), this methodology provides robust information on a range of issues including leisure, school, politics, influence, security, health, work and the future. The survey is complemented by a range of focus groups with young people and the results of this research are fed into policy making in the municipality.

### Growing amount of work related initiatives in education

Across the city a range of linked initiatives have been developed to help narrow the gap between education and employment. Some of these are summarised here:

- **TENUM** – Technology, Entrepreneurship, Natural Science, Outdoor Education and Mathematics. This programme aims to instill an interest in and aptitude for science and technology across the school curriculum from an early age. Teachers, pupils and employers alike are working together to help increase the relevance of education and skills to the real world of work. In one example 400 “themed” boxes of physical resources (models, tools, building blocks, etc.) are made available to local schools to use to help children as young as 3 understand some of the key scientific concepts. Older students (15-16 year olds) get to spend 3-4 days shadowing engineers in the workplace to help them get a real sense of what it's like to use science and technology skills in the workplace.
- **Entrepreneurial Learning** – in Bergby (a small community of 3,000 people 30km north of Gävle) a new initiative was introduced five years ago to help promote community pride and motivation amongst young people. School teachers were given training on entrepreneurial education and this led to the development of a mentoring programme linking pupils and business people. Mentors and mentees have regular meetings and email contacts as well as practical work experience, work shadowing programmes and careers coaching. During the process each pupil is given a work based challenge to work with and their solutions / ideas are presented at an annual “expo” attended by all mentors, mentees as well as teachers and other employers. Motivation and personal responsibility has improved vastly as a result of this initiative, particularly amongst boys.

- National Young Entrepreneurs Programme** – For the last 8 years Gävle’s 16-19 year olds have had an opportunity to develop a service or product and establish their own company. Groups of 2-4 young people set up and run a real business for 12 months and present their business plan, products and results to an annual Young Entrepreneurs Fair. 1,200 students participated in 2010/2011 and some companies established through this programme have gone on to succeed in the real world of business.

### Secret ingredients – herbs and spices

Enthusiasm and vision from all stakeholders including employers

Willingness to think fresh thoughts and try new approaches

Variety of listening methods to ensure young people speak up and are listened to

Strong leadership from public sector backed up by significant resources

All actions rooted in public policy at local level

Cross-fertilisation between education, entrepreneurship and innovation strategies and anchored in Vision 2025

### Cook's tip:

*“It is very important to give young people role models and a vision of possible professions in order to prepare them for the future. As an example, in 2012 all departments of the municipal administration and companies in Gävle will have to receive students for visits and work placements in order to present the municipality as an attractive and future employer”.*

Birgitta Pettersson, Director of Department for Education and Labour, Municipality of Gävle



### Takeaway menu:

[http://urbact.eu/fileadmin/general\\_library/TENUM.pdf](http://urbact.eu/fileadmin/general_library/TENUM.pdf)

Youth Consultation (Youth politics and local follow up): <http://www.regiongavleborg.se/1/verksamhet/barn-och-unga/ungdomspolitik-och-lupp.html>

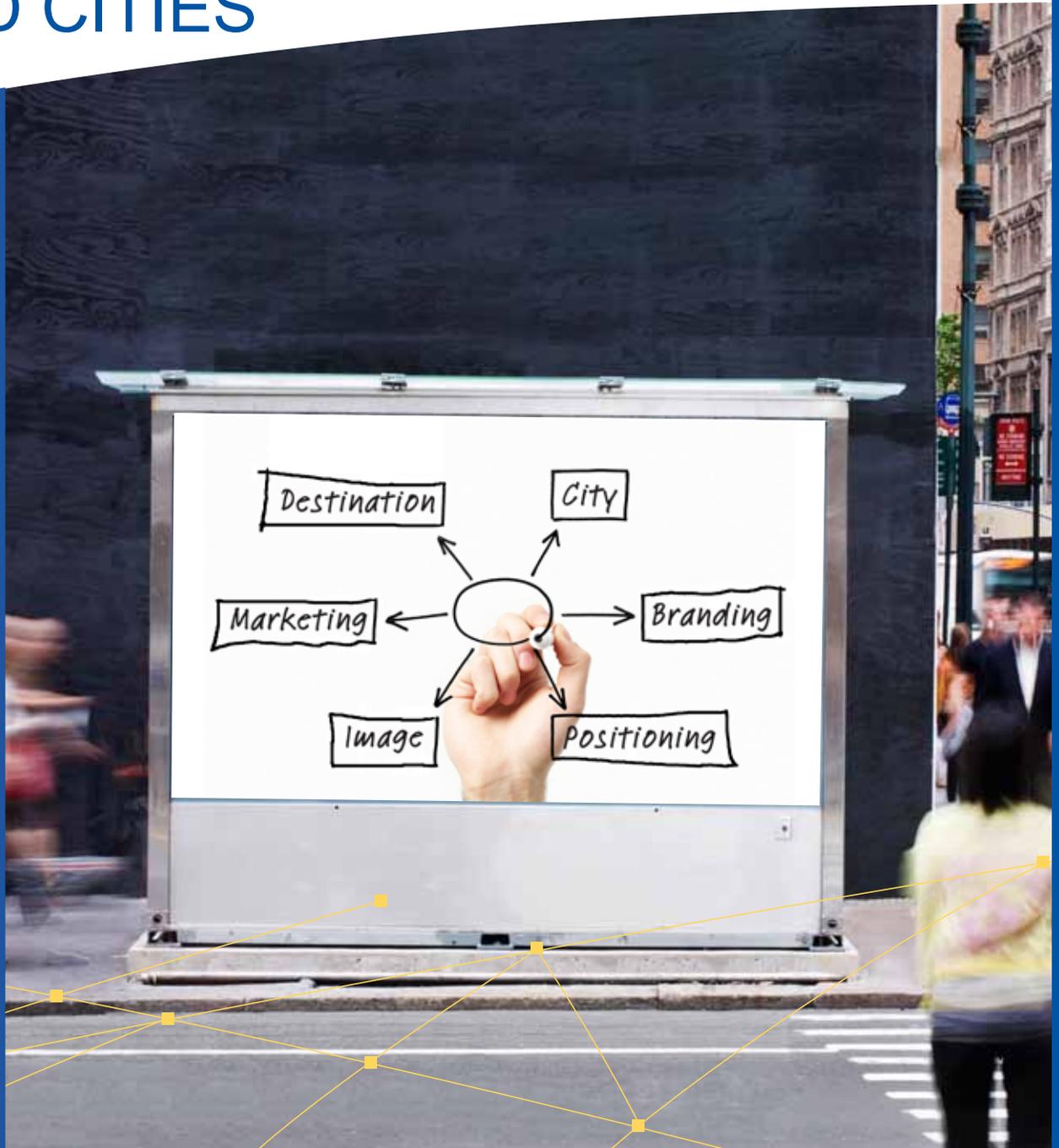
Ung Företagsamhet:  
[www.ungforetagsamhet.se/gavleborg](http://www.ungforetagsamhet.se/gavleborg)

Cooperation schools – businesses: <http://www.gavle.se/Naringsliv--arbete/Samverkan-skola-arbetsliv>



# DESTINATION MARKETING (RE)POSITIONING MEDIUM SIZED CITIES

RECIPE 5



DESTINATION MARKETING

# Recipe five

## A MARINADE FOR ALL MEDIUM SIZED CITIES



**The occasion:** Many medium sized cities in Europe suffer from a negative image both within their country and internationally. For ESIMeC partners, “positioning” is a key priority when considering economic recovery and resilience. Positioning means establishing a brand which helps you stand out from your competitors. Repositioning is about altering existing perceptions that people may have of your city and its characteristics.

This recipe is a marinade for medium sized cities to use to reap long term rewards. This marinade will work best when used for several hours prior to cooking and when combined with other recipes in the ESIMeC cookbook.

Before you start preparing your marinade it’s a good idea to consider what the flavour of your main dish would be without it and to have a think about whether a marinade is really required. Think about:

- Whether consumer / community satisfaction levels in your city are low?
- Whether your city location is perceived to be getting its “fair share” of inward investment, tourism income, etc.

Or is it just a preference? If so, is preparing this positioning marinade really a good use of resources in today’s economic environment?

If you decide that this marinade is for you, the **key ingredients of a well positioned medium sized city** are listed below:

<i>Ingredients to add to your shopping list</i>	✓	✗
Multi sectoral buy in and support		
Benchmarking of current position		
Agreement of how the city wants to be perceived and what is realistic		
Identification and shared understanding of focus market – current and potential		
Segmentation of potential customers (visitors, investors) (business, families, etc.)		
Identification of needs and wants of potential customers		
Gaps identified and filled		
Development of effective marketing techniques which attract visitors to your city – utensils as listed below		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together effectively to re-position your city? The main utensils are:

- **BRANDING AND VISUAL IDENTITY** – it is important to identify a key message and ensure that it is reflected in a meaningful brand and visual identity that help “fix” the destination positively in the target’s mind and has resonance locally.
- **MARKETING COLLATERAL AND PAID-FOR ADVERTISING** – marketing collateral covers all materials produced by the city to promote its message and image. Paid-for advertising is when cities pay to place pictures and words about their location in the public eye, via the media or in strategic locations.
- **E-MARKETING AND SOCIAL MEDIA** – similar to the above. Many cities use E-marketing and social media to promote their identity and to position the city – if using a website it is important that it is topical and up to date to ensure that it attracts multiple hits.

