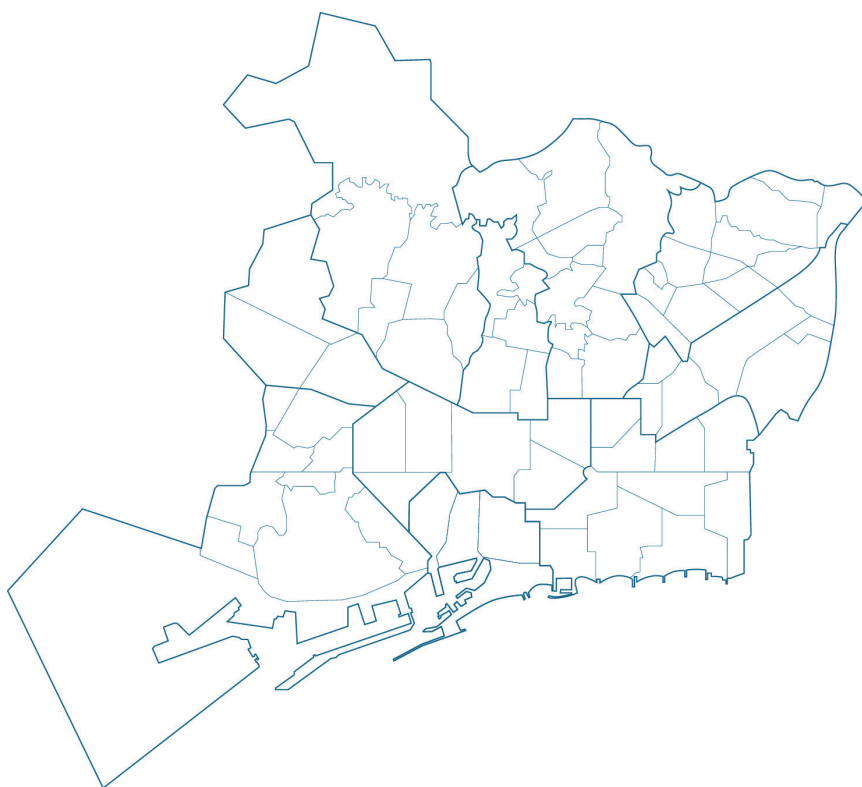


Barcelona Employment Strategy

(EOB) 2016-2020



Barcelona
City Council



Barcelona
Activa

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01. Initial situation

01.01 EMPLOYMENT IN THE CITY

Unemployment is one of the biggest problems facing the citizens of Barcelona. The economic crisis has led to a significant drop in jobs, a rise in unemployment and a reduction in size of the labour force. In August 2016, the city's level of unemployment reached 80,344, an increase of more than 26,000 people compared to the same month in 2007. The unemployment rate amounted to 13.4% of the labour force in the second quarter of 2016. This figure is double that of the same period in 2008, and it is 4.2 points above the European average, although it did go down significantly since 2013 and is below the unemployment rate for Catalonia and Spain. Similarly, despite recent improvements in some indicators, the job market in Barcelona continues to face significant challenges where quality employment is concerned, as can be seen from the increase in temporary contracts, shorter employment terms, lower salaries and the gender pay gap.

The diagram below offers a brief analysis of the evolution and characteristics of the labour market. It enables us to understand the dynamic it has followed and the situation we are currently faced with, which we must respond to in collaboration with various agents in order to make Barcelona a cohesive and fair city that offers equal opportunities to all of its citizens.

Barcelona closed the second quarter of 2016 with 1,049,147 people affiliated to the social security system, 34,309 more than the previous year (+3.4%). This represents the largest number of people affiliated since the fourth quarter of 2008. The city has been creating employment since the end of 2013 and it has recovered 60% of the jobs lost in the recession, despite the fact that the total number of affiliations in Barcelona continues to be less than the 1.1 million people who were affiliated to the social security system in 2007.

As far as participation in the job market is concerned, the activity (82%) and employment (71%) rates in the city are higher than those in Catalonia, Spain and the European Union. However, the labour force in Barcelona (821.9 thousand in the second term of 2016) has dropped in comparison with 2008, with regards to the number of men in particular.

Activity, employment and unemployment rates

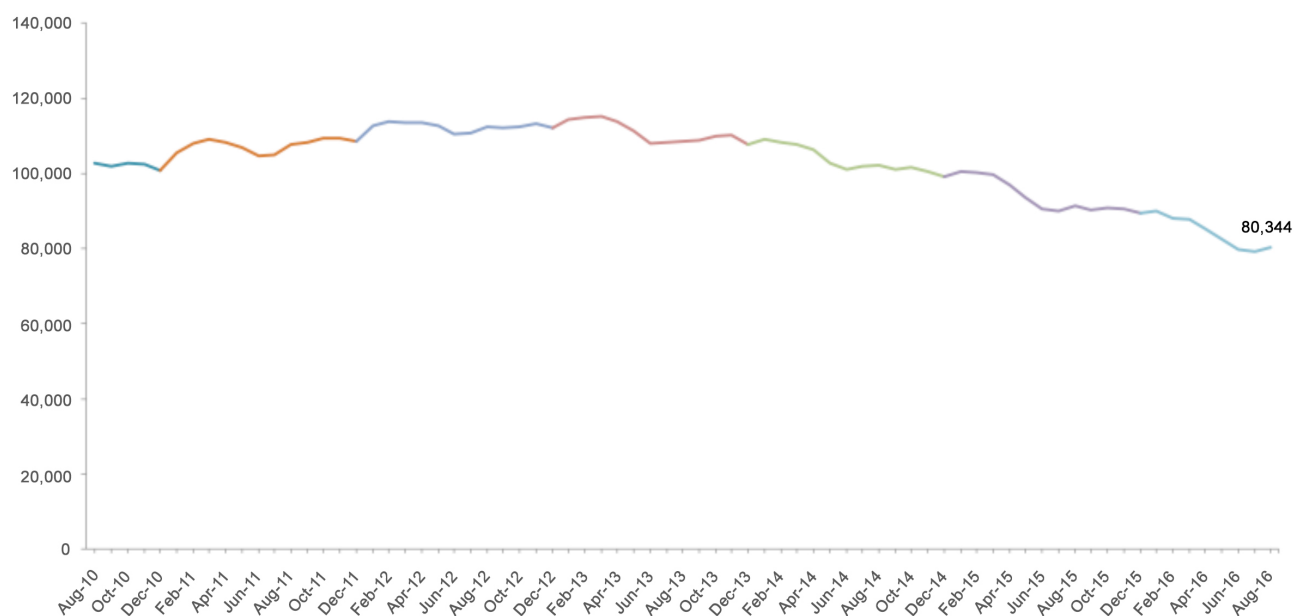
2nd quarter 2016 % of total population (aged 16 to 64 years)

	Activity rate	Employment rate	Unemployment rate
Barcelona	82.0	71.0	13.4
Catalonia	79.0	66.4	16.1
Spain	75.5	60.3	20.1
European Union*	72.5	65.7	9.2

* Data from the first quarter of 2016. Source: Labour Force Survey and Eurostat.

