

# Activity Report 2016

BARCELONA ACTIVA



**Barcelona**  
City Council



**Barcelona**  
Activa



# Contents

<b>01. INTRODUCTION</b> .....	<b>4</b>
01.1. Context of activity and strategic framework .....	4
01.2. Executive summary .....	6
<b>02. MISSION, VALUES AND STRATEGIC LINES</b> .....	<b>10</b>
02.1. Mission .....	10
02.2. Values .....	10
02.3. Strategic lines .....	10
<b>03. ORGANIZATIONAL STRUCTURE AND FACILITIES</b> .....	<b>11</b>
03.1. Organizational structure .....	11
03.2. Facilities .....	14
<b>04. MAIN ACTIVITY RESULTS</b> .....	<b>15</b>
04.1. Fostering employment .....	15
04.2. Business .....	29
04.3. Entrepreneurship .....	42
04.4. Training and Innovation .....	51
04.5. Social and Economic Innovation .....	59
04.6. Local Development .....	69
<b>05. INTERNAL IMPROVEMENTS FOR SOCIAL IMPACT</b> .....	<b>77</b>
05.1. Incorporation of the gender perspective and diversity .....	77
05.2. Environmental sustainability .....	80
05.3. Public contracts and purchases .....	81
05.4. Organizational improvements .....	82
<b>06. FINANCIAL MANAGEMENT</b> .....	<b>83</b>
<b>07. BOARD OF DIRECTORS</b> .....	<b>84</b>
<b>08. ORGANIZATION CHART</b> .....	<b>85</b>

# 01. Introduction

## 01.1. CONTEXT OF ACTIVITY AND STRATEGIC FRAMEWORK

According to macroeconomic aggregate growth indicators, we are currently overcoming the financial crisis which began between 2007 and 2008. However, according to other data, such as the characteristics of those unemployed, employment instability, the rate of inequality, and situations/risks of poverty, we can also appreciate that we are far from reaching a socially desirable situation. The financial crisis itself and the process of overcoming it has left behind a very tough scenario for many people who, without adequate intervention, will find it very difficult to develop their life projects in a dignified and quality way.

Barcelona was among the top 20 cities in global competitiveness for 2016. Catalan GDP is rising at a rate of 3% per quarter, activity indicators in the tourist sector continue to grow, and unemployment rates are falling in the city (in December 2016, 78,864 unemployed people were registered with Employment Offices, amounting to 11.8% less than those in the same period for the previous year, representing an unemployment rate of 11.6%). At the same time, we can see that over half (54%) of the total number of unemployed people in Barcelona are over the age of 45, and 41% have been unemployed for over a year, while unemployment rates among young people (28%) are falling but are still double the city's average. Unemployment is decreasing least among women and foreign residents, and in the district of Nou Barris, the percentage of people unemployed compared to the adult population is 2.5% greater than that of Sarrià-Sant Gervasi.

Regarding employment, **the recession has caused job conditions to deteriorate, therefore magnifying its instability**: a sharp drop in wages, high job rotation (34.2% of employment contracts signed in Barcelona are for a one-month or less duration, and 60.7% for 6 month periods (data January to September 2016), a high rate of temporary contracts (the percentage of temporary work (86%), although improving, is still higher than pre-recession levels), a sharp increase in undesired part-time positions, and a 25.1% wage gap between men and women. All of this is occurring while the price of property rentals (and second-hand property purchase) is on the increase at an annual rate of 8%, while levels of inequality and risk of poverty and social exclusion are greater than pre-recession rates, even among employed people (the working poor).

Overcoming the recession has not altered the financial model that caused the recession in the first place, rather to the contrary, given the situation of loss of social rights derived from it, pushed by supra-local governments, and which continues in the same way.

Given this situation, the city's governance, together with its different instruments such as the municipal agency for local economic development, Barcelona Activa, are promoting measures to enable the city to progress towards a **new, more sustainable, fair and cohesive development model**. These involve immediate or short to medium term impact measures on different people's situations, particularly the **most vulnerable and those in a situation, or at risk, of social exclusion**, as well as measures of a more structural nature that impact on the correct or fair functioning of the job markets and contribute to activating a **new form of social progression, reducing all forms of inequality**.

Thus, during 2016, in its aim to respond to current and future challenges in the areas of local development, and coinciding with its 30th anniversary, Barcelona Activa has established an **internal participation process to set the framework for a new Barcelona Activa**, defining the mission, values,

strategic lines and goals that will result in a revamped municipal agency, able to face new projects and provide better services, and therefore contributing even more effectively to this change in development model.

Parallel to this, Barcelona Activa, in line with the 2016-2020 Municipal Action Programme, presented by the government as a result of an extensive participation process, has set up a wide range of schemes during 2016 in order to **foster improved quality of life for Barcelona citizens by promoting employment, boosting entrepreneurship and supporting enterprises**. This aims to respond to the different needs of our inhabitants in their **local territories from a plural economy standpoint, encompassing a cooperative, social, and solidarity economy that promotes citizen empowerment and territorial re-balance** in order to work towards a fair economic development model, to achieve the creation, maintenance and even share of employment.

Notable among these schemes included setting up the **2016-2020 Barcelona Employment Strategy** and the **2016-2020 Quality Employment for Youth Plan**, both a result of participation processes between agencies, entities and representatives from collectives; the presentation and launch of the **Economic Development Plan** in Ciutat Vella, initially the first of the six districts to have their own specific plan; and the introduction of the programme for **New Municipal Employment Plans**, leading to the recruitment of over a thousand unemployed people in one year. Other significant progress included implementing **new employment guidance and intermediation models and support and services for start-ups**; the new programme to **foster advanced industry; the alternative financing** programme for business and social and community projects; the execution of the first actions under the **2016-2019 Promotion Plan for a Social and Solidarity Economy** including a set of training sessions to support collective entrepreneurship, and the creation and growth of business initiatives of a social and community nature, the new programme to foster the collaborative commons economy (the Collaborative Economy programme), the adaptation of the **new El Far facility to foster socio-economic innovation**; and the participation in drafting the new **Social Public Procurement Guide**.

Furthermore, on an organizational level, Barcelona Activa has driven several improvement and development projects for the entity itself as part of its progression as an organization towards a more sustainable and fair model for our city and society. To this end, it has worked on **incorporating gender perspective and diversity into the values and strategic lines for enterprise and into all of its programmes** (one of many schemes here included participation as a pilot test, in the city council's first gender perspective budgets). Additionally, the protocol to prevent and address harassment in the workplace was revised, –to include situations of transphobia and genderqueer discrimination. The agency has started to implement the new **social public procurement guides**, and introduce improvements in the guidelines and criteria of tendering procedures in order to open up participation to more businesses and social initiatives (smaller contract lots, proposals and methodologies that embrace a more plural and sustainable criteria, quality employment, labour integration for collectives with greater difficulties, etc.). **Environmental improvements** have been introduced emphasizing greater concern for the product and service life cycle as a whole when contracting these. **The cross-cutting nature, coordination and communication between teams** has been reinforced by setting up different inter-departmental work groups, while new projects have been started in order to improve internal communication –an issue that has been detected by employees as one of the main challenges to address.

Below we have presented an executive summary of the actions set up by the **more than 300 employees at Barcelona Activa**. In some cases, these involve existing action that is already consolidated with proven efficiency, while in other cases these are new initiatives with new methodologies or new aims, supporting people, businesses (in any of its forms), and the different local territories in order to make Barcelona a fair, cohesive city offering opportunities and quality of life for all.

## 01.2. EXECUTIVE SUMMARY

During 2016, the municipal agency **attended over 53,000 people and more than 9,000 businesses** through more than 70 services and programmes implemented. Different actions have been launched to complement this activity in different areas in order to favour a progression towards a new, fairer, more sustainable and cohesive social and economic development model. Below is a summary of the key areas of activity carried out by Barcelona Activa during 2016, all of which are detailed in depth in this report:

### Employment

- **28,247 people (51% of which women)** were assisted through the employment services and programmes set up by Barcelona Activa. These comprise a range of services, continually improved over 2016 in order to adapt them to the needs of different people, particularly the most vulnerable, and to the different local territories with greatest rates of unemployment and instability.
- The development and/or launch of different **plans focusing primarily on employment**, such as: The **2016-2020 Barcelona Employment Strategy** –a municipal strategy set up and agreed on by the stakeholders, for the fight for employment, and against job instability; the **2016-2020 Plan to Boost Employment for Young People**; and the **Territorialisation Strategy for Employment**. Participation in other municipal plans for mainstreaming the focus and action for quality employment, such as the Gender Justice Plan, the Plan against Feminine Poverty, and the Barcelona Mental Health Plan, among others.
- **1,339 people were recruited through the New Municipal Employment Plans programme** for the development of collective interest projects, received training and were assisted to work on their subsequent placement. This figure is in addition to the 482 unemployed people recruited through the Employment Plans developed in collaboration with the SOC (Catalan Employment Service). A total of **1,821 people** who had been unemployed for six months, **were recruited in 2016 through Employment Plan programmes**.
- **3,532 people participated in vocational training courses**. From these, **1,010 long-term unemployed people** have received vocational training through the **Emergency Plan against Very Long-Term Unemployment** programme and over **9,000 young people under the age of 30 were assisted** through the different employment services and programmes.
- **2,208 people were assisted through the Treball als barris programme** (in conjunction with the Catalan Employment Service) comprising actions to boost employment in 12 special focus districts. These included employment guidance, vocational training skills, employment plans, business exploration, assistance in job placement and the boosting of the community and commercial fabric, among others.

## Business

- Over **9,515 businesses and 4,162 business owners** were assisted through the business support services and programmes set up by Barcelona Activa, which have been reinforced with a more diverse offer and emphasis on business activity.
- **Three grant programmes for businesses** were set up: The *Barcelona es compromet* programme, which offers **grants for stable employment** for those with greatest difficulty accessing the job market, providing 601 grants, since its launch at the end of 2014. New for 2016, the **Business Continuity programme**, with a budget of €100,000 which has favoured the continuity of 18 companies; and the **New Start-Ups for the self-employed programme**, which has registered 2,166 applications and surpassed the €2 million credit assigned.
- The roll out of the project for **Advanced Industry at the Technology Park** is now under way, and includes the first municipal area to support industrial prototyping, an exhibition area for technology projects, a training activity programme, and a programme to promote scientific vocation.
- **New territory-focused programmes to support local commerce** were introduced, including the *Comerç a la xarxa* programme to help local businesses with their online presence, the support programme for Barcelona local commerce, and the new app to encourage the use of local commerce, *AppropMeu*.

## Entrepreneurship

- We have now been **providing support to entrepreneurship** in Barcelona for **30 years**.
- Assistance has been provided for **14,307 people**, and significant support given in setting up **2,556 new business projects**, increasing the offer with new content and activities to help boost collective entrepreneurship and social impact.
- 817 people took part in intensive support programmes for start-ups.
- The definition of a new model to help business people has been initiated along with a User Experience laboratory (UX LAB) set up for new projects and businesses. Both projects will be rolled out in 2017.
- 228 companies and 20 projects are housed at the Barcelona Active business incubators which provide a specific business incubation support programme. Including the Technology Park, the **Barcelona Activa installation areas for business growth housed 289 companies and 20 business projects during 2016**.

## Training and Innovation

- A stable training package has been organized comprising **almost 4,000 short duration training activities** in the fields of business set up, management, and technology training (Cibernàrium), in which 14,742 people have taken part.
- **10,610 people have taken advantage of the Cibernàrium technology training**, out of which 8,631 participated in advanced technology training seminars and workshops, and 2,144 in short duration actions in public libraries, on initial IT skills acquisition and literacy.
- An ambitious project was set up to equip the agency with an **online training management platform with contents in MOOC format** (Massive Open Online Courses), which will enable more people to access courses (implemented firstly in the technology areas, and in the future in other areas covered by Barcelona Activa).
- The **Cyber Literacy project** was set up with a double aim: firstly to favour job placement and improve the employability of 20 unemployed people who are trained and recruited through the Municipal Employment Plans, and secondly, to help reduce the digital gap through training sessions for digital skills among children, young people, and those over the age of 55.
- The Innovation department has been integrated with the Training services department leading to a whole range of partnerships and projects with international bodies, on a city level –through the City Council and other entities– and especially within Barcelona Activa.

## Socio-Economic Innovation

- 2016 was the first year of the creation and functioning of the Directorate for Alternative Economies, and also saw the Action Plan of this Directorate developed and implemented. This plan arose from the 2015 Emergency Plan for a Cooperative, Social, and Solidarity Economy.
- **Over 600 training places** were offered to people, projects and companies within the field of the Social Economy. **Three tailor-made programmes were set up to foster social and collective entrepreneurship and the reinforcement of projects in this field.**
- The agency was involved in the **drafting of the Social Public Procurement Guide** and the subsequent municipal decree to be approved in 2017, as well as in the definition of the follow-up system to this guide.
- Actions have been introduced to **foster and promote collaborative and grassroots economies**. For the latter case, legal studies were initiated into the channels to follow in order to favour and consolidate initiatives such as consumer groups, and actions linked to the caring economy.
- Work has continued in setting up a municipal facility, **El Far, aimed exclusively at socio-economic innovation** and implementing actions to accompany and strengthen the area of the Social and Solidarity Economy, which will begin operation, with this aim, in 2017.

- The development of a **comprehensive cooperation system for socio-economic intervention** was worked on, through which support has been provided to the Alencop project (a cooperative for selective waste collection by scrap metal collectors). An initial study was made into the possible launch of a sales and commerce cooperative by unregulated itinerant traders.
- Support was provided to **strengthen social and community development processes for the social and solidarity economy** for several neighbourhoods and districts in the city.

### Local Development

- Presentation and drafting of the **first District Economic Development Plan for Ciutat Vella**, while work began on the five remaining plans in their initial stages: Nou Barris, Sants-Montjuïc, Sant Andreu, Sant Martí, and Horta-Guinardó (six districts with socio-economic figures below the city's average).
- Actions to recuperate and **drive economic activity in the municipal Neighbourhoods Plan**, led by Barcelona Activa.
- Under the employment programme *Treball als barris* (co-financed by the Catalan Employment Service), **schemes to promote the socio-community and commercial boosting** were carried out in the participating neighbourhoods in line with the strategies being introduced for each territory.
- The **outreach and training programme on alternative financing** was started with 256 people, and progress was made on the preparation of a grant application scheme to foster socio-economic development in the area, to be launched in 2017. A Christmas shop window competition was set up in which 60 stores took part.

## 02. Mission, Values and Strategic Lines

In 2016, Barcelona Activa organized a participation process with agency staff in order to define the foundations for a new Barcelona Activa. As a result of this interaction, the mission, values and strategic lines are defined below, which, under the municipal intervention and strategy framework, will guide the activity of Barcelona Activa over the coming years.

### 02.1. MISSION

Barcelona Activa is the Local Economic Development Agency for Barcelona City Council. Its mission is to drive local economic policy and development in order to foster **improved quality of life for Barcelona citizens through promoting employment, entrepreneurship and business support**. This aims to respond to the different needs of local inhabitants within their **territories and from a plural economy standpoint**, encompassing a cooperative, social and solidarity economy that promotes the **empowerment of citizenship and territorial re-balance** in order to work towards a fair economic development model, to favour the creation, maintenance and even share of employment.

### 02.2. VALUES

1. Equal opportunities and social progress
2. Internal and external cooperation
3. The economy at the service of people: social and sustainable
4. Public service spirit and professional and personal ethics

### 02.3. STRATEGIC LINES

1. Proximity to the **needs of each local territory and its people, companies and other** social and economic stakeholders from an **innovative and territorial re-balance** standpoint.
2. Specialization regarding the need for adaptation to diversity in the city: collectives/sectors/territories.
3. A cross-functional approach to prioritizing **employment**.
4. Fostering the **plural economy**, strengthening **transformational economies, collective entrepreneurship and social innovation**.
5. Fostering **professional life projects through integrated services**.
6. Fostering companies' **progression towards models of high social and environmental yield**.
7. Definition, order and coordination of the **public-private-grass roots ecosystem**.
8. Improved **well-being, professionalism of working people**, promotion of excellence, cross-cutting, participation, and talent development.
9. Incorporation of **gender perspective and diversity in all internal and external actions**.
10. Integral incorporation of **mission, strategies and objectives** by the workforce and transversally through different areas and services.

## 03. Organizational Structure and Facilities

### 03.1. ORGANIZATIONAL STRUCTURE

Barcelona Activa is a public municipal capital organization comprising a Board of Directors made up of representatives from all the different municipal groups. Its activity is organized into three Executive Directorates for the provision of services, eight Operational Directorates, and six support Operational Directorates.

#### Executive Directorate for Employment Promotion Strategies

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La Direcció Executiva d'Estratègies de Foment de l'Ocupació és l'àmbit de l'organització municipal en què es dissenyen, s'apliquen i s'avaluen les polítiques i programes de foment de l'ocupació a la ciutat en coordinació amb altres àrees de l'Ajuntament així com institucions i actors de l'àmbit de l'ocupació (SOC, agents socials, etc.). El seu objectiu és assolir una ocupació major i de més qualitat a la ciutat de Barcelona, cosa que contribueix a reforçar el posicionament de l'Ajuntament i de Barcelona Activa com a referent local, nacional i internacional en matèria de polítiques d'ocupació.

#### Operational Directorate for Guidance and Training

The mission of this directorate is to define and implement the Barcelona Activa guidance and training model, focusing on people's needs and the companies involved, in order to contribute to improving employability and employment in the city through exploration, guidance, intermediation and training.

#### Operational Directorate for Comprehensive Employment Projects

The mission of this directorate is to identify and execute potential employment projects that increase and/or improve employment in the city, per activity sectors, types of actions or territories, guaranteeing the coordination between districts and neighbourhoods in Barcelona.

#### Operational Directorate for Cross-Functional Programmes

Its mission is to identify potential projects that generate employment, for groups at risk of social exclusion, and coordinate existing projects: Youth Guarantee, Labora, Impuls, etc., creating new ones, while guaranteeing cross-cutting with other areas of the City Council.

#### Executive Directorate for Business and Innovation

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This primarily aims to drive entrepreneurship and the entrepreneurial ecosystem in the city while supporting the improved competitiveness of companies and entities from the Third Sector, thereby increasing people's opportunities and contributing to creating quality jobs in the city. Additionally, it aims to improve the knowledge and skills of citizens and businesses for a city with better employability and better quality employment, providing equal opportunities and social cohesion while contributing to reducing the digital divide, and boosting innovation as a key element behind the competitiveness of the business fabric and the entrepreneurial ecosystem.

### **Operational Directorate for Entrepreneurship**

Its mission is to drive entrepreneurship and the entrepreneurial ecosystem in the city of Barcelona in order to increase people's opportunities, contribute to creating quality employment, and position Barcelona as an international benchmark for entrepreneurship.

### **Operational Directorate for Business Services**

The mission of this directorate is to provide support to improving competitiveness in businesses and entities from the Third Sector in order to foster the creation of wealth and quality employment in the city of Barcelona. In addition to offering a specialized range of services and programmes to assist businesses, combining universal access and personalized services for the groups, sectors and territories that need it most, its objective is to manage and reinforce the business ecosystem in the sectors considered strategic for the city of Barcelona, and position the facilities at the Technology Park as a benchmark for advanced industry and epicentre for training programmes of scientific and technological vocation.

### **Operational Directorate for Training and Innovation**

Its mission is to improve the knowledge and skills of citizens and businesses for a city with better employability and better quality employment, providing equal opportunities and social cohesion while contributing to reducing the technology divide and boosting innovation as a key element behind the competitiveness of the business fabric and the entrepreneurial ecosystem.