**Good food guide listing:**

**Newport, Wales - Major Events Strategy**

Newport, a medium sized city in Wales, found that its inwards investment and tourism goals were hampered by a negative image and poor or low perception. Working with the national assembly government it adopted a major events strategy. Wales is a notoriously sports mad nation and made a conscious decision to pursue and bid for major sporting events. This culminated in the awarding of the 2010 Ryder Cup to Wales but also encompassed the hosting of a range of other major national sporting events in the country, such as the Soccer FA Cup Finals, the Rugby World Cup and the World Rally Championships. A wide range of research highlights the impacts that major events can have on their host cities / towns:

- **EDITORIAL** – many would say that editorial is more influential than paid advertising because it is effectively third party endorsement and therefore can be more believable. However it relies on inspiring and securing the support of a free press and this can be particularly difficult to achieve if your national media is metro centric. It is also useful to consider targeting sector specific press which is often more successful.
- **DEPLOYMENT OF LOCAL AMBASSADORS / ADVOCATES** – consider identifying a local person in the public eye who will speak up for your city – consider famous “sons and daughters” and ask them to talk about their positive experiences of their home and what it has to offer.
- **COMMUNITY PARTICIPATION AND PERCEPTION** – ultimately the people who live in your city are the most powerful advocates – if they feel good about where they live they are likely to speak positively about it to people they meet and the potential impact of this should not be under estimated.
- New venues are developed and existing ones are showcased - often to an international audience which then attracts more events.
- Events can provide a platform for local talent and local talent can evolve into regional ambassadors, see above.
- If worked right, it can endorse already established inward investment and tourism messages.
- The chance to attend high quality events improves residents’ perception of their quality of life.
- Events can act as a catalyst for regeneration. Preparations for the event can secure permanent improvements to an area’s infrastructure, for example,

access roads are improved, venues updated, hotels renovated.

- Events can increase national and international profile.
- They can operate at a profit and inject real cash into the economy.

In Newport, the Ryder Cup took 10 years to prepare for and the impact has been significant: a post event economic impact study revealed that Ryder Cup week itself yielded an extra £82.4m to the Welsh economy, of which £28.3m went directly to the city of Newport. Because of the impact of the event on the perception of Wales as a golf tourism destination, over £200 million was generated for Wales, including Newport, during the lifetime of the project as a result of golfing visitors into and within the country.

**Jyväskylä, Finland**  
**– (re)positioning strategy**

Jyväskylä is a city with a population of 270,000 in Central Finland. The Jyväskylä region is one of Finland’s five centres of growth and an important industrial area. It is also home to a range of lively venues for congresses and fairs. In 2006 internationalisation became a key priority for the city and alongside this a decision was made to improve the city’s business profile. The city decided to move from positioning itself as a high tech city to being the heart of a human technology region. The rationale was that understanding technology didn’t bring a competitive edge anymore as everybody has a technology: a competitive edge comes by understanding people and people’s needs!

A series of brainstorming sessions with a broad range of organisations took place all around Central Finland about the strengths of the region. The goal was to find the core of the region’s know-how. Following this the international target reputation of Central Finland was defined as “The Human Technology Region”. The city wanted to raise its ICT profile and point out the combination of technical and humanistic know-how.

After this an operational plan was drawn up to develop this brand and accompanying marketing

tools and to spread its international use across the whole region. More than 15 organisations agreed to work under the Human Technology umbrella.

During 2010 the brand was further refined by 6 of the core partners and perhaps surprisingly the city name – Jyväskylä – was dropped from the international brand.



The main tools developed include:

- Website: [www.humantechnology.fi](http://www.humantechnology.fi) – includes information about the region, human technology, companies related to the theme, studying possibilities, working in the region, living conditions, etc.
- Human Technology City Magazine for international network: themes of Human Tech and the region
- Newsletter: “Success stories” and news to give information about business and other possibilities in the region
- Postcards, rollups, posters, pens, etc.
- International events



The current and anticipated impact is:

- A unique, clear and internationally recognised profile
- A clear message that the best knowledge of Human Technology is in Jyväskylä region
- Increased international awareness of the region (reputation survey 2009)
- Internationally growing companies
- New investments and companies and start ups to the region
- The best experts and students want to live, work and do business in the region

### Gävle, Sweden - Convention bureau

In 2010/2011 the Convention Bureau in Gävle opened its doors for business. It was developed through cooperation between private companies, the meeting industry and the municipality and operates as a non-profit membership organisation to increase the number of meetings and events within the city. It is 74% funded by the private sector (mainly hotels, transport providers, leisure and cultural companies).

The main roles of the Convention Bureau are to:

- act as a link between conference and event organisers and local actors
- sell the resort to the organisers
- find local hosts/ambassadors
- organise site inspections
- produce presentation materials
- prepare quotes / bids for national and international events

Services are provided free of charge to the event organisers.

In the very short time since the Bureau opened the forecast income to the city is as follows:

After 8 months	32 000 000 SEK (€3.5m)
After 14 months	48 570 000 SEK (€5.3m)
After 20 months	72 500 000 SEK (€8m)

The return on investment of this positioning tool for Gävle is impressive and the long term impact is expected to be a significant factor in the city's economic recovery and growth.



**Takeaway menu:** if you like the sound of this marinade and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

<http://www.visitwales.co.uk/things-to-do-in-wales/major-events>

[www.humantechnology.fi](http://www.humantechnology.fi)

<http://www.gavlecvb.se/en>



# CULTURAL AND CREATIVE GROWTH AND JOBS

RECIPE 6



# Recipe six

## CULTURAL AND CREATIVE GROWTH AND JOBS



**The occasion:** According to the European Commission President José Manuel Barroso, cities with thriving cultural and creative sectors are key to achieving the “smart, sustainable and inclusive growth” called for by the Europe 2020 strategy. Barroso urges national and local authority leaders to “make sure that culture is firmly anchored in long-term development strategies”.

The Commission President’s remarks reflect the new era we are entering where the economy has to be more and more based on creativity, knowledge and innovation. Boosting creative industries in Europe’s cities is seen as a key element of the Europe 2020 strategy for growth and jobs.

EUROCITIES also believes that culture and creativity should be supported by public policies at all levels, including the European level, and that the impact of culture on the economic development and social cohesion of cities should be recognised. Europe’s cities are home to a rich mixture of people, including migrants from all parts of the world, and this diversity represents a valuable source of cultural wealth and human potential.

But what are the secret ingredients that can help you to maximise the benefits of the cultural and creative sector? Are there any special utensils that can make things easier?

### Key ingredients of a thriving cultural and creative economy:

Do you and your partners have the following ingredients in your food cupboard? If so, you are well on the way to cooking up a creative ecosystem which will not only contribute to economic recovery and resilience but also improve the quality of life in your city thereby retaining and attracting investment.

Here is a list of ingredients to help you prepare your mixture and ensure that tomorrow’s creative and cultural sector is cooked to perfection and ready to contribute to our cities’ smart, sustainable and inclusive growth.



<i>Ingredients to add to your shopping list</i>	✓	x
A city where diversity is celebrated and valued		
A fresh approach which acknowledges the realities of the 21st century economy and recognises that the business composition is changing and economic value will come from different sectors in the future		
A pro-active approach to developing an integrated creative ecosystem which considers people, economy and place and allows experimentation / risk taking		
Inclusion of the creative angle in business led regeneration strategies for deprived areas		
Inclusion of creative industries alongside traditional and new sectors (e.g. green and knowledge based sectors) in economic development and employment plans		
High level political support for investment in culture and creativity combined with a recognition that economic and artistic value are both important		
Evidence to demonstrate the economic value of cultural and creative industries (based on other medium sized cities where appropriate)		
Intelligence and knowledge regarding the number of companies based in the city in the creative and cultural sector and their potential for growth		
A multi-stakeholder approach where training providers, education institutions, creative and cultural companies, local authorities and arts bodies come together to co-create strategies and for joint delivery		
A business support offer which recognises the unique nature of cultural and creative industries and can be adapted accordingly		
An integrated approach to training and education where artists and 'creatives' are supported to understand the business and economic potential of their work		
A network of business service providers (accountancy, legal, etc.) which can be shared and exchanged between new start ups, freelancers and micro businesses		
Recognition that developing a creative ecosystem takes time and requires patience		
Physical infrastructure which adds value to the city's cultural and creative offer and is accessible to all		
Recognition that creative and cultural businesses are usually grown from within rather than attracted from outside a city		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together and effectively develop a creative ecosystem?

**INTELLIGENCE AND INFORMATION** about creative and cultural industries is a key utensil when developing an effective creative ecosystem. Cities wishing to embark upon this journey need to map their own creative activities and also to consider co-location issues. For example, creative industries may benefit from working close to knowledge intensive services, smart leisure, etc. At the same time it is important to connect the creative industry sector with the visitor economy.

Developing an **EFFECTIVE TOOLKIT** for 'creatives' is also important. This could include, for example, logistics support, financial support and advisory support adapted to the nature of the small creative based enterprise or freelancer. Sometimes this may need to be different from traditional business measures as creative industries often need project management training and may well outsource some of the tax / finance type functions rather than doing them in-house. It is vital that these support functions are available and accessible.

**SPACE AND SCALE** should also be considered as it is rare to find a creative based strategy without a dedicated spatial strategy. It is important therefore to look at different geographical areas and strategies and use and relate what you are doing to the city plan.

The built environment, community and spatial positioning and accessibility all need to be considered. At the same time it is advantageous to look at what others are doing and benchmark your activities and plans against this. Small and medium sized cities can take advantage of their size. Cities need to prepare the urban fabric for new knowledge-based and creative industries. An integrated approach is key and in some cases creative uses can be added to conventional business centres.

**A TRANSVERSAL APPROACH** to policy making comes next. Cultural and creative activities and strategies can not be viewed in isolation – it is not just about culture or the economy of culture. It is particularly vital to cultivate the links between cultural policy and economic development policy and then to examine the gaps between these policies and education, training and workforce development in order to develop, attract and retain talent (particularly in small and medium sized cities). Cities with a serious approach to the creative economy also develop innovative education and training systems.



Clearly cities also need effective **GOVERNANCE** to take this forward including strong leadership and shared visions. Local level political power may need to be reviewed and redefined and active stakeholder management / co-production of public policy promoted. Alongside this public-private-people partnership, funding agreements should be considered.

Finally cities need to consider **BRANDING** and define what they mean by a creative place. The most effective examples have deconstructed and rebuilt the city brand around creative narratives. The trend in this exercise has been to promote a mixture of a unique urban creative and cultural experience with a functional business place.