The unemployment rate in Barcelona was 13.4% in the second quarter of 2016, which is lower - by 2.7 and 6.7 points, respectively - than the Catalan average (16.1%) and the Spanish average (20.1%). It is closer to the EU statistic (9.2%) than the national one. The under-19s unemployment rate (27.5%) is more than double the city's average, even though it is markedly below the Catalan average (35.3%) and the national average (46.5%).

For recorded unemployment, Barcelona closed August 2016 with 80,344 people registered as unemployed in branches of the Catalan Unemployment Office, which represents the fourth lowest figure since February 2009. After a notable increase during the recession, the downward progression of this indicator since 2013 (-12% last year) is now almost 50% more than in 2007.

Evolution of recorded unemployment in Barcelona

Source: Produced by the Department of Studies of the Manager's Office of Economic Policy and Local Development of the Barcelona City Council, based on data from the Observatory of Business and Employment of the Generalitat (regional government) of Catalonia.

The composition of unemployment in the city, based on data from July, shows that it is mainly made up of women (54.1%), the over-45s (53.9%) and people with general education and Vocational Training (76.7%). The 3 groups in which unemployment is highest are also those that have benefited the least from a reduction in unemployment since the middle of 2015 (reduction in the city of 12%), particularly in the over-45s (-10.69%) and women (-9.68%). The number of unemployed foreign citizens decreased by 9.24% in the previous year, due to a trend which has seen foreigners returning to their country of origin. At the same time, the under-29s represent 12.2% of the number of individuals registered as unemployed in the city.

Profile of registered unemployed individuals in Barcelona

July 2016

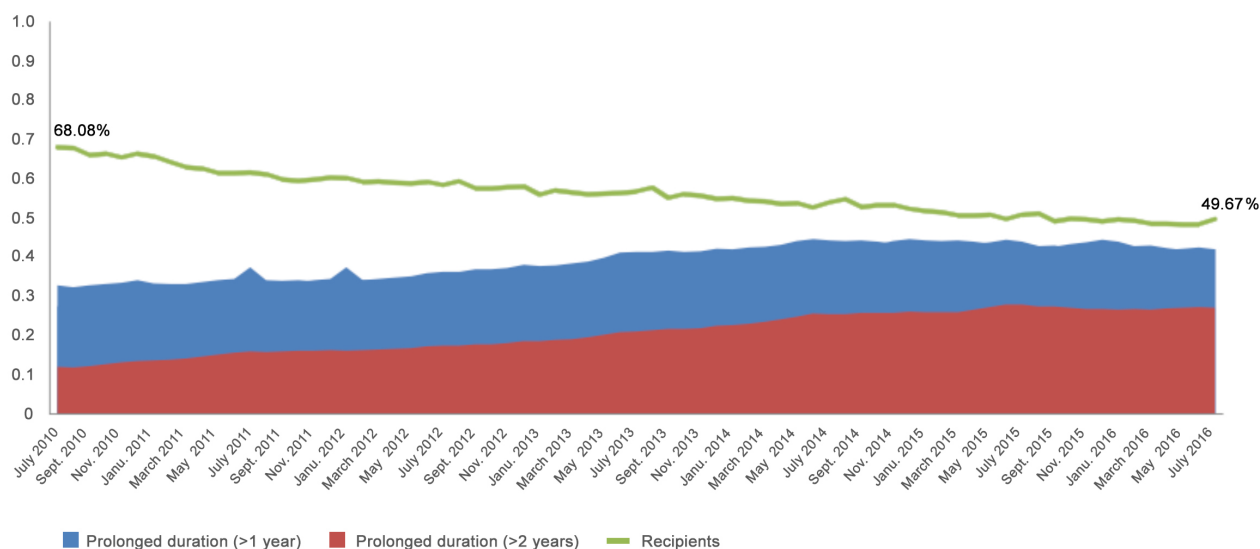
	Number	% of total	Annual variation (%)	
TOTAL UNEMPLOYED	79,225	100.0%		-12.07
Sex:				
Men	36,335	45.9%		-14.74
Women	42,890	54.1%		-9.68
Age:				
<25 years	3,685	4.7%		-6.76
25-29 years	5,940	7.5%		-7.51
30-45 years	26,897	34.0%		-15.72
>45 years	42,703	53.9%		-10.69
Educational level:				
Basic or no qualifications	4,976	6.3%		-14.13
General education	47,829	60.4%		-11.71
Vocational Training - technical	12,946	16.3%		-12.12
University degree-level	13,474	17.0%		-12.53
Duration:				
Up to 6 months	33,592	42.4%		-6.92
From 6 to 12 months	12,285	15.5%		-14.23
More than 12 months	33,348	42.1%		-15.97
Foreigners:	13,871	17.5%		-9.24
Recipients (%):	49.67%			-1,13 p. p.

Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on data from the Observatory of Enterprise and Employment of the Generalitat (regional government) of Catalonia.

Therefore, although the level of unemployment has decreased, it has not affected the different population groups and neighbourhoods in Barcelona in the same way. While some groups have found employment, others have difficulty in finding work, especially the over-45s, women, people who have been unemployed for a long time and people who do not receive any unemployment benefits.

