
GOVERNMENT MEASURE BARCELONA, CITY OF TALENT

*To promote municipal policies for talent
creation, development, attraction, reception
and for fostering talent loyalty in Barcelona*



Ajuntament de
Barcelona



Barcelona
Activa

Government Measure.
Barcelona, city of talent

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1. ECONOMIC CONTEXT

1.1 TALENT, A DRIVING FORCE FOR ECONOMIC REACTIVATION

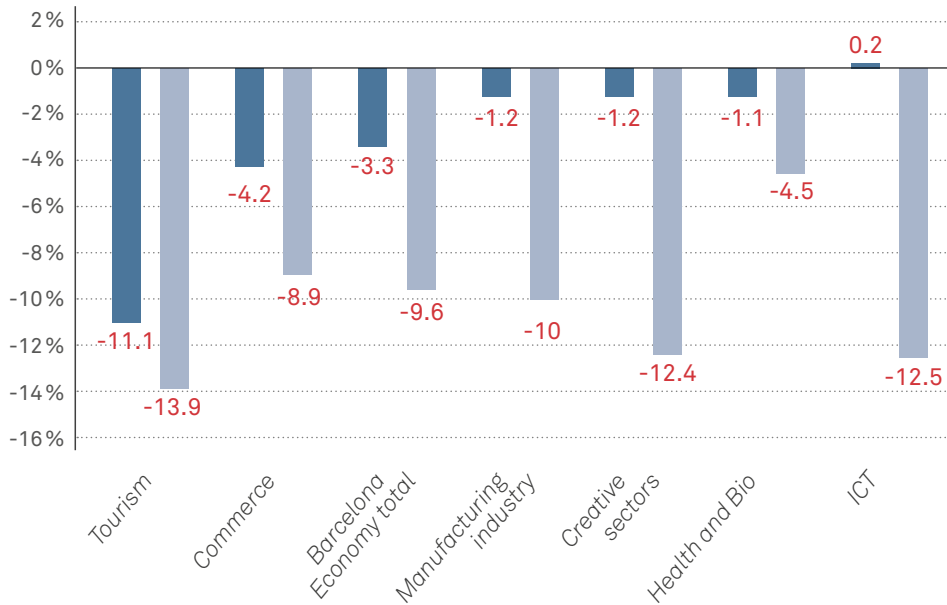
Barcelona and its Metropolitan Area form one of Southern Europe's main activity and innovation hubs. They have a diversified productive structure and an economy that has shown dynamic behaviour since 2015 and despite the effects of the current Covid-19 crisis, is still notably strong in relation to the current context. The city is resilient and its brand has an excellent reputation as an entrepreneurial city full of opportunities.

However, recent events, including Nissan's announced disinvestment in its metropolitan factories, have revealed our economy's excessive dependence on services (89%), especially tourism, and the productive sector's low level of digitalisation. In a context of restricted mobility, the drop in the number of congresses and fairs, sports and cultural events, where Barcelona is a world leader, the loss of international connectivity and the attraction of international talent, which is no longer moving to the city, are potential threats that Barcelona must tackle.

Current data shows a year-on-year variation in the GDP of -3.8% and a negative projection for 2020 of around -9% (-10% in Catalonia, -14% in Spain), with over 26,000 businesses and 210,000 workers affected by the lay-off (ERTO), which has had an impact on most of the sectors considered to be strategic: tourism, commerce, the manufacturing industry and creative sectors. City businesses have closed down (-10.6% registered businesses), which has especially hit micro-enterprises, those that employ fewer than five workers. Consequently, unemployment has increased by more than 20,000 people in the city (a 33% year-on-year variation), causing an unemployment rate of 9.3%, while recruitment has gone down by 42%.

Quarterly variation in jobs* and the number of businesses in strategic sectors in Barcelona. Q1 2020/Q4 2019 (%)**

● Jobs ● Companies with employees



* Registration with general and **self-employed Social Security systems.

Source: Compiled by the Department of Studies at the Manager's Office for Economy, Resources and Economic Promotion at Barcelona City Council, based on data from Barcelona City Council's Statistics and Data Dissemination Department.

In this new context, there is an even greater need to showcase and promote Barcelona's structural assets, which will be of vital importance for accelerating the recovery process for the economy and talent, as well as the positioning of the city's brand. These are two of Barcelona's clearest strengths, which, until now, have shown a marked resilience to the serious economic effects caused by the pandemic.