## Good food guide listing:

The URBACT project “Creative Clusters” which finished in 2011 investigated how to transfer the “creative city model” to small and medium sized towns. One of the partners, Barnsley, which is located in the North of England, is an excellent example of a medium sized town which has prioritised attracting and retaining creative talent to grow its economy. Barnsley is home to a deprived post-mining economy and has a small but emerging creative sector. Following the decline of the mining sector, regeneration investment in Barnsley provided key venues for culture and creative industries. However, these struggled to attract occupants and audiences and there was a clear need for more focused activity. Barnsley began developing a new cultural strategy over a year ago, concurrent with developing an URBACT Local Action Plan, which builds on a creative and digital industries mapping exercise and aims to strengthen this emergent economic sector by understanding its needs and the challenges it faces.

Sector development has been on-going with the creation of the post Creative and Digital Industries Sector Specialist within the local authority and over the last few years a stronger connectivity across the sector has been helped by social media. This ‘conversation’ has enabled individuals in the sector to connect naturally, and the public sector to ‘tune in’ to what is going on and contribute where appropriate. Key to this has been the creation of environments for discourse and allowing free use of this - both cost and restriction free! The sector has been able to stimulate its own informal skill sharing and networking via these platforms.

The city recognises that there is a need to animate the sector if it is to grow stronger and keep talent local. This includes animating the places and spaces that have been built with cultural and sector development focused events such as networking, and encouraging sector led ‘guerilla’ activity across all venues and places as well as programmed activity.

The networking programme gives access to speakers, ideas and spaces that wouldn’t usually be freely available and brings interested parties from outside of the area to experience first hand a positive event and atmosphere. The events also encourage a sense of ownership of the sector and its physical assets, which in turn builds confidence, pride and word of mouth promotion. High profile events developed locally but for a local, regional and national audience are also important – Northern Futures, Small World and +55 Brazil have presented the town in a positive and pro-active way. The lively cultural programme of music, art, design and performance engages wide audiences and provides an entry point to the creative economy.

To summarise, Barnsley is aiming to attract ‘creatives’ with the animation of its spaces and its openness to ideas and to retain them with a strong, supportive infrastructure (including business support and advice) and a sense of ownership. The sector is encouraged to have its own voice, be confident and connected, get on everyone’s radar and be a friend to many. It isn’t just about throwing money at the sector but to provide an ecosystem to encourage creativity is fundamental.

Thank you to Miguel Rivas, Lead Expert Creative Clusters, and Tracey Johnson, Sector specialist creative and digital industries, Barnsley, for their help with this recipe.

**Serving tip:** turn the page for an example of how Besançon, one of ESIMEC’s French partners, is taking a proactive approach to developing its own cultural and creative economy.

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

<http://www.urbact.eu/en/projects/innovation-creativity/creative-clusters>  
<http://www.barnsleydevelopmentagency.co.uk>  
<http://www.eurocities.eu>  
[http://ec.europa.eu/culture/our-policy-development/doc/analysis\\_green\\_paper.pdf](http://ec.europa.eu/culture/our-policy-development/doc/analysis_green_paper.pdf)

# Serving tip

## AN EXAMPLE OF A CITY EXPLORING THE VALUE OF CULTURE AND CREATIVITY

Besançon is a medium sized city of over 115,000 people located in Eastern France close to Switzerland. It has a historical town centre with fortifications which are classified by UNESCO as a World Heritage Site. The city is rich in art, culture and creativity. It has a large student population with an Arts, Culture, Theatre and Music hub at the regional university located in the city. It is also home to the Regional School of Fine Arts and more than 200 music bands. It is in the process of delivering a major flagship project aimed at creating a cultural quarter including a "Cité des Arts" or Cultural Centre which will house a contemporary arts gallery, a musical conservatory with auditorium, teaching rooms and rehearsal space as well as exhibition space and common areas. The multi-million Euro building was designed by Japanese Architect Kengo Kuma and will open in 2013. It is located alongside existing cultural spaces including La Rodia (Concert hall dedicated to contemporary music) and rehearsal studios - Le Bastion.

Besançon is keen to ensure that as well as being a cultural and artistic asset, the new development adds economic value across the city. It believes that the Cité des Arts is a unique opportunity for city branding and the development of an international signature.

## Ingredients

### Long term vision and planning

As far back as 2006, the local and regional authorities in Besançon made the decision to develop a cultural quarter. They launched a competition to find a high profile architect which would position the project on the international stage. A range of studies were commissioned and the Japanese Architect Kengo Kuma was unanimously selected by a jury to design the project.

The city has recognised throughout that the Cité des Arts should not just be a boost for cultural development and tourism but should also boost the economy, creativity and innovation as well as urban, social and sustainable development.

In 2011, a study was commissioned to explore how to maximise these benefits. This included the mapping of creative industries in the city which found that there were already 351 companies in this field in Besançon with a total of 2,500 jobs and employing 3% of the active population. This is more than agro business and important for the economy. The study then went on to segment the activities to see where the main economic value lies and how creative activities could generate a return on investment.

### Understanding of challenges

As well as identifying the opportunities the study has helped the city to understand some of the main challenges and to put in place plans to address them. Issues have included a lack of awareness and lack of coherence in public policies for this sector. In addition there is a view that cultural players have no sense of being part of a creative community and sometimes feel isolated. The city recognises it needs to attract and retain talent and move from a subsidy-based approach to a more self-sustaining funding model. Through this work the local authority is becoming clearer about its potential role and believes that it should facilitate connections between the creative community and other key stakeholders in the scientific, business, public and tourism communities.



### Identification of key economic drivers

Besançon is aware that an integrated approach to the development of a creative ecosystem is needed. It has identified five main economic drivers upon which to focus resources:

- Development of a Creative Community – Be Creative
- Development of the Cultural Quarter
- Making the most of its history as a watchmaker by promoting a watches and luxury cluster
- Networking to build the field of music and contemporary arts
- Financing and strengthening international co-operation and fundraising to strengthen existing companies



### Tradition, heritage, passion and belief

Besançon's history and heritage in culture and the arts are key to the creation of its new cultural and creative cake. The city is steeped in history and walking around the streets and talking to members of the arts and creative sectors a visitor gets a real sense of the passion and belief which exist in the city. The challenge will be to turn this artistic passion into economic return without compromise. Besançon may need to deconstruct and rebuild its city brand linking the historical angle with the contemporary.

### Secret ingredients – herbs and spices

- Strong commitment from technical services
- Strong political support at all levels
- Key project management (leadership, human and financial resources, strategy)
- Empowerment of the local creative community (identification of key players)
- Use of symbolic "urban space" as vehicle of transformation or catalyst
- Long term transversal strategy
- Measure of multiple impacts (evaluation)

**Cook's tip:** *"The creative capacity of medium sized cities is a fundamental issue for their own attractiveness. We have to set up the favourable conditions to retain our talents and nurture their growth."*

Laurent VAN HERREWEGHE, Chief executive of Greater Besançon

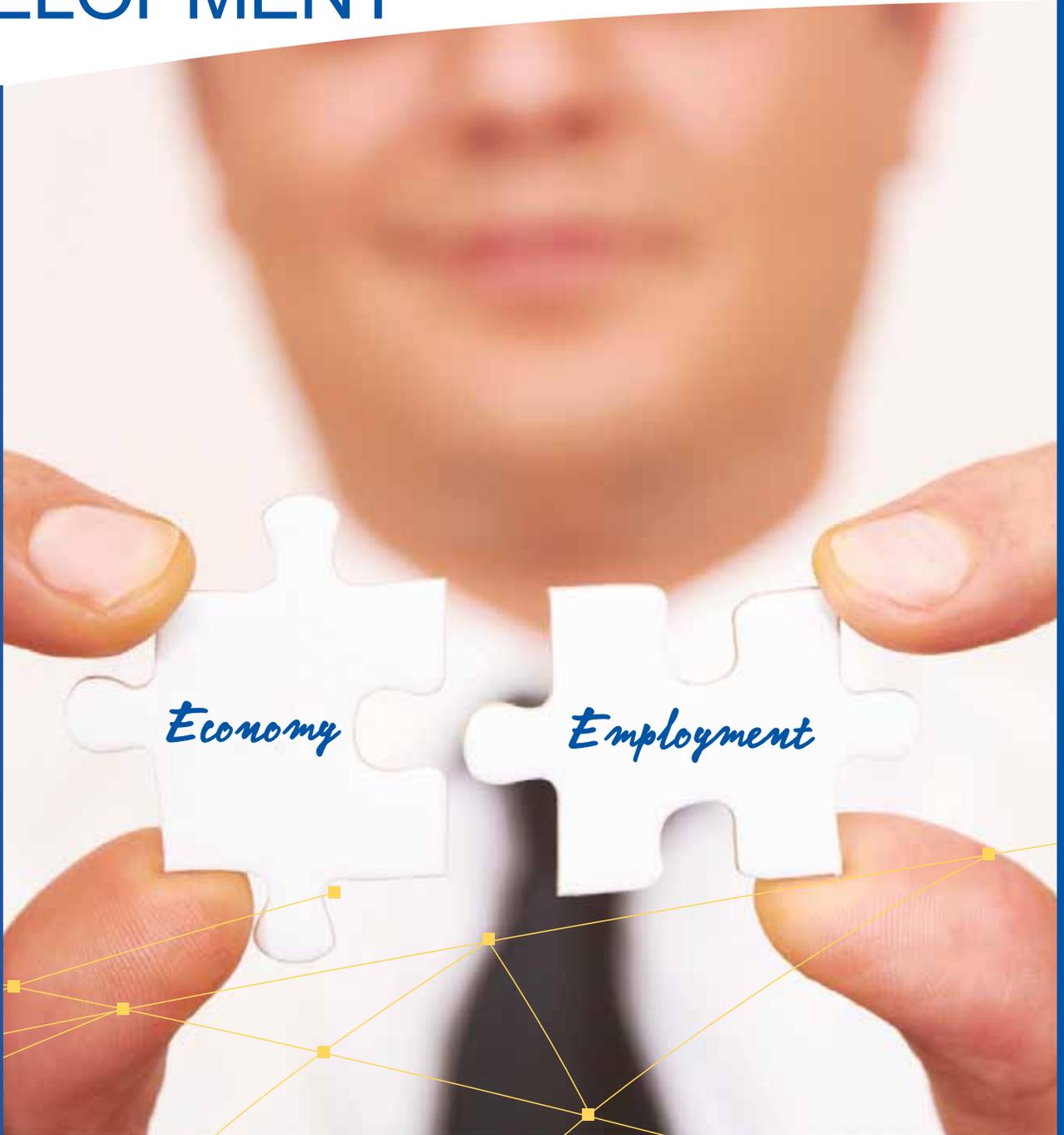
### Takeaway menu:

- <http://www.citedesartsetdelaculture.fr>
- <http://www.grandbesancon.fr>
- <http://www.larodia.com>



# INTEGRATED APPROACHES TO ECONOMIC AND WORKFORCE DEVELOPMENT

RECIPE 7



# Recipe seven

## INTEGRATED APPROACHES TO ECONOMIC AND WORKFORCE DEVELOPMENT



**The occasion:** Europe 2020, the EU's growth strategy for the coming decade includes the three mutually reinforcing priorities of smart, sustainable and inclusive growth. In a rapidly changing world the strategy recognises that all common EU policies - from Cohesion Policy through to Agricultural Policy - need to be aligned to deliver high levels of employment, productivity and social cohesion across EU member states.