Long-term unemployment in Barcelona in % /total

July 2010 - July 2016

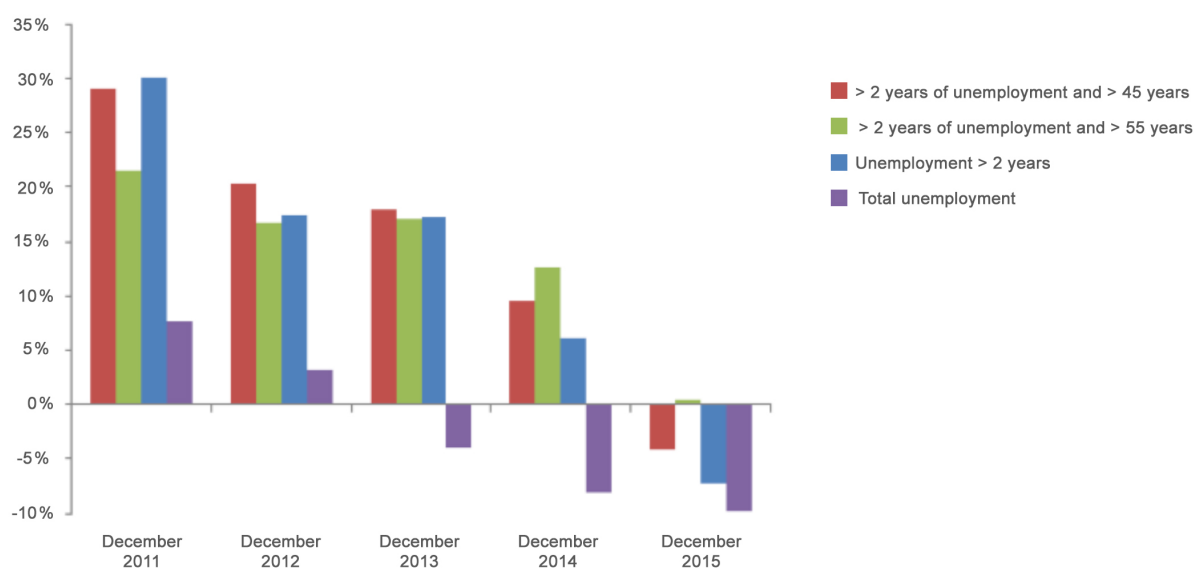


Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on data from the Department of Enterprise and Employment of the Generalitat (regional government) of Catalonia.

In the first years of the economic crisis, the percentage of unemployed people who did not receive unemployment benefits decreased. This trend changed at the start of 2010, showing an increase in the number of unemployed people who were in receipt of no unemployment benefits from around 30% in 2010, to over 50% currently.

Similarly, during the crisis, the number of people who have been unemployed for more than 2 years has increased. The following graph shows the evolution of unemployment for the whole city, as well as long-term unemployment (in particular, for 45 to 64-year-olds with special focus on 55 to 64-year-olds). While total unemployment rates decreased, at least since the end of 2013, long-term unemployment has continued to increase until the end of 2013 at a rate of 20-30%, and this trend continued into 2014 (at a faster rate among the over-45s). In 2015, the year-on-year decrease in registered unemployment was greater than that of long-term unemployment, showing a slight increase among the over-55s. Following this shift, very long-term unemployment represented 27% of total number of people registered as unemployed in the city and accounted for more than 21,000 people in July 2016.

% Year-on-year employment evaluation, > 2 years in length and age group



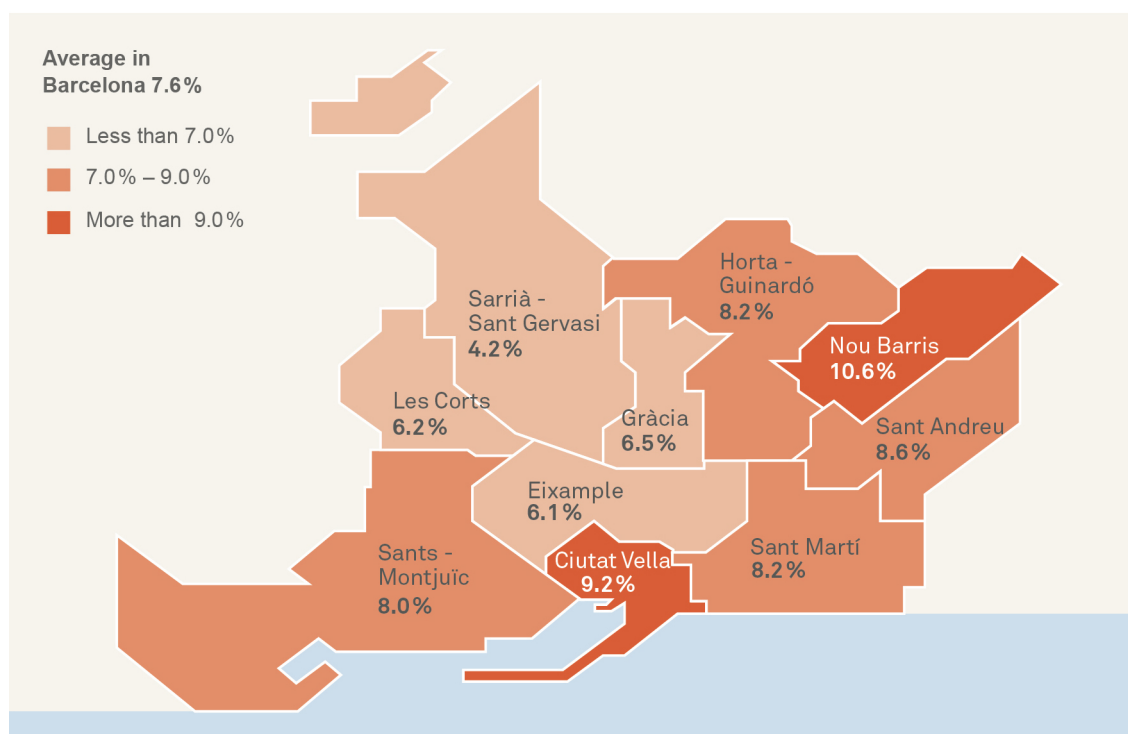
Source: Produced using data from the Observatory of Enterprise and Employment.

There are also significant differences in unemployment rates by district and neighbourhood. In July 2016, the percentage of unemployed people compared with the working age in Barcelona stood at 7.6%. The districts with a below average number of unemployed people are Sarrià- Sant Gervasi, l'Eixample, les Corts and Gràcia, with rates ranging from 4.2% (highest) to 6.5% (lowest). Conversely, the districts of Sants-Montjuïc, Sant Martí, Horta-Guinardó, Sant Andreu, Ciutat Vella and Nou Barris have unemployment rates above the city's average, and in Nou Barris it is 2.5 times higher than in Sarrià-Sant Gervasi.