## **Executive Directorate for Local Social and Economic Development<sup>1</sup>**

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This is the area of the municipal organization in which the local socio-economic development policies and programmes are designed, implemented and evaluated. It also fosters economic activity under the Social and Solidarity Economy. This task is carried out in coordination with other departments of the City Council and in conjunction with the same sector from the ECSS (Commissioner for the Cooperative, Social, and Solidarity Economy) in the city. The objectives are to contribute to territorial balance, reach out to help meet the needs of those segments of the population considered a priority within neighbourhoods and districts, and strengthen the contribution of the ECSS towards fair and sustainable socio-economic development.

### **Operational Directorate for Socio-Economic Innovation<sup>2</sup>**

Its mission is to develop services, resources, and tools provided by Barcelona Activa to strengthen the contribution of the Cooperative, Social, and Solidarity Economy towards a fair and sustainable socio-economic development. This task is developed on an operative level and therefore under the framework of the work carried out by the Commissioner for the Cooperative, Social, and Solidarity Economy (ECSS). It is currently working on providing assistance resources and training, and participate in the territorial intervention strategy through community action, driving ECSS schemes and promoting unique projects in specific areas.

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<sup>1</sup> This Executive Directorate was previously called Alternative Economies and Proximity.

<sup>2</sup> This Operational Directorate was previously called the Alternative Economies Directorate.

### **Operational Directorate for Local Development<sup>3</sup>**

Its mission is to define, drive and facilitate the *territorialisation* strategy under Barcelona Activa's local development policy with a double objective. Firstly, to promote the local economy specific to each territory in order to contribute to satisfying the needs of the local inhabitants and ensuring it is driven by their economic and/or social stakeholders. Secondly, to boost territorial re-balance dynamics in order to help minimize the differences in economic development among the different districts within the city.

## **Operational Directorates for Support**

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### **Operational Directorate for Organizational Development**

Its mission is to design, propose and implement methodologies and instruments to help the organization achieve its goals. It is the organizational intelligence hub, responsible for handling cross-functional processes for organizational improvement, advising and supporting the management team, implementing the agency's CSR policy, progressing the organization towards today's modern working methodologies, and implementing the development policy of people.

### **Operational Directorate for Information Systems**

The mission of the Directorate for Information Systems is to supply, maintain, and efficiently manage the resources, infrastructures and IT services at Barcelona Activa through the development and maintenance of the information systems that support the business processes executed by its internal users.

### **Operational Directorate for Marketing and Communication**

Its mission is to direct and coordinate Barcelona Activa's marketing and communications actions in order to promote the programmes and services it offers.

### **Operational Directorate for Financial Resources**

To optimize management and resources of the Departments that fall under its responsibility: Economy and Finance, Purchasing and General Services, Maintenance, International Projects and European Funds. To define objectives and follow-up projects implemented by these departments.

### **Operational Directorate for Legal Services**

It provides legal advice and directs the procedures and actions in accordance with current regulations in order to guarantee the legality of all activity undertaken by Barcelona Activa.

### **Operational Directorate for Human Resources**

It works together in conjunction with the other Barcelona Activa directors in optimizing the management of their areas of responsibility and resources. Follows-up projects implemented by Human Resources department.

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<sup>3</sup> This Operational Directorate was previously called Local Proximity Development.

### 03.2. FACILITIES

Barcelona Activa has the following **network of facilities** from which to implement its activity for the development of the local economy:

- **The headquarters**, where the company management, central services and support services are located.
- **Media TIC Building** houses the Business Support Office, the m-Startup-Barcelona incubator, and the Technology Training Centre for professionals, and SMEs-Cibernàrium.
- **The Glòries Entrepreneurship Centre**, the city's benchmark facility for start-ups.
- The Glòries Business Incubator, incubation facilities and services for new innovative businesses.
- **Almogàvers Business Incubator**, an incubation environment for the growth of new innovative businesses for the city, managed through public-private partnership.
- **Barcelona Nord Technology Park**, an incubation environment for technology-based innovative businesses in the growth stage, and a benchmark facility for promoting advanced industry.
- **Centre for Professional Development (Porta22)**, a key centre for professional guidance and development, and for employment programmes.
- **Convent de Sant Agustí**, a focal area for entrepreneurial programmes for specific collectives and traditional sectors.
- **Ca n'Andalet**, a facility specializing in training activities.
- **El Far**, a new facility for Barcelona Activa incorporated during 2016 dedicated to promoting and fostering socio-economic innovation.

These facilities are supplemented with a local network featuring: 10 basic technology training satellites in public libraries, 5 employment service points in Citizen's Information Offices in the districts with greatest unemployment problems, 9 service points for the *Treball als barris* programme, 5 employment service points for groups in employment programmes at risk of social exclusion, Youth Information Points (PIJ) and Youth Centres offering the Barcelona Youth Employment service for youth guidance and job searching, and almost thirty facilities in the city where the city's traders have been trained under the *Obert al futur* programme.

## 04. Main Activity Results

In 2016, the municipal agency attended over 53,000 people and more than 9,000 companies through over 70 services and programmes implemented. The following details the activity carried out in each area of the municipal agency.

### Barcelona Activa 2016 Summary of Activity

Total people assisted	53,616
Nº people assisted for employment	28,247
Nº people trained (vocational training)	3,532
Nº people recruited through Employment Plans	1,821
Nº people assisted for Entrepreneurship	14,307
New business projects receiving assistance	2,556
Total companies attended	9,515

#### 04.1. FOSTERING EMPLOYMENT

One of the main priority areas of the municipal government is the **fight against unemployment and employment instability**. Therefore, promoting quality employment for all is one of the major areas of work in which the City Council focuses its activity and this is reflected in its planning tools. As a result, the 2016-2019 Municipal Action Plan incorporates seven strategic lines for employment:

- An increase in the **actions leading to improved employability**.
- The renovation and extension of programmes aimed at **people at risk and/or in a situation of, vulnerability or social exclusion**
- A Plan to **foster employment from a local perspective**
- An action plan for **training**
- To position **employment at the focal point of municipal policy**
- A **new model for employment guidance and intermediation**
- A **new model of local employment office**

Throughout 2016, agreements have been reached and work done with the social agency **Barcelona Strategy for Employment 2016-2020 (EOB)**, a central strategy for employment by the City Council in line with its Municipal Action Plan incorporating **30 measures** distributed in **four major strategic areas**:

- **Cross-functional/general** measures (including incorporating the gender perspective and diversity, building a resources and mechanism map, preparing an action plan for employment, integrating actions, decentralizing policies, and assessment).
- **Increasing employability for all improvement actions** (measures related to employment intermediation, the model of local employment office, comprehensive projects, and vocational training).

- **Employment at the focal point of municipal policy:** filter the priority for employment through to municipal departments (measures related to sectors of municipal projects that generate employment with the city council as service provider).
- **Position services in the reach of local territories and people's needs** (measures related to needs/opportunities and employment potential, catalogue for district services and agent governance)

Thus, the employment actions and measures driven by Barcelona Activa in 2016 have been aligned with the 2016-2019 PAM (Municipal Action Plan) and with the Barcelona Employment Strategy 2016-2020. Its catalogue of services has been structured into four major areas: employment guidance, training and skills acquisition, work and internship programmes, and job market and intermediation. Throughout 2016, this catalogue has been continually improved to adapt it to the needs of different people, particularly the most vulnerable and those from areas of highest employment rates and instability.

The whole range of employment services and programmes provided by Barcelona Activa **assisted a total of 28,247 people (51% of which women)** in 2016. The most significant actions were: the six-month recruitment of 1,821 unemployed people through the Employment Plan programmes (1,339 of which through Municipal Employment Plans), technical and professional training through different programmes for 3,532 people (1,010 of which were in very long-term unemployment and trained through the Emergency Plan against Very Long-Term Unemployment), and 2,208 people attended through the *Treball als barris* programme.

Equally noteworthy are the more than 9,000 young people under 30 attended to through the different employment services and programmes, a much higher figure than previous years, mainly thanks to the roll out of the programmes linked to the **European Youth Guarantee scheme**. The aim of this scheme is to guarantee young people under the age of 30 access to job offers, continued education, or work experience following their formal education or following a period of unemployment. Beneficiaries of this scheme are young people under the age of 30 who do not study, work, or train, because these make up one of the population groups with most difficulty to access employment.

Furthermore, the aforementioned Barcelona Employment Strategy 2016-2020 has developed and/or launched **several plans focusing on employment**, such as the Plan to Foster Youth Employment 2016-2020, the Local Territory Strategy for Employment, and it has participated in other municipal plans to mainstream the focus and action for quality employment, such as the Gender Justice Plan, the Plan against Feminine Poverty, and the Barcelona Mental Health Plan, among others.

### Summary of activity for Employment 2016

Personalized assessment	10,900
Barcelona Employment Service	16,102
Guidance in study centres and universities	15,216
Employment Plans	1,821
<i>Treball als barris</i>	2,208
Other employment, training and placement programmes	3,934
<b>Total</b>	<b>28,247</b>

### Profile of people attended under the 2016 Employment schemes

<b>Gender</b>	Female	52.7 %
	Male	47.3 %
<b>Age</b>	<25	18.3 %
	25-39	36.9 %
	>40	44.8 %
<b>Employment situation</b>	Unemployed	56.6 %
	Employed	23.2 %
	Others	20.3 %
<b>Level of education</b>	Primary	16.9 %
	Secondary	43.9 %
	University	39.2 %
<b>Origin</b>	Foreign	22.6 %
	» European Union	5.2 %
	» Outside of EU	17.4 %
	Spain	77.4 %
	<b>Residence</b>	Barcelona
	BCN province	18.5 %
	Catalonia	0.7 %
	Others	0.3 %

## Guidance and job seeking actions

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### Personalized assessment

This service aims to inform, **guide, and assess** people on aspects relating to careers and job searching for those who are looking for work, wish to change direction and/or improve their career. The service is provided at the Porta22 facility in the district of Sant Martí, from the job searching network guidance points which operate in five of the districts that are most affected by unemployment: Nou Barris, Ciutat Vella, Horta-Guinardó, Sant Andreu, and Sants-Montjuïc, and from the employment fairs held in conjunction with education centres and other entities.

In 2016, personalized assessment was provided through previous channels to **10,900 people (53 % women)**. From the guidance points in the five districts, where information is provided on the Barcelona Activa resources and services, particularly regarding employment and self-employment, 3,501 people (54 % women) were assisted.

### Job Search Area

Throughout 2016, improvements have been made to the services provided at the Job Searching Area in Porta22 in order to offer more extensive information on the Barcelona Activa resources and strengthen their participation in assessments, job-seeking actions and in the Business-Employment Candidate Platform. This year, and 1,434 men) have made use of the Area.

### Job Coaching

The Job Coaching Service aims to empower people who are searching for work by providing tools and resources which will help them to highlight their skills and design a search strategy with an action plan, while encouraging self-confidence, motivation, and a positive, proactive attitude.

The coaching sessions, held in small groups are targeted for collectives. During 2016, **2,527 people (1,671 women)**, participated in the service in the following modules: 382 people in coaching for women, 390 in sessions for youth, 966 in sessions for over 40s and 967 in coaching sessions for professional development.

### Barcelona Employment Service

Actions to provide **employment information, professional guidance, job search and key skills, for groups and of short duration**, aimed at those searching for work and/or professional improvement. These activities aim to train people in the key guidance techniques for job seeking, the job market, development of skills and job searching 2.0.

Informative sessions 'Barcelona Activa in the city' are also held to bring the resources provided by Barcelona Activa closer to the 10 city districts. The service also offers sessions with specific content adapted to young people, called Barcelona Youth Employment, held at Porta22 and at the Youth Information Points.

In total, **16,102 people, 55% women** and 45 % men have participated in the Barcelona Employment range of group activities.

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**Guidance and job seeking activities for groups**

In order to respond to the specific needs of homogeneous groups undergoing guidance and job seeking in different Third Sector entities or in other municipal organizations and universities, we offer the possibility of organizing a variety of activities from the Barcelona Employment catalogue, tailor-made for specific groups and/or entities. One of the main actions carried out during 2016 was the collaboration with Barcelona City Council's Citizen Relations Department, to bring these services closer to those entities which had left the city of Barcelona, and make them aware of the employment services offered by Barcelona Activa.

A total of 51 entities used this service, attending **842 people** through 125 actions.

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**Guidance provided at education centres - Professional Life Project**

The Professional Life Project (ProVP) is a programme providing **academic and professional guidance, entrepreneurial culture awareness, and work values to students** from obligatory secondary and further education centres. It encourages reflection by students on their professional future, analyses their preferences, interests, vocations and motivations, as well as their future aims for the job market and in business, in order to foster a better qualified, and guided human capital with greater possibilities of career success.

The project has been developed in Barcelona Activa since 2003-2004 in collaboration with the Barcelona Education Consortium, the BCN Foundation for Vocational Training and the private business owners' foundation FemCat. The project launches a whole range of activities: sessions on academic and professional guidance and the job seeking process, on approaching the job market and professional attitudes and values; the "School and Enterprise" programme in which a renowned business owner explains the role of companies and entrepreneurship (a programme launched in collaboration with FemCat); the series of talks on "Business Values" in which prominent people from business raise awareness among young people about work values, new working cultures and entrepreneurial attitudes; and a programme for visits to companies in the city and the metropolitan area to give students first-hand experience on strategic economic sectors in the city and the professionals behind them. Over the course of the year, particular emphasis has been placed on incorporating a new economies perspective, visiting companies from the Social and Solidarity Economy (cooperatives, ethical banking, special work centres, etc.).

**15,216 secondary and further education students** have participated in this range of activities of academic and professional guidance held at educational centres, 49% of which women and 51% men.

## Activities for the Job Market

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### Recruitment and tailor-made candidate selection projects

The objective of this service is to **help job placement for people seeking work by organizing on-site events for Barcelona Activa candidates**, who will have the possibility of **being interviewed and enter into direct contact with companies** looking for professionals. All candidates are evaluated and pre-selected by Barcelona Activa, and prior to the event, they will be able to participate in a specific preparatory session for the selection process. Many of these events form part of candidate selection projects which include training and commitment to placement, such as those held with BSM, Tibidabo, and Open Camp.

This form of contact between companies and candidates was also introduced in several fairs: Barcelona Trade Fair (Fira de Barcelona) in which Barcelona Activa collaborates, and includes trade fairs such as B-Travel, International Logistics, Sónar+D, BizBarcelona and Smart City Expo 2016.

Throughout 2016, a total of **994 people, 313 of which (43.1% women)** were recruited (according to company information). During the month of December 2016, 54 people were selected for the Lavola project, and await employment for January 2017. Regarding companies, 68 have collaborated in this service, among which we would highlight BSM, Lavola, Decathlon, CELSA, Intersport and Dakota Photos.

The grant provided through the 30 Plus programme was particularly significant for employment intermediation. Financed by the Catalan Employment Service, it involves the development of employment activities in 2017 to favour job placements for 200 unemployed people over the age of 30, providing access to job offers and any training and skills they may need to help their placement, among other resources.

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### Barcelona Employment website

With **1,914,865 visits** during 2016 representing a 29.4% increase on the previous year, the Barcelona Employment website **is the fifth most visited website of Barcelona City Council**. It comprises a whole portal of leading resources around the city focused on professional guidance and is an important tool for those seeking work or professional improvement. During 2016, some councils such as Sabadell Town Council and entities like the Catalan College of Architects have formally requested to include references on the content of this on their own websites.

Over the course of 2016, 29 reports were written on resources for sectoral job seeking, eight videos created with testimonials by users of the services and programmes, and three informative videos on the Barcelona Activa employment services: Business-Employment Platform, Professional Life Project, and an audiovisual presenting the different Employment Services and Programmes. Additionally, thanks to Pimec (micro, small and medium-sized enterprises of Catalonia), the information on more than 500 employment files from the web's catalogue has been updated, incorporating information on training programmes and related professional certifications.

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**Mentoring +40**

The aim of the Mentoring +40 project is to provide personal assistance to people over the age of 40 with difficulties accessing the job market, to help them reactivate their search for work. The project's differentiating aspect with regards to other experiences is that tutoring is provided with the commitment of a whole network of volunteer mentors from social entities within the different districts, in order to involve the local areas and consolidate a collaborative network of people and actors for employment.

In 2016, a pilot test was carried out in the Horta-Guinardó district in which 23 unemployed people over the age of 40 participated (8 women and 15 men), including nine volunteers from nine different entities in the district. 50% of participants obtained employment through this project.

## Programmes

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### Municipal Employment Plans

In September 2015, Barcelona City Council launched the New Municipal Employment Plans project to make an immediate impact in guaranteeing direct employment for unemployed people with most difficulty finding work and in a situation, or at risk of, social emergency. The project was aimed **primarily at unemployed people over the age of 40 with a low level of education and who have been unemployed for a minimum of 12 months**. The main goal is to help them **reactivate and recycle themselves professionally**, and recuperate their self-esteem by providing a valuable experience to help them search for work, acquire work skills, and carry out projects of collective interest.

Throughout 2016, **1,339 people (54% women)** were recruited under this programme, publicly financed, with collaboration from **32 municipal authorities**. Over 230 projects were developed, most of which in the field of the order and maintenance of public facilities and installations, the urban environment and sustainability, community services, social revitalization and cohesion, new technologies, and promoting the business, tourism and commerce sector activities. Employment was complemented with technical and professional guidance training programmes, key skills, job seeking skills and occupational assessment for subsequent job searching to help improve opportunities for participants to find work at the end of the programme.

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### Employment Plans (SOC)

Over the course of 2016, Barcelona Activa developed three projects for Employment Plans in collaboration with the SOC - The Catalan Employment Service. These were aimed at unemployed people who are not eligible for unemployment benefits (PANP), unemployed people receiving Minimum Placement Benefits (RMI), and unemployed people from the neighbourhoods identified as special focus neighbourhoods under the *Treball als barris* programme (this is detailed in the section on the *Treball als barris* programme). Through these three projects, aimed at helping job placement and improving participants' employability, a total of 482 previously unemployed people have been recruited (32% women).

Regarding the Employment Plans programme "Work and Training (PANP), aimed at unemployed people (prioritizing those over the age of 45 and who are no longer eligible for unemployment benefits or subsidies), 250 placements were processed for six-month contracts in collaboration with nine municipal authorities. The programme integrated training sessions lasting between 80 and 120 teaching hours, with professional certifications, which were carried out during the employment period in working hours.

Furthermore, the Employment Plans programme "Work and Training (RMI)" was provided for 83 unemployed people with minimum unemployment benefits. In addition to the six-month contracts in collaboration with six municipal authorities, participants carried out training programmes related to improving cross-functional skills.

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**Treball als barris  
programme**

The Neighbourhood Jobs programme is an important tool for **territorial re-balancing** because it collaborates with the municipal districts and local entities to enable the detection of needs, opportunities and potential for each specific neighbourhood, so that employment action can be adapted according to the characteristics of each area. Financed by the Catalan Employment Service, the programme improves and increases access to employment guidance and intermediation services through **territorial employment mechanisms, and offers vocational training**, prioritizing the most disadvantaged groups and/or those at risk of social exclusion.

The programme is aimed at **12 special focus neighbourhoods in six districts of Barcelona**: Santa Caterina and Sant Pere, Barceloneta and Raval Sud (Ciutat Vella), Poble Sec, La Bordeta, La Vinya, Can Clos and Plus Ultra (Sants-Montjuïc), Les Roquetes and Torre Baró-Ciutat Meridiana (Nou Barris), Bon Pastor-Baró de Viver and Trinitat Vella (Sant Andreu), Besòs-Maresme (Sant Martí) and El Coll (Gràcia).

During 2016, through this programme **2,208 people were attended, out of which 2,025 (45% women and 55% men) through employment placement mechanisms** carried out across nine assistance and assessment points. Almost 40% of participants in these mechanisms found work during the course of the programme. The work carried out with the different businesses was intense, with 325 companies contacted from different sectors in the city, while employment intermediation work accounted for 247 offers processed.

Under this programme, three **Youth Work programmes** were launched in the sectors of sustainability, performing arts, and new technologies, resulting in employment for 85 young people, providing them with training and work under municipal action projects.