As stated earlier, while it is true that it is too soon to reach firm conclusions about the scale and characteristics of the Covid-19 crisis, within this uncertain context, promoting talent and the city's brand are two key strategies for kick-starting the reconstruction of new economic dynamics and relations with international markets.

We will now describe these two city assets using historical data, which reveals trends, and the first post-Covid-19 data, which we can interpret as a barometer of their resilience.

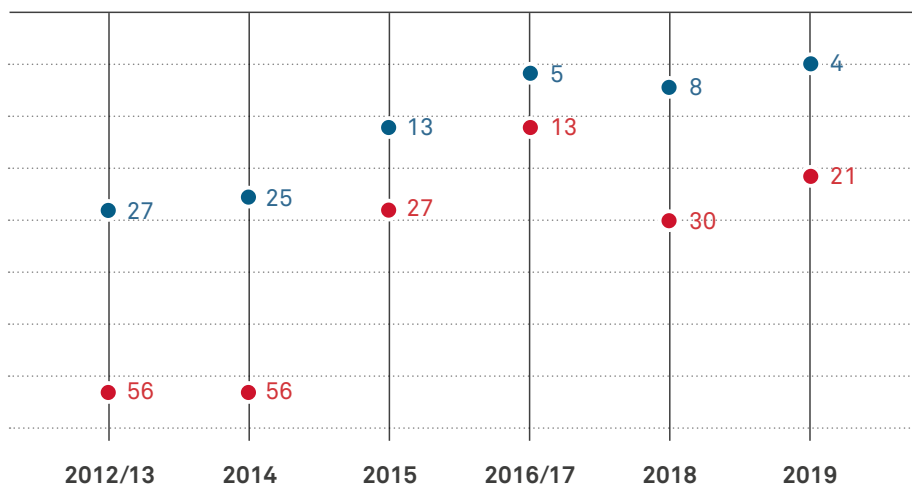
1.2 BARCELONA, A CITY THAT PRODUCES KNOWLEDGE AND ATTRACTS TALENT

Although the recent context means that we do not yet have a clear picture of the post-pandemic world, Barcelona is a leading international city of knowledge, which is listed as the 4th most innovative European city, and 21st in the world, in the *2019 Innovation Cities Index*. It is also a leading European city for technology entrepreneurship, listed, for the third year running, as the 3rd most preferred city for launching a start-up, according to the *Start-up Heatmap Europe Report 2019*, and is ranked 7th among European cities with the most scale-ups, according to the European Commission.

Source: Innovation Cities™ Index. 2thinknow.

Barcelona's position in innovation

● World ranking ● European ranking



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Source: *Startup Heatmap Europe*.

Europe's top 10 Startup Hubs

City	2018 ranking	2019 ranking
London	1	1
Berlin	2	2
Barcelona	3	3
Paris	4	4
Amsterdam	6	5
Lisboa	5	6
Munich	7	7
Milan	8	8
Tallinn	--	9
Stockholm	--	10

One of the most relevant assets in the Barcelona area is a significant critical mass of qualified human capital, with 46.9% of the working population in Catalonia having a university degree, while for women, the number of graduate workers exceeded 50% for the fourth time. These figures are clearly higher than the average for the European Union. Also remarkable are Catalonia's leading European positions in terms of volume of employment in manufacturing and technological services, as well as the population working in science and technology, with over 875,000 registered workers in 2018. In this regard, one relevant piece of data from Acció's study on start-ups in Barcelona indicates that 22% of those companies were founded by women, a figure that is above average compared to the EU and other major European cities.

