

Point of Departure

1. Cesena

Link with World of Work, answer needs

As part of the efforts to better link young people, and the structures young people may depend on (schools, job centres, etc.), with the world of work, Cesena needs to explore how to better use Job Fairs, and other means of generating liaisons with the companies and for creating opportunities for young people to meet employers. In this regard there is much scope for peer learning and from the identification of best practice by thematic expertise.

Likewise, in the **Region of Emilia Romagna** (the Region is participating in the LSG), current reforms of Vocational Training systems – with an emphasis on more in company training and bringing training closer to needs of work place – will provide a framework within which to explore improving linkages with the world of work. This change in approach, currently emerging locally and regionally, to acquiring employability qualifications also has the potential of finding synergies with approaches supported by the **ESF** programme (the Province is currently applying for ESF funding for Artisan Training, which may be an opportunity for JobTown).

In practice, reforming the **responsiveness**, and foresight, of education and training in relation to the labour market involves many levels of governance and a complexity of actors, which makes such reform potentially a rather heavy task. In contrast to the hard going of such reform is the acute pressure that has built up to improve competitiveness and employment in Italy.

For there to be any improvement in suitability of training and other paths to work, there needs to be – in tandem – an improvement in the systems and **methods for identifying the needs** (current and emerging) of employers.

The difficulty of developing effective systems of detection and forecasting of labour market needs is compounded by the fact that local (and across Italy in general) companies too often have a **lack of understanding of their own needs**. This is thus a requirement for capacity building in companies, which has to move in step with the improvements described above (improved responsiveness to needs). In practice, the role of participating entrepreneurial associations will be important in addressing address this issue of company self-awareness.

The multi-pronged nature of the reforms needed, makes the emphasis on coordinated multiple stakeholder involvement, proper to an Urbact Thematic Network, a highly suitable approach.

Private Sector Cooperation

There are precedents of local cooperation with the private sector, but also problems; cooperation is often *ad hoc*, and different professional bodies are often competitive in attitude towards each other and thus resist cooperating collectively and do not speak with one voice.

Hence, JobTown is an opportunity to work on improving the nature of cooperation with the private sector.

Business environment

The local administration understands the nature of employment and opportunity available to young people in Cesena, though a distinct concern, is inseparable from the nature and circumstances of the local business environment; for the administration to do something meaningful about youth opportunity, it needs to improve the quality and nature of the business environment.

Locally, bureaucracy can be reduced and made more homogeneous among municipalities. Communication between business and administration can be improved; though quite regular now it is of a somewhat *ad hoc* nature and a more stable channel of communication could be set up as an ongoing platform.

In the context of the current recession, more long-term structural problems and the need for economic growth, Cesena needs to **understand how to become more suitable and attractive as a place for companies to do business and create employment**. Among other things, this requires a suitable workforce (in terms of capacities and disposition) and effective training and educational structures, as well as a clear and identified path of local development and a demonstrable capacity for partnership among key local actors in support of said development path.

Cesena needs to become more able to compete internationally and export focused; SMEs and large cooperatives often only think of internationalisation in terms of delocalisation and do little exporting. Entrepreneurial spirit needs to be stimulated with regards to internationalisation and the young workforce needs to be capacitated to perform to the requirements of internationalised business and productive activities.

JobTown can be part of a process for generating the right business environment for Cesena.

University/incubator

The University staff – in general but also quite particularly the ICT Department – recognises a need for a better connectivity with world of work: better support transition from university to working life (the incubator – see below – is part of this), get business people into the university, get young people out of the university to meet business people and get work experience, and so on.

Likewise the student representatives explain the student body also wants more contact with the private sector and support in making this happen.

For its part, the ICT faculty specifically wants to deepen its ties and partnership with local employers and sees JobTown an opportunity to do so.

In this line, the faculty-led ICT incubator will be starting before the end of 2012 – and offers some promising synergies with Aveiro. Part of the **Local Action Plan** will be linked with supporting this project and in involving key stakeholders in supporting it.

However, while the ICT Department has been particularly active in discussions so far, they have made it quite clear that the university as a whole must be involved and that other departments (Agronomy, Engineering, Architecture, etc.) have plenty to offer. The area has a lot of food and agricultural activity and the university is able to contribute to quality Research and Development in this field; likewise there is some important nautical manufacturing (yachts and other similar scale ships, often highly specialised with high added value production, etc.) in the province and the university is able to support good R&D for that sector as well.