Building on this, the European Commission's proposals for Cohesion Policy from 2014 to 2020 stress the importance of an integrated approach to urban development. More alignment between policy and financial instruments (particularly European Social Fund and European Regional Development Fund) will be a major success factor if these proposals are to succeed.

A recent OECD report – “Breaking out of Policy Silos: Doing more with Less” (OECD 2010) – also highlights the need to change the way we work: “Harnessing economic opportunities in a knowledge-based economy requires simultaneous investment in infrastructure, skills, research and innovation to raise productivity and adapt to new markets.....Raising skills levels requires a joined up approach between employment agencies, economic development and local employers with a focus on both the supply and the demand for skills”.

Cities across the EU need to develop new working methods and move away from traditional vertical policy and delivery structures if they are to address the complex multi-layered challenges of the 21st century. As the OECD report puts it, “historical working relationships – (‘it has always been like that’) and organisational cultures (‘they don’t work like we do’) need to change radically”.

But what are the secret ingredients that will help you to develop an integrated approach to economic and employment development? Are there any special utensils that can make things easier?



### Key ingredients of an integrated approach to economic and employment development:

Do you and your partners have the following ingredients in your food cupboard? If so, you are well on the way to cooking up an integrated approach to local development which will not only contribute to economic recovery and resilience but also improve the quality of life in your city thereby retaining and attracting talent and investment.

Here is a list of ingredients to help you prepare your mixture and ensure that your integrated approach to economic and employment development is cooked to perfection and ready to contribute to your cities' smart, sustainable and inclusive growth.

<i>Ingredients to add to your shopping list</i>	✓	✗
Sufficient flexibility within national and regional policy frameworks to allow local actors space to adapt local policies and programmes responsive to the local economic context		
Agreed set of coherent and holistic local development priorities and objectives which all stakeholders sign up to and which focus on the really big market failures		
A "whole system approach" to economic development which creates a virtuous circle and puts as much emphasis on employer ambition as on unemployment		
Preparedness by all to work flexibly together towards the agreed common priorities which may necessitate some sacrifices / compromise at organisational level		
A number of policy instruments equal to or greater than the number of agreed policy objectives		
A detailed and realistic implementation framework for how objectives will be achieved including joint activities, budgets, responsibilities, timescales, etc.		
A common understanding that economic growth can only be achieved by creating new jobs and filling them with skilled people – need to focus on employment and productivity		
A realisation that employers need to be put at the heart of the system: "what do employers need to be successful"		
Use peer to peer learning to engage employers – good employers can help others understand the business case for engagement		
Clear and defined roles and responsibilities and institutional mandates		
Ongoing review and reflection		
New forms of accountability for all actors which reflect the new integrated approach		

**Utensils:** So now you are clear about the ingredients, what utensils do you need to blend them together and effectively develop an integrated approach to economic and employment development?

**A STRUCTURAL APPROACH TO IDENTIFYING EMPLOYER NEEDS** is a vital tool if you are going to get the consistency of this recipe right. Cities need to be proactive in engaging their employers in this debate and, as part of this, need to develop a systematic approach to identifying needs. This may for example include an annual Employer Survey combined with regular (sector specific) business events and meetings and employer visits. Robust

and up to date information on employer needs is a prerequisite of local economic and employment development. Only by creating new jobs and filling them with a skilled workforce will a local economy grow.

Linked to this, good **LOCAL INFORMATION AND INTELLIGENCE** is also important when attempting to coordinate labour market policy with economic development. For example, employers may need help identifying future local and international trends and increasing their knowledge in this area could help avoid future skills shortages and thereby improve productivity.

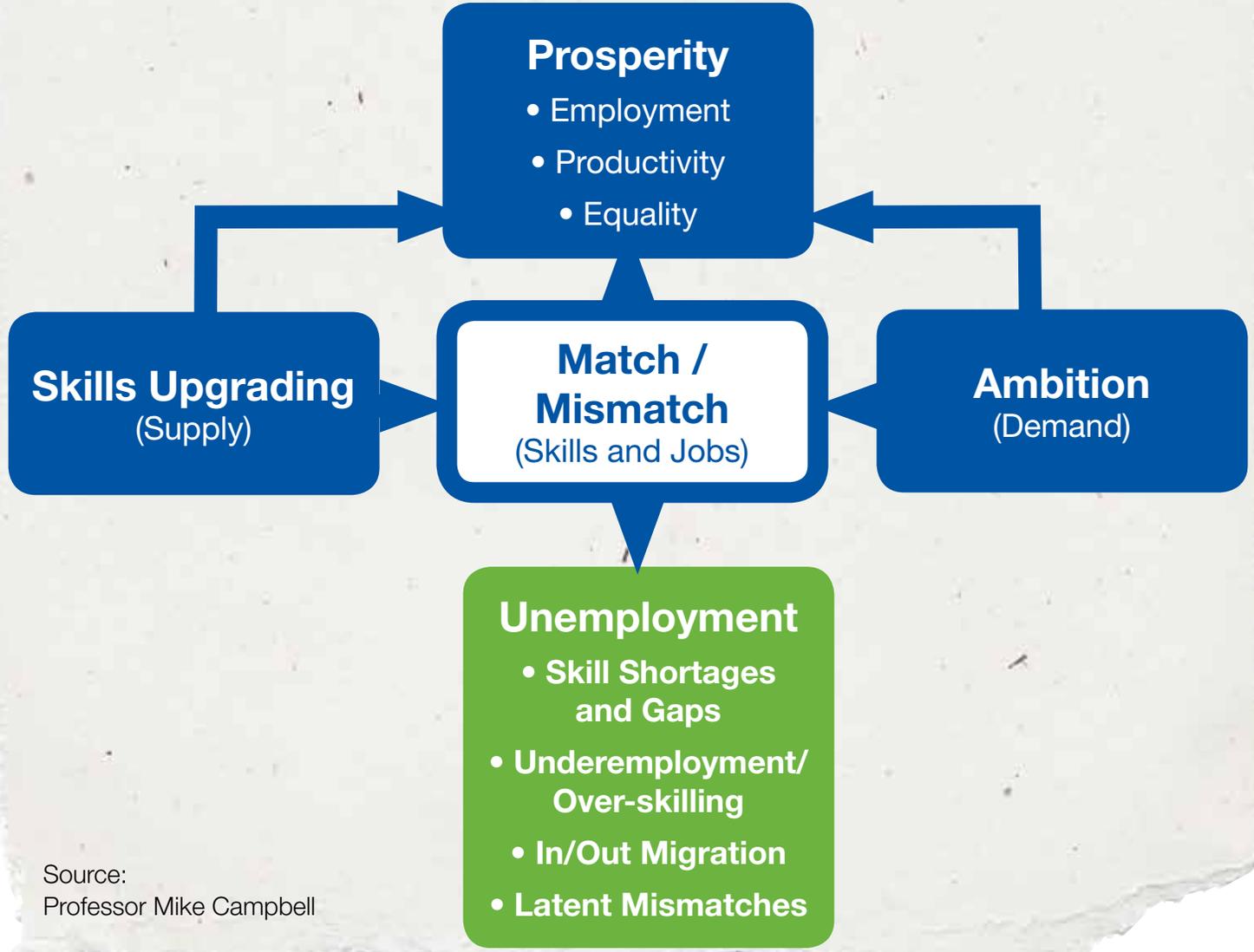
Perhaps not surprisingly one of the most important utensils is **MATCHING SUPPLY AND DEMAND IN THE LABOUR MARKET**. It is not unusual for employers to have recruitment difficulties even in times of high unemployment. If skills needs can be forecast in advance and appropriate education and training provided, this, combined with brokerage services, will help narrow the gap between the supply and demand for labour.

Developing **LOCAL ORGANISATIONAL SKILLS AND CAPACITIES** is also important. For many, integrated local development is a new approach and therefore requires a whole new skills set – genuine collaboration towards a common goal does not always come easily and some new skills need to be developed to achieve this. Leadership, communication and strategic thinking skills, for example, will be vital.



**What is to be done?**  
**Create a Virtuous Circle**

**PUMA**



Source:  
 Professor Mike Campbell

## Good food guide listing:

**The US is home to some good examples of integrated approaches.** It helps that policy in the field of skills training and economic development is relatively decentralised. More and more responsibility is devolved to local stakeholders and the business-led Workforce Investment Boards (WIBs) are at the heart of design and delivery. Maryland Workforce Development Board's strapline for example is "workforce development is economic development". Under the Act that established them the WIBs are obliged to set up at least one "one stop centre" for job seekers and companies to use to access their services. There is no doubt that these WIBs have strengthened integration.

Another US initiative which has helped align economic and employment policies is the Department of Education's Career's Cluster Initiative. This maps job profiles across an entire industry and highlights how different careers are linked, interact and depend upon each other. The initiative also plots career pathways from school to employment. It is delivered through a collaboration between schools, local government, employers, employer groups and intermediaries who have come together to develop new curricula, standards and professional development systems.