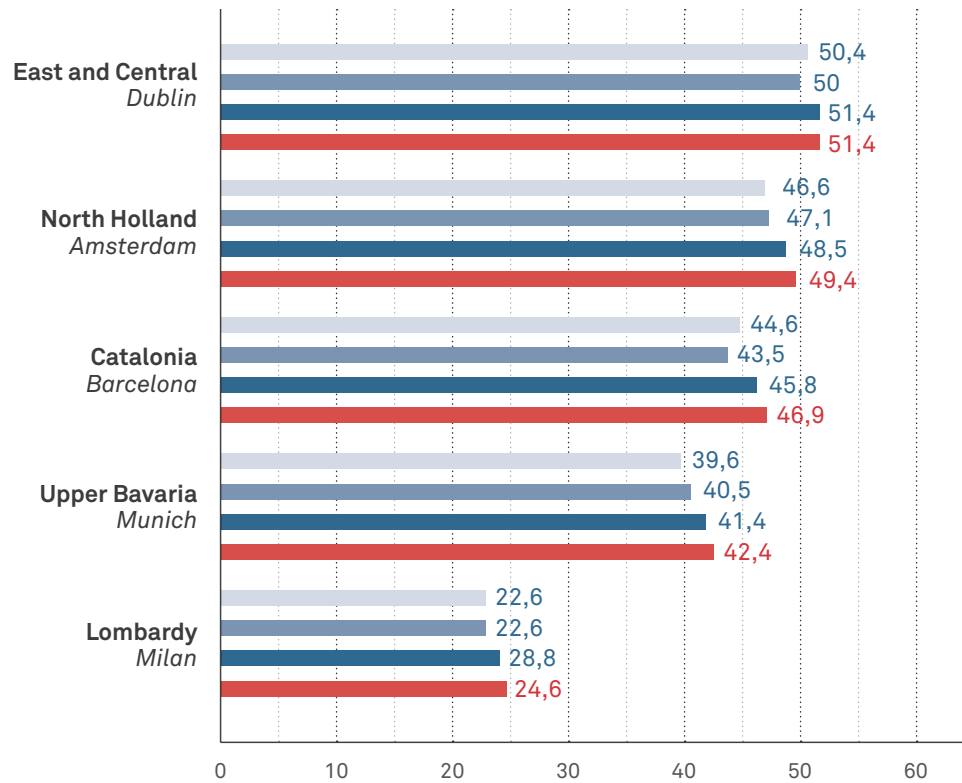
Barcelona is also a benchmark as a **city of excellence in business training**, as it is the only city in Europe with two teaching institutions (IESE and ESADE) among the top ten business schools in the continent, according to the Financial Times. The city also has researchers, professionals and students in an extensive network of public universities and research centres, and it is listed as the 5th European city for scientific production, while also coming 23rd worldwide. Also worth noting is the huge amount of work done by top international research centres and institutes in the field of science, such as the Barcelona Biomedical Research Park and the Barcelona Supercomputing Centre, as well as those located near the city, such as the ALBA Synchrotron and the Institute of Photonic Sciences (ICFO).

Meanwhile, there are 220,000 undergraduate, masters and PhD students attending universities in the Area of Barcelona, 24,476 of whom are foreign nationals.

In this regard, the four public universities in the city, the University of Barcelona, the Autonomous University of Barcelona, the Polytechnic University of Catalonia and the Pompeu Fabra University, are part of four European university networks, CHARM, ECIU, UNITE! and EUTOPIA respectively, chosen by the European Commission in 2019 to develop the continent's future university model, based on pan-European campuses, and greater involvement of the academic and research community and activities in the challenges facing cities and their citizens. Barcelona's network of universities also benefits from the intense activity of privately-managed institutions, such as the Open University of Catalonia, the Ramon Llull University, the International University of Catalonia, the Abat Oliba-CEU University and the University of Vic, among others.

Working population with a university degree (percentage of total workforce)

● 2015 ● 2016 ● 2017 ● 2018



The factors of economic dynamism and the creation of talent described above all make the city an attractive place for international investment projects, especially in research and technology. This means that in 2018, it was the 4th urban area worldwide for the number of international R&D investment projects.

In the 21st century, the paradigm of localising economic activity linked to some sectors, such as the digital sector, is changing, and the trend of companies conditioning the mobility of workers is being reversed, so that it is now talent that attracts companies, rather than the other way round. The trend for teleworking may change our way of working and professional relationships to a certain extent, but talented people will undoubtedly seek quality of life and the possibility of developing their life projects. In this context, Barcelona has a combination of attributes that make it a very attractive destination, not only for a visit, but also for working, studying, investing or becoming an entrepreneur.

The world's most attractive cities for digital experts

Source: Decoding Digital Talent, Boston Consulting Group.

City	2018 global Talent position	2019 Digital Experts position
London	1	1
New York	2	2
Berlin	3	3
Amsterdam	5	4
Barcelona	4	5
Dubai	6	6
Los Angeles	7	7
Paris	8	8
Sydney	9	9
Abu Dhabi	14	10

Barcelona is the 5th most attractive city in the world for digital talent seeking to work abroad, according to the report *Decoding Global Talent 2019*, published by the Boston Consulting Group, only behind London, New York, Berlin and Amsterdam. According to *Cities for the Best Work-Life Balance 2019*, Barcelona offers a good personal work-life balance. It is listed as the 8th best city in the world, standing out in areas such as LGBTI and equality (listed in 4th place), number of holiday days (1st), well-being and physical fitness (7th) and travelling time to work (8th).