Finally, the programme involved **six-month employment contracts for 145 unemployed people** to carry out projects in different municipal fields such as work related to sustainability, mediation, assistance to collectives at risk of social exclusion, monitoring or coordination of different social and employment mechanisms, and revitalization of the neighbourhood. Prior to this employment, participants had taken part in a training course combining cross-functional and professional orientation content, lasting between 114 and 140 teaching hours.

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**Emergency Plan  
against Very Long-  
Term Unemployment**

This Plan, launched at the end of 2015 and lasting until 2017, is an emergency measure to favour job placement for those people in very long-term unemployment (more than two years), through guidance, skills and training actions, while improving their present and future employability.

Over the course of 2016, 340 informative sessions were held, attended by a total of 4,535 people, out of which 1,845 enrolled and held an initial interview with the guidance specialist, who will be their contact person throughout the course of their participation in the programme.

**104 training sessions** were held, amounting to 13,423 hours of training, in which **1,010 people participated (46% women and 54% men)**.

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**Priority Area Training  
Sessions**

Training sessions leading to obtaining professional certification, focused on professional sectors relating to socio-cultural and community services and sales and marketing. Specifically, during 2016, three sessions were held to obtain professional certification for Social Healthcare for dependent people at social institutions, and two other sessions held for the certification in Warehouse Maintenance and Management. In total, **115 people (51 women)** received training under this programme financed by the Catalan Employment Service.

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**ICT Youth Guarantee  
Training**

This programme, set up in 2015 and financed by the Continuous Training Consortium of Catalonia, has provided training in information technology and communication to young people registered on the Youth Guarantee scheme. The four training sessions carried out have led to accreditation of the skills acquired through certifications issued by the manufacturer, in this case, the multinational Cisco Systems. Eight people participated in the training sessions for this programme, which finalized in 2016.

## Programmes for young people

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### *Joves per l'Ocupació*

**Comprehensive programme for training and placement**, co-financed by the Catalan Employment Service, and aimed at **unemployed young people between the ages of 16 and 25 with low level qualifications**, that is, who have not completed obligatory secondary education or those who have completed it but have not gone on to complete any further education. The objective of this programme was primarily to improve the employability of young people and offer them tools to help them find work, and at the same time encouraging their return to the education system. The programme includes individual tutoring sessions, activities to acquire cross-functional skills, professional orientation training, support to help them complete obligatory secondary education, acquisition of work experience in companies and tutoring during their internship. The programme provided grants for companies in order to foster the recruitment of the youngsters participating for a minimum six-month period.

In 2016, a new edition of the programme was held, helping **100 unemployed young people (31% women)**, out of which 84 were trained for jobs such as shop assistants, bicycle maintenance assistants, stockroom helpers, restaurant and bar helpers, and bakery shop assistants. **58 employment contracts** were signed (16% indefinite, 69% full-time) and 39 companies collaborated.

At the end of 2016, a new edition of the programme was set up to provide guidance and training to 100 unemployed young people in the city, and which will last until March 2018.

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### *Fem Ocupació per Joves*

This programme, co-financed by the Catalan Employment Service under the European Youth Guarantee scheme, is an innovative methodology operating in the opposite way to more traditional programmes because it **begins by detecting vacancies in different companies**, and according to the professional profiles required, it makes a joint selection of possible candidates. Parallel to this, a **training plan adapted to the needs of each company** is prepared and developed according to the work experience each young person has.

The aim of this programme is to favour job placements for youngsters primarily between the ages of 18 to 29, with work experience and who have completed obligatory secondary education, plus the two following years, (or a middle level vocational training programme) in order to be able to offer them the necessary training required to take on a certain job position.

For the current edition, having detected the staff needs of the different companies, **90 candidates (30 of which girls) were selected, out of which 86 were recruited** and received training related to the position, often between the employment period. The ten companies offering vacancies –in the hotel and catering industry, commerce, and maintenance sectors including an innovative session on electric vehicles– were able to **access the employer grants** set out under the programme. Out of all the young people recruited, 43% were offered indefinite employment contracts and 71% full time contracts.

In the month of November 2016, a new edition of the programme began, aiming to help 97 young people access job placement during 2017.

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### **Garantia d'Èxit BCN**

The *Garantia d'Èxit BCN* programme, co-financed by the Catalan Employment Service (SOC) under the **European Youth Guarantee scheme**, aimed to offer a **catalogue of over 2,100 places** to young people registered on the Youth Guarantee Register, regardless of their profile, in sessions and activities that complement each other in their content, methodology and schedule, throughout the year in order to promote job placement for them. The youngsters were able to participate in guidance and job seeking activities (individual and group based, professional taster sessions, mentoring, entrepreneurial awareness, coaching) and in professional orientation training or entrepreneurship sessions. Several different tools were provided to help them with job placement such as the grants to access the *Barcelona es compromet* scheme, the employment intermediation and business creation services by Barcelona Activa, and the participation in Employment Plan projects.

**863 young people** participated and chose their activity sessions according to personal preference and flexibility, depending on their personal needs. 49% of participants were girls and 51% boys; per age groups the majority (97%) were aged between 19 and 29, with a minimal presence of youngsters between the ages of 16 and 18 (3%). The programme was organized in a decentralized manner and worked to guarantee placement (six months or more) for 31% of participants, a commitment that was fulfilled by the programme. By 31 December, before having finalized the period for placement (until 28 February 2017), 275 young people had been placed with contracts exceeding six months.

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### **Network for Boosting the Youth Guarantee Programme**

In conjunction with the Catalan Employment Service, Barcelona Activa led a **team of five people** under the Network for Boosting the Catalan Youth Guarantee Programme, who worked in a cross-disciplinary way, and as a network together with social and youth entities from across the city, in order to inform and assist young people to help them access the Youth Guarantee scheme's activities.

The team were involved in promotion and publicity actions for the Youth Guarantee Programme in the city, with the collaboration of 52 entities, in order to provide support to enable access and registry of 1,649 youngsters onto the national Youth Guarantee system. They carried out 1,933 follow-up actions and provided tutoring for the youngsters during and after their participation in the different active employment policies, or in the specific Youth Guarantee programmes. This assistance was given at Porta22 and at the 11 Youth Information Points across the city of Barcelona.

A total of **3,006 young people (42% girls and 58% boys)** were assisted under this programme.

## Programmes for vulnerable segments

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### Socio-employment Placement Programme (PISL)

This programme, held in collaboration with the Social Rights Department, is addressed to **those in situations of unemployment and at risk of social exclusion, who have been referred by the municipal Social Services**, and who are seeking work. It offers a very personalized job market placement itinerary and includes intensive assistance throughout the course of placement, sessions to improve skills, search for work and technical and professional training, together with a job offer exploration team.

The programme was developed during the first quarter of 2016 and subsequently integrated into the Làbora programme offered by the City Council Social Rights Department. Over these three months, **227 people, of which 109 women** and 118 men, were attended through five decentralized assistance mechanisms in the local area.

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### Personalized Job Search Programme (PROPER)

Also developed in collaboration with the Social Rights Department, this programme is addressed to **those with low levels of autonomy to find work, low levels of education and little qualified professional experience**. The aim of the programme is for participants to improve their employability, increase their personal autonomy and reach occupational integration. In the same way as the PISL programme, it offers personalized assistance, cross-disciplinary skills, job seeking techniques and strategies, technical and professional training, job search options and exploration of job offers.

Like the PISL programme, the Proper programme was offered during the first quarter of 2016, after which it was integrated into the Làbora programme provided by the City Council Social Rights Department. Over the three months, **403 people (173 women** and 230 men) attended via the five assistance points across the city shared with the PISL programme.

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### *Dona Impuls*

A programme set up by the ABITS agency (Agency to Integrally Address Sexual Labour) for the **social and occupational inclusion for women of Sub-Saharan African origin** who are involved, or have been involved with prostitution, with the collaboration of Barcelona Activa. This programme provides a high level of personalized assistance allowing each participant to design a tailor-made itinerary through job seeking guidance, techniques and strategy sessions, as well as training in personal and professional skills, professional guidance and job searching assistance, language and IT skills.

During 2016, a total of **40 women** participated and received training for work as chambermaids, kitchen assistance and cleaning, as well as cross-training towards obtaining their food manipulation permit.

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**Social Clauses  
for Responsible  
Employment  
Programme**

Under the current Municipal Decree which establishes that for all employment contracts, at least 5% of new contracts must be allocated to people at risk of social exclusion or with particular social difficulties, Barcelona Activa was in charge of searching for workers at risk of social exclusion to fill these places when companies required this. As a result, over the course of 2016, **76 people at risk of social exclusion** were recruited by the companies allocated by the City Council through the Social Clauses Programme of Barcelona Activa.

As detailed further on in this report, in 2016, Barcelona Activa participated in the Commission for Responsible Social Employment along with other municipal agents, led by the Directorate for Administrative Employment Coordination. This work concluded on 24 November 2016 with the presentation by the City Council of the Social Public Procurement Guide setting out social measures such as social inclusion, gender equality and social justice, to foster quality employment through public contracts.

## 04.2. BUSINESS

Through this line of action, Barcelona Activa provides support to help strengthen business competitiveness and Social and Solidarity Economy (SSE) entities, with a view to fostering wealth creation and quality employment in the city of Barcelona.

To this end, in 2016, Barcelona Activa developed its services and activities for businesses through four key action areas: the Business Support Office (OAE) providing a portfolio of permanent services, business programmes, financial aid, training and networking activities; the development of a support plan to different sectors through collaboration with trade fair events in the fields of technology, creative industry, sustainable energy and mobility, and advanced industry 4.0; the design and implementation of specific programmes for economic promotion in local territories such as the support programmes for local commerce, the future Economic Development Plans for the districts of Ciutat Vella and Nou Barris, and the Neighbourhood Plan for Bon Pastor-Baró de Viver; and the management of the Technology Park which led to the launch of a Government Measure in 2016 to convert the Barcelona Activa Technology Park into an advanced industry benchmark for promoting scientific and technological vocations, and in the area of sustainability and mobility.

The latest actions taken for 2016 included the creation of **new assistance services for businesses in Social and Solidarity Economy** under the OAE, and the launch of **2 new municipal programmes for financial aid for businesses** –“Barcelona: Fostering business continuity” with a budget of €100,000 and “Barcelona: Fostering new business activity for freelance workers”, with a budget of €2 million–.

The most significant results in business support during 2016 were the **9,515 businesses and 4,162 business people** in attendance, the support provided to **21 sectoral platforms** (associations, clusters, institutions, trade fairs, and initiatives), the management of **three tenders for financial aid for businesses**, and **four support and boost programmes for the digital transformation of commerce** across the different local territories.

### Main results of the support to businesses activities in 2016

Total businesses assisted	9,515 businesses
Businesses and people assisted on an individual basis (OAE services)	4,163 businesses and 4,162 entrepreneurs
Businesses assisted on a group basis (training, programmes, other activities)	5,704 businesses
Company incorporation service	602 companies incorporated
Financing service	€35.6M provided for 208 companies and projects
Staff recruitment service	2,522 vacancies, 848 placements 348 internship vacancies, 212 agreements/ placements 177 agreements Vocational Training and Dual Training programmes
Business transfer service	21 transfers, 36 job posts maintained, €1.14M investment provided
Internationalization and export procedure service	110 businesses assisted
Business landing service	16 foreign businesses landed, 247 job posts estimated and €8.2M for business start-up 1 investment extension project, >200 job posts
Business location service	17 companies localized in premises offered by the service, 107 new job positions; 29 companies localized with assessment service
Business assessment service	246 businesses assisted
Information and municipal procedures service	465 business licences provided and 713 registered for town planning services
Financial aids	Promoting recruitment: 601 grants New Self-Employed Workers: €2M Promoting Business Continuity €100,000
Sectoral support platforms	21 platforms and boosters
Businesses installed in Technology Park	58 businesses

### Business sectors attended by the OAE personalized assistance

Commerce	24.7 %
Business services	14.3 %
ICT	9.2 %
Culture, leisure and tourism	12.9 %
Creative production	6.6 %
Industry/Manufacturing	7.9 %
Construction	6.9 %
Services to people	5.8 %
Health and social assistance	2.8 %
Life sciences	1.8 %
Transport, logistics and distribution	2.2 %
Environment	0.9 %
Others	3.8 %

## Services

Over the course of 2016, a total of 10,362 individual requests from 4,163 companies and 4,162 entrepreneurs were attended (40% of which women).

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### Company Incorporation Service

Information, assessment and online processing service for easy company formation for trading companies (SL), or self-employed registration (freelance). Online processing means that an SL can be formed in 4-10 days and registering as a self-employed worker is immediate. Processing and handling costs are also reduced. This service is complemented with expert advice on the documents required in advance to set up the company, and how to obtain these.

In 2016, **602 new companies have set up in the city**, 298 as SL companies and 304 individual registrations (139 women), resulting in 666 new registrations on the Social Security and payments totalling over 1.5 million in social capital in the case of the SL companies. 41 preparatory sessions were held, attended by 867 business people.

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### Business Financing Service

An expert team works together with the company to diagnose and define their financing needs, give advice on the best options available based on existing financial products offered, including public, private, banking and alternatives. The team also provides support during the task of processing paperwork and accessing resources, and gives training on investment preparation, organizing sectoral investment forums, networking activities and personalized assessment and matching.

In 2016, the business financing service **assisted 605 businesses and business projects, 208 of which have already involved €35, 6 million**. Per transaction volumes, 51.1% have come from bank financing, 26.7% from public financing such as ENISA, 12.9% from private investment, 1.4% from micro credits, and 1.8% from alternative financing options. Per volume of funds, 16.35% are from bank financing resources, 15.4% from public financing such as ENISA, 67.8% private investment, 0.1% from micro credits, and 0.3% from alternative financing. 176 transactions are awaiting approval for a total of €45.7 million.

Parallel to this, **an investment preparation programme** was carried out –Ready4Growth– enabling 20 companies from the health sector to prepare to enter private investment processes. In this sector, **two specific investment forums** in which 15 companies participated, were co-organized with renowned entities from the sector such as BioCat, the Official College of Doctors of Barcelona and the private investment networks in the city.

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## Employee Search Service

Companies across the area needing to recruit new staff into their teams have access to the support provided by this service both for identifying vacancies and recruiting and pre-selecting candidates that match the professional profiles required. Recruitment needs can be covered either by employment contracts, internship agreements, or through agreements under the Dual Training scheme.

Preference will be given to candidates registered on the “Business-Employment Platform”, a database of over 30,000 Barcelona Activa users interested in accessing employment opportunities published by companies.

Additionally, the *Posa Talent* programme offers interested companies the possibility of recruiting internship students from universities, business schools and other training centres. It also means that companies can access students with international experience on MBA courses, postgraduates, masters and specific courses held at different universities and specialized colleges. This is possible thanks to the collaboration with over 80 universities and business schools and around 30 vocational training centres.

Additionally, it works to promote the business fabric in the area where Dual Vocational Training schemes are run, offering a model of collaboration between companies and training institutes for the recruitment of students on Vocational Training programmes, previously agreed on as part of their learning process.

Over the course of 2016, a total of 1,232 employment offers were processed, with 2,522 vacancies. 309 internships have also been covered with 348 vacancies. Thanks to these intermediation processes, **1,060 people have been recruited –466 of which women–** onto the job market (848 –361 women– through employment contracts and 212 –105 women– through internship agreements). Additionally, this has provided **177 students** from Vocational Training and Dual Vocational Training access to **professional internships** enabling them to complete their qualification process while developing their learning in a real-life productive context.

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**Business Transfer Service**

This service aims to foster business transfer as a means to help maintain and increase economic activity and avoid viable businesses closing and therefore causing unemployment. It is therefore aimed at business owners wishing to transfer their business to new owners looking to take over and continue the business.

Personalized advice is offered to business owners in different stages of the transferral process: preparation of a feasibility study, drafting of a transfer plan, negotiation and finalization of the process. This provides business owners with expert support to identify business opportunities and receive guidance through the different stages involved in business transferral.

This service has attended **53 businesses in transferral and 131 business people** in 2016, and has successfully carried out **21 business transfer operations, saving or generating over 36 jobs** amounting to an investment of almost €1.14 million.

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**Internationalization Service and Information on Export Procedures**

This service is offered in collaboration with the Barcelona Chamber of Commerce and is designed for companies in the process of internationalization. Initially, personalized advice is offered to analyse the best strategy for accessing new markets, and resolve issues related to international trade, provide guidance on international business, and information on export procedures. In 2016, 110 companies made use of this service.

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**Location Service**

This service provides a double function: firstly, an advisory service to help search for premises and assist in the rental contract signing, and secondly, the preparation of a schedule of visits to specific places. The search for premises is carried out both in Barcelona Activa's own facilities and in available business locations around Barcelona (industrial warehouses, buildings, and large offices).

This service has helped **112 businesses find premises, 46 of which have found somewhere** over the course of 2016. On the one hand, 17 businesses chose one of the options suggested by the service, amounting to an occupation of 13,130m<sup>2</sup> and an expected creation of 107 new jobs (jobs resulting from companies moving premises are not counted here). On the other, 29 companies more found premises as a result of the advice given through the service.

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**Business Landing  
Service**

Foreign businesses landing in Barcelona with an added-value investment project for the city (generation of quality employment, development of innovative business models, setting up strategic decision-making centres or linked to R&D activities) are given a personalized assistance service in key aspects linked to their landing. This includes information on legal set up options, company incorporation procedures, procedures for foreigners, the search for professional staff, premises location, and contact with other agents around the city. They also work together with other public administrations in order to identify areas that can be improved in administrative processes required for business landing and foreign professionals with a view to improving the existing channels.

During 2016, this service provided **assessment for 55 investment projects** in Barcelona, nine of which were referred to other existing channels and resources in the city, and 46 assisted directly by the service. Out of the projects directly assisted, **16 companies have already landed** in Barcelona with an expected **240 extra jobs** created and more than €8 million for setting up. One company has increased its investment in the city, resulting in the creation of over 200 new jobs, and ten others have already confirmed they are setting up in the city and are in process of landing.

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**Business Advisory  
Service**

Service aimed at SMEs and self-employed workers requiring support to define an improvement plan to grow their business or improve their activity. In 2016, this service also extended to social and supportive economy entities.

This service **assisted 231 businesses** in 2016, providing a team of experts trained by professionals from Barcelona Activa with the help of senior volunteers from entities VAE and Secot, and 15 entities from the Third Sector in collaboration with Finan3, a scheme promoted by the Social Third Sector Table.

The service also offers a catalogue of programmes to help meet the needs of companies in the area of improving competitiveness, for example: growth acceleration, increase in sales, mentoring, etc. These programmes are detailed in the Programmes section.

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**Information and  
Municipal Procedures  
Service**

This service is carried out in conjunction with the Citizen Assistance Directorate and Barcelona City Council Urban Planning Services through which businesses and entrepreneurs in the city are given information and advice on the municipal procedures to follow in order to develop their business activity in the city, such as, land usage plans, technical consultancy, planning permission and notifications, consultancy of open files and information to obtain licences.

During 2016, a total of **466 businesses and 2,917 people (1,182 of which women)** took advantage of this service. 465 business set-up declarations were processed and 713 registries in the field of town planning related to business activity were entered.

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**Barcelona Showroom**

The OAE also provides a meetings and events area for entities and businesses, the Barcelona Showroom. Barcelona Showroom is an innovative space offering a range of advanced audiovisual and interactive resources for organizing meetings of unique formats and participation.

In 2016, **101 events** were organized in which 2,700 people participated, including: work meetings for CTecno, the Management Committees of the LIVE Platform, activities held by the Mobile World Capital Foundation, Fundació Ship2B, StartupBootCamp, Conector, and the *Ateneus de Fabricació* network; a presentation by the Pla Digital of the City of Barcelona; events promoted by companies such as Health4Good (promoted by DKV) on innovative entrepreneurship in the health sector.