Orientation and Advisory

Cesena currently has an information service for young people – Informagiovani – which it wants to reorient towards matters of employment, training, company contacts and entrepreneurship. As part of this reorientation, from October 2012 on, Informagiovani will be managed by Techne', a training company owned by Cesena and Forli' municipalities. The Local Action Plan will address this reorientation, benefitting it with stakeholder input.

The Implementation Phase will also need to work on identifying and pursuing other ways of improving job advisory and orientation for young people.

Image aware aspire

As has come out consistently among the partners in the process of carrying out the Baseline Study, part of the problem of matching young people to existing career opportunities lies in the image – often inaccurate or outdated (not appreciating the more 'high tech' practices of these sectors as opposed to a generation or two ago, and so on) – of some professions or sectors. Many of the jobs requiring a more technical qualification are often seen as lacking prestige and thus unattractive to young people and their parents.

To become more attractive to young people many of the more technical jobs and trades, which do have the capacity to generate employment, need to acquire more 'dignity' in the eyes of potential candidates to these jobs and their peers and other people who influence them (family, teachers, media, etc.).

Training and Labour Market – Supply/Demand

Fundamental challenge: in Cesena there is a lack of **complementarity between training and the labour market**.

Consequence: despite there being lots of unemployed people (of various ages), companies in some economic sectors have difficulty finding qualified workers to fill vacancies. Clearly, there is a need to better harmonize labour supply and demand.

Even if the crisis ends soon, it will be difficult to improve the current condition of the labour market; Italy continues to suffer a structural impairment in economic performance compared to other European countries. There is no foreseeable expansion of employment in the short-term and the labour market is likely to further deteriorate.

Added to these disturbing negatives are the significant difficulties relating to the creation of new companies (administrative burdens, charges, and so forth). Accordingly, there is a need to provide better support mechanisms for **business creation**, particularly in technological and innovative sectors.

Generational Transfer

Due to the aging population; many of the local entrepreneurs are currently approaching retirement age.

There is therefore a need for a **generational transfer** of skills and capacities, to allow these enterprises to continue functioning rather than close down, and a need to raise awareness of the opportunities this generational transfer represents.

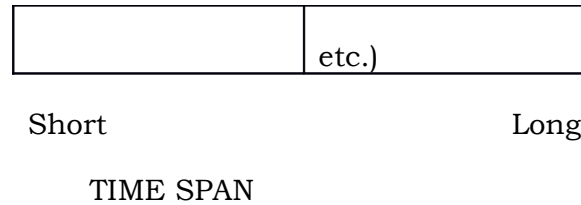
In general, there is a need to raise **awareness** of:

- How a multi-generational workforce and the sustainability of companies are linked.

- How the approach of large-scale retirement is both a risk and an opportunity.

2. [Aveiro](#)

TERGETS	Organizations	Actions to improve the visibility of current local actors competencies, resources and opportunities for youth employment (ex. job opportunities platform)	Develop tools to monitor and preview local job market dynamics in order to provide adequate training responses (e.g. develop data sharing/analysis tools to monitor and preview job needs....)
	Individuals	Provide technical training and support for new venture creation (e.g. access to funds, development of sustainable business plans...)	Provide education for entrepreneurship in young children. Improve local literacy/awareness about traditional/technical jobs (e.g. company visits for school children)



3. [Gondomar](#)

PRIORITY AREA: ENTREPRENEURIAL CULTURE: AXIS I - Education and training for entrepreneurship
PRIORITY AREA: CAPITALISING ON THE KNOW – HOW: AXIS II - Innovation and Creativity
PRIORITY AREA: TRANSFER AND APPLICABILITY: AXIS III - Promoting Youth Employability
AREA: COMMUNICATION: AXIS IV - Studies & Dissemination

4. [Thurrock](#)

Employment: Need to support unemployed youth back into work and/or to re-skill, in order to minimise long-term unemployment and scarring. Thurrock needs to:

- Identifying and addressing **barriers** to employment – both external and internal to job seekers.
- Create more **long-term skills-based** jobs
- Influence the **planning** process to support employment creation.
- Accelerate **recovery** and job creation.