In absolute terms, the district with the highest number of unemployed individuals is Sant Martí, with 12,576 , followed by Nou Barris, with 10,829 unemployed individuals.

Recorded unemployment among 16-64 year-olds (%)

July 2016



Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on data from the Statistics Department of the Barcelona City Council.

Among the neighbourhoods with a higher percentage of unemployed individuals among the working age population, eight of them –Ciutat Meridiana, Trinitat Nova, Vallbona, la Guineueta, Canyelles, Torre Baró, les Roquetes and Verdun– belong to the Nou Barris District, which has been most affected by the city's unemployment.

Neighbourhoods with the highest % of recorded unemployment in July 2016	% of unemployed people among the population of 16-64 years-olds
La Marina del Prat Vermell - AEI Zona Franca	16.5%
Ciutat Meridiana	15.3%
La Trinitat Nova	14.9%
Vallbona	14.0%
La Trinitat Vella	13.8%
La Guineueta	11.6%
Canyelles	11.3%
Verdun	10.8%
Les Roquetes	10.7%
Torre Baró	10.6%

Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on data from the Department of Statistics of the Barcelona City Council.

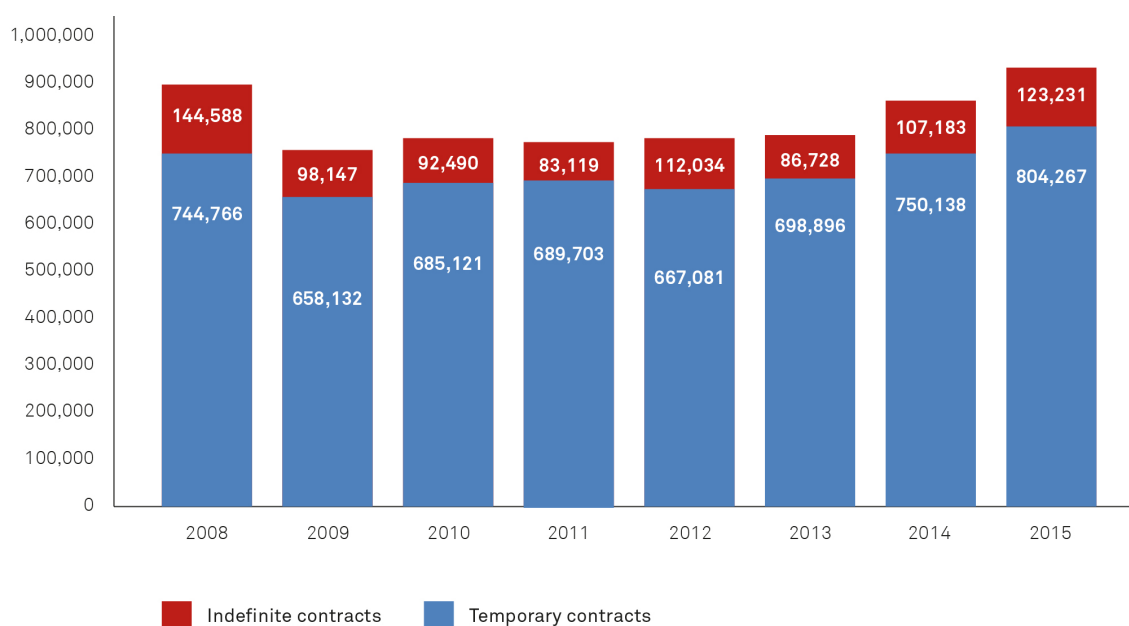
However, of the 10 neighbourhoods with the lowest percentages of unemployment compared with the potential active population, 5 belong to the Sarrià - Sant Gervasi district.

Neighbourhoods with the lowest % of recorded unemployment in July 2016	% of unemployed people among the population of 16-64 years-olds
Vallvidrera, el Tibidabo i les Planes	3.2%
Pedralbes	3.3%
Sarrià	3.4%
Les Tres Torres	3.7%
Sant Gervasi - Galvany	4.1%
Sant Gervasi - la Bonanova	4.1%
La Clota	4.9%
La Dreta de l'Eixample	5.1%
L'Antiga Esquerra de l'Eixample	5.6%
El Coll	5.7%

Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on data from the Department of Statistics of the Barcelona City Council.

In addition to this, another effect of the recession is that employment has become less stable, reflected in the high number of jobs that are temporary in nature, with shorter employment terms and a widespread decrease in wages.

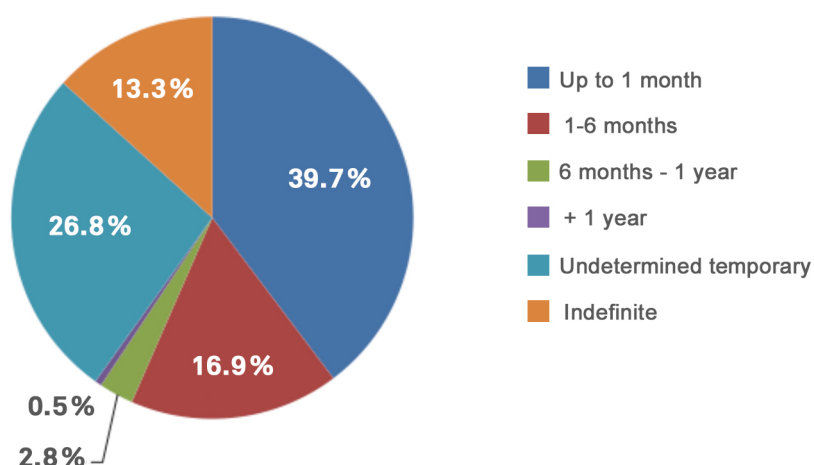
Accumulated Recruitment in Barcelona January - December (2008-2015)



Source: Produced by the Department of Studies of Economic Policy and Local Development of Barcelona City Council, based on data from the Statistics Department of the Barcelona City Council.