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## Business programmes, training and networking activities, and presence in trade shows

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### Short-length Training Activity at the OAE

Complementary to the personalized services offered by the Business Support Office, this short-length programme comprises capsule programmes and seminars, with a very practical focus. It aims to help companies improve their daily management and foster growth and competitiveness through specific training activities to help them access new financing sources, internationalize, boost sales, expand through business cooperation, innovate, or up-date and increase the knowledge required to optimize business management and strategy. New for 2016, it included a range of capsule programmes and seminars in the field of Alternative Economies.

A total of **1,435 companies and entities** participated throughout 2016 in the 357 short-length training activities organized.

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### Barcelona Mentoring Programme

A support and assistance service for small and medium-sized companies through the voluntary contribution of directors from a recognized background who advise them and adapt their know-how to the needs of participating companies. Through this programme, 28 companies received a critical perspective of their business strategies, guidance in decision-making, and help identifying goals and visualizing the strengths of their projects. This programme uses a group mentoring methodology transferred by the Boston MIT and adapted to the reality in Barcelona.

The **28 companies** on this third edition expect to increase their workforce with **56 new job positions** and increase their turnover by 14.6%. The fourth edition of this programme was launched during the final quarter of 2016.

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### Axelera

A business acceleration programme based on providing assistance to define the action plan and focus the growth of 30 small multi-sectoral companies from Barcelona and the surrounding metropolitan area. This programme, organized in conjunction with PwC, is addressed to companies with an approximate turnover of €2 million and 20-50 employees.

The 2015 edition finalized in 2016 with the participation of **30 companies** which among them provide work for more than 1,100 people. Out of the 30 participating companies, 57% are from the industrial sector. It is expected that within two years, the companies will generate 278 new jobs and €81 million total turnover.

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### Presence in the City's Trade Fairs

The support given to different trade fairs organized in the city, included promotion of the cooperation and business connectivity activities (Synergys), meetings between businesses and candidates to cover vacancies (Job MarketPlace), and talks, tours and stands aimed at innovative micro-companies.

Over 2016, a total of 238 participants from **222 companies and 32 speakers in four trade fairs** (BTravel, SmartCityCongress, Eshow and Bizbarcelona) took part in the Synergys cooperation, **42 companies were allocated a place at Barcelona City Council** stand in four trade fairs (Eshow, IoT World Congress, Smart City Congress, and In(3d)ustry) and 164 people participated in the organized tours at the MWC and IoT World Congress trade fairs.

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### Other Activities and Networking and Awareness Sessions

During the course of 2016, different networking and awareness sessions have been held such as: two “Speed Date Cocktail” events with IESE Business School and ESADE, enabling meetings between 31 companies (mainly start-ups linked to Barcelona Activa) and 70 students from international MBAs; “New Models of IT Talent Generation” to connect different stakeholders from the technology sectors such as universities, code academies, professionals and business people; the “SME Instrument” seminar with the Ministry of Industry in order to raise awareness on this new public financing instrument by the European Commission; informative session for key entities in the entrepreneurial and investment ecosystem, on the possibilities for new foreign permits for starting-up; a seminar on the application of the new regulation on energy efficiency audits, and communication of the project by the first Superblock in Barcelona, in the district of Sant Martí for the companies working in that field.

Finally, as a permanent resource to foster business cooperation, companies can access the *Empresa busca Empresa* group on the LinkedIn social network to help companies with real needs link up with others who can provide solutions for them. 2016 finalized with a total of 2,245 active members.

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### Company Visits Programme

This programme aims to bring existing services and programmes closer to companies of special interest in the local territory (large leading companies, companies with strategic projects or undergoing growth, etc.) in order to encourage the generation of synergies with the rest of the production fabric in the city and favour the creation of employment, and particularly to help collectives with difficulties accessing the job market.

This programme is part of a range of actions for business exploration organized in different areas of Barcelona Activa. Under the company visits programme, **103 visits to 93 companies** have taken place throughout 2016.

## Financial aid lines

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### **Barcelona es compromet**

This is an aid programme launched at the end of 2014 aimed at SMEs in the Metropolitan Area of Barcelona to **foster the recruitment of unemployed people with particular difficulties accessing employment**, such as: **people over the age of 40 in long-term unemployment, young participants in the Youth Guarantee schemes, and those who belong to vulnerable collectives** (with functional diversity, minimum benefits, abuse victims, young people in probation centres, etc.).

In May 2016, coinciding with the change in programme regulations, aid was reduced to the first **6 months of recruitment, making the maximum grant €5,000 or €6,000** (depending on the collective and in the case of full-time work).

Since the launch of this aid at the end of 2014, a total of **601 grants (362 women, 60% of the total)** were approved for 468 companies out of a total of 813 applications. Recruitments resulting in the right to receive aid comprised: 364 for people aged over 40 in long-term unemployment (226 of which women), 218 for people with particular difficulties accessing the job market (123 women), and 19 (of which 13 women) for young participants in the Youth Guarantee schemes.

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### **Barcelona: Fostering Business Continuity**

Launched in September 2016, this programme has provided financial aid of up to €6,000 for individual entrepreneurs or micro-companies (of any legal standing, up to 10 employees) who acquire an existing business activity operating in the city in the local commerce, service, restaurant, or industry sectors.

During the application procedure (October and November 2016), 72 applications were registered, of which **18 grants were given, up to the €100,000 budget** allocated to this scheme.

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### **Barcelona: Fostering New Economic Activity for Self-Employed Freelance Workers**

Also launched in the final quarter of 2016, this municipal grants programme provided **financial aid of up to €3,000 or €4,000** (the latter for youngsters under the age of 30 and those over 40). This aid was aimed at Barcelona city residents who had begun a business activity in Barcelona after January 2015 as self-employed workers (individual business people) or new partners of associated work cooperatives. The grant amount corresponded to justified expenses at the time of the application relating to the start of the business and paid during the first tax year of the activity.

During the months of October and November 2016, **2,166 applications (46% women)** were registered, **exhausting the €2,000,000 credit** initially allocated.

## Sector support plan

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Since January 2016, the promotion of strategic sectors has been integrated into Barcelona Activa as part of their business support services aimed at incorporating a sectoral vision into the different programmes and services.

Throughout the year, it has continued to work on boosting the **technology, creative industries, sustainable energy and mobility, and advanced industry 4.0 sectors**, supporting the different sectoral platforms. For example, it supported the promotion of both public and private sector initiatives in trade fairs, congresses and events such as 4YFN, MWC, BTravel, eShow, ItWorldEdu, BizBarcelona, PrimaveraPro, Docs Barcelona, b'ARS, Sónar+D, International Logistics Trade Show, Expoelectric, Formula Student Spain, Big Data Congress, Smart City Expo World Congress, Circular Economy, Internet of Things Solutions World Congress, and In(3d)ustry.

As part of its **support to business development platforms and associations** such as 22@Network, the CTecno, Eurecat, BCD, ACEGAL, the Audiovisual Cluster, theTransport Logistics Cluster of Catalonia, and the LIVE platform, it has promoted actions to generate knowledge exchange such as the Barometre in the ICT sector in Catalonia, the ITC breakfast series organized by CTecno, the business breakfast and lunch series talks organized by the 22@Network, and actions to promote the business fabric of fields such as design, audiovisual, logistics and sustainable mobility. It is also worth highlighting the Barcelona Trade Fair Funds management (with Fira de Barcelona), which allowed the holding of BizBarcelona, SmartCityCongress, Circular Economy, In(3d)ustry and IOT Solutions World Congress events.

## Specific territory-focused programmes: support to local commerce

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### ***Obert al futur***

In 2016, the fourth edition of the training programme *Obert al futur* was held, focusing on improving the professional and digital skills in **the local commerce and services sector**, in collaboration with the city's 10 districts, and associated framework in the sector. For this fourth edition, the training programme consisted of 36 subject areas in six different training itineraries with a view to increasing sales for local commerce. Subjects included innovation in small shops, customer loyalty programmes, techniques to improve the service, and commerce invigoration through social networks.

A total of 113 capsule programmes were launched in 24 of the different facilities distributed across the area, with the **participation of 960 shopkeepers** belonging to 513 local shops and services.

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**Comerç a la xarxa**

During 2016, the first municipal support activity was launched to help **increase the online presence of local commerce in the city** through the Online Commerce project, a city-based project aiming to geolocate 6,000 local businesses on *Google My business*, following a pilot test carried out in 2015 in the shopping area of Carretera de Sants with the local commerce associations Creu Coberta and Sants-Establiments.

A total of **3,403 businesses** (3,944 commercial businesses) joined the project, of which 50% belong to local commerce associations. 50% of the local commerce participating in the project represents non-food establishments, followed by food businesses making up 18%, health related at 12% and the restaurant business and professional local services 10% respectively.

The programme is expected to end in July 2017, and given that in 2016 the first phase involved associated commerce, it will be opened up to all commerce in general for the weeks remaining until the end of the project.

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**Programa de suport al teixit empresarial**

Also in 2016, the second edition of this training programme was held, aiming to reinforce the role and functions of associative entities with a view to strengthening the commercial structure of the local territories they represent, and as a consequence, local commerce itself.

The programme comprised 14 training activities distributed into three strategy sessions, eight capsule programmes related to management and communication, and three experiential activities. In total, 113 people from 17 commercial associations participated in the different activities.

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**Open Challenge AppropMeu project**

Through the international ideas competition “BCN Open Challenge” and the winning project of the *challenge 6* from this competition (the aim of which is to foster local commerce through technology), in 2016, the AppropMeu project was launched. The project consisted of the content development and management of a technology platform incorporating a two-way business-client app enabling users to position themselves, create usage profiles and send information categorized into users nearby and potential customers.

A pilot test was launched in 2016 using the Compraexemple portal involving 24 local establishments and 31 which are still in the process. The app has been launched to download on Android and IOS and a campaign started on Compraexemple aiming to reach 120 local establishments during 2017 with active promotions and sensors on the app.

## Barcelona Activa Technology Park

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The Technology Park is a municipal facility located in the district of Nou Barris, managed by Barcelona Activa and designed for technology companies and the advanced industry sector. Its aim is to contribute to advanced industry development through its Technology Business Centre and Industry Promotion Centre, while also serving as a leading centre for the promotion of science and technology vocations for the educational community in the district and the city as a whole.

As a **Technology Business Centre**, the Park houses **58 companies** all year round, the majority of which operate in advanced engineering and have provided work for 450 people (31% women). Out of the 109 people who promote these companies, 13 are women (12%). The majority are computer and industrial engineering companies, followed by those in telecommunications, electronics, renewable energies and aerospace engineering. The Technology Park works with partners, entities and institutions in the sphere of SME support services for the shared promotion of innovation, applied engineering, technology and development of the industrial sector.

As an **Industry Promotion Centre**, the Park houses the Makerspace and the Espai Tech areas. The Makerspace is the first municipal space supporting industrial prototyping in Barcelona. It comprises a mechanical workshop and a digital workshop for prototype creation, product alteration and short batches, and a team work area to house team projects. The Espai Tech on the other hand, is an exposition area for technology projects developed by companies located in the Technology Business Centre, the Technology Park partners and the industrial ecosystem.

The Technology Park also hosts specific activities open to entrepreneurs and businesses in the city operating in the field of advanced industry. For example, it has held 18 practical introductory courses on 3D printing for professionals and SMEs, and 34 courses related to Arduino, as well as a range of 35 capsule training programmes and sessions related to creativity techniques, innovation, prototyping, and energy efficiency.

It should also be highlighted that in December 2016, the municipal government measure for the Technology Park was approved, in line with the Nou Barris Economic Development Plan (in progress) and Barcelona City Council's Digital Plan. This will enable work on four action plans for 2017: **a programme to open the Park up to local business activity**, a programme to **promote scientific vocations** aimed at children and young people from the district of Nou Barris, an **advanced industry and industrial prototyping programme**, and finally, a measure to position the Park as a benchmark in sustainability and mobility in the area.

### 04.3. ENTREPRENEURSHIP

Barcelona Activa promotes entrepreneurship in the city of Barcelona and its ecosystem in order to increase people's opportunities, contribute to creating quality employment, and position Barcelona as an international benchmark for entrepreneurship. It therefore offers a whole range of services for business people, combining universal access and personalization for those collectives, sectors and territories which need it most, and launches multiple activities to help reinforce the entrepreneurial ecosystem, and increase the economic and social stakeholders in the city to help Barcelona become a benchmark for entrepreneurship and social innovation.

This year, in 2016, Barcelona Activa **celebrates 30 years assisting people in the task of evaluating their business projects and helping recently created businesses set up in the city.** It has become a model for assisting entrepreneurs throughout the course of their journey, continually progressing and demonstrating their quality and capacity to adapt to the needs of the market. That is why 2016 has seen the introduction of new activities to promote collective entrepreneurship, working to conceptualize towards a new model of attending business people, incorporating an increasingly diverse current and future vision, a model that will continue to improve and roll out over the course of 2017.

Indeed, the success of the **Barcelona Activa incubation model is evident with the total occupation** of its facilities, and the consolidation of a range of programmes and activities for incubated businesses that provide high added value to this accommodation in the municipal facilities. Furthermore, to respond effectively to the needs of entrepreneurship, 2016 also saw the creation of a new area to be launched in 2017, the UX Lab (User Experience laboratory), located in the Glòries incubator. This aims to help projects and companies test the usability of their products prior to launching them on the market, thereby contributing to improving their chances of success.

The entire range of services and entrepreneurial support programmes provided by Barcelona Activa have assisted **14,307 people (52% women)**. A total of 2,566 new business projects have been intensively supported on their journey to business creation, 817 of which through intensive business creation programmes, personalized according to the characteristics of the sector, and the needs of certain collectives such as women, young people, or those over the age of 40.

#### Summary of the Department of Entrepreneurship activity during 2016

People assisted	14,307
Projects assisted	2,556
People in informative sessions	8,926
People in training activities for start-ups	5,532
People on personalized programmes	817
Businesses housed at Glòries incubator	82
Businesses and projects pre-incubated in ABF	70
Businesses and m-startup-barcelona projects	61
Businesses housed at the ESA BIC Barcelona incubator	23

## Services

### Outreach and guidance in entrepreneurship

Throughout the year, weekly informative sessions have been held on business creation to transmit the basic aspects to take into account when starting a business initiative in Barcelona, in addition to services and entrepreneurial support programmes offered by Barcelona Activa for those who wish to make their business idea a reality. The **informative sessions** are held at the Glòries Entrepreneurship Centre, and are also available in English for foreign entrepreneurs wishing to set up their business in the city. It is possible to attend in person or online. In total, **8,926 entrepreneurs (52% women)** have participated in one of the informative sessions programmed throughout 2016.

Also in 2016, work has continued on bringing the entrepreneurial spirit into education centres (schools, universities, business schools, etc.) and entities in the city by launching different entrepreneurship **awareness-building actions** with different contents adapted to the need of the collectives who participated in the sessions. A total of **26 actions** were carried out **amounting to a total of 642 participants.**

### Start-up Assessment and Assistance

The Glòries Entrepreneurship Centre provides business people with access to an expert specialist team in business creation assessment and assistance. These individual assessment sessions provide support and tutoring in preparing the business plan, seeking financing and studying the viability of the project. It aims to resolve any issues relating to the different aspects to take into account when setting up a business project.

### Sectoral distribution of projects assisted. Year 2016

Commerce	19.8 %
Culture, leisure and tourism	19.1 %
Services to people	14 %
Creative production	13.1 %
Business services	10 %
Industry/Manufacturing	7.1 %
ICT	6.7 %
Health and social assistance	3.9 %
Construction	3.4 %
Environment	1.2 %
Life sciences	1 %
Transport and logistics	0.6 %

### Profile of assisted project promoters 2016

<b>Gender</b>	Female	54.2 %
	Male	45.8 %
<b>Age</b>	<25	4.3 %
	25-40	52.9 %
	>40	42.8 %
<b>Employment situation</b>	Unemployed	35.9 %
	Employed	54.6 %
	Others	9.6 %
<b>Level of education</b>	Primary	2.5 %
	Secondary	28.9 %
	University	68.6 %
<b>Origin</b>	Foreign	25.6 %
	» European Union	14.4 %
	» Outside of EU	11.2 %
	Spain	74.4 %
<b>Residence</b>	Barcelona	75.2 %
	BCN province	23.1 %
	Catalonia	1.1 %
	Others	0.7 %

In order to provide greater efficiency and value for business people, during 2016 we implemented an appointment system to access the specialist assistance services. Over the course of the year, in total **2,556 new business projects** have received assistance, the most representative of which were commerce (20% of total projects), culture, leisure and tourism (19%), services to people (14%), creative production (13%), and services to businesses (10%).

Particularly significant for 2016 was the fact that the European Commission recognized Barcelona Activa as one of the **20 best European practices in the support for international entrepreneurs**.

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## Training Activities for Start-ups

Short-length capsule training programmes are offered in order to provide entrepreneurs with **the knowledge and skills required to analyse business projects and effectively handle the process of starting-up**. The workshops and seminars cover essential areas required to launch a business idea such as a description of the business model, identification of the target audience, legal characteristics, taxation, procedures and licences required, how to complete a market study, financing, marketing and sales techniques, drafting a business plan to study the viability of the project, and entrepreneurial skills. Through the more than one thousand activities held during 2016, **5,532 people with business ideas (53.7% women)** were assisted.

In 2016, **new contents** and subjects have been incorporated in order to update entrepreneurs in new trends in different areas including **social networks, alternative financing, and new organizational methods** in companies. Support activities in networking have also been reinforced such as CoMercat, an area for business people wishing to meet other business people in order to generate more knowledge and strengthen their projects; and the programme of activities aimed at sectors such as the Live Entrepreneur.

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## Online services

The full range of services and support programmes offered by Barcelona Activa along with the complete set of tools and resources related to the process of creating a business can be found on the website [www.bcn.cat/emprenedoria](http://www.bcn.cat/emprenedoria). This set of resources enables business people to analyse, define and evaluate their business idea themselves.

Some of the resources available to business people in 2016 were **Test Idea**, which enables the evaluation of a business idea, the Online Business Plan providing support drafting a business project, **The Keys to Doing Business**, for working on entrepreneurial skills, and the **Locate Yourself** service, the first geo-referencing service with databases to analyse the market, economic activity and demography per local areas in the city of Barcelona.

Additionally, during 2016 the portal has gathered a set of reports and dossiers on current day business related to business set up. Furthermore, it has provided access to the **Barcelona Startup Map**, an online tool to identify and geolocate resources and agents that make up Barcelona's entrepreneurial community, such as start-ups, investors, accelerators, incubators, and professional talent, in order to provide greater visibility for start-ups, connect them with other players in the business ecosystem and promote the city as a competitive environment for attracting investment and talent.

## Programmes

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### Entrepreneurship Programmes per sectors

During 2016, new editions of comprehensive business set up assistance programmes were developed in strategic business sectors that are important to the city – in the fields of the **creative industries (CreaMedia), CleanTechCamp for clean and sustainable energy, e-commerce, and social entrepreneurship**– and also in important traditional business sectors in the city, such as **commerce, traditional crafts, tourism, and construction**. These programmes are always held in close collaboration with recognized public and private members in each business area.

2016 has seen the consolidation of two new programmes started in 2015, Social Entrepreneurship and the programme *Futurisme*. In 2016, a new edition of the Social Entrepreneurship programme began and projects were selected for a new edition of *Futurisme* in 2017. With over a hundred applications received for each, the 20 projects selected for these programmes reflected the trends occurring in these sectors, such as the collaborative and community economy, sustainability, and social and environmental responsibility.

Over the course of 2016, **209 entrepreneurs (56% women)** have participated in support programmes for start-ups per sectors.

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### Entrepreneurship programmes for collectives

New editions of comprehensive programmes have been held, designed to respond to the specific needs of collectives such as **young people, people over the age of 45 and women entrepreneurs**, providing training programmes with networking activities and personalized tutoring to help increase their opportunities for success in the process of setting up their businesses. **608 entrepreneurs (89% women)** participated in specific start-up programmes for these collectives.