- Improve **quality of and access** to support, training and guidance – the disadvantaged often do not use these services, sometimes due to where they are located (perhaps a way could be found to take services to them), or do to a lack of computer literacy or access.
- Supporting and organising job **fairs** and other sector-specific initiatives to fill employment gaps.
- Local bodies using **volunteering** as a path to paid work have enjoyed high success rates at doing this and the approach needs to be explored and applied more fully.
- Address **cultural issues** in attitudes to selling oneself, and other such intercultural disjunctures.
- The bulk of work already done with younger young people has been focused on those 14 to 18 – i.e. largely prior to entering the labour market in a significant way. This has to be kept up, but also there needs to be a move to address the 18 to 24 age group more and better.

Skills: Jobs are being created in the area and Thurrock wants its young people to get those jobs (local employers like London Gateway have every reason to want a qualified workforce locally available, so the objective is win-win). Skills are a key driver of productivity; improving the education and skills of young people is a means to encourage and promote job creation and local economic prosperity. To pursue this, the Council needs to:

- Utilise **networks** with employers to ensure that training provision meets current and forecast demand.
- Drive up demand and take up of **apprenticeships** best matching labour market demands.
- Support parents who are supporting their child through apprenticeships or other forms of training.
- **44%** of new jobs in the area will require qualifications at NVQ3 (secondary schooling) or above – only **36%** of the Thurrock population are qualified to this level.
- Those living in the area **learn in the area**¹, so local provision needs to match the needs of local businesses and be accessible locally (this means offer, but also things like improving public transport).

¹ The Movement of Learners Study (2006) found that 99.1% of learners did their learning within the borough and 0.9% (77) travelled to do their learning, of whom the majority travelled to Basildon (a similarly, or possibly more, deprived locality).

- There is a current **deficit** in terms of Further Education and Higher Education facilities, which is forecast to remain until 2021.
- Company investment in job related **training** needs to be increased, and the Council needs to understand why it is so low.
- Learn how to better identify whatever skills young people already have.
- Improve **attitudes and generic skills** affecting employability – e.g. confidence, willingness to sell self or go into London, time management, people skills, and so forth.

Demographics: Need to adapt to deal with a population that is growing – due to population inflows, expansion and longer lifespans – and aging – thus increasing the dependency ratios (i.e. proportionately more dependent people and less working people). All of this will increase demand on resources and infrastructure over the coming years.

Resources are limited; cost effective measures are to be prioritised and avoiding duplication and learning from other localities is a must.

- One way Thurrock wants to economise resources is by achieving a multiplier effect with success – i.e. by succeeding in supporting a young person through his/her transitions, he/she is setting a helpful example for his/her younger siblings.

Governance:

- Joining up policy and breaking down ‘**silos**’, increasing useful interconnectedness in policy and implementation, and among staff – allowing for a holistic view of a situation, a problem or a specific person.
- Identifying and disseminating elements of **transferability** in local good practice.
- Thurrock is doing lots of – very effective – long-term work (supporting the building of port facilities, housing and so on), but the harsh nature of the current immediate crisis means the Council has to respond in the **short-term**, and harmonise such actions within its longer-term efforts.

Aspiration: Many of Thurrock’s young people have no aspiration to go into training and are not encouraged to do so by their parents (who may prefer they bring in money immediately, by working or by receiving social benefits). The mentality and aspirations need to be shifted. This can be pursued through:

- Better engagement

- Promotion of active citizenship

Awareness, contact and connection:

- Young people need to be better aware of the world of work – what **opportunities** are out there, **what different professions are really like**.
- The perception of certain sectors often lags behind current reality, making them seem less prestigious and attractive than they might warrant. E.g. the modern port infrastructure is highly computerised and technically sophisticated, yet much of the population associates port work with a kind of rude physical and social environment now long gone. This **lack of prestige and attractiveness** for many technical and vocational endeavours is a common problem identified by several of JobTown’s partners.
- **Employers** need to be better linked with and aware of the young.
- Thurrock needs to bring local **schools and businesses** closer.
- Support private business in developing **Corporate Social Responsibility** programmes that will be useful to Thurrock’s goals.
- Find how to **consult meaningfully with young people**, such that they have a voice in what affects them and policy and programmes concerning them are appropriate, well designed, implemented and evaluated.