**Serving tip:** turn the page for an example of how Sabadell, one of ESI MeC's Spanish partners, is taking a proactive approach to developing skills and employment initiatives as part of its wider economic development and business support role



## Career Cluster Model

Source: National Career Technical Education Foundation and National Association of State Directors Career Technical Education consortium

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

EU Guide to Employment Policy – Professor Mike Campbell <http://ec.europa.eu/social/main.jsp?catId=738&langId=en&ubId=6041&visible=1>

EU New Skills for New Jobs Initiative - <http://ec.europa.eu/social/main.jsp?catId=568>

OECD – LEED Forum – Breaking out of Policy Silos: Doing more with less - <http://www.oecd.org/dataoecd/3/52/43056251.pdf>

European Centre for the Development of Vocational Training – CEDEFOP - <http://www.cedefop.europa.eu>

National Association of Workforce Boards (USA) <http://www.nawb.org>

Careers Clusters [www.careerclusters.org](http://www.careerclusters.org)

# Serving tip

## AN EXAMPLE OF A CITY ATTEMPTING TO JOIN UP ITS ECONOMIC DEVELOPMENT, EMPLOYMENT AND BUSINESS SUPPORT SERVICES

Sabadell is a medium sized city of over 200,000 people located 20km North West of Barcelona in Catalonia, Spain. After extremely rapid economic and demographic growth based on a thriving textile industry during the 20th century (which saw the population grow from 25000 in 1900 to 182000 in 1975), it suffered a major economic crisis during the 1970s. Since then it has been trying to diversify its economy into a 21st century economy with a strong service sector. The recent economic crisis has exacerbated its problems and seen a massive rise in unemployment (which now stands at around 20%) and major problems with young people not in employment, education or training. In an attempt to counter this, Sabadell - through its Economic Development Company Vapor Llonch - has put in place a wide range of policy instruments including a sub regional innovation plan, a Local Pact for Employment and a Local Agreement for Competitiveness.

Sabadell is keen to build on these foundations and develop a long term integrated approach to local employment and economic development. Through ESIMeC it hopes to develop and embed a new workforce development angle into its business support offer.

## Ingredients

### DIVERSE AND RESPONSIVE TRAINING AND SKILLS OFFER

Vapor Llonch offers an extremely wide vocational training provision – from technical skills to in-house training customised to the needs of employers. It combines this with a web-based job bank / recruitment service backed up by employment advice and guidance. Different training methodologies are used, depending on the needs of the employer and / or the individual. Examples include self learning, classroom based training, online or e-training, internships, traineeships and workplace simulations.

### STRUCTURED APPROACH TO DELIVERY

All training services offered by Vapor Llonch integrate the following four main activities:

- Forecasting of training needs
- Design of training actions
- Implementation of training
- Training impact evaluation

This is the same for all the projects that are delivered.

### EMPLOYER ENGAGEMENT

Vapor Llonch has a proactive approach to engaging employers and to understanding their skills and training needs. It often uses corporate social responsibility arguments to convince employers of the business case for workforce development. It offers a Human Resource coaching service to enhance the professionalism of HR teams and has found that this improves their ability to recruit staff effectively. It also holds regular “Introduce your business” sessions where companies are invited to tell their peers and potential new workers about what they do. Where employer requirements are identified it develops tailor- made programmes and solutions to recruitment and training problems. Efforts are made to ensure that employer engagement is streamlined so that businesses are not inundated with requests for meetings and information. Finally trade unions, workers unions and banks act as intermediaries where appropriate.



## WRITTEN COMMITMENTS

Sabadell has a range of written collaboration agreements between employment and economic development stakeholders (including employers) which help them maintain a systematic approach to integrated development. These formal agreements set the framework and ensure long term commitment from all stakeholders.

## NEW APPROACHES TO IDENTIFYING NEW SKILLS NEEDS

In recognition of the changing shape of the local economy, Sabadell has started to map new jobs and look at ways of ensuring its citizens have the skills, attributes and qualifications required to fill them. In a recent pilot project, related to future trends of the textiles industry in Catalonia, Vapor Llonch identified the Production Manager and Personal Shoppers roles as occupations for which there is a high demand. These new jobs have undergone a major transition from a relatively manual occupation to a knowledge based one and this process is linked to the declining textiles industry. For both these roles the agency worked with industry to develop new job profiles and person specifications and is now delivering training to help people be ready to take up such positions.



**Cook's tip:** "Sabadell is a city with great potential to contribute to economic development in Catalonia and therefore in Spain. All our efforts to support companies which can help Sabadell to grow would be meaningless if we don't also focus on workforce

development. We are committed to training the people that businesses need to succeed. We believe that company survival depends upon the talents of its workers"

Montserrat Capdevila Tatché, Deputy Mayor for Economic Promotion and Trade

### Secret ingredients – herbs and spices

- Proactive approach to employer engagement
- Ability to work at different geographical levels using functional economic areas in different areas of work
- Modern and accessible infrastructure for training and skills (based in an old textile mill)
- Long term approach to forecasting employer skills needs
- Innovative and ever changing suite of training methodologies
- All services customised to user needs

### Takeaway menu:

- <http://www.vaporllonch.net>
- <http://oficinaempresai autonom.blogspot.com>
- [www.sabadelltreball.net](http://www.sabadelltreball.net)
- <http://www.xarxa-omnia.org>





# SKILLS FORECASTING AT CITY LEVEL

RECIPE 8



# Recipe eight

## SKILLS FORECASTING AT CITY LEVEL



**The occasion:** In line with Europe 2020, the European Employment Strategy seeks to create more and better jobs throughout the EU, arguing that “it is essential to enhance human capital and employability by upgrading skills. But upgrading skills is not enough: ensuring a better match between the supply of skills and labour market demand is just as necessary”.

As part of this, the EU Flagship Initiatives – An Agenda for New Skills and Jobs sets out the following priorities:

- Better functioning labour markets
- A more skilled labour force
- Better job quality and working conditions
- Stronger policies to promote job creation and the demand for labour

A number of initiatives are being delivered at EU level to try and achieve this, including:

- Forecasts by the European Centre for the Development of Vocational Training (CEDEFOP)
- Analysis of trends at sectoral level and the development of sectoral skills councils
- Development of a European Framework for key competences for lifelong learning – which defines the eight key competences that everyone should have to thrive in a knowledge society
- Ongoing research with the International Labour Organisation (ILO) and the Organisation for Economic Cooperation and Development (OECD)
- Work on ESCO - Classification of European Skills/Competences, qualifications and Occupations which will describe the most relevant skills, competences and qualifications of occupations
- Development of a European Qualifications Framework – which defines qualifications on the basis of learning outcomes so everyone can understand what they mean in practical terms
- EU funding – via the European Social Fund and the Lifelong Learning Programme
- The University-Business forum – encourages dialogue between business and education and training providers

Many cities across the EU are experiencing a paradox in the labour market with high rates of unemployment alongside talent gaps and unfilled vacancies due to skills mismatches. Cities therefore need to consider how to act and react in the rapidly changing and competitive global economy. New growth sectors are skills hungry and evidence shows that most highly skilled economies have higher productivity and GDP per capita. Many also believe that skills are the raw material of advanced economies, whilst emerging economies are catching up fast in terms of their rapidly improving skills base. Skills forecasts are an important part of this picture as they allow cities to quantify future skill demands and facilitate evidence-based dialogue and policy making.

But what are the secret ingredients that help you to forecast the skills that employers will need in the short, medium and long term? Even if you are able to do this, how would you then use the findings to help the workforce develop these skills? Are there any special utensils that can make things easier?

## Key Ingredients of an effective skills forecast:

Do you and your partners have the following ingredients in your food cupboard? If so, you are well on the way to cooking up an effective approach to forecasting the skills needs of your current and future employers which, if followed up with effective action, will reduce unemployment and help your city to grow.

Here is a list of ingredients to help you prepare your mixture and ensure that your skills forecast is cooked to perfection and ready to contribute to your cities' smart, sustainable and inclusive growth.

<i>Ingredients to add to your shopping list</i>	✓	x
Long term and integrated approach which incorporates quantitative and qualitative research methods e.g. skills forecasting model, sector studies, employer surveys, qualitative consultations and desk review of existing literature		
Up-to-date information and data on the <u>demand</u> side of the labour market: <u>Historic data</u> <ul style="list-style-type: none"> <li>• Employment by sector</li> <li>• Occupation structure of sectors</li> <li>• Skill and subject structure of sectors and occupations</li> <li>• Replacement demand of sectors and occupations, i.e. 'churn' in jobs</li> </ul> <u>Forecast data</u> <ul style="list-style-type: none"> <li>• Employment by sector, occupation and skill level – including for existing firms and firms of tomorrow</li> <li>• Replacement demand</li> </ul>		
Up-to-date information and data on the supply side of the labour market: <u>Historic data</u> <ul style="list-style-type: none"> <li>• Working age population and skills structure</li> <li>• Education enrolments and qualifiers by different level and subject areas and destinations of students</li> <li>• Migration and commuting</li> </ul>		
Understanding of where to find this data – census, labour market surveys, national and regional statistical offices, Eurostat, existing regional and national forecasting models		
Capacity to ask for the data effectively and to “speak the right language” with statistics experts		
A detailed and realistic implementation framework for how objectives will be achieved including joint activities, budgets, responsibilities, timescales, etc.		
Consideration of benchmarking your city against others to help anticipate the future shape of your labour market		
Understanding of the limitations of different approaches – e.g. models are data hungry, data may be unreliable / out of date; qualitative approaches can be biased / lack quantification		



*continued...*

Development of different assumptions and scenarios to be used in your skills forecasting exercise		
Development of results which are linked to / can be easily compared to e.g. regional and national skills forecasts		
Robust analysis of demand and supply		
Clear methods for sharing and using the results of your skills forecasts to influence education and training provision in your city		
Acknowledgement that replacement demand (i.e. the demand for skills due to people leaving the labour market e.g. through retirement or sickness) creates flows which are much more influential than sectoral shifts		
Where appropriate, an ability to operate at functional labour market level which may not account for administrative geographical boundaries		

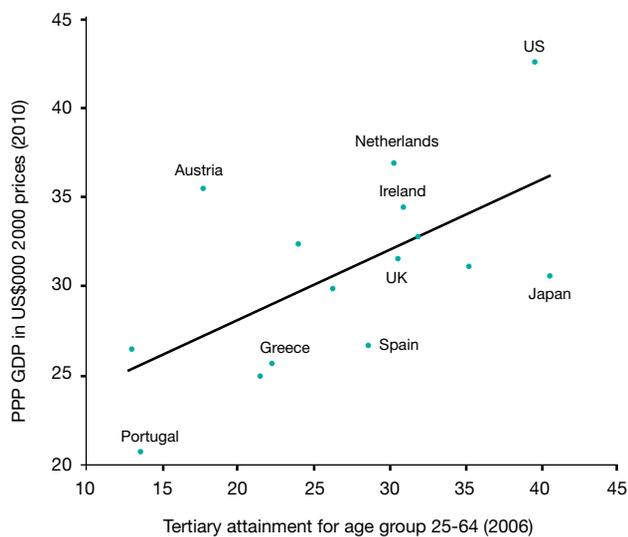
**Utensils:**

So now you are clear about the ingredients, what utensils do you need to blend them together and effectively develop an integrated approach to skills forecasting?