**The School for Women Entrepreneurs** continued to offer an extensive variety of activities ranging from programmes for business creation, programmes for improved competitiveness, digital strategy, and business management, to networking, cooperation and collaboration, providing the opportunity to share projects with other women entrepreneurs. A total of 498 women participated in these activities.

The seminars and workshops on digital strategy should be highlighted given their particular relevance and the significant demand they generate. These eight-hour long seminars in which 228 women participated, are basic training sessions to teach participants the basic functions and possibilities that different online networks offer companies. The digital strategy workshops aim to define, apply and measure business digital strategy with 20 hours of training and personalized assistance to enable each participant to develop their project. The workshops have helped 221 women entrepreneurs to develop a strategy for their businesses and projects on online networks, and improve the online presence of companies run by women.

## Incubation

Over the course of 2016, Barcelona Activa ran **four incubators**: the Glòries Incubator, Almogàvers Business Factory (which includes a co-working area), ESA BIC Barcelona, and m-startup-barcelona. All of these are innovative environments, to provide high quality spaces for small, newly created companies, and facilitate the creation of cooperation networks, both among the companies housed here, and within the entire entrepreneurial ecosystem. This contributes towards the improved competitiveness of these companies, which ultimately, foster the creation of employment and wealth for the city.

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### Glòries Incubator

The Glòries Incubator, launched already 30 years ago in 1986, has provided incubation for over 800 companies, and is the oldest of the four municipal incubators. It comprises a 3,700m<sup>2</sup> building of 63 modules between 18 and 110m<sup>2</sup> for innovative, newly created businesses, which can set up there for a maximum period of three years. It also has several meeting rooms, an auditorium, training rooms, a bar and leisure room. A total of **82 companies** were incubated here during 2016. Out of 208 partners in these companies, 41 were women.

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### Almogàvers Business Factory and Coworking Space

Almogàvers Business Factory includes two different but complementary activities. Firstly, it is a space for the development of new companies in the sphere of public-private entities that are recognized in the entrepreneurial ecosystem. In this sense, it is a new concept of business incubation, focused on supporting entrepreneurial actions and providing greater complicity than just the facility itself. By the end of 2016, the **seven collaborating entities** which have been incubating new business projects and received technical support are: Universitat Pompeu Fabra, EGI Group, Dinamon, Fundació Catalunya cultura, Seed Rocket 4founders Capital, The Business Nest and Accelgrow.

The businesses incubated by these entities, as well as enjoying the advantages the facilities offer in terms of infrastructure and logistics, can also take advantage of the different programmes centred on strategy, management, internationalization, and business financing held by Barcelona Activa. Throughout 2016, Almogàvers Business Factory housed **51 companies and 5 projects** linked to the seven aforementioned collaborating entities.

Secondly, Almogàvers Business Factory has a supplementary **coworking space** to host self-employed professionals and micro-businesses up to three years old. Given the characteristics of their business, they can develop their activity in a work space that is independent yet shared, and provides interaction with other companies or professionals. Over 2016, the coworking space hosted **14 companies (38% women)** occupying all the 14 work spaces available. These companies also have access to the vast range of services and programmes offered by Barcelona Activa, as well as a series of infrastructural and added-value services to enhance their growth potential.

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**ESA BIC Barcelona**

The ESA BIC Barcelona was set up in 2014 with the aim of transforming Barcelona and its metropolitan area into a European benchmark for the development of **space technology, and its applications** in other economic sectors. This is the first Business Incubation Centre (BIC) that the **European Space Agency has opened** in Spain, and is part of the network of incubators on space technology distributed across Europe (ESA BIC Network).

This incubator of metropolitan scope, is located in UPC's RDIT building, at the Mediterranean Technology Park in Castelldefels, and is a joint initiative by Barcelona Activa, the UPC, the Metropolitan Area of Barcelona, the Provincial Council of Barcelona, the Local Council of Baix Llobregat and Caixa Capital Risc.

The incubator is aimed at business projects and businesses wishing to launch an activity requiring technology and knowledge in the field of space, which they can apply to the development of their products and services in all types of applications and different sectors. Examples of different projects suitable to this incubator are those related to geolocation, satellite images, satellite communications, space-related materials, software critic, big data, power management, energy efficiency, and robotics.

Businesses housed at this incubator benefit from expert assessment and assistance in the creation and consolidation of businesses provided by Barcelona Activa, as well as technical and scientific advice from the European Agency and the UPC. Throughout 2016, **23 companies** (66 promoters, 11 of which women) were housed at this incubator, which has become a benchmark for high technology companies, particularly in the drone sector.

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**m-startup-  
barcelona**

Promoted by Barcelona Activa and the Mobile World Capital Foundation, m-startup-barcelona is an initiative designed to position Barcelona as a benchmark in the field of entrepreneurship.

Among the different schemes launched by the Council bearing in mind that Barcelona is now set to be mobile world capital city until 2023, m-startup-barcelona leads a **platform of start-up acceleration programmes** –both local and international– that contribute to strengthening the business community in Barcelona. The specific objectives behind this scheme are: to promote the creation and growth of innovative and scalable companies in the technology field; to attract companies and talent to develop their business activity in the city; to provide a new space in the city by helping the entrepreneurial momentum gain ground in a more tangible and visible way; and to promote actions to strengthen the entrepreneurial ecosystem in the city.

During 2016, m-startup-barcelona saw the participation of three acceleration programmes specialized in different sectors and/or business activities: Startupbootcamp IoT and Data (a European renowned accelerator in the Internet of Things and Big Data sector offering programmes in different cities such as Dublin, Berlin, Amsterdam, London, Copenhagen, Eindhoven, Istanbul and Singapore), Conector (accelerator of projects linked to the digital sector –TIME: Telecommunications, Internet, Media and Entertainment– with the

participation of over 100 mentors) and Ship2B (accelerator specialized in high social impact projects that has developed specific programmes for the health and tourism sector, among others).

In total, throughout this year a total of **61 start-ups (46 companies and 15 projects)** have received assistance and acceleration. However, m-startup-barcelona has not only assisted businesses through acceleration programmes, but it has also provided the entire business community in the city with a programme of activities designed to make launching and growing businesses much easier. Specifically, over the course of 2016, it has developed over 45 activities –training sessions, conferences, networking sessions and practical workshops– which have included the participation of almost 4,000 people.

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### Support Programme for Incubated Companies

Although each of the different incubators has its own specific features, the general aim of them is to boost the chances of survival of new companies in the city by building a solid base to help them grow, and improve their management skills. In order to achieve this aim, during 2016, an incubation programme open to all the companies from any of the incubators was set up. Participating companies were also eligible to take part in any of the services and programmes organized by Barcelona Activa to support the city's businesses.

The programme enables them to identify key factors leading to their future development and growth, to drive and if necessary, redirect the growth process of each of them through the different services and activities provided. For example, individual assessment, business stress test, an intensive training and tutorial programme –StartUp+-, a mentoring service, access to a database of experts in specialized subjects such as strategic consulting, financing, communication and corporate image, internationalization, and legal/judicial areas, networking activities and training and problem solving workshops. During 2016, **111 companies** participated in different activities from this programme.

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### **Actions to Promote the Entrepreneurial Ecosystem**

Over recent years, the city has generated a dynamic entrepreneurial ecosystem in constant evolution. Every day there is evidence of how new start-ups, acceleration programmes, coworking spaces, etc. choose Barcelona to develop their activity. The entire community joins forces to help start-ups grow in a competitive way, providing easy access to talent, financing, mentors, infrastructures, etc. Ultimately, working together to make Barcelona a benchmark city.

With the objective of publicizing and providing greater visibility to this entrepreneurial ecosystem, Barcelona Activa has carried out an important task in **supporting and promoting the entire range of entrepreneurial activities** taking place in the city. From BizBarcelona in June, an event attracting more than 13,000 visitors, (in which Barcelona Activa as sponsor participated with their stand and organized the *Assessorat* space, to the finance market and conferences, and different workshops), and their participation in the third edition of 4YFN (4 Years From Now), a congress for entrepreneurs and start-ups in the technology sector as part of the Mobile World Congress, helping provide visibility for Barcelona-based start-ups.

Aside from the major events held as a way of boosting the business community, Barcelona Activa has continued to promote and provide visibility for agents from the local ecosystem through the Barcelona Startup Map application, a platform to identify and geolocate the community of start-ups, investment, accelerators, and incubators, support infrastructures and talent provided by universities, research centres and business schools. Barcelona Startup Map currently has more than 558 published resources.

Finally, it is also important to highlight the initiatives promoted by business entrepreneurs themselves with the aim of activating the entrepreneurial community in the city, such as a new edition of Barcelona Startup Week, a whole week of activities about entrepreneurship, with more than 50 speakers and 2,000 participants. Additionally, several presentation series on entrepreneurship were held in different formats, including interviews and start-up competitions, with activities such as DIY, CEO talks, Iniciador, Startup Grind, Hands on TV, among others.

#### 04.4. TRAINING AND INNOVATION

Under this range of activities, cross-disciplinary, short-term innovation training services are offered for the remaining areas of activity provided by Barcelona Activa, while training is given in promotion and technology skills under the Cibernàrium range.

In the field of training, Barcelona Activa aims to improve knowledge and skills for citizens and businesses for a socially cohesive city with equal opportunities and greater employability, while increasing the efficiency and quality of the training programmes offered. It therefore designs, manages, and evaluates the stable training activities offered on the services and support programmes for entrepreneurs and companies, as well as providing an extensive action programme for technological skills. It should be highlighted that one of the priority aims of the City Council is to reduce the digital divide in certain collectives. Barcelona Activa therefore reinforces basic knowledge and the use of new technology in all the city's districts and encourages new training projects to supplement the stable training provided by the agency.

Thus, in 2016 it organized a **stable training package consisting of almost 4,000 publicly financed short-term training activities, in the areas of business management, knowledge and skills for entrepreneurship, and technology training (Cibernàrium)**. These training schemes have provided training in the aforementioned fields for a total of **14,742 people**.

An ambitious project has also been set up to equip the agency with online training in MOOC format (Massive Open Online Courses), and an LMS platform (Learning Management System) integrated into Barcelona Activa's current management systems.

One of the main schemes for this year was the launch of the **Cyber Literacy** project, with a double objective. Firstly to favour job placement and improve the employability of 20 unemployed people who are trained and recruited through the **Municipal Employment Plans**, and secondly, to help **reduce the digital divide** through training sessions for digital skills among children, young people, and those over the age of 55.

Regarding innovation, the main aim is to **boost innovation** in all areas as an element of internal (within Barcelona Activa), social, and economic development transformation. A concentration of efforts, which at the same time contributes to ensuring Barcelona continues as an innovative city and global benchmark, with social innovation as a fundamental pillar, while linking innovation with citizenship by involving them in the city's projects.

##### Summary of the Training and Innovation Services Activity 2016

People trained in the areas of business, enterprise, and technology	14,742
Nº training activities	3,983
People training in stable training supplementary to services	8,415
» People in business management training	1,341
» People in entrepreneurship training	4,211
People in technology training and skills	10,610
» Professionals and SMEs in advanced technology training	8,631
» People in basic technology training (Satellites)	2,144

## Stable training in the fields of Enterprise, Entrepreneurship and Technology

Stable training is characterized by its focus on complementing the services provided in the promotional areas of Barcelona Activa's business framework, given its high degree of repetition (offered in different timetables), its modulation, and short duration (between 2 and 15 hours), as well as being a type of practical training that is particularly useful and very focused on the professional environment. There is no entry restriction and it is mainly free of charge.

### IT Training and Skills Acquisition

In 2016, **10,610 people (58% women)** improved their technological knowledge and skills through a training programme in IT skills acquisition. In this area, there were a total of **2,875 short-length training seminars and workshops** organized in two major areas depending on the degree of technological aptitude and knowledge required.

The first of these, the Cibernàrium Satellites programme, which encourages and facilitates digital learning for those with lowest levels of knowledge in digital tools and contents, was attended by **2,144 people (66% women)**. All of them trained in activities related to learning to use computers, navigating the internet, using smartphones, digital photography techniques, creating blogs and websites, using online administration, social networks, and online shopping, among others. A total of 1,451 activities were held through **10 support libraries from the network of public libraries** around the city in order to make them more accessible and within the reach of all. The rating given to these activities was 8.7 out of 10.

### Profile of people on basic technology training (Satellites)

<b>Gender</b>	Female	66 %
	Male	34 %
<b>Age</b>	<25	0.8 %
	25-39	8 %
	40-54	28 %
	55-64	29.1 %
	>65	34.2 %
<b>Employment situation</b>	Unemployed	33.4 %
	Employed	23.1 %
	Others	43.5 %
<b>Level of education</b>	Primary	20.7 %
	Secondary	37.4 %
	University	41.9 %
<b>Origin</b>	Foreign	6.4 %
	» European Union	2.1 %
	» Outside of EU	4.3 %
	Spain	93.6 %
<b>Residence</b>	Barcelona	93.2 %
	BCN province	6.4 %
	Catalonia	0.2 %
	Others	0.2 %

Secondly, the Cibernàrium, located in the MediaTIC building, has developed a whole range of **advanced technology training** for people looking for work, professionals, and SMEs with a view to increasing business growth and volume for companies and professionals around the city by improving and extending their digital skills and competences.

Advanced technology training activities are structured into thematic areas (internet and company, marketing and communication, technology solutions, web creation, digital image and multimedia tools) and professional sectors (transport, education, computer technology and programming, design, security, commerce and tourism, and the restaurant sector). There is also a range of extra activities on industrial themes offered (prototyping and 3D printing, Arduino), held at the Barcelona Activa Technology Park and a Summer Course including a series of training sessions aimed at professionals in the education sector, recognized by the Government of Catalonia's Department of Education.

In 2016, they have organized 1,424 seminars, workshops, courses, meetings and master classes, providing technology training for **8,631 people (56.3% women)**. These activities were rated with an average score of 8.7 out of 10.

#### Profile of people in advanced technology training 2016

<b>Gender</b>	Female	56.3 %
	Male	43.7 %
<b>Age</b>	<25	7.6 %
	25-40	47.3 %
	41-54	39.2 %
	55-65	5.3 %
	>65	0.6 %
<b>Employment situation</b>	Unemployed	29.8 %
	Employed	54.6 %
	Others	15.6 %
<b>Level of education</b>	Primary	1.3 %
	Secondary	25.1 %
	University	73.5 %
<b>Origin</b>	Foreign	13.1 %
	» European Union	6.6 %
	» Outside of EU	6.5 %
	Spain	86.9 %
<b>Residence</b>	Barcelona	68.1 %
	BCN province	29.9 %
	Catalonia	1.7 %
	Others	0.3 %

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**Training for business management**

A range of **short-length training activities focused on key business areas** organized on a quarterly basis for companies and professionals around the city, aimed at providing the tools, knowledge and skills necessary to increase business success. Over the course of 2016, the training seminars and workshops have addressed different areas of business management such as company constitution, the search for staff, business innovation, growth management and strategy, financing options, internationalization and implementation procedures, marketing, sales promotion, business transfer, and new technologies applied to business. **1,341 people** participated in these and rated the activities with an average score of 8.1 out of 10.

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**Training on Knowledge and Skills for Entrepreneurship**

Training actions supporting entrepreneurship, to supplement the services and support programmes by Barcelona Activa, in the form of **short-length seminars and activities**, offering knowledge and skills to **increase the professional expertise of entrepreneurs** while providing the knowledge and tools required to set up a business and increase its chances of success.

These quarterly training activity programmes for those who wish to set up their own business (in which **4,211 people** participated), focused on different key aspects linked to entrepreneurship, such as support drafting a business plan, tools and resources for business marketing and customer loyalty, legal procedures and processes, taxation, the search for financing options, business management, business viability analysis tools, and entrepreneurial skills. This activity programme received a rating of 8.3 out of 10.

## Training projects

Training projects are also developed on demand in order to respond to specific needs in different local territories, based on a perspective of plural economy and social and environmental responsibility. The following projects were particularly significant in 2016.

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### Cyber Literacy (Municipal Employment Plans)

This project has a double objective. Firstly, it aims to favour the job placement and **improve the employability of 20 unemployed people** by employing and training them under the New Municipal Employment Plans programme, including digital inclusion measures. And secondly, **to contribute to closing the digital divide between children and young people and those over the age of 55** by providing access to information systems, digital network resources, and training sessions for technology skills.

The 20 participants in this **New Municipal Employment Plans** project began preparation at the end of 2016 to become technology trainers. From January to May 2017, they will carry out the following activities in the city's libraries: a training session for 200 children aged from 7 to 12 years on the SCRATCH programme (learning to programme using games and experimentation to introduce the concept of computer thought); a training programme for 360 young people aged between 12 and 17 who want to become influential book critics (Booktubers); and finally, a training programme for 840 people over the age of 55 for digital insertion, addressing issues such as using new mobile devices, multimedia tools, internet access, navigation and the use of applications to communicate with their relatives and keep up to date on new technology, bearing in mind the importance it has on society today.

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### Online Training

Over the course of 2016, an **online training platform** was implemented, as Barcelona Activa embraces new trends for further training and/or retraining activities, enabling it to maintain and increase the number of participants, overcome space and location limitations and opening up technology training more to the general public.

In order to do this, the current offer for onsite training has begun to expand with new, open multi-platform and multi-format content in the same way as MOOCs (Massive Open Online Courses) –in 2016, **101 MOOC format activities** were available. Plus, a new content management platform was set up and began to function, initially with Cibernàrium contents, and will remain available to develop new online training projects in any area or programme currently provided by Barcelona Activa. A new Cibernàrium website has been designed with a user interface to provide greater possibilities of interaction with users.

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**Activities to  
Promote the City's  
Training Ecosystem**

Barcelona Activa acts as a catalyst in the city's training sector, not only through its own offer, but also in collaboration with agents from the private sector. In fact, it has partnered with around 150 different suppliers to design the training range that each year Barcelona Activa offers its users. This often provides a stimulus towards the training market as it opens up the people's awareness to continue broadening their skills further.

Furthermore, agreements and collaborations are made with other entities in the field of local economic promotion, employment, ICT, etc., in order to participate in projects focused on improving people's skills and make them more competitive in the labour market. The most significant projects in this area are the following:

- **English Project for Taxi Drivers.** During the month of January 2016, the first edition of the online course "English for taxi drivers" was launched. This is an MOOC type course (Massive Open Online Course) by Barcelona Activa in collaboration with the Tourist Board, the Metropolitan Taxi Institute (IMET), and the Barcelona Tourism Consortium, in which **250 professionals from the taxi sector** of the Metropolitan Area of Barcelona participated. This project is financed by the Tourism Promotion Funds raised from the collection of the Barcelona tourist accommodation tax. A new edition for 2017 has already been prepared with online contents in English focused on descriptions of emblematic places in Barcelona, and open to the entire taxi driver collective.
- **English for the nautical cluster.** The Barcelona Foundation for Professional Training puts students studying professions related to the nautical sector (boat painting, mechanics, wood treatment, etc.) in contact with companies located in Marina Barcelona 92 (MB92) for job placements. Barcelona Activa has collaborated on this project by providing technical English training specialized in nautical terminology.
- **Training for administrative and support staff in the Department of Education (Catalan Government).** A training module in 2.0 tools for PAS Training (General Administration Sub directorate for Administration Staff and Services) was given by the Catalan Government's Department of Education. This training was based on the contents of four activities taken from the regular catalogue of Cibernàrium activities adapted to the specific needs of the PAS, with a 12-hour duration.

## Innovation projects

In the month of May 2016, the Innovation Department at Barcelona Activa was set up in order to promote innovation among the city's businesses and activate innovation processes within Barcelona Activa itself. Accordingly, during the second half of 2016, the focus has been on three major action areas.

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### Partnering with International Innovation Projects

In this area, it has worked mainly with linking to one of the key players in innovation on an international level, Nesta, a non-profit organization acting as an innovation consultancy with the aim of helping people and organizations to create ideas that can help improve people's quality of life. It is primarily focused on social innovation, cultural industries, and education.