5. [Enfield](#)

Our main challenges are:

- **High unemployment among young people**
- **High unemployment rate among women, particularly lone parents, with concentrations in the south and east of the borough**
- **The low level of employment among disabled people**

Enfield residents in 2009 included a higher percentage of lower skilled occupations: sales, plant operatives and elementary occupations among working age people compared to London average. Our largest occupation category was managerial and professional occupations 48.7% compared to a London average of 54.4%

Although there was an improvement in Enfield’s employment rate, there is a marked difference in employment rates across ethnic groups. Employment among residents classed as ‘White’ fell by eight percentage points from 71% to 63%. The employment rate among non-White ethnic

groups improved by 2-6%. However, non-White groups have much lower rates of employment (48-63% in 2009) and Black African, Black Caribbean and 'White Other' groups were twice as likely to be unemployed as White groups.

Scope of the Local Action Plan to be developed by the partner city within the framework of the network

- The Enfield Young People's Pledge: A clear pathway for all Enfield young people, whatever their level of educational attainment level, to a sustainable and fulfilling career
- Creating a model to include a number of options to enable young people to access work experience in a safe environment – Enfield Education Business Partnership
- To target schools and colleges to reach young people while still in full-time education to provide more joined up information about career options Enfield Education Business Partnership
- Through a programme of exciting inward investment opportunities ensure new businesses coming into the borough are offering apprenticeships, training opportunities and other work-related opportunities to local young people – linking to borough's development plans for major schemes in Meridian Water, Ponders End etc.
- Developing an enterprise culture linked to Enfield industrial heritage as a pioneering site of innovation; encouraging young people to develop skills to work for themselves and establish their own enterprises
- Ensure that local businesses are plugged into the necessary support structures to enable them to recruit local young people
- Ensure local training providers are furnishing young people with the appropriate skills and qualifications they need for local jobs – FE Colleges and Middlesex University
- Using volunteering through the Enfield Volunteer Service to develop a pathway to work

6. Aviles

From the available data, we can conclude that youth have special difficulties in finding a job and when they do enter the labour market they are mostly offered temporary, precarious jobs, and they are rotating from one job to another. Low qualification is also severely affecting the labour insertion. Young women are also facing special difficulties, especially low qualified ones.

Main challenges faced by Aviles are related to:

- Train and enhance the qualifications of low-qualified youth particularly to meet the requirements of the local companies.
- Increase the youth activity rate, and a gender balance.
- Reduce high youth unemployment rates
- Reduce the rate of temporal contracts, fostering quality and permanent employment
- Foster youth entrepreneurship and new ventures, contributing to a younger business tissue.
- Seek instruments to facilitate the access to finance for young self-employed people
- Foster and consolidate cooperation networks with key local stakeholders, to increase the effectiveness and efficiency of the policy measures.

7. Kaiserslautern

Kaiserslautern is striving to transform its:

- Economic structure into an IT hub
- Place image
- Enhancing of quality of life

These 3 transformations are interlinked and need to be addressed together. The last 2 are especially important for attracting the target group of young skilled persons, who are vital to achieving the first goal in the list.

The fundamental challenges to Kaiserslautern achieving its goals:

1. The need to better diagnose current and **forecast** future labour market needs.
2. **Adapting educational** programmes and structures to the currently changing and future needs of the labour market in the region (from school to university programmes) and combat early leaving.
3. **Mobilising** the unused or underused potential in the labour force – e.g. activating the female workforce better, older people becoming more active, upskilling people, activating the unemployed and **attracting young people** in from outside.
4. **Attracting** young people to live in the city of Kaiserslautern and the region.

8. [Kielce](#)

Main challenges our city faces in relation to **structural youth unemployment** is:

- How to change a attitude of local stakeholders towards youth.
- To improve their self esteem.
- Some steps need to be taken to help the youngster to figure out what kind of activities and skills he or she is good and effective in and to more or less point his or hers career into the right direction.