**A SHARED UNDERSTANDING OF WHAT SKILLS ARE** is a vital tool if you are going to get the consistency of this recipe right. Cities need to consider this with other key stakeholders and particularly employers and education and training providers. For many, skills comprise not only formal qualifications but soft skills, years of experience, non accredited workplace skills and “attributes that make employees effective and productive in their roles”. The EU Framework for Key Competences includes competences in ‘traditional’ subjects, such as mother tongue literacy, numeracy, knowledge of foreign languages, science and IT skills alongside other skills, such as learning to learn, social and civic competence, initiative-taking, entrepreneurship, cultural awareness and self-expression.

Perhaps not surprisingly one of the most important utensils is **RECOGNITION OF WHY SKILLS MATTER**. Across the EU, economies are becoming more diverse and city economies nowadays are rarely dominated by a small number of industries for which skill needs are well established and understood. Skills needs differ significantly by sector. By anticipating future skills needs, cities can consider how to meet these needs and/or limit the extent of skill shortages and mismatches. This helps them to avoid missing out on investment or losing existing jobs to other locations due to labour and skill shortages. Skills and education / training systems can be better aligned to the needs of employers and unemployed (young) people can make more effective career choices.





Source: OECD, Oxford Economics

**ENGAGING KEY STAKEHOLDERS THROUGHOUT THE PROCESS**

is also essential. Cities need to ask stakeholders what information would be useful before designing a tool. They should think broadly about stakeholders and bring them together in a long term collaborative framework. Employers, education and training institutions, employment agencies, students and unemployed alike should engage in discussions. Incorporating feedback from these stakeholders can improve forecasts and enhance credibility. A tool produces evidence which feeds into discussions and brings focus and purpose.

**Developing LOCAL ABILITY TO ACT AND REACT TO THE RESULTS**

is also important. The information from skills forecast needs to be shared effectively with stakeholders. Key messages should be presented in a user-friendly way and consider, for example, if there will be skill shortages or surpluses in the future. In which sectors? What will the impact be? What should be done differently? It is also important to warn stakeholders of caveats of skills forecasting. They are not 100% accurate and come with all sorts of health warnings. They also need to be regularly updated – the economy can change quickly, especially at city level.

*Serving tip: turn the page for an example of how Cherbourg, one of ESIMEC's French partners, is taking a proactive and integrated approach to developing skills forecasting and training.*

**Good food guide listing:**

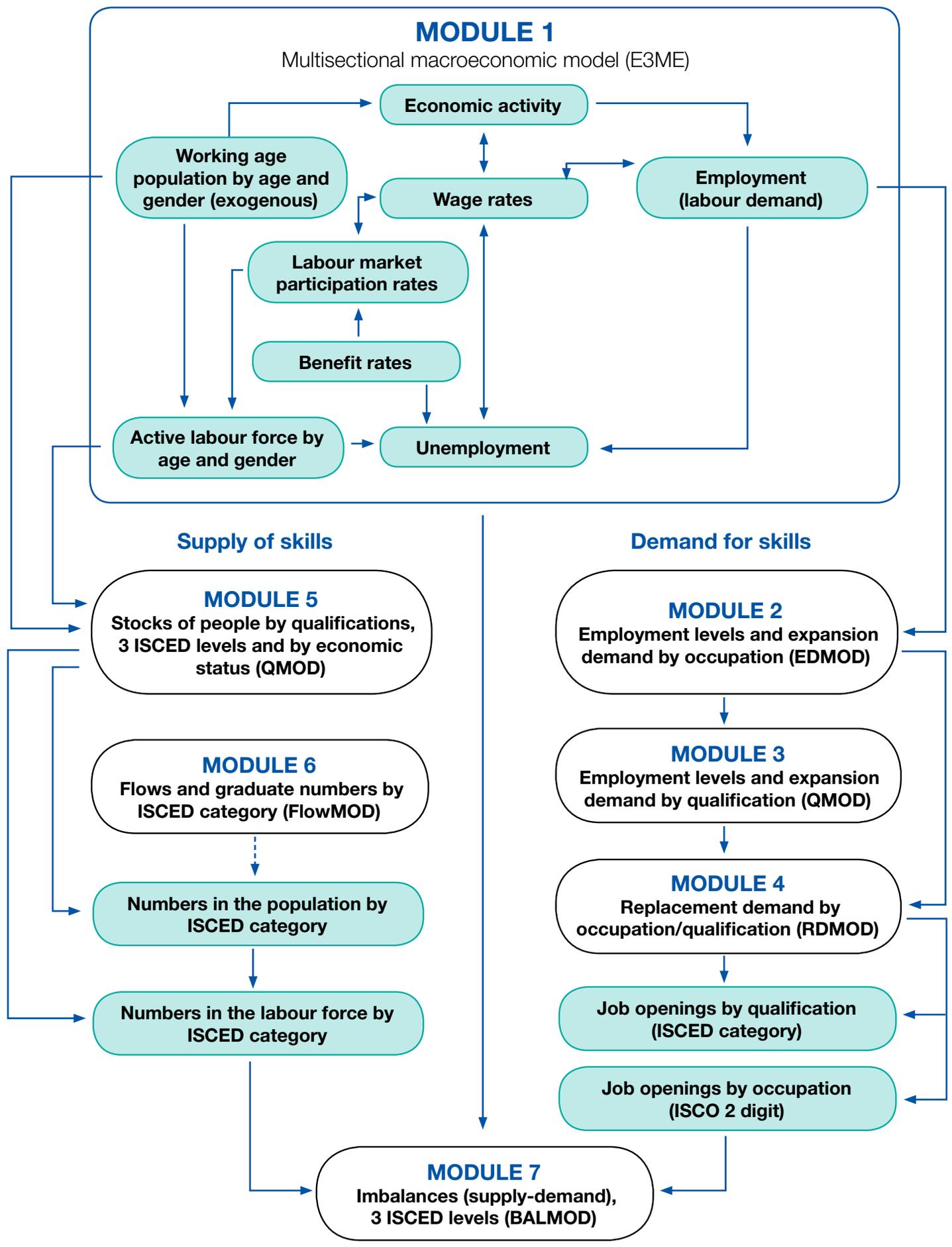
Best practice in skills forecasting at country, regional or city level can be hard to define as it depends on the specific content, with different approaches suiting different situations. All approaches undertaken correctly can be best practice whereas the right approach done badly is not best practice. The key thing when considering good practice is the importance of getting the balance right between the different approaches. In addition, even the best practice in skills forecasting is only useful if it is shared with key stakeholders, considered in context and influences decision making, policy and practice.

As outlined above, part of the New Skills for New Jobs initiative is the development of skills forecasts by CEDEFOP. With the introduction of the Single European Market, the European labour market has become a reality. The identification of comprehensive, consistent and comparable information on the occupations, skills, competences and qualifications needed by employers is an essential tool. The first pan-European forecast of skills demand providing consistent and comprehensive medium-term projections of employment and skill needs across Europe until 2015 and 2020 was published by CEDEFOP in 2008. Further work has been done to produce regular forecasts integrating skills supply and demand. Understanding the demand for skills is just the first stage and needs to be followed up in this way with supply side forecasts. Only by doing both can mismatches be identified. These EU wide forecasts have become one of many pieces of information that contribute to a more detailed, consistent and conceivable picture of the economy

**Takeaway menu:** if you like the sound of this recipe and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

- [www.cedefop.europa.eu](http://www.cedefop.europa.eu)
- [http://ec.europa.eu/education/lifelong-learning-policy/doc42\\_en.htm](http://ec.europa.eu/education/lifelong-learning-policy/doc42_en.htm)
- [http://ec.europa.eu/education/lifelong-learning-policy/doc44\\_en.htm](http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm)
- [http://ec.europa.eu/education/higher-education/doc1261\\_en.htm](http://ec.europa.eu/education/higher-education/doc1261_en.htm)
- [www.ilo.org/skills/lang--en/index.htm](http://www.ilo.org/skills/lang--en/index.htm)
- [www.oecd.org/cfe/leed/forumpartnerships.htm](http://www.oecd.org/cfe/leed/forumpartnerships.htm)
- [www.oef.com](http://www.oef.com)

# Conceptual framework of modelling the demand for and supply of skills



Source: Oxford Economics

# Serving tip

## AN EXAMPLE OF A CITY ATTEMPTING TO DEVELOP AN EFFECTIVE AND INTEGRATED APPROACH TO SKILLS FORECASTING AND TRAINING.

Cherbourg is a medium sized city of around 90,000 people located on the coast in south west Normandy in France. It has five different ports upon which its economy has traditionally depended. As traditional industry has declined, the city is focusing its efforts on diversifying the economy and the development of industrial knowhow, building on the strong foundations of maritime and nuclear industry which together employ around 14,000 workers.

Activities include:

- Facilitating cluster development to help companies to network, share information and develop a combined approach to promotion and marketing;
- Promoting new sectors e.g. 3D graphics, creative industries, maritime products and others;
- Providing economic development services e.g. business space, facilitation of links with higher education and research, business grants, access to finance advice.