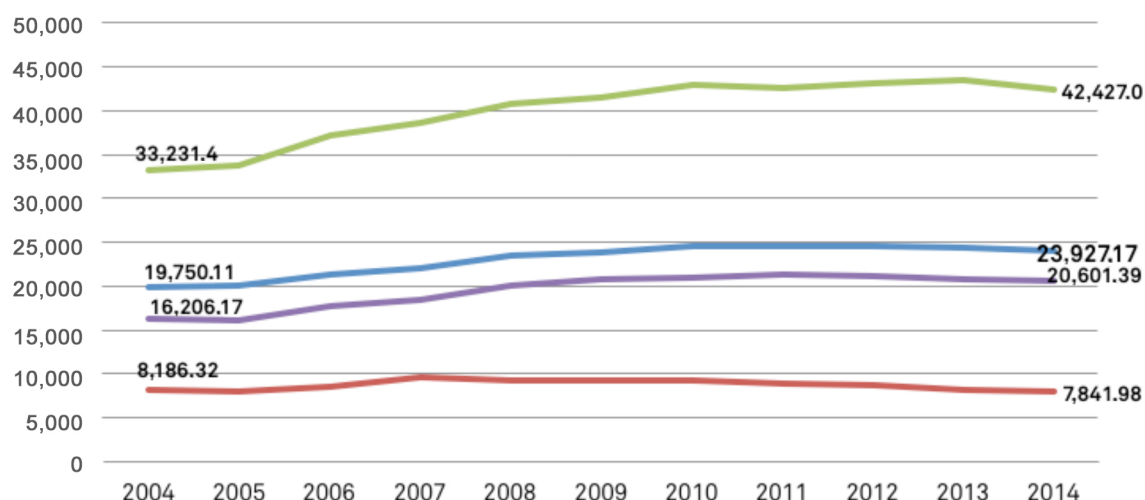
In effect, over recent years, an increase in new temporary employment contracts can be observed - indefinite employment contracts have gone from representing 16.3% in 2008 to 13.3% in 2015 - as well as a shorter duration of employment among the temporary contracts. Therefore, as shown in the following graph, in 2015, 39.7% of contracts in Barcelona corresponded to an employment duration equal to or less than one month, whereas 56.5% corresponded to a period equal to or less than 6 months.

Duration of employment contracts signed in Barcelona in 2015 (% /total)



Source: Produced by the Department of Studies of Economic Policy and Local Development of Barcelona City Council, based on data from the Statistics Department of the Barcelona City Council.

Another effect of the recession has been the decrease in salaries, especially since 2011, and an increase in income inequality. While the highest salary rates have increased, the lowest salary rates have decreased, leading to lower income levels for a notable part of the population.

Progression of annual gross salaries in Catalonia. 2004-2014 (euros/year)

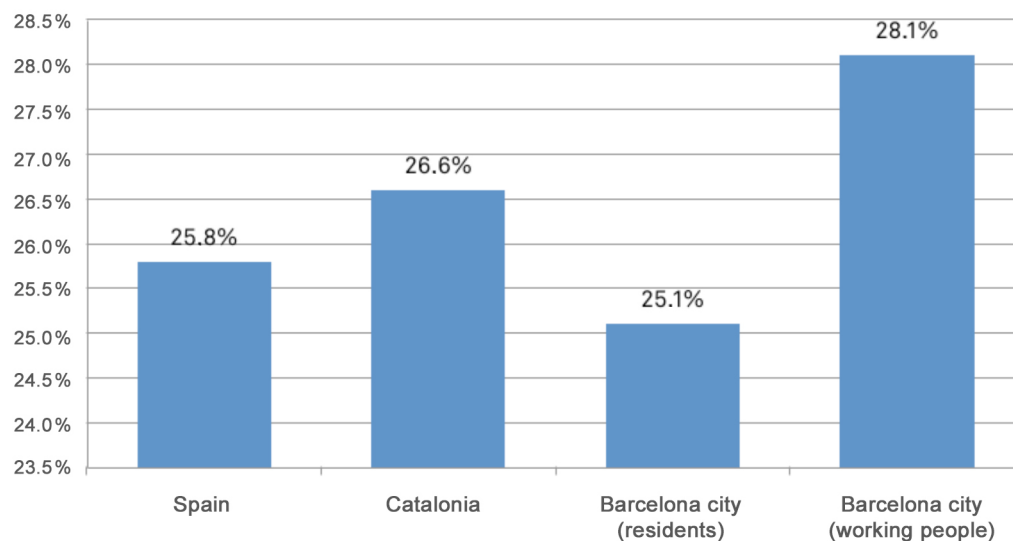
Notes: For percentile 10, 10% of working people's salaries are less than this value. For percentile 90, 90% of working people's salaries are less than this value. The average is a salary value for which half the population earns less and the other half, more. Source: Produced by the Department of Studies of Economic Policy and Local Development of the Barcelona City Council, based on statistics from Idescat.

Similarly, in addition to the aforementioned inequalities in the evolution of the labour market regarding gender, we must also add the gender pay gap. In 2014, working women living in Barcelona earned an average salary of 24,618 euros, 25.1% less than the average salary of men¹, whereas the pay gap for total employment in Barcelona was 28.1%. Calculated in a standardised way, the gender pay gap in Catalonia and Spain was slightly greater than in Barcelona (26.6% and 25.8% respectively), while in the European Union, in the same year 2014, it was 16.1%.

The gender salary gap of men and women residing in the city is evident across all ages, all educational levels, all nationalities and professions, in almost all sectors and in all types of employment contract and working hours, independently of the relative importance of each of these areas.

¹ Difference as a % of the gross average income of men.

Gender pay gap 2014 (as a %)



Source: Technical Programming Office of the Barcelona City Council (2016), *Els Salaris Mitjans a Barcelona 2014* [Average Salaries in Barcelona, 2014].

Therefore, in view of this, we need to unite our efforts to develop a comprehensive strategy, based on a detailed and shared diagnosis, for promoting quality employment from a gender-based perspective, in agreement with all the socio-economic agents operating in the city, with the aim of constructing a new model for a fairer, more socially and territorially cohesive Barcelona.

01.02 EXPERIENCES PRIOR TO REACHING AN AGREEMENT WITH THE AGENTS

Barcelona City Council has an extensive track record of working in agreement with socio-economic agents for employment and economic development. There have been four local employment agreements with social agents (1997-2000, 2001-2004, 2004-2007 and 2008-2011) and an economic growth strategy with business, social and knowledge agents (2012-2015 Barcelona Growth Measures), which included the Taula Empresa-Treball to debate measures for promoting employment and to define the municipal trajectory for the establishment of active policies on employment in recent years.

Among these policies, it is important to highlight the Barcelona Employment Agreement 2008-2011, for its size and scope, which was executed in collaboration with trade unions, employment representatives and, for the first time, the Generalitat (regional government) of Catalonia. The emphasis on debate and agreement for rolling out employment policies in the city enabled progress to be made, which includes:

- The implementation of review mechanisms, with addenda in 2009 to adapt objectives and measures to tackle the recession, as well as to facilitate the entry of municipal political groups who wanted to enter into agreement.
- Agreed annual work plans with periodic follow-up.