When it comes to **poor employment**, we need to:

- Change unawareness of youth's own abilities and talents. A lot of potential specialists in many fields are often wasting their opportunity for the job that suits them by not developing their most valuable innate skills. Furthermore even if those skills are discovered, programs that cover training of young specialist are insufficient in their content

In order to improve the situation we would like to **propose a few solutions** to the problems stated in the first paragraph:

- For the younger students (age 13-16) certain evaluations should be provided that can help the youngster to figure out what kind of activities and skills he or she is good and effective in and to more or less point his or hers career into the right direction. These assessments should be performed by psychologists with certain market experience in order to avoid typical statistical assessment that can misdirect young person and put it towards the job that he is maybe suited for technically but for example not capable of doing it because of other reasons (character traits, temper, mental resilience).
- On the further stages of education above the age of 16 when students are starting high school we propose to implement certain type of intelligent job practice that can show the young person interested in certain type of career how the activities performed in this particular workplace are carried out. Thanks to that he or she could verify if it really is what he or she was expecting for him or herself. It is important to start this at the

early stages of education in order to prevent youth of making the wrong choices in terms of higher education based on their wrong ideas and misunderstood nature of given profession.

9. [Nagykallo](#)

On directly way our city has to face in relation to structural unemployment – within youth unemployment – with the following challenges:

- Poor living conditions
- Segregated dwellings
- Low level of education – lack of vocational jobs
- Roma people hardly find jobs because of the lack of the necessary knowledge, skills and work experience
- Lack of work possibilities to youth who have high professional skills

We have some objectives and ideas which we would like to achieve in connection with our challenges and problems in this project. These purposes aren't concrete actions, they are plans, but we could develop Local Action Plan within framework of this network focusing our ideas and realize pilot actions in implementation phase of the project.

The objectives and ideas:

- contribute to self-employment (self-supporting) – mentoring and using of available resources (to Roma families too)
- realize training on the field of labour market and employing the low educated or unskilled citizens
- strengthen of contribution of the educational institutions in urban development activities (they can provide the needed qualified workers to the new settling enterprises)
- to promote professional training to youth employees and contribution of educational institutions in urban development activities with help of the existing co-operation between high educational institutions and our town
- we plan to involve youths in the project the following way: we would like to create a group who will representative the young inhabitants. We would like to establish this group with respect the age, qualification and local conditions.

10. Latsia

Structural youth unemployment is a problem in Latsia as it is throughout Cyprus. This problem has worsened because of the current economic crisis. In addition, the lack of job openings and employment opportunities has driven young people to seek any kind of employment available even if the job position's requirements are much **lower** than their educational, skills and experience level. The above-mentioned problems inhibit labour market development and reduce opportunities for young people to join the market, offering their knowledge in boosting the economy through quality work.

Central government is implementing, in Latsia and elsewhere, measures to encourage the employment of unemployed persons from **vulnerable groups** of the population, as well as a special plan for giving work experience and jobs to unemployed graduates of tertiary education.

The **Local Action Plan** to be developed by Latsia within the framework of the network will:

- Drive the production of supportive measures, to be implemented by the Municipality, regarding education and training, job promotion, and cooperation with the authorities responsible for policy formulation and policy recommendations for.
- Strengthen and better coordinate cooperation with the authorities responsible for policy formulation and policy recommendations (particularly the Ministry of Labour and Social Insurance), so as to compensate for the barriers to taking effective action, in favour of increasing the variety and number of job opportunities, imposed on the municipality by its jurisdictional constraints.

11. Rennes

English translation not available

Pour favoriser l'insertion et l'emploi et grâce aux moyens et dispositifs qu'elle a mis en place, Rennes Métropole s'est fixé plusieurs objectifs:

- Apporter une attention particulière à l'emploi des personnes fragilisées et en particulier les jeunes
- Améliorer l'accueil, l'information, l'orientation et l'accompagnement
- Elever le niveau de qualification et formation

- Travailler sur les savoir-être et la mise a l'emploi (adaptation a la vie active et aux attentes des employeurs/salariés...)
- Favoriser l'accès aux services publics de l'emploi à travers la médiation publics/institutions
- Veiller a l'articulation entre les différentes structures d'accompagnement
- Lutter contre les discriminations dans l'emploi et l'accès aux stages en favorisant les projets y participant (ex: engagement d'entreprises, association de proximité, clause sociales dans les marches publics, projet "objectif concours"...))