In doing this, it has not only worked on attracting Nesta to open offices in Barcelona (still an ongoing project), but it has also worked to ensure that Barcelona was chosen for their major annual event on 22 and 23 June –Innovation Growth Lab (IGL)–, one of the most important events in Europe in the business innovation field. This event brings entities and experts from around the world together to debate and showcase the best international practices on public innovation policy. It also comprises areas for debate, reflection, and co-creation such as brainstorming to provide solutions for city challenges.

Moreover, links have been initiated with the **BOOSTINNO project** –Boosting Social Innovation–, which finances the creation of city networks and organizations related to local authorities, to help them design **strategic social, local, and comprehensive innovation plans**, which respond to common urban challenges. This project, expected to last for two years, aims to promote a network comprising nine European cities: Gdansk (Poland) leading the consortium, Breslau (Poland), Turin (Italy), Milan (Italy), Paris (France), Strasbourg (France), Baia Mare (Romania), Skaane (Sweden), and Barcelona. Under this project, Barcelona Activa was presented as a leading **hub for the fight against social inequality** that continues to exist to a dramatic extent in certain neighbourhoods in the city, bearing in mind the implication this has on employment levels.

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### Promotion and Connection with Innovative Projects in the City

In this line of action, during 2016 work was particularly focused on boosting projects related to the innovative ecosystem in the city. Firstly, through Barcelona Activa's participation in the ICT Cluster as a member of the Advisory Board. Secondly, in the field of electric vehicles, it supported the LIVE platform for the promotion of electric transport, specifically on one of the challenges based on promoting the use of ITC.

Similarly, it collaborated with the entity Makers of Barcelona on the WeCode project, in which it participated in designing a seminar aimed at everybody who (without technical knowledge) may be interested in learning basic programming skills in just one day.

It was also working on designing a technology training programme with the help of major companies such as Cisco, addressed to young people and women, with the objective of encouraging the use and learning of these technologies in order to respond to the future demand for employment in this sector.

Finally in this field, the connection with the M4Social project should be highlighted. This is project lead by the Third Sector Table and promoted by Barcelona City Council, Mobile World Capital, and La Caixa, which connects the social action from the Third Sector with the world of mobile technology, with the aim of facilitating and applying solutions to improve quality of life.

In this project -in which Barcelona Activa also forms part of the Advisory Board- it has helped to define strategic lines and areas of action. It has also promoted the first M4Social Day, a m4Social initiative, under the slogan “ICT for social inclusion”, which took place at the Barcelona Activa Auditorium, comprising a panel of expert speakers, attended by over 150 people, managing to position it as the technology event in the social sector.

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**Activation of  
Internal Innovation  
Projects within  
Barcelona City  
Council and  
Barcelona Activa**

Barcelona Activa led (in its initial phase) the control department of the **Talk on Innovation by Barcelona City Council**, a meeting place for the different departments and companies making up Barcelona City Council that are linked with subjects regarding innovation, from which the priority innovation projects in the city are coordinated and decided on. Barcelona Activa contributed to defining the strategy and model to follow to launch the projects, and the project is now managed from the newly incorporated Commission for Innovation and Technology of the City Council.

Regarding the development of innovation projects for Barcelona Activa to improve its internal processes, work continues on the Internal Innovative Training Plan, to be rolled out from 2017 to 2019. Additionally, it leads Barcelona Activa's 30th anniversary celebration project together with the participation of the agency's staff.

#### 04.5. SOCIO-ECONOMIC INNOVATION<sup>4</sup>

This is a newly created area of activity designed to broaden Barcelona Activa's content and increase the public to which is addressed, while moving nearer to a concept of Social and Solidarity Economy.

It is listed under point 2 of the Municipal Action Plan 2016-19 –Barcelona moving towards a plural economy– and its aim is to promote and strengthen different economic initiatives in the field of the Social and Solidarity Economy in the city, focusing on a **change in paradigm with respect to the current economic model**. It aims to promote alternative economic models and raise awareness among citizens and organizations in order to contribute to **generating changes in production, distribution, consumption, and saving practices**. The cultural change will involve respecting the traits inherent to local areas and their specific needs rather than enforcing hegemonic practices.

Thus, the specific objectives in this area involve designing **stable training and assistance for projects related to the Social and Solidarity Economy** in order to consolidate the existing initiatives and promote social and collective enterprising. Other proposed objectives include **fostering the Social and Solidarity Economy to impact on a territorial level** in the city's different districts and neighbourhoods; **fostering social public procurement that is environmentally responsible**, as well as **conceptualizing an integrated cooperation system of socio-economic intervention** aimed at collectives in vulnerable situations; and **fostering the collaborative commons economy**.

2016 was the first year of functioning of this area and also the first year its Action Plan has been rolled out and implemented. This plan arose from the 2015 Emergency Plan for a Cooperative, Social and Solidarity Economy, under which action has been initiated to foster, reinforce, strengthen, and promote the Cooperative Social and Solidarity Economy. This aims to help reach three objectives in response to the social and economic emergency: to generate stable employment conditions, to promote social and labour placement itineraries, and to fight against the feminization of poverty.

Accordingly, during the course of 2016, over 600 training places were offered to individuals, projects, and companies in the field of the Social Economy. As a complementary measure, on a continuous basis, **three tailor-made programmes** were launched to foster social and collective entrepreneurship and to strengthen projects in this area. Under these programmes and services, **a total of 360 people were assisted** via training activities, programmes and other specific activities for knowledge exchange and business cooperation.

Furthermore, 2016 saw the launch of a municipal facility, **El Far, focused exclusively on socio-economic innovation** and the introduction of assistance and development actions in the field of the Social and Solidarity Economy, to be launched in 2017.

##### Summary of Activity in the field of Socio-Economic Innovation 2016

People assisted	353
Total number of participants	737
Projects assisted	45
People attending informative sessions	128
People on training activities for start-ups	55
People on business training activities	108
People on personalized programmes	200
People on specific projects	45

<sup>4</sup> This area of activity was previously called Alternative Economies

## Services

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### Assessment and assistance for start-ups

Work was done to set up an **Assistance Point for entrepreneurs with projects in the field of Alternative Economies**, located in the Glòries Entrepreneurship Centre. Bearing in mind that Alternative Economies are gaining ground in the city of Barcelona as a model of generating economic activity and quality employment, it has become necessary to explore new specialized assessment models through pilot programmes that help to subsequently articulate and gauge special services in the field of Alternative Economies, and which respond to the needs of enterprising people and collective entrepreneurial projects in this field in the city. Prior to this pilot test, nine entrepreneurship cases were assisted in the area of Alternative Economies.

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### Business Assessment

An **Assessment Point for organizations in the field of alternative economies** has been set up in the Business Support Office (OAE). This assessment point will attend to requests from existing organizations in the field of Alternative Economies with specific consultations regarding their business management, as well as those wishing to change towards a model with a more cooperative structure. Prior to this pilot test, three socio-business initiatives were assisted.

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### Support Consultancy for Association Clusters

It works to provide assistance and training courses for initiatives in the areas of Alternative Economies while offering tools and instruments to reinforce them. To this end, during 2016, work continued to design and conceptualize a specialized assistance and training service to contribute to improving association clusters in the field of other economies in Barcelona, bearing in mind that one of the main challenges faced by the associations is their financial vulnerability.

## Programes a mida

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### ***Construïm en femení Altres Economies***

A programme to **boost and promote Cooperative, Social, and Solidarity entrepreneurship projects led by women** in order to tackle the vulnerability of women from a professional and employment perspective, which aim to boost businesses whose key objective is to cause a social impact to help resolve the needs of our citizens. Their predominant social mission is to provide goods and services with a focus on innovative business methods, and they operate from a responsible, democratic, and transparent perspective in participatory processes within local territories, helping to reinforce socio-business economic activity. In the first edition held in 2016, **30 women participated and 15 projects** received assistance.

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### ***Camí de la Solidesa***

An **assistance and training programme for Cooperative, Social and Solidarity Economy organizations managed by women**. This aims to reinforce 15-20 initiatives by the cooperative, social and supportive economy, managed primarily by women, providing them with strategies, processes and specific tools to enable them to consolidate their projects under ideal technical and economic conditions. In the first edition held in 2016, **22 women** participated leading a total of 17 companies in the field of other economies and a **second edition** has been started **with 31 women** and 15 projects.

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### ***La Comunicadora***

A **support programme for initiatives that form part of the collaborative economy**, providing them with strategies, processes and specific tools to enable them to consolidate their projects under ideal technical and economic conditions. Collaborative economy projects are understood to be those which enable the sharing, exchange, selling or hiring of goods, services and knowledge among peers and also between companies and consumers, on a digital basis. This programme aims to focus particularly on projects with a **commons approach**, that is, projects with a clear transforming purpose, functioning preferably with hierarchical type structures and very limited staff in which the resources are offered under free access licences. **15 initiatives** took part in the 2016 edition.

### Training activities and assistance for start-ups

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#### Workshop for Collective Entrepreneurship

Training and assistance workshop including six modules of 25 hours each which may be carried out on an independent basis. As a whole set, these are designed as an itinerary for collective entrepreneurship. The workshop includes 16 specific training hours and nine personal assistance hours for each project.

The themes for each module are the following: business model, cooperative regime, collective management and internal democracy, strategic plan, financing, and communications plan. A total of **46 people** participated throughout the year.

#### Participation in the Garantia d'Èxit BCN programme

Under the *Garantia d'Èxit BCN* programme designed to foster employment among the city's young people, training in collective enterprising was given for the five awareness sessions: "The Entrepreneurial Journey", with the participation of some 12-15 youngsters in each session.

### Training activities and assistance for business management

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#### Workshop to Boost and Strengthen Socio-Business Management

Training and assistance workshop including six modules of 25 hours each, which may be carried out on an independent basis. As a whole set, these are designed as an itinerary to improve the management of collective businesses in the field of alternative economies. The workshop includes 16 specific training hours and nine personal assistance hours for each organization.

The themes for each module are the following: strategic plan, team management and human resources, economic management, financing, communications plan, and social marketing. A total of **33 people** participated throughout the year.

#### Intensive Training Capsules

Short-length training activities aimed at transmitting the practical knowledge and skills required to undertake the daily management of a business in a way that optimizes its growth and consolidation. Participants are provided with the necessary tools and resources required to manage a socio-business initiative in the field of alternative economies and safeguard its sustainability.

These comprised diverse and specific training themes such as social evaluation instruments for companies, innovation, access to public tenders, among others. A total of **84 people** participated.

## Permanent training activities

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Cross-functional, under the permanent training activities offered by Barcelona Activa –very practical short-term training in different areas covered by the agency– emphasis has been on their design, creation and the teaching of training actions with new specialities that include Cooperative, Social and Solidarity Economy values, and new contents and methodologies including themes such as group management, new ways of organizing time, and business culture in equality and diversity. 22 training actions were carried out on these themes, in which 122 people participated.

## Specific projects

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More unique activities, introducing diverse proposals with different formats aimed at providing guidance and information, driving and reinforcing initiatives in the field of alternative economies, while fostering the creation of an ecosystem of partnerships for cooperation.

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### Pilot Projects for Vulnerable Collectives and/ or at Risk of Social Exclusion

These are initiatives developed under the framework of a comprehensive cooperative system for socio-economic intervention, as an intervention model aimed at collectives in vulnerable social and employment situations. Under this intervention model, during 2016, support was provided for two pilot projects:

- **Alencop:** a cooperative set up with **15 members from a collective of Sub-Saharan Africans who collect scrap metal on the city's streets**. During 2016, their social and economic project was reinforced and they were able to provide food and homes for the **30 workers**, 15 of which began work this year, (two of which women). The services provided to the district of Sant Martí are: scrap metal collection, waste electronic equipment disposal, batteries, lighting, and recycling and reuse of computer equipment. An awareness campaign was also launched on selective waste disposal and electronic equipment recycling. The challenges for the future include the consolidation of the cooperative's team, support for basic needs and housing for member workers, the provision of services for the Sant Andreu district and new lines of business, such as obtaining a waste management licence, preparation for recycling electronic equipment, a second-hand shop, and reusable nappy collection.
  - **Sales and commerce:** a pilot project consisting of the **possible launch of a sales and commerce cooperative comprising 15 people** selected in July of this year, by **unregulated itinerant traders** on the city's streets. During the final four months of 2016, a preliminary phase was launched in which the promoting team (future members of the cooperative) developed their business model, business and financial viability plan. They completed the training and social activities needed to set up the cooperative, initiated their individual procedures to obtain residence and work permits, improved their social and personal situations, and then began to form contact with agents from their community network. It is expected that the cooperative will be set up during 2017, business activity commenced, work and residence permits obtained, and the social situation of the members will have improved as they develop an active role in the community in which they perform their business and social activities.
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**Pilot Project to Support Entities and Alternative Economies' Socio-business Initiatives**

A project aimed at strengthening initiatives in the field of Alternative Economies through the municipal Employment Plans. This project has a triple objective. Firstly, **to strengthen initiatives in the field of Alternative Economies in communication and internal democracy** through training activities and the figure of a support network to act as an external consultancy team. Secondly, **to boost professional profiles in the field of Alternative Economies** specifically in the area of communication and internal democracy. And finally, progressing with the **systemization/creation of new forms of communication and internal management in the field of Alternative Economies**.

A total of **17 initiatives in the field of Alternative Economies** took part in the project, an external company specialized in communication provided support in the execution of the project, and eight unemployed people were recruited through the **Municipal Employment Plans** programme to support the participating initiatives, after having completed a specific training itinerary in communication and internal democracy in the field of Alternative Economies.

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**Practical Digital Guide on Alternative Economies**

Investigation project to design and create a practical digital guide on Alternative Economies as a consultation tool for professionals, entrepreneurs and any companies undergoing a transformation process to become cooperative, social and supportive economy organizations. It intends to develop a virtual dynamic space where they can find extensive information and gain in-depth knowledge on Alternative Economies.

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**Socially Responsible Public Procurement**

Participation in the Table on Socially Responsible Public Procurement lead by Barcelona City Council's Administrative Tender Directorate, supporting the drafting of the Social Public Procurement Guide, the subsequent municipal decree to be approved during 2017, as well as a definition of the guide's monitoring system.

Support for the City Council's Directorate for Procurement was given to develop the "quality seal project" for public procurement in order to create a greater impact on environmental, social, and good governance criteria among the City Council's suppliers.

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**Activities in the Collaborative Economy Sector**

With the aim of giving greater visibility to, and reinforcing, the commons collaborative economy approach in the city, support and participation was given to the work group BarCola with members from the sector. Through this work group, the following events were co-organized or supported: Procomuns seminars, Free Software Foundation Europe meetings, a seminar on community network infrastructure, digital seminar DIY, meeting BCN: open, collaborative, and democratic city, the second edition of the OuiShare Fest (at the Barcelona Activa Technology Park), and content was contributed to the Smart City Expo.

Of particular significance was our promoting the creation of an Interdepartmental Group in Barcelona City Council to focus on, and provide a cross-functional approach to, the city's activity in the collaborative economy.

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**Actions to  
Promote and  
Assist Community  
Economies**

For the purpose of promoting and reinforcing initiatives set up by community economies, a diagnosis was carried out involving different community vegetable gardens, consumer groups, exchange networks, time bank schemes, parenting groups and collective retirement. This resulted in an action plan being set up in 2016, launching the following actions:

- **Legal study on consumer groups.** Bearing in mind that consumer groups are becoming more present on a local level, especially in urban areas, this study aims to analyse the different legal and legislative frameworks to take into account when encouraging the regulation and consolidation of these types of initiatives as an alternative to more traditional consumption models, as well as making specific proposals regarding the municipal regulation of these initiatives.
  - **Legal study on shared parenting groups and associate parent day projects.** Currently, shared parenting groups on a community level are gaining ground as a complementary model to childcare services and nursery schools. Therefore, this study aims to articulate a regulatory and legislative framework on a municipal level to support their consolidation as an educational alternative.
  - **Legal analysis on community actions in the field of the caring economy.** This action stems from the interest in creating transformative and feminist intervention models in the field of the care economies. This study therefore aims to analyse the existing women's care cooperative models as well as the different community initiatives in this area, while exploring the roles of public administration, suppliers and users in the supply of these services. From this analysis, a model will be proposed to roll out initiatives that favour the universality of services and ensure they include Cooperative, Social, and Solidarity Economy values.
  - **Detecting training needs in entities or groups from the community economies.** This action aims to detect and promote training schemes that foster the momentum of, and strengthen, groups or entities that form part of community economies and respond to community needs, by providing tools and methodologies that promote the creation of business practices in this field.
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**Knowledge Transfer  
with the University  
Community**

In this area, activities are developed to put the academic world in contact with the field of Alternative Economies in order to transfer knowledge, models and methodologies and facilitate the mutual exchange of experiences and good practices. In 2016, a debate and work session was held in which 150 professionals took part to involve young people, share their needs and proposals for designing tools and resources that comprehensively favour this involvement. A pilot programme was launched to set up work experience for university students in companies in the field of the Cooperative, Social and Solidarity Economy. Regarding this last project, there is a growing interest among the university community in learning about the cooperative, social, and supportive economy sector for students' future prospective careers in this area, as well as to establish links and synergies between this sector and universities. Through this action therefore, the work placement of two students are planned for two companies in the Cooperative, Social, and Solidarity Economy sector, who will use their own experience to design a model of a work placement programme that can be adapted to other companies in the sector.

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**Local territory and community action**

**Five socio-community schemes in five priority neighbourhoods** (4 districts) –*Barceloneta Proa a la Mar* (Ciutat Vella), *Eix Pere IV* (Poblenou/Sant Martí), *Mercat Importa* (Porta/Nou Barris), *Economia Solidària Poble Sec* (Sants-Montjuïc) and *Impuls Cooperatiu* in Sants (Sants-Montjuïc)– all of which aim to develop the supportive economy as a driving force behind the transformation and reactivation of their local areas. Aside from certain differences due to territorial peculiarities, all of these actions consisted of: detecting and diagnosing socio-economic initiatives in the local territories involved in the supportive economy, or moving towards it; and providing training and assessment to assist them in developing and articulating existing products and services from the supportive economy in order to promote and create a social market in the local territory of the neighbourhood and/or district.

In 2016, work has also continued on **invigorating the social and supportive economic development schemes in six districts in Barcelona** (Sarrià-St Gervasi, Horta-Guinardó, Gràcia, Les Corts, Eixample, Sant Andreu), by identifying opportunities and agents, launching awareness campaigns, training, creating links and alliances and setting up shared work spaces to build the foundations for the socio-economic development in the field of Alternative Economies in these districts.

Finally, **support was provided to reinforce the Social and Solidarity economic development processes in three neighbourhoods in Barcelona**: Porta, Roquetes and Eix Pere IV, where help was also given to identify and promote opportunities for economic activity, reinforce existing initiatives and activities, identify shortcomings and training needs for agents, reinforce links and alliances, and participate and invigorate shared work spaces, while taking advantage of the existing know-how in each of the territories and actions.

Given this need, a study was done to define, standardize, and conceptualize a methodological model comprising territorial socio-economic intervention contents as part of the community schemes to promote, boost, and strengthen the Cooperative, Social and Solidarity Economy. This involved a proposed introduction for the model (phases, degree of viability, evaluation system, and possible duplication) and defining an occupational profile for the model to be applied. The launch of a shared work space for training purposes was also looked into, as well as the exchange of practices and the generation of knowledge between different networks, entities, and specialists whose responsibilities are linked to socio-economic promotion in different districts of the city.

## Cultural exchange

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One of Barcelona Activa's priority cross-functional objectives in their line of work in socio-economic innovation, is to **promote and facilitate cultural exchange**. Thus, the agency has launched different projects and activities aimed at contributing to a change in model and practices in different areas (employment, education, etc.).