- The contribution of agile and operative governance mechanisms that combined follow-up meetings, account performance and proposal validation to be executed with expert work groups for various topics to increase intervention proposals.
- It involved local agents and also, for the first time, the Generalitat (regional government) of Catalonia, which prompted a new method for the authorities to work together that resulted in the 2010-2011 agreement to roll out active employment policies in the city of Barcelona using funding from the Catalan Unemployment Office (SOC).
- The agreement between the City Council and the Generalitat (regional government) of Catalonia enabled two years' provision of services to be guaranteed to users during a time of deep economic crisis.

The experience of collaborating and governing together opened up a debate on creating a possible consortium between the two authorities, beyond the agreement established in 2010-2011.

The change of government prioritised other measures of economic development and other forms of coordination and governance with different types of agents. Focus was given to economic growth in companies, and employment policies were promoted independently by the City Council with less coordination from agents. Despite this, the Taula Empresa-Treball was established with strong representation from businesses, social agents and political groups that wanted to get involved. They met on 3 occasions to exchange knowledge and provide support for particular initiatives, but it did not include an overall agreement to promote employment. Nor did it provide governing mechanisms and/or ongoing or periodic follow-up.

02. Plan of action: requirements and objectives

The current government has identified a lack of forums and mechanisms available to diagnose and agree strategies and proposals to create initiatives to boost employment, both within the City Council and other institutions (authorities, social agents, organisations and companies). We can only make progress in fighting unemployment, improving social cohesion and moving towards a new, fairer and more sustainable development model if we do so together.

With this plan of action, our objective is to create a joint and agreed strategy with the agents that can have an impact on boosting employment in the city in order to decisively tackle unemployment and job insecurity.

At the same time, in achieving this main objective, we are aiming to meet the following individual objectives:

- Construct a detailed and joint diagnosis of the situation.
- Involve various agents that can have an impact on the promotion and quality of employment throughout the process.
- Promote a local consultation framework to define local employment strategies. This framework must ensure the stable and dynamic coordination of territorial agents (authorities, social agents, organisations and companies).
- Promote greater coordination between different municipal areas and districts.
- Raise awareness in different municipal areas about their potential in relation to everyday initiatives to promote quality employment.
- Offer a quality service based on the particular requirements of each territory.

03. Priority lines of intervention

One of the main priorities of the new municipal government is tackling unemployment and job insecurity. Thus, promoting quality employment for everyone is one of the main lines of work being explored by the City Council.

Therefore, the Barcelona Employment Strategy needs to be the central strategy that incorporates the strategic lines of the Municipal Action Plan that are being defined. Among these strategic lines and as a starting point for the collaborative work on the shared strategy, it proposes the following points:

03.01 PROMOTE BETTER COORINDATION AND AGREEMENT OF POLICIES TO BOOST EMPLOYMENT IN THE CITY, ENSURING A CROSS-CUTTING APPROACH AND GREATER INSIGHT INTO GENDER EQUALITY AND RESPECT FOR DIVERSITY

1. Establish political consensus in the city and across the whole metropolitan area, if possible, that establishes and provides for an employment strategy and its corresponding implementation, involving all the economic and social agents that are influential in promoting employment.
2. Incorporate gender awareness into all the initiatives carried out within the Employment Strategy framework. Special focus will be needed to tackle the gender pay gap that reflects the discrimination and inequality of women in the labour market. At the same time, recognition should be given to unpaid work conducted mainly in the household and in caring for people, which is mostly undertaken by women.
3. Incorporate the diversity perspective into all the initiatives conducted within the Employment Strategy framework to combat discrimination of groups such as LGTBIs, immigrants, people with disabilities and/or people with mental health problems.
4. Create a map of all the mechanisms and resources that currently operate in the city of Barcelona, which are linked to boosting employment in all its aspects.
5. Create a collaborative forum and/or network to exchange and generate knowledge, methodologies and practices in relation to employment, which will involve Barcelona Activa, various municipal areas and districts, and all public and private operators involved in the field of employment in the city.
6. Take advantage of the new Catalan Unemployment Office (SOC) law to move towards the integration of initiatives and policy decentralisation.
 - a. Create a work group to analyse the feasibility, usefulness and potential of a SOC-BASA (Catalan Unemployment Office-Barcelona Activa) consortium, involving content, resources, areas of influence, operations, etc. Internally, we must make progress via the Territorial Council in creating an agreement framework or a contract-programme with the Catalan Unemployment Office (SOC).
 - b. Create another work group to tackle occupational mediation (define a service portfolio, methodologies and training programmes, shared records, transparency, etc.) to standardise and integrate the work carried out with unemployed people in the city of Barcelona.

7. Define an annual Plan of Action for Employment that identifies the measures (which specifies the objectives and indicators) to optimise the strategic lines defined in the Barcelona Employment Strategy 2016-2020.
8. Manage the traceability, follow-up and evaluation of the initiatives conducted.
9. Organise events with international scope that target employment matters.

03.02 INCREASE INITIATIVES TO IMPROVE EMPLOYMENT FOR EVERYONE

Employment intermediation

10. Increase and improve access to the provision of intermediation services by structuring services into three phases (information, guidance and accompaniment) and administering such services through employment facilities located throughout the territory, prioritising vulnerable groups and those at risk of social exclusion.
11. Strengthen business prospecting services, utilising these relationships to build mutual knowledge and participation when it comes to defining professional profiles and the description of jobs that are most like to generate employment.
12. Create a unified digital intermediation application that is agile, straightforward and efficient, which compiles complete and relevant information about people and their background, much like a medical record, which can be shared among all the agents and operators involved in the field of employment. Analyse compatibility/integration with other systems like Galileu (Catalan Unemployment Office) and XALOX (Barcelona Provincial Council).
13. Prioritise initiatives and resources aimed at vulnerable groups or groups facing job insecurity: women, the over-45s who have been unemployed for prolonged periods and undocumented immigrants. Define the variety of profiles in low employment and educational level groups, taking into account those who want to find employment (in need of better skills, adjustment to the requirements of the job market, etc.), and those who do not want to find employment (people who operate in the hidden economy, long-term unemployed, etc.) with the aim of conducting more efficient and effective initiatives. It is worth highlighting that women in vulnerable situations are associated with the phenomenon of "the feminisation of poverty" (they often have part-time contracts, or are single parent families, etc.) to define and prioritise initiatives that aim to combat this situation.
14. Establish Barcelona as an area of territorial agreement with a view to becoming a Consortium with the Catalan Unemployment Office.