Cherbourg is also home to a range of initiatives which together aim to forecast skills needs in advance and help training and education providers and citizens to adapt existing skills and develop new skills in anticipation of employer demand. Through ESIMeC it hopes to embed the theme of workforce development into its economic development offer.



## Ingredients

### INITIATIVES WHICH MATCH SKILLS WITHIN THE WORKFORCE WITH THE NEEDS OF EMPLOYERS

Across the city a range of linked initiatives have been developed to help broker the demand and supply sides of the labour market, many organised by the local Technopole, which has 6 staff and is funded by the region, the city and the Conseil Général de la Manche and is run by a board incorporating representatives from the funders, professional associations and the university. Some of the individual initiatives are summarised here:

**Job and training forum** – This annual event, “Carrières 2000”, helps unemployed people to find work and training. It attracts 7,000 visitors and takes place in the city’s Maritime Museum (Cité de la Mer). Sixteen fields of activity are incorporated in 500 exhibition stands. 30 buses bring students from across the region to learn about 200 kinds of jobs over a 3 day period. Other forums are organised each year, mostly dedicated to jobseekers.

**Industry Week** – Each year one week is designated “industry week” and a range of conferences and events are organised to help local companies showcase employment opportunities in their sector to people seeking work. Company visits and training tasters are also organised. The overall aim is to encourage young people to understand the local industrial / employment base.

**Speed dating** – The Technopole runs regular speed dating sessions focusing on specific skills / sectors. During the course of one day, short 15-20 minute meetings are arranged between companies and jobseekers. This links companies wanting to improve their workforce and students looking for internships / apprenticeships and jobs.

#### **Partnerships with companies and clusters**

– There are 14 clusters in the region in a range of sectors. The Technopole works with individual companies and clusters to help match their skills needs with skilled university students and graduates. This helps companies to access the higher skills workers they often need.

**Technological Network** – Resotec aims to link academic skills with industrial needs in specific areas of industry and offers training and support to companies to help them find skilled workers in different areas of technology with low levels of resource investment.

### New Apprenticeship Programme at ESIX

**Normandie** – ESIX has recently introduced a new apprenticeship programme which helps employers to find skilled workers, and students to find work in high quality jobs. The programme links with the university's industrial production and nuclear operations courses and offers a two-way learning system which provides students with both academic and practice knowledge as well as direct work in a local company.

## STRUCTURED PLAN FOR ADAPTING AND USING TRAINING AVAILABILITY

Cherbourg's Maison de l'Emploi et de la Formation (Employment and Training Agency) (MEF) leads the city's economic development forecasts which contribute to the development of local employment both on the demand and supply side. In 2008 MEF realised that businesses were finding it difficult to attract skilled workers and understand their requirements in this area. Alongside this there was a lack of awareness of skills available in the region. At the same time a new nuclear power processing plant was under construction and 3000 workers would be required in this sector in the short to medium term period. A more structured approach to adapting and using training availability was required and was developed. In the new system, employers are regularly asked for information on the jobs they are finding it hard to fill. MEF then maps out what these jobs are and looks at whether training is available to help with the skills requirements. Where appropriate, new training is developed so that people are provided with skills training which meets the specific requirements of the role. MEF has created job data sheets / specifications for 20 different occupations. These describe the role / job, outline the skills required and identify what training is available locally for this occupation. This has been collated into a booklet which looks at the "industrial jobs of tomorrow".

### Secret ingredients – herbs & spices

- Traditional employment sectors form the foundations of a modern day approach
- Proactive approach to employer engagement
- Multi-stakeholder approach with different agencies taking a lead on different issues and working together where appropriate
- Strong links between vocational and academic education and training providers
- Coordinated approach to economic diversification



**Cook's tip:** *"If you are aware of the needs of companies, training can be improved in order to match skills with the requirements of the jobs available. By taking that into account, skill forecasting is truly a key tool for the economic development of medium sized cities."*

Anne-Claire Perrot, Skill Forecasting Manager, Training and Employment Agency, Cherbourg.

### Takeaway menu:

<http://www.cuc-cherbourg.fr/Pages/accueil.htm>  
<http://www.technopole-cherbourg.com>  
<http://www.mef-cotentin.com>  
<http://www.resotec.fr>  
<http://www.unicaen.fr/esix>

# STUDY VISIT TO ANTWERP JANUARY 2012 – A REVIEW



COME DINE WITH ME

*Come Dine with me*



On 31 January and 1 February 2012, the ESIMeC chefs took to the streets of Antwerp in Flanders to get a taste of some local recipes. They sampled a range of dishes in different locations and spent time together thinking about how to source local ingredients and try these recipes back home.



The ESIMeC Come Dine with Me experience was organised by the City of Antwerp. Fellow diners included Talentenwerf, Don Bosco School, Levanto and the Regional Technology Centre.

ESIMeC partners were struck by the multi agency collaborative approach to job brokerage in the city. The municipality, employment service, education and training providers share resources, staff and buildings in an effort to help people find work and employers find qualified workers. The recipe uses a range of ingredients but probably the most important is an integrated approach to employment and economic development which sits at the intersection between labour market supply and demand.

**The main priorities which have been identified for Antwerp's education and labour market are:**

- Helping young people to choose education and employment when making career choices
- Promoting education, training and jobs in Science, Technology, Engineering and Mathematics (STEM)
- Finding high quality teachers in STEM subjects
- Sourcing good quality training linked to employment and the labour market
- Optimising the use of resources and facilities which link education to business
- Helping employers to understand the education, training and skills system so that they can recruit the workers they need when they need them

Within its 500,000 population Antwerp currently has 30,000 unemployed people and yet there are 7,000 job vacancies. Despite the large number of people seeking work, some employers still report skills shortages. Three years ago the city's Economic Development Department joined forces with the Education and Labour Market Department to become the "Active City". They have since developed 6 sectoral networks which aim to broker links between employer demands and labour market supply. The sectors are construction, logistics and harbour, administration (where there is an over supply of labour), education, industry and hospitality.

During our Come Dine With Me experience, we heard about **Talentenwerf** which is an example of multi party collaboration which offers a one stop shop / service point in the construction sector. It was set up, and is funded by, the city of Antwerp, the employment service (VDAB) and the construction sector skills council and operates under an independent banner. Employers in Antwerp report a lack of skilled construction workers and at the same time the city has high unemployment. Talentenwerf sources employment vacancies in the construction sector and fills them by training up disadvantaged unemployed people. Sitting outside the statutory framework enables Talentenwerf to be flexible and to respond quickly to the evolving needs of construction employers. It has lean decision making processes and was, in part,

created to try and get things done more effectively and more quickly. 11 people work for Talentenwerf and whilst they are on the payroll of the different partner organisations, they sit together (in a building located next to the Federation of Construction Employers) and function as a team focused on achieving mutual long term goals. The coordinator, for example, is paid for by the construction sector skills council but works as an independent coordinator. The Strategic Board includes wider representation from partner organisations, federal government, employer confederations, trade unions and developers.

#### Activities include:

- Group information sessions for unemployed people – 12 to 15 beneficiaries each week receive an introduction to job and training opportunities in the construction sector.
- 1:1 advice and guidance – following the group session beneficiaries are invited to attend a 1:1 session where their needs are assessed and an individual action plan is developed.
- Short and long term on site and off site training, work experience and work placements for unemployed people.
- Advice and support to school pupils and teachers.
- Coaching, information and recruitment services for employers.
- Wage subsidies, training allowances, careers and benefits advice for unemployed people.

In 2011 Talentenwerf saw more than 1,300 beneficiaries one to one. 500 of these went into training, 80 into on the job training and 400 into sustainable jobs. Beneficiaries are aged from 16 to 65 and the job brokerage offer is customised to different age groups. Talentenwerf uses a range of media to promote its services and to attract employers and unemployed beneficiaries. The on site banners have proved particularly effective as have social media including facebook and linked in.

The chefs at Talentenwerf told us about **TalenteFabriek** and **TalenteStream** which are initiatives with a similar model under development and which link to industry and logistics respectively.

They also took us to see **Levanto**, a not for profit construction training centre which focuses on supporting the most hard to reach unemployed people. On average 80% of beneficiaries originate from outside Belgium. The centre offers a 10 day construction skills taster programme where beneficiaries experience 14 different occupations in a “building buffet”. The aim is to help them understand their options and have a realistic picture of what working in the building trade is like. The centre also offers a slightly longer programme (5 weeks) where beneficiaries are also given Dutch language training. Upon completion beneficiaries are signposted to other programmes within the Talentenwerf system. Levanto also offers a one year on site work experience programme which starts with three months training and aims to end with sustainable employment.

We were introduced to chefs from the **Regional Technology Centre** whose role it is to help schools keep up to date with industrial and technological developments. They offer training for teachers and students, technical education and work placements and on the job training. They coordinate and organise employer engagement on behalf of Antwerp’s schools.

At **Don Bosco School** - which offers technical and practical secondary education to 12 to 18 year olds from 48 different nationalities - we sampled a range of courses which aim to prepare young people for university and working life in construction, wood, electronics, mechanics, chemistry, industrial sciences, electro-mechanics and industrial informatics.

We also visited two of the local facilities where disadvantaged young people learn practical skills in road building and motor mechanics.