Firstly, with a view to promoting **internal cultural exchange** within the agency itself, **training actions** were held on the concept of Social and Solidarity Economy for Barcelona Activa's staff in which **217 people** participated. Additionally, work seminars were organized for the different areas of agency management to help them share criteria, given the gap between territorial action and socio-economic and employment promotion initiatives from the perspective, and in the field of, Alternative Economies, to ensure mutual understanding and a better coordinated action framework from which to work. They also participated in a revised **tender procedures** for services in order to incorporate the perspective of Other Economies and provide **new focuses to open up the public tender process to a wider and more diverse audience**. They collaborated on incorporating new content for awareness and training in the areas of Alternative Economies through the different services and programmes offered by the agency.

Nevertheless, in order to integrate the Cooperative, Social and Solidarity Economy's values into the business culture, it is considered necessary to **introduce principles such as cooperation, collective, democratic and participative management and to incorporate values such as solidarity and equality on an educational level** so that students can incorporate these other perspectives into their future personal and professional development. One of the most significant examples on an international level in promoting the enterprising spirit of the Alternative Economies approach, which has been extensively compared and validated, is the Coopératives Jeunesse de Services (CJS) model developed by The Fabrique del Quebec. With a view to making use of existing experiences, promoting the use of material with proven results, and transferring good practices for cooperation models to foster entrepreneurship in young people, a **viability study has been set up for the adaptation of the Quebec model Coopératives Jeunesse de Services** to the educational environment in Barcelona.

## Other actions to support and promote Alternative Economies

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Along with the studies linked to community economies described, during 2016, new studies were carried out in the area of Other Economies:

- **Study on Social and Solidarity Economy in Barcelona.**
- Study “**The Alternative Economies in the City**” which identifies and describes the ecosystem of transforming economies in Barcelona.
- Study “**Sustainable and Responsible Employment with Energy Savings in Municipal Buildings in Barcelona**”, analysing the viability of the pilot project using 209 buildings, creating 30 jobs.
- Study “**Analysis of the Technical Reliability of Including Environmental, Social and Good Governance Criteria in Decision-Making**”
- **Methodological Guide to the Transformation of Trading Companies into Cooperative Societies** as a means of overcoming a crisis.

To help support the Alternative Economies sector, in 2016, in addition to the aforementioned events on collaborative economy, several other **significant events** were organized (or cooperated with), that have made the mutual exchange of knowledge and practices in the field of SSE possible. These included the organization of content for the Biz Social Economy in Barcelona, participation in the International Social Economics Congress in Montreal (Quebec), participation in the second International Social and Solidarity Congress in Bilbao, organization of the second International Meeting on Local Municipalism in Barcelona, and participation in the Social and Solidarity Economy Fair of Catalonia (FESC) in Barcelona.

#### 04.6. LOCAL DEVELOPMENT

This area of work by Barcelona Activa is listed under point 2 –Barcelona moving towards a plural economy– of the Municipal Action Plan 2016-19 and its objective is to promote local economic activity and while doing so, help create a **rebalance between territories**. To reach these objectives, different actions to promote the plural economy are activated within, and for, the different local territories. This also means that Barcelona Activa's services are brought closer to the territories, making them easier to access and more adaptable to citizens. In the same way, it also ensures that Barcelona Activa becomes more closely entwined with the territorial governance structures while encouraging alignment and coordination of the agents operating there.

**District Development Plans (PDE)** are used in order to consolidate the socio-economic development strategy within the districts and align the agents involved. These comprise the road maps for each district describing the strategic lines and measures to be taken in terms of local development over the next five years, in an aim to generate economic activity in a balanced and sustainable manner, interwoven into each territory, to help to meet the needs of the local inhabitants. In **July 2016, the first PDE was approved in Ciutat Vella**, and throughout 2016, drafting has begun for the five remaining plans corresponding to the districts of Nou Barris, Sants-Montjuïc, Sant Andreu, Sant Martí, and Horta-Guinardó. These districts are the first to articulate their development plans given that their socio-economic indicators are below average in the city.

Complementary to the District Development Plans, during 2016, the **Neighbourhood Plan was rolled out** with the main challenge of fighting against inequality while addressing the structural causes provoking it. To achieve this, it has launched a programme of actions in different areas -housing, improved living conditions, citizen empowerment, among others- in the 16 neighbourhoods most affected by social problems and urban deficiencies. Barcelona Activa is in charge of leading actions in terms of recovery and boosting economic activity.

Parallel to this, under the *Treball als barris* programme (co-financed by the Catalan Employment Service), local, commercial and community economic development actions were promoted and integrated into the set of activities carried out in each territory as part of a coordinated territorial strategy.

Finally, in 2016, a whole set of actions in the city were carried out to promote the plural economy on a territorial level. For example, the training and promotion programme for **alternative financing**, the preparation of a grant application scheme for territorial socio-economic development, and the Christmas shop window display competition in the neighbourhoods, among others detailed below.

With the objective of reaching all 10 districts in the city and providing the level of action that each of them requires, the local development action plan is divided into three areas: two of them cover the six special focus districts (Ciutat Vella, Sants-Montjuïc, and Horta-Guinardó make up area one, and Nou Barris, Sant Andreu, and Sant Martí make up area two), while area three combines the actions into the four districts with socio-economic indicators below the city average (Eixample, Gràcia, Sarrià-Sant Gervasi, and Les Corts), with the cross-cutting projects implemented in the 10 districts as a whole.

## Summary of Local Development Activity 2016

Preparation process of the Ciutat Vella Economic Development Plan	50 agents from the territory 85 people
Preparation process of the Nou Barris Economic Development Plan	48 agents from the territory 73 people
Total people assisted in finalist activities	281
» People assisted in Alternative Finance programme	256
» People assisted in district training with community impact	25
Local Christmas Shop Window Competition	60 establishments

## AREA 1

### Districts of Ciutat Vella, Sants-Montjuïc and Horta-Guinardó

#### Ciutat Vella

In the month of July, the **Ciutat Vella Development Plan 2016-2021** (PDE CV) was presented, the road map for socio-economic invigoration and transformation in the district for the next five years. This was drafted between April and July, piloted by a Steering Group –which in other districts comes under the name of Economic Activation Table or Driving Group–, led by Barcelona Activa and made up of their members from the same district (political and technical team). From this autumn, this Steering Group also incorporated the General Directorate for Commerce, the commission of the Cooperative, Social, and Solidarity Economy for consumption, and the team from the Technical Office of the Neighbourhood Plan.

The fundamental objectives of the Ciutat Vella PDE are to revert the monoculture in tourism, restaurants and nightlife, tackle gentrification (inhabitants with lowest incomes abandoning the neighbourhood and being substituted by those with higher incomes) in the territory, fight instability and violation of employment rights, and tackle the high unemployment rates, particularly among young people, and the increase in inequality.

In order to do this, the PDE CV is comprised of **15 strategic areas and 57 measures** which were the result of a participatory process by the District Action Plan (PAD) and the Municipal Action Plan (PAM) and of the dialogues with the community, neighbours, and business fabric in the district in five specific work sessions on the PDE CV and a dozen specific interviews. In total, around 85 people participated in different areas of the elaboration of the PDE CV.

The main actions implemented from July onwards were the following: a supply and demand study to identify possible shortcoming in the supply of everyday necessities for a sustainable daily life; the preparation and publication of the website for local commerce in the Gothic district, including over 550 establishments published (interviewed, photographed and validated by the district Department of Licences); a study on the promotion of cost savings and business cooperation in the Raval district, including the proposal of six specific models; a study on the characteristics of business projects in shops run by inhabitants of Pakistani origin in the Raval district; a project to identify some twenty closed business premises available for rent through intermediation of the City Council, as well as the preparation of a project to promote certain business activity in public premises or to participate in

municipal programmes; an audit of public purchases and contracting in Ciutat Vella and the drafting of guidelines to favour a social return on this expense; a project to define an area to promote and defend employment rights in Ciutat Vella; a project to identify and promote good practices in employment, social and environmental issues for those operating in the tourism, restaurant, and nightlife sector in Ciutat Vella; and the financing and support of the training and community project Km0 in the Raval.

Under the PDE CV framework, cooperation was set up with the Technical Office of the Neighbourhood Plan to design **two specific axes for economic promotion for the Neighbourhood Plan in Ciutat Vella:** to promote employment for unemployed people in the Raval district (preferably for young people and in the field of cultural events) and to promote the occupation of closed business premises for activities that are economically attractive for the South Raval and South Gothic local territories.

While in the South Raval, Sant Pere and Santa Caterina and la Barceloneta districts, the **Treball als barris** programme was developed, co-financed by the Catalan Employment Services, mainly consisting of publishing a new website for local commerce in Barceloneta and promoting the websites for the Raval and the Historic Quarter. In December 2016, these three websites comprised a total of 1,805 establishments published (interviewed, photographed and validated by the district Department of Licences), and an average of 1,300 monthly visitors to the web. Also under the *Treball als barris* programme, eight routes through the Raval's social and supportive economy were organized, with an average of ten participants per route and a dozen projects visited.

### Sants-Montjuïc

In the autumn, the Driving Group of the Sants-Montjuïc Development Plan (PDE SM) was set up to begin **the process of developing the PDE during the first quarter of 2017** and present it in July.

Under the PDE SM framework, cooperation was set up with the Technical Office of the Neighbourhood Plan to design **two specific axes for economic promotion for the Neighbourhood Plan in La Marina:** to foster the employability of unemployed people in the neighbourhood, with particular emphasis on women and vocational training, and to take advantage of the business generated in La Marina area to promote local employment.

Meanwhile, in the territories comprising **La Marina de Port and La Marina de Prat Vermell, as well as Poble Sec, the *Treball als barris* programme was developed**, basically consisting of local commerce invigoration and participation in community structures to design solutions for economic development. An employment and training resource map was created for both districts. Additionally, in Poble Sec, there was active participation in designing a pilot project to improve employability and strengthen local entities in Poble Sec, aimed at young people in vulnerable situations between the ages of 16 and 25. It was launched in November and is planned to finalize in the month of April 2017. The project consists of training in basic skills and digital communication tools on one hand, and connecting this training with voluntary activities learnt with local territory entities on the other. This project is the result of the coordination with the community fabric and the district of Sants-Montjuïc, and was financed by Barcelona Activa.

## Horta-Guinardó

In the autumn, the Driving Group of the Horta-Guinardó Development Plan (PDE HG) was set up. In this case, scheduling of the elaboration phases for the PDE HG has started and the process is expected to begin the first quarter of 2017, to be presented in the month of November.

Under the PDE HG framework, cooperation was set up with the Technical Office of the Neighbourhood Plan to design **two specific axes for economic promotion for the Neighbourhood Plan in Sant Genis dels Agudells and Teixonera**: to foster the employability of unemployed people in the neighbourhood via training schemes and promoting entrepreneurship, in the health and care sector, and to promote the occupation of closed business premises with businesses that are economically attractive for the districts.

## AREA 2

### Districts of Nou Barris, Sant Andreu and Sant Martí

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#### Nou Barris

The **Nou Barris Economic Activation Table** was set up and includes the participation of the technical team and counsellors from the Nou Barris local government; Barcelona Activa; the Local Commerce Directorate; the Commissioner for the Cooperative, Social, and Solidarity Economy, and representatives from the Neighbourhood Plan. The Table, which meets on a two-weekly basis, has been set up to share and pool the series of interventions focused on economic development that need to be developed in Nou Barris through different legal municipal procedures, and was created as a strategic instrument to foster institutional coordination and cross-functionality effectively.

In December, the Nou Barris Economic Development Plan proposal was presented as a socio-economic road map for the district, which sets out all the interventions to be made by public and private agents in conjunction with the social fabric and community, in logical coordination, cross-functionally, and in co-production. This Plan has been developed since the month of June following a consultation procedure including 50 local agents linked to the local development of Nou Barris, and **will be presented in March 2017**.

Thanks to the different actions implemented for the **Treball als barris programme in Torre Baró-Ciutat Meridiana and Roquetes**, the participation of the majority of governance and local development areas has increased, especially relating to employment, and two Employment Displays in the Zona Nord have been revamped. Regarding local commerce invigoration, priority was given to empowering and strengthening the local commerce associations in Roquetes and Zona Nord. ITC training applicable to their communications channels was provided, and support given in the development of several commerce campaigns such as Roquetes Fashion Week, the tapas route Menja't Collserola and the Anti-Rumours campaign in Roquetes, among others. Reusable bags were also produced to help promote sustainability. All of these campaigns aimed to help the integration of different local commerce.

In the Trinitat Nova neighbourhood, under the Neighbourhood Plan, 23 local businesses were evaluated in three areas: energy efficiency, accessibility, and improved shop façade. These evaluations reflect the current state, the proposal for corrective measure and the rating of these. This is a joint project between the Local Commerce Directorate, the Barcelona Energy Agency, the Municipal Institute of Urban Landscape and Barcelona Activa in collaboration with the Trinitat Nova Association of Commerce and Businesses.

Support was given to the community project Platform for Entities in Roquetes “Més amb Menys Costura” entailing 240 hours of training in which 13 local inhabitants participate to train in different sewing techniques, clothes repair and textile decorations. As well as improved employment possibilities, the project also helps improve social cohesion and co-habitation given that forms a key aspect in the preparation of the traditional local events in the neighbourhood with very high local participation: Roquetes Fashion Week, the Kings procession, and carnival.

### Sant Andreu

In Sant Andreu, a **Steering Group was also set up to guide the process of developing the Economic Development Plan in the district**. During 2016, work began on **defining an invigoration plan for the Bon Pastor-Baró de Viver industrial estate**, (one of the economic drivers in the district) in four key areas: to strengthen the business associations, a catalogue of services including business and technology training, to foster the green, circular economy, and to revamp empty warehouses, with the help of a specialist. This intervention is linked to the Neighbourhood Plan for this local territory.

Also in relation to the industrial estate, as part of the Neighbourhood Jobs programme, **the industry census** was updated to include company contact details, and the participation of local development agents and community fabric was increased. In the area of local commerce invigoration, empty premises figures were updated, and support provided in the areas of management. Local commerce associations in Trinitat Vella and Bon Pastor defined and developed projects and invigoration campaigns: Local Entity Show, Tapas Route “Atrapa la Tapa”, an exhibition of old local commerce photographs in Trinitat Vella, the Christmas shop window competition, the charity calendar, among others. To promote sustainability, support was given to drafting the Action Plan Barcelona + Sustainable, and to the production of reusable bags. All of these campaigns were set up to help the integration of different local commerce.

One of the most significant activities was the design of a local shops and commerce guide for Bon Pastor-Baró de Viver for those who work in the industrial estate. The guide comprises 125 establishments with descriptions, contact details and promotions. The aim is to promote the proximity of local commerce to the industrial estate, so copies will be distributed to all of the companies there.

### Sant Martí

SAgreements were reached to **set up the Sant Marti Steering Group** and begin the process of drafting an Economic Development Plan for the district with the coordination of all the different agents involved in economic activity in the area. A meeting space was set up between the different entities in the district to work on improving employment and coordinating training and vocational programmes organized by the district.

Under the **Treball als barris programme in Besòs-Maresme**, participation in the local development areas increased, and the Besòs Local Entity Show invigorated. Significant progress was made in the technical support provided in the area of boosting local commerce, in order to define and design communication and local commerce campaigns. These included the welcome party at the new Campus Besòs to raise awareness on local commerce among the new educational community, the design of a services and businesses map and a map of restaurants, among others. Two capsule training programmes for shopkeepers on the *Obert al futur* programme were given on digital marketing, and sustainability was promoted with the production of reusable bags. All of these campaigns aimed to help the integration of different local commerce.

Awareness and promotion campaigns were put into action for the Social and Solidarity Economy, with the talk in the Ramon d'Al·lòs Moner library and the First Market Exchange.

Under the Neighbourhood Plan, specifically the Gregal Project, a study was made into whether this entity (currently a soup kitchen), can provide training in the area of the restaurant and catering trade to offer level one professional certificates.

Reflection began, together with the Campus Besòs Foundation, the Sant Adrià del Besòs City Council and the District of Sant Martí on the impact a new educational community of more than 3,000 students would have in terms of local development in the Besòs-Maresme and la Mina districts.

### AREA 3

#### Cross-cutting projects and the districts of l'Eixample, Gràcia, Les Corts and Sarrià-Sant Gervasi

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##### Alternative Financing Programme

The Alternative Financing programme was developed in the final quarter as a **pilot test in four districts** of the city (Ciutat Vella, Eixample, Gràcia, and Nou Barris) with the aim of informing, providing awareness and training entrepreneurs, SMEs (including local commerce) and other entities, on the alternatives that exist for financing their projects, given the notable decrease in traditional bank credits and difficulties accessing them.

The programme was structured into a general seminar "Talk on New Financing Models", eight informative sessions and eight specific workshops, one on crowdfunding and the other on financial services. A total of 16 actions shared (2 + 2) between each of the pilot districts. A total of **256 people** participated in the programme.

##### Project to Update and Analyse the Activity of Local Commerce in Barcelona

In 2016, an **updated local commerce census** was created through visual recognition and subsequent analysis to identify the rate of commercial activity in the city, the number of areas with closed business premises, and business opportunities. This project was requested by the Local Commerce Department in Barcelona Activa, and other municipal departments also participated: IMMB, City Plan Department, Statistics Department and the Department of Employment, Business, and Tourism Management.

The database for this project, a result of extensive fieldwork over the whole city lasting six months, will be openly available on Barcelona City Council's OpenData platform for consultation by those who work in the field of local commerce based in the city of Barcelona.

### **Christmas Shop Window Display Competition**

With the collaboration of the Local Commerce and Markets Department, and as part of the City Council's Christmas campaign, the second edition of this competition was held.

Aimed at local commerce with lowest socio-economic indicators, the objective of this project is to help professionalize local commerce and provide greater visibility during one of the most important campaigns of the year to encourage inhabitants to support local commerce.

In 2016, the competition was open in **nine neighbourhoods of four districts. 60 establishments** participated (17% more than the first edition) for one prize per neighbourhood consisting of a business advisory session. This activity will finalize in 2017 with the prizes awarded to the winning businesses, chosen by a jury made up of shop display specialists, representatives of local commerce and social agents from each neighbourhood.

### **Grant Applications to Boost Socio-Economic Activity in the Territory**

Over the course of 2016, work was done to **prepare a grant application scheme to boost socio-economic activity in the territory**. This is a new and innovative scheme set to launch during the first quarter of 2017 with the objective of developing projects linked to local territories in the field of local development, specifically fostering entrepreneurship and business, community economies and employment.

Aimed at both individuals and legal entities, it endeavours to promote local resources in the territory to develop socio-economic activity that is sustainable over time. The scheme is working to provide a grant of up to 80% of the project's budget, which is one of the differentiating factors compared to the general grant scheme launched annually by the City Council.

Given its differentiating factor, during the last quarter of 2016, a preliminary project was launched to work on the identification, information, training, and assistance of possible projects under this scheme, with the objective of detecting people who may be eligible to access this grant, and where applicable, provide them with the tools necessary to apply for it.

### **Matchfunding Campaign**

With the collaboration of the Commissioner for the Cooperative, Social and Solidarity Economy and Consumer Affairs and the support of the Goteo Foundation, work continued to design a collective matchfunding financing programme for projects that foster the creation of entrepreneurial business activity in territories which are collectively orientated at meeting needs through self-management and pre-eminently non-monetary means.

Matchfunding is a variant of collective financing or crowdfunding. The difference is that a campaign is launched by an institution or public administration, which equals the financial contributions obtained from the community, up to a maximum pre-established amount.

The campaign is expected to launch at the beginning of 2017 to start receiving projects.

### Action Plans for the Districts of l'Eixample, Gràcia, Les Corts and Sarrià-Sant Gervasi

These are the four districts with the most favourable socio-economic indicators in the city of Barcelona, and therefore, during this first phase of roll out of the Local Development plans, the degree of intensity in these areas has been lower than in other districts. Nevertheless, there is a guaranteed dialogue between these territories and Barcelona Activa to ensure that their needs are understood and to facilitate their areas of work by identifying, adapting or generating resources.