Local Employment Office Model

15. Study the possibility of establishing a local employment office model and a network of local employment offices, with at least one per district, with a general catalogue of services offered by all offices, and specific services and initiatives for each district. It would be launched using pilot schemes in two or three priority districts and then the model would be rolled out gradually across the city. To put this model into operation, the following would be necessary:
 - a. Coordinate and share services with different players that work in the field of employment in the institutions (Catalan Unemployment Office, Barcelona Activa, etc), service sector organisations, companies and the City Council.
 - b. Devise a catalogue of services to be provided: prospecting, guidance, coaching, and intermediation, etc.
 - c. Define the optimum structure, functions and resources of the Office.
 - d. Conduct pilot schemes.

Comprehensive projects

16. Design new comprehensive projects aimed at territories and/or groups that are in the most vulnerable situations in the city, and which incorporate boosting employment among vulnerable groups as a priority. Boost comprehensive projects that blend services (detection of needs, guidance, training, employment) with activity sectors (energy efficiency, culture, sport, logistics, green economy) and groups (youth, women, long-term unemployed, the over-45s, etc.) to identify groups to prioritise. Within this framework, special focus will be given to furthering projects of social economy and cooperation.

Vocational training

17. Boost vocational training, dual training systems, certification of skills, and so on to ensure universal access to vocational training, with other public agents (Education Consortium, Barcelona Vocational Training Foundation, etc.) and prioritise groups that are the most disadvantaged or at risk of exclusion.
18. Establish a Vocational Training Network in Barcelona, with the Education Consortium, the Barcelona Vocational Training Foundation, economic and social agents, training providers, organisations that represent the business network (professional regulating bodies, traders' associations, etc.) in order to:
 - a. Identify the needs of companies and people in Barcelona.
 - b. Create a map of the available training resources.
 - c. Explore dual vocational training systems and training that can be combined with working.
 - d. Share methodologies and establish coordination mechanisms.
19. Promote initiatives that result in the certification of credentials and professional qualifications and that lead to increased collaboration with establishments that can provide this type of certification (for example, public education centres that offer vocational training courses).

- 20. Increase initiatives to promote IT literacy, aimed at groups most affected by the digital divide.
- 21. Increase the number of training programmes run by the municipal administration itself that complement programmes run by the Catalan Unemployment Office (SOC), which, due to their short duration and customisation (based on specific requests), can be targeted at groups and companies with particular requirements.

03.03 EMPLOYMENT AT THE HEART OF MUNICIPAL POLICY: MAKING EMPLOYMENT A MAINSTREAM PRIORITY IN MUNICIPAL AREAS

Municipal sectors and projects that create employment

- 22. Identify sectors and projects in the municipality that can generate employment and implement comprehensive and integrated projects (a series of necessary and suitable measures) with the participation of municipal operators and other public and private agents) to boost the creation of employment: energy efficiency, electric cars, Delta plan, etc.
- 23. Create a framework of regulations that establishes employment as a priority topic on the political agenda of the current municipal government and which defines how it will be coordinated and rolled out.

The City Council as a service provider

- 24. Take advantage of the City Council as a service provider (bring services back to the municipal administration again, provide services under direct management, incorporate social clauses, etc.) to maximise employment potential through the economic activity generated.
- 25. Review the criteria that currently govern social clauses with companies and organisations that provide goods and services, and define mechanisms to ensure that they are fulfilled in all municipal areas and districts. Regulate these criteria and create areas to coordinate and follow up their implementation as well as information systems to monitor the whole process.
- 26. Apply quality criteria for employment in relation to job offers that reflect a commitment to a minimum wage in the city (or reference salary). Furthermore, special emphasis will be placed on narrowing the gender pay gap.
- 27. Create a quality employment hallmark so that the City Council can identify, among the service providers with which it works, those dedicated to social responsibility and quality employment. This can then be extended to other companies in the municipality.

03.04 BRING SERVICES TO THE TERRITORY AND TO MEET PEOPLE'S NEEDS

Needs/opportunities and employment potential

28. Create coordination and collaboration mechanisms in each district with the corresponding key agents (public and private operators, companies, networks and organisations) to detect opportunities and potential for creating employment in each area.

Services catalogue for districts

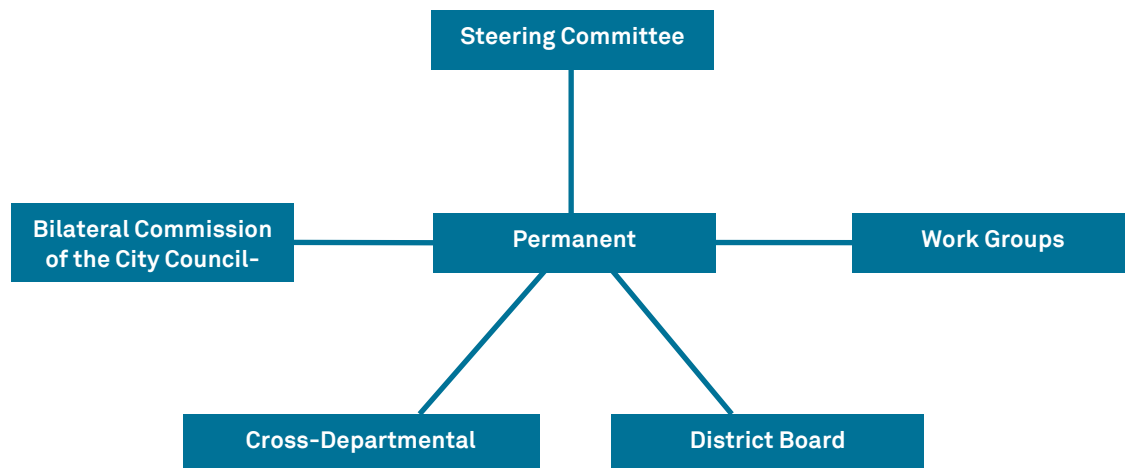
29. Create a services catalogue for the whole city (information, guidance and active assistance in job hunting, initiatives for gaining professional credentials, etc.) which is complemented by specific services and initiatives in each territory based on its features and requirements (comprehensive projects, basic skills training, digital literacy initiatives, co-working areas, workshops for specific groups, etc.)