## ROAD BUILDING

– employment training scheme

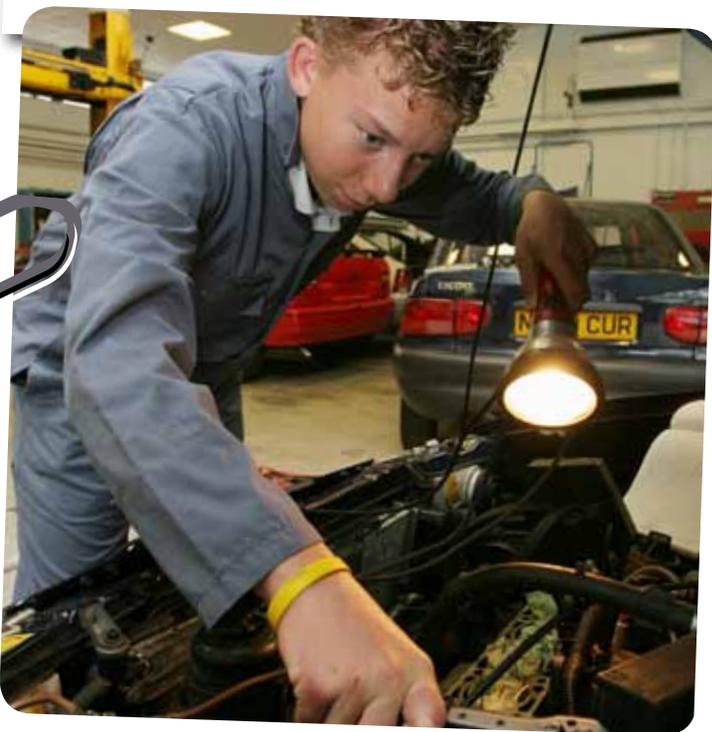
During 2010/2011 some of the city's road building employers told the municipality that they were having problems recruiting workers. The city took the problem to Talentenwerf and within 6 weeks this new road building facility was open and operational. Talentenwerf and Don Bosco School approached a local metals recycling factory for some land, asked road building employers to donate materials and equipment and developed a short customised training programme which would enable beneficiaries to learn the skills they need to get a job in this sector. One trainer was recruited and his salary was covered by Talentenwerf for the first year. Once the headcount had been established the school itself was able to pick up this expense. Of the 20 beneficiaries trained in the first year, 19 went into sustainable jobs.



## MOTOR MECHANICS

– vehicle rotating scheme

Don Bosco School has an extensive motor mechanics training programme. In recognition of the fact that students need to learn up to date techniques and practise on modern vehicles the Regional Technology Centre has set up a vehicle rotation scheme. Car and diagnostic equipment manufacturers and dealers are approached and asked to donate cars and diagnostic equipment to the scheme so that students are able to acquire the skills needed by today's car manufacturing industry. The cars are rotated around the province's 18 schools with at least 10 weeks in each school in each year. Every year each school has 3 modern cars. Teachers go to manufacturers training centres to ensure that they are properly trained. There are plans to roll out the scheme to other sectors including health care and ICT.



**Takeaway menu:** if you like the sound of the dishes we tasted in Antwerp and want to try them in your kitchen you can find lots of useful equipment to make your life easier at:

<http://www.antwerpen.be>

<http://www.levanto.be>

<http://www.talentenwerf.be>

<http://www rtc-antwerpen.be>

<http://studiewijzer.antwerpen.be>

# Part 4

## HOW DID WE GET HERE? LEARNING THROUGH TRANSNATIONAL EXCHANGE



The recipes in this cookbook are the result of eight transnational events which were organised as part of the ESIMeC project. Each event had a different thematic focus as follows:

- Basingstoke, UK - September 2010 - Partnership working
- Debrecen, HU - November 2010 - Triple helix and workforce development
- Albacete, ES - March 2011 - Green economy
- Gävle, SE - June 2011 - Preparing young people for the world of work and destination marketing
- Besançon, FR - September 2012 - Cultural and creative economy
- Sabadell, ES - November 2012 - Integrated approaches to employment and economic development
- Cherbourg, FR - February 2012 - Skills forecasting
- Bistrita, RO - June 2012 - Preparing an integrated plan for action

Each followed a similar format, spanning two full days:

<b>Day 1 morning</b>	<p><b>Focus on the host city:</b> economic context, workforce development issues</p> <p>Information provided by host partner and ULSG members on:</p> <ul style="list-style-type: none"> <li>• Policy and practice in the host city</li> <li>• Host city's Local Action Plan</li> </ul> <p>Discussion to promote partner input on key questions / challenges faced by the host city</p>
<b>Day 1 afternoon</b>	<p><b>Focus on URBACT Local Support Groups and Local Action Plans</b></p> <ul style="list-style-type: none"> <li>• Training / capacity building exercises</li> <li>• Mini peer reviews e.g. through poster sessions, small group work</li> </ul> <p>“<b>ESIMeC Corner</b>” to allow information sharing on more general economic development topics (selected through doodle poll at the beginning of the project)</p> <p>Possible site visits / study visits relevant to the event theme (to end the day)</p>
<b>Day 2 morning</b>	<p>Thematic <b>masterclass</b></p> <p>Expert speakers at EU level</p> <p>Expert local speakers from host and other partners - strategists and practitioners</p> <p>Panel discussion</p> <p>“<b>Fishbowl</b>” discussion to facilitate debate on key thematic questions</p>
<b>Day 2 afternoon</b>	<p><b>Partnership meeting</b></p> <p>Financial issues, communication and capitalisation, forthcoming events, etc.</p> <p><b>Debrief</b> / mini evaluation</p>

Prior to each Transnational Meeting at least one, and often two, **pre-meetings** were organised between the partners using an online meeting platform. During this meeting, which usually lasted about an hour, the host partner, Lead Partner and Lead Expert would run through the programme for the forthcoming event, introduce the experts to be involved and set a few “preparatory tasks” for partners to complete prior to the event. The meetings provided partners with an opportunity to discuss potential participants and to ensure that if one city was planning to involve someone from their university, for example, they could tell other partners and encourage them to do the same thing. The meetings also helped host partners to share information on travel and logistics.

Each event started with a half-day **introduction to the host city**. This was the only “place” focused part of the event and enabled the city and its ULSG members to present information on key policies relevant to ESIMeC as well as examples of existing practices. They then gave some information on their Local Action Plan - its theme, objectives, actions (depending on when the event took place). The final element of this session was a session where partners were asked to input their own suggestions / ideas on the host city’s challenges, based on their own experience. These questions were prepared in advance by the Lead Partner, Lead Expert and Host Partner. This was sometimes complemented by a relevant study visit.

The **Masterclass** element enabled the project to bring together leading EU experts with local strategists and practitioners from both the host partner and other partners. In each case the scene was set by the leading expert providing some background on the “big picture”. Partner speakers then shared their experiences of specific policies and practices in their own city. The masterclass was always followed by a panel discussion and / or a “fishbowl” discussion allowing wide ranging debate on key questions of common interest. This approach meant that all partners could learn, not only from each other, but also from leading European experts.

The **Fishbowl** methodology proved to be a useful way of engaging all participants in a debate about key thematic questions. Four to five chairs were arranged in an inner circle. This was the fishbowl. The remaining chairs were arranged in concentric circles outside the fishbowl. A few participants (starting with the speakers from the morning’s masterclass) were selected to fill the fishbowl, while the rest of the group sat on the chairs outside the fishbowl. One or two chairs in the fishbowl were left empty. The Lead Expert introduced the topic and the fishbowl format. Three or four key questions were projected onto the wall or written onto a flipchart. The morning’s speakers started off in the fishbowl and began to discuss the topic. The rest of the participants (in this case ESIMeC partners, ULSG members and local host

city stakeholders) sat outside the fishbowl and listened to the discussion. At any point during the discussion any member of the audience could move into the empty chair and join the fishbowl. When this happened, an existing member of the fishbowl would leave the fishbowl and free a chair. The discussion continued with participants frequently entering and leaving the fishbowl. The idea is that during the session everyone would have an opportunity to sit in the fishbowl. At the end of the fishbowl (1 to 1.5 hours) the Lead Expert or Lead Partner summarised the discussion, under the three or four questions posed at the outset.

**ESIMeC Corner** was a feature introduced after the first two events based on feedback from the partners that they were keen to exchange experiences on economic development issues related to the theme of workforce development but outside the direct sphere of the project. Partners were given a list of eight topics to choose from and asked to identify their top priorities through an on-line poll. Partners were also asked to specify if they felt they were a “teacher” (able to share a good practice) or a “learner” (interested in studying a good practice) in these topics. Suggested themes (drawn from the findings of the Baseline Study) were: fostering entrepreneurship, business support, cultural industries and tourism, technology transfer and innovation, cluster development, city marketing and inward investment, social inclusion and sustainable business. City marketing was the top priority but no ESIMeC partners felt they were a “teacher” on that particular theme. This topic was therefore covered through a dedicated training session with external experts at the Gävle transnational meeting. For the other topics **ESIMeC Corner** enabled “teacher” partners to give summary information on their good practice (5 minutes) and to then take part in an informal question and answer session with ESIMeC partners.

The event **debrief** helped the partners to reflect upon the event whilst it was still fresh in their minds. A more detailed written event evaluation was also used for some events. For the debrief four pieces of flipchart paper were put on four tables. Each has one heading - Good, Bad, Learning and Improvements. Partners were given a pen and asked to spend 15 or so minutes writing their thoughts onto the flipchart under these headings. The Lead Partner and Lead Expert then quickly run through the findings and highlight any issues which could be used to improve future meetings.

Using the same, or a similar, format for each event appeared to help with coherence. Partners gradually knew what to expect and each event built upon the results and findings of those that came before. New methodologies and approaches were also introduced where appropriate. In some ways this approach also enabled the project to develop mini conferences, tailored to the needs of the project partners.

# Part 5

## OTHER ESIMeC RESOURCES



As well as this cookbook ESIMeC has produced a range of other documents and resources which are available at [www.urbact.eu/esimec](http://www.urbact.eu/esimec):

### ESIMeC Skills Forecasting Tool

### ESIMeC People

### Full reports on each Transnational Event

#### Articles on:

- A flexible workforce for economic resilience (September, 2010)
- Doing more with less - Local Partnerships' role in the recovery (March 2011)
- The co-production journey: Small Steps make a Big Difference (June 2011)
- Forward thinking employers: Why investing in people makes business sense, even in the crisis (December 2011)
- Partnerships for youth - Getting the young into jobs and business for successful working life (March 2012)
- Jobs, skills and growth policy – An ESIMeC perspective (May 2012)

#### Case studies on:

- Developing an Innovation Plan in the Ripoll River Basin (Sabadell, November 2010)
- TENUM - Technology, Entrepreneurship, Natural science, Outdoor education and Mathematics (Gavie, January 2011)





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

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them 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 is 300 cities, 29 countries, and 5,000 active participants.