The alternative financing programme has been coordinated with l'Eixample and Gràcia, with great success in participation as detailed above.

Gràcia collaborated on the drafting of the Emergency Plan against social emergencies in the district. There was also participation in the table discussion defining the possible future use of the La Fontana Youth Space as a possible pre-incubator for young projects. Additionally, work began on a second edition of the training programme in the Cultural Entities in the district, to be launched in 2017.

In l'Eixample, work has also continued this year on the possible restructuring of the Barcelona Activa business assistance point that was located in their business development office. In Les Corts, collaboration on the entrepreneurship programme l'Estenedor has continued, and possible training activities evaluated for young people. Likewise, the Barcelona Activa employment programme *Garantia d'Èxit BCN* was implemented, with informative sessions also given in the district.

Sarrià-Sant Gervasi has lodged several requests regarding the roll out of the second edition of the alternative financing programme in the area.

These four districts have also been informed about procedures to access the grant application scheme for socio-economic development expected to be launched in 2017, and all are involved in detecting potential projects for this scheme.

## 05. Internal Improvements for Social Impact

The year 2016 saw the beginning of a **transformation process in Barcelona Activa** with a view to accomplishing its mission to drive economic policy and local development in Barcelona in order to foster an improved quality of life for its inhabitants, through promoting employment, entrepreneurship and business support, responding to the different needs of people in their respective territories, and from the perspective of a plural economy, embracing the Cooperative, Social and Solidarity Economy, while strengthening the empowerment of citizens and the re-balance between territories in order to reach a fair model for economic and creative development, maintenance and share of employment.

This transformation process for our municipal agency for local economic development is already under way and is set to continue being implemented with the participation of the Barcelona Activa staff. Embracing the values of this new Barcelona Activa, and its priority objectives, significant progress was made during 2016, not only in the provision of services and activities for citizens, businesses, and territories, but also on an organizational level. Progress that strives towards equal opportunities and social progression on a city level, and improved well-being, the professional guidance of its staff, excellence, cross-interaction, participation, and development of talent, on an internal level as an organization.

The activities carried out during 2016 by Barcelona Activa under a new culture of organization in pursuance of social impact from a global perspective, are detailed below.

### 05.1. INCORPORATION OF THE GENDER PERSPECTIVE AND DIVERSITY

Barcelona Activa has actively promoted the incorporation of the gender perspective and diversity in both internal and external activities. Firstly, regarding the incorporation of the gender perspective on an internal organizational level, we can highlight:

- **Incorporation of equal opportunities as one of the company's fundamental values** as expressed in the corporate definition, and integration of gender perspective into the strategic lines, objectives and measures. Including the staff in a participatory process in order to define the foundations of a new Barcelona Activa, they defined “equal opportunities and social progression” as one of the key values, and “incorporation of gender perspective and diversity into all its internal and external activity” as part of its strategic positioning. They considered part of its objectives, “To promote programmes that foster equality and diversity (reinforcing current and future ones)”, and “To create an internal protocol that incorporates gender perspective and diversity (style book, internal training, good practices or mechanisms).”
- **Supporting the non-sexist education day** (21 June 2016), committing to **use inclusive, non-sexist language in all of Barcelona Activa's internal and external communications**, given that language is not neutral and has traditionally marginalized women, consistent with their subordinate role within society.

- **Supporting the eradication of gender-based violence towards women** (25 November 2016) to fight against gender violence in the workplace –one of the most significant and silenced forms of violence–. A series of activities were organized, including: a demonstration in front of Barcelona Activa with institutional banners to demonstrate the organization’s rejection of gender-based violence; support of the institutional manifesto made by different Catalan administration and civil society (Government of Catalonia, Barcelona Provincial Council, Tarragona Provincial Council, Lleida Provincial Council, Girona Provincial Council, Federation of Catalan Municipalities, and the Catalan Municipalities Association); and the update of the Protocol to prevent and address harassment, detailed below.
- **Update of the Protocol to prevent and address harassment** in cases affecting dignity and discrimination in the workplace, including sexual or gender-based harassment (also applicable to staff sub-contracted by Barcelona Activa or who are based at our facilities for their work). Pursuant to the latest case law criteria, **the definition of moral harassment has been improved and includes different forms of sexual harassment and orientation, gender identity and gender expression**. We have collaborated and worked together with the staff representatives to increase staff rights to include the right to intimacy and the protection of personal data and health data.
- **Approval of the Equality Plan 2017-2020** to include: portraying a corporate image that embraces equality and ensures visibility for women; raises awareness among staff in the use of non-sexist language that avoids gender stereotypes, both verbally and through images; the updating, distribution, and accessibility of the Style Guide for a non-sexist, equal use of language that avoids gender stereotypes; applying gender mainstreaming to all departments and operations by Barcelona Activa, reaching greater equality between men and women based both on vertical and horizontal segregation, employment conditions, promoting actions to make family responsibilities compatible with work, collecting data to visualize the differences in conditions between male and female workers, among others. In order to develop the actions included in the Plan, an equality specialist is expected to be recruited for 2017.
- **Pilot test in 2016 to draft 2017 budgets incorporating a gender perspective**. It should be highlighted that the agency has incorporated a gender perspective for many years in all its information systems related to people who can take advantage of the public policies it applies. This has led to Barcelona Activa becoming one of the chosen municipal instruments to participate in the municipal project for budgets with a gender perspective.

The activities carried out in 2016 incorporating diversity are detailed below:

- **The use of inclusive, non-discriminatory language** in all internal and external communications.
- **Addressing the issue of harassment in other collectives under the new Protocol** mentioned above. The regulatory framework referred to has been updated in order to guarantee the rights of lesbians, gays, transgender and intersex people to eliminate homophobia, biphobia, and transphobia.
- **Barcelona Activa joined the LGBTI Network of Municipalities** in order to commit to promoting strategies to foster equal opportunities in the workplace and value and respect for diversity within organizations. This membership forms part of the Barcelona Employment Strategy 2016-2020 which sets out a specific measure to ensure that diversity is incorporated into all of its activities.

- **New entrepreneurship programme for immigrants.** Towards the end of 2016, a proposal for a project called the *Urban Network for Migrant Entrepreneurs - UNME* (Barcelona Activa is a member) was put forward to the European Commission's **COSME programme** (Migrants Entrepreneurship Support Schemes). This proposal, led by the Giacomo Brodolini Foundation (Rome), aims to propose support schemes for immigrants or those of third world country origin who live and work legally in the EU and wish to develop an entrepreneurial project.

Under the external activities carried out in different lines of work by the agency, many have already been explained in previous sections of this report, but a summary is included below:

- In the area of employment promotion, **gender perspective has been incorporated into the different municipal plans in which it has participated in order to apply mainstreaming into employment**, such as: the Barcelona Employment Strategy (2016-2020), the Quality Employment for Young People Plan (2016-2020), the Social Public Procurement Guide, the Local Strategy for Roma People of Barcelona, the Mental Health Plan (2016-2020), the Gender Justice Plan (2016-2020), the Strategy against Feminization of Poverty and Instability in Barcelona (2016-2024), the Municipal Plan for Sexual and Gender Diversity (2016-2020), the Strategic Plan against Sexism in the City of Barcelona, the Plan to Integrally Address Sexual Labour: ABITS Plan, and the Barcelona, Digital City Plan 2017-2020, among others.
- Furthermore, regarding specific services and programmes for employment, during the course of 2016, we have offered an **employment coaching for women service, complementary cross-functional training on gender perspective and equal opportunities on the Emergency Plan against very long-term unemployment**, and at the and Work for Youth Centre, **workshops on equality and eliminating gender violence** have been held. In the specific case of the Work for Youth in Performing Arts programme, participants specialized in sound, lighting, video, and production, carried out their residency for the Vaca Vacabaret project, a women's show that forms part of the seventeenth Stage Creators Show.
- In the entrepreneurship and business support area, Barcelona Activa promoted the **Women Entrepreneurs School** (an extensive training programme including assessment, networking, financing options); the new entrepreneurs programme "**Alternative Economies. Building with Women**"; the new programme "**Road to Solidarity**" providing training and assistance for Cooperative, Social, and Solidarity Economy organizations, run by women.
- In the field of local development and proximity, a **general criteria on project evaluation with reference to gender perspective** has been incorporated. Gender is also the focal point of the Economic Development Plan (PDE) for Ciutat Vella, including some specific measures such as fostering a work-life balance for those with families participating in employment or training projects in order to guarantee equality regarding access to resources to improve employability (these may be for example, babysitting or childcare projects for the children of those participating in training or work experience programmes), or interventions against sexist publicity in public areas of Ciutat Vella and its local commerce. For the PDE in Nou Barris, which was in the drafting stage during 2016, one of the priority collectives are women in vulnerable situations. It also plans to implement measures to improve the work-life balance of those participating in occupational or training projects.

- Regarding technical innovation skills, schemes are expected to be launched in **digital skills to help reduce the digital divide and promote scientific and technological vocations among the female population.**
- Standardization of the agency's facilities includes **baby changing stations installed in the toilet facilities** both in mixed service facilities and if they are separate, in both men's and women's bathrooms. Additionally, the task began into analysing different options to favour the participation in different training and assistance activities offered by Barcelona Activa for people with babies, both for men and women.

## 05.2. ENVIRONMENTAL SUSTAINABILITY

With a view to improving environmental sustainability, during 2016 **energy efficiency audits were performed in all facilities managed by Barcelona Activa.** To this end, the equipment at the Central Headquarters and Porta22 have been connected to the **Districlima climate control distribution network** available at 22@, therefore improving energy efficiency, cost reduction, and pollution. This has involved connecting of all the equipment managed by Barcelona Activa to 22@ –Almogàvers, the Glòries incubator, Porta22 and Central Headquarters– to the Districlima network.

For 2016, around €50,000 was allocated to actions to **improve energy efficiency.** Other actions carried out under fostering environmental sustainability are detailed below, such as requiring suppliers to act responsibly in the area of **the life-cycle of the product or service supplied,** the priority use of recycled paper, and the installation of recharging points for electric bicycles and more bicycle parking points in order to foster sustainable transport.

Finally, the **foundations for a new CSR plan for Barcelona Activa** have been set and will be rolled out in 2017, where they will form part of the new measures for environmental sustainability.

## 05.3. PUBLIC CONTRACTS AND PROCUREMENT

**Significant progress** has been made in Barcelona Activa in terms of public contracts and procurement to ensure they embrace the change in our economic model, business values and social rebalance.

To achieve this, we **incorporated the Council's new social public procurement guides** into the agency's external contracting policy. The new strategic public procurement policy that was already starting to be applied in Barcelona Activa during 2016, (to be included under municipal decree in 2017), aims to **promote equal opportunities, employment creation, dignified work, social justice and inclusion, stability, and ethical behaviour in business and commerce.** It aims to ensure that social considerations are taken into account in the selection of public contract offers in order to find a balanced quality/price relation, while at the same time **strengthening values and practices for a socially responsible business model.** To help ensure this, measures have been introduced to favour the recruitment of unemployed people and those at risk of social exclusion in the execution of contracts. Other measures have been established to give priority for contracting special work centres (CET), insertion companies (EI), and non-profit organizations in the social field.

Regarding allocation criteria, the new guides consider that any criteria valuing **aspects related to the contract life cycle as a whole** are related to the object of the contract, even though they may not directly refer to the characteristics of the contract itself. For example, environmental factors related to production, commercialization, recycling or waste destruction, as well as social and labour conditions of those involved in the production or execution of the contract. Other evaluation criteria include **social responsibility that may represent added-value** to the execution of the contract, such as providing personal-family-life balance plans for staff, training activities, actions in favour of gender equality, manufacture without toxic chemicals, use of energy efficient machinery, fair trade products, products with minimum waste and maximum energy efficiency, among others.

Conversely, in all contracts entered into, a municipal instruction is applied to **prohibit entering into contracts with companies that perform illegal business in tax havens**. Additionally, all **minor contracts are systematically published on the Government of Catalonia's online platform** to ensure greater concurrency and transparency for minor contracts too.

The European regulation is applied to **share the contract into batches to favour the participation of small and medium sized companies** in public procurement procedures. There are also limits to the number of batches assigned to the same company. This regulation has been applied to the tender process for Barcelona Activa's stable training services (short-length training in the fields of business management, business set up, job seeking and guidance, and technology skills, reinforcing the concepts of equality, social responsibility and Cooperative, Social, and Solidarity Economy). This tender has been divided into 35 batches to favour the participation of a high number of companies of different sizes and types of organization.

Barcelona Activa has also worked to foster commitment to **socially responsible procurement** by increasing their portfolio of suppliers in the Third Sector in sectors in which the agency already had suppliers (such as catering, manipulation and distribution, printing, waste management, painting, etc.) and seeking new suppliers for new sectors in which it had not began to work with the Third Sector (maintenance of facilities and buildings, or gardening), establishing long-term partnerships with these entities. In total in 2016, their commitment to socially responsible procurement resulted in transactions with 17 companies and entities from the Third Sector, to a total amount of €791,336.

There has been a general increase in buying local goods and services **with more and more focus placed on the criteria of purchasing locally through** the increased contact and involvement in local territories from different areas within the company.

Purchases have also experienced **environmental improvements**, such as the use of recycled paper, a reduction in the purchase of non-environmentally friendly materials (for example, plastic cups have been substituted for biodegradable ones), a reduction in waste, and certain requirements have been introduced to ensure that suppliers act responsibly in the life-cycle of the products or services they supply. For example, catering companies are asked to use re-usable or biodegradable tableware that the supplying company is able to dispose of in an environmentally friendly way.

#### 05.4. ORGANIZATIONAL IMPROVEMENTS

Over the course of 2016, multiple improvements on an organizational level have been promoted, including the improved well-being and professional guidance of the staff at Barcelona Activa, including:

- **Greater participation of staff:** for the first time, a participatory process has been introduced in order to define, validate and prioritize objectives comprising the new mission, values, and strategic lines introduced. Organization of the activities to celebrate the 30th anniversary of the agency have begun with the help of over 50 staff.
- **A Cross-cutting approach:** a process has begun to set up specific, cross-interaction work groups for specific projects that require the permanent or temporary participation of different departments.
- **Internal communication:** a weekly news flash system has been introduced to include a noteworthy piece of news about the agency's activity, plus a bi-monthly internal newsletter, due to be launches in January 2017.
- **More bicycle parking places and recharging points** for electric bicycles.
- **A new kitchenette for staff** is being adapted at the headquarters, including a waste recycling area.
- **Healthy eating is promoted by the vending machines** at the Barcelona Activa facilities.
- **A new Innovative Training Plan for staff** is being designed for 2017-2019.

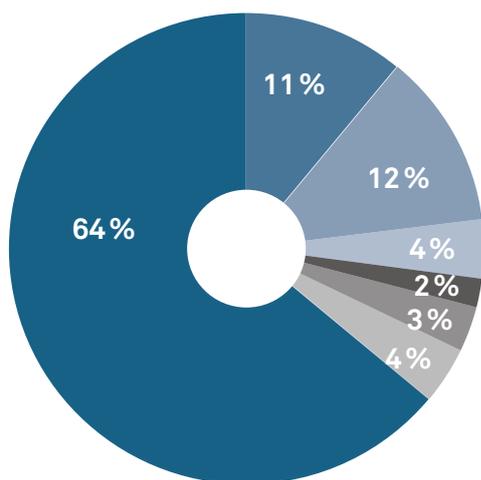
## 06. Financial Management

In 2016, Barcelona Activa executed a **€51.1 million budget**, 64% of which was allocated to employment, 12% to business support services, and 11% to actions to foster entrepreneurship and assistance in setting up businesses. Furthermore, it allocated 4% of the budget to training activities (stable short-length training), 3% to promoting local development, 2% to activity related to fostering socio-economic innovation, and 4% to attending to municipal management in the areas of tourism and international economic promotion.

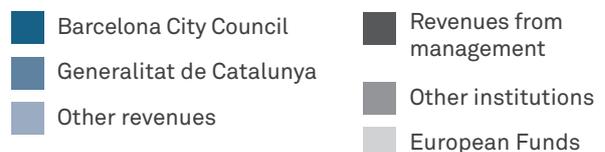
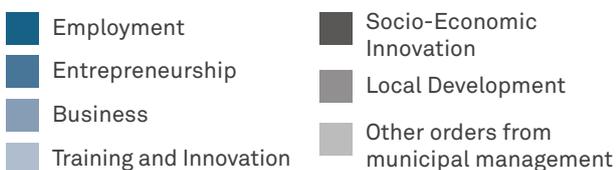
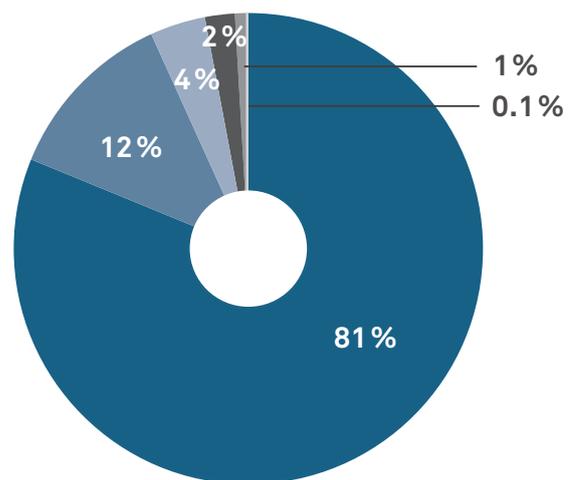
The amount executed in 2016 by the Council's local economic development agency was 37% greater (+13.9 million) than that executed in 2015. This increase primarily responds to the **reinforcement of active employment policies** in line with the municipal government's priority to fight against unemployment and employment instability. Parallel to this, a new area has been set up in the municipal structure to promote socio-economic innovation, accounting for 2% of expenditure, while investments have been maintained in the area of business and entrepreneurial support.

In terms of revenues, it is particularly noteworthy that **81% (€41.8 million) comes from Barcelona City Council**. Revenue from the Government of Catalonia account for 12% of total revenues, while funding from the European Union has been greatly reduced compared to the previous year, mainly due to finalization of the ERDF programme 2007-2013. Finally, revenues for management, other revenues and that coming in from other institutions (7% of total income) has enabled the reinforcement of all services and actions implemented.

**Distribution of the 2016 expenditure**



**Distribution of the 2016 revenues**



## 07. Board of Directors

### President

**Gerardo Pisarello Prados**

First Deputy Mayor and Councillor  
of Barcelona en Comú

### Vice-President

**Jaume Collboni Cuadrado**

Second Deputy Mayor and Councillor  
of the PSC Municipal Group (since July 2016)

### Board Members

**Agustí Colom Cabau**

Councillor of Barcelona en Comú

**Jordi Sánchez Masip**

Director of the Municipal Institute of Social  
Services appointed by Barcelona en Comú

**Jordi Via Llop**

Commissioner of Cooperative, Social, and  
Solidarity Economy and Consumption appointed  
by Barcelona en Comú

**Jordi Ayala Roqueta**

Director of Presidency and Economics appointed  
by Barcelona en Comú

**Albert de Gregorio Prieto**

Manager of Business and Tourism appointed  
by Barcelona en Comú

### Also forming part the Board

**Raquel Gil Eiroá**

Appointed by Municipal Group PSC  
(until July 2016)

**Maria Magdalena Barceló Vereá**

Councillor of Municipal Group Ciutadans  
(until April 2016)

### Managing Director

**Sara Berbel Sánchez**

### Secretary of the Board

**Angel Pascual Oliva****Sònia Recasens Alsina**

Councillor of Municipal Group CiU

**Francisco Sierra López**

Councillor of Municipal Group Ciutadans  
(since April 2016)

**Jordi Castellana i Gamisans**

Appointed by Municipal Group ERC

**Míriam Casanova Domènech**

Appointed by Municipal Group PPC

**Marc Faustino i Vidal**

Appointed by Municipal Group CUP-Capgirem  
Barcelona

# o8. Organization Chart