Governing agents

30. Organise the coordination of agents in various districts for all services and operators associated with promoting employment in all its aspects, and within the scope of impact it operates in the territory.

04. Organisational and governance structure

We propose the following organisational and governance structure to create, develop and monitor the Barcelona Employment Strategy:



a. STEERING COMMITTEE (CREOB)

It will be headed by the Mayor who can delegate to the First Deputy Mayor and president of Barcelona Activa or the person responsible for employment within the municipal government team. We propose that it consists of members of Barcelona City Council and agents who are key to the development of the Strategy.

The Steering Committee will have the following responsibilities:

- General coordination body, strategic planning in regards to lines of work, participation and political consultation concerning the Strategy.
- Lead the Strategy and empower implementation teams to meet the objectives of the priority Strategy of the city government.
- Present, monitor and approve the Strategy assessment on an annual basis.
- Conduct tasks for the Permanent Commission
- Determine the budget for the Barcelona employment policies

The Steering Committee will meet twice a year: once to approve the Annual Plan of Joint Action for Employment (Measure 7 of the Barcelona Employment Strategy) and another to conduct an assessment of the Plan.

b. PERMANENT COMMISSION

We propose that it is composed of representatives from participating organisations.

The Permanent Commission will have the following responsibilities:

- Receive the Steering Committee's mandate.
- Strategically manage the implementation of the Strategy.
- Monitor and plan employment policies for the city of Barcelona in accordance with the established governance model.
- Define the indicators used to assess the programmes.
- Establish a review process for proposals and objectives within the Strategy framework.
- Oversee optimum technical development throughout the project.
- Design and organise events to publicise it, promote citizen awareness and encourage technical debate on the challenges associated with the Strategy.
- Monitor and approve, if necessary, the projects and proposals designed within the framework of different groups, boards and work commissions that constitute it.
- Present an assessment of annual activities conducted within the Strategy framework.

The Permanent Commission will meet four times a year, with one meeting per quarter.

c. BILATERAL COMMISSION OF THE CITY COUNCIL-CATALAN UNEMPLOYMENT OFFICE

We propose creating a specific commission for coordinated work between the Barcelona City Council and the Catalan Unemployment Office with the aim of agreeing active employment policies in Barcelona between the two authorities, which could result in a future consortium or overall development plans for active employment policy in Barcelona via a contract-programme.

The bilateral commission will have the following responsibilities:

- Contribute necessary data to conduct a thorough diagnosis of the features of the employment market in Barcelona and its districts, as well as citizen participation in active employment policies.
- Agree upon a deployment plan for active employment policies in Barcelona via a Joint Plan of Action for Employment.
- Monitor the implementation of the Joint Plan of Action for Employment.
- Conduct joint assessments on the promoted policies to prompt continuous improvement.
- Make progress in the consolidation of a shared work model by looking for efficient methods of organisation and implementation (analyse the feasibility of a potential consortium, contracts-programme, etc.)

d. CROSS-DEPARTMENTAL COMMISSION FOR EMPLOYMENT (CIO)

Within the Barcelona Employment Strategy, the Barcelona City Council must hold a central role. Not only in areas of economic promotion and employment, but also cross-departmentally, by understanding the local government and the corresponding organisations, to be a driver of quality employment. The City Council is an influential agent in many markets, and all its departments need to be aware of their potential to influence various markets. In this case, employment and quality employment. What products and services do people buy and how? To whom are services sold and how? With what clauses? What potential do current or newly created services have for creating employment (energy efficiency, rehabilitation, support for people with social needs)? What professional profiles can be created? How can we develop specialised training with a social return of investment?

For this reason, within the framework of the Barcelona Employment Strategy, we consider it beneficial to organise a Cross-departmental Commission for Employment which comprises the manager's offices of the areas and districts as well as the managers of companies, institutes and other municipal organisations. It will be headed by the Deputy Mayor of the Area of Work, Economy and Strategic Planning, or by one of the Deputy Mayor's delegates.

It will have the following responsibilities:

- Share projects being managed by the City Council.
- Work jointly to maximise the potential of these projects in regard to employment and training.
- Formulate initiative proposals in the Permanent Commission within the Strategy framework based on municipal projects.
- Agree upon mechanisms of coordination, implementation and follow-up of the proposals to implement and monitor them.
- Establish operational channels to connect with other (future but potential) work commissions that participate in and monitor service tenders.

e. DISTRICTS BOARD FOR EMPLOYMENT (TDO)

Proximity to the territory is a crucial factor in municipal action and particularly for this Strategy. Therefore, the Districts Board will meet periodically and will be composed of councillors and managers of each district and Barcelona Activa, with the aim of sharing each territory's requirements and those of their residents in relation to employment to develop and adapt strategies that will provide a more suitable responses. It will be headed by the Deputy Mayor for the Area of Work, Economy and Strategic Planning or by one of their delegates.

Therefore, the Districts Board will have the following responsibilities:

- Analyse the characteristics and needs of each territory in relation to employment and economic activity.
- Share initiatives that both the City Council and organisations develop within the territory with the aim of boosting their complementary nature.
- Propose initiatives that respond to specific needs in each territory, looking for the most suitable way of providing services.
- Agree upon mechanisms to coordinate and monitor initiatives.
- Deliver agreements to the Permanent Commission.

f. WORK GROUPS

We propose setting up work groups, based on the Strategy's requirements to analyse and contribute to new measures and/or strategies of intervention on topics or groups, for the Technical Commission. In these groups, we propose involving organisations or institutions (for example, universities, Barcelona Vocational Training Council, Barcelona Vocational Training Foundation, Associació 22@, Barcelona Tourism Consortium, etc.) which, due to their nature and knowledge, can positively contribute to achieving the Strategy's shared objectives. In particular, the following are considered necessary:

- Social rights - BASA
- Public procurement - BASA
- Education consortium - BASA
- Housing - BASA
- Youth - BASA
- Energy efficiency (industrial estates, housing, municipal buildings)
- Sustainable mobility (employment areas, also municipal)
- Cohesion and social equality
- Tourism

g. TECHNICAL SECRETARIAT

All technical secretariats of this governmental structure will be managed by the Cross-Departmental Programme Operational Manager's Office of the Executive Manager's Office of Strategies to Promote Employment of Barcelona Activa.