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Work-life balance index. 2019

Source: Kisi, *Cities for the Best Work-Life Balance 2019*.

City	Global ranking	Total score
Helsinki	1	100
Munich	2	98,3
Oslo	3	95,3
Hamburg	4	93,6
Stockholm	5	89,1
Berlin	6	88,8
Zurich	7	84,1
Barcelona	8	82,2
Paris	9	77,8
Vancouver	10	72,6

The city's capacity for attracting talent is also confirmed in the *Expatriate City Ranking 2019*, where Barcelona is listed as the 7th best city in the world for living and working, especially due to its quality of life, which allows personal and professional growth for living a full life. The dynamic nature of the city's cultural and creative sectors, which also attract international talent, is ratified by Barcelona being ranked 9th among European cities, according to the European Commission's *2019 Cultural and Creative Cities Monitor*.

1.3 CHALLENGES IN THE POST-COVID-19 CONTEXT

Attracting talent is an essential factor for competitiveness and, as such, it is a municipal government strategy included among the priorities of the **"Barcelona Green Deal"**, the city's new economic agenda. It states: *"The strength of our economy lies in the people, in our capacity for training, attracting, retaining and welcoming talent"*, and it establishes four measures for making this declaration effective:

- A specific government measure that strengthens and values the partnerships needed to generate, develop and attract talent to the city, and which also links the promotion of talent with the values of the Barcelona brand.
- A plan for bringing back talent that has left the city.
- An office for welcoming international talent.
- A commitment to trilingualism is also among the measures for fostering talent, but this document is the effective commitment to the first of them.

The original plan was to present the "Barcelona, City of Talent" project in the first quarter of the year. It was explained to the main economic and social stakeholders, as well as to the city's innovation and university sectors on 6 March, just one week before the state of emergency was declared. The participating organisations highlighted the humanistic vocation that talent policies must have; the need for accessible housing and education to provide support for researchers; the potential of diversity as a source of talent; the need to strengthen the relationship between companies and education; and the transfer of knowledge and technology to SMEs, among others.

The Covid-19 crisis, which put a stop to the official progress of this measure is, however, an opportunity that allows us to renew our commitment to scientific, cultural, sport and business talent, and to reinforce our strategic-activity sectors.

This must also involve a new impetus for the global city as the centre for professional exchange and for retaining and attracting talent, with new collaborative mechanisms between public and private institutions, the result of the desire and collective drive that are inherent in the work of the City Pact for economic recovery.

In this reformulation of the current government measure, which takes into account the learning processes acquired during the months when economic activity was hibernating and the first implementation of the new normal, the aim is to maintain the focus on the main challenges relating to talent which had been identified in previous months. They are still valid in today's new context, although the tools that must be used to promote them are, in part, different.

More specifically, the measure will focus on the challenges relating to:

- **Digital talent**, given that the digital economy has shown the best performance during the pandemic, has continued to generate employment and, presumably, will continue to need specialised talent, because this sector will be leading the transformation process that our productive sector requires.
- **International talent** is one of the keys to attracting new international investment, as well as being the driving force for innovation and competitiveness in the local economic sector, which means we must continue to seek incentives to attract these professionals and eliminate bureaucratic barriers to recruiting them.
- **Young talent**, in the short term, is one of the groups worst affected by the effects of the pandemic. The authorities therefore need to act decisively.
- **Senior talent**, because experience is a vital asset that we need to capitalise on during this period of economic reactivation, something that must come about as quickly as possible. We must therefore be able to count on all those people with a solid professional career behind them.
- **Talented women**, given that during this crisis, we are also observing a growth in indicators of inequality, in all its dimensions.

Lastly, it should be noted that this measure, in its new incarnation, can clearly be integrated into Barcelona's strategy for economic reactivation, coordinated at a municipal level as part of CECORE, which sets out 7 strategic objectives, including the fostering of high-quality employment and opening the city to talent and investments.

Similarly, this economic-reactivation strategy contains two parallel lines of action:

- a. Clear coordination and communication mechanisms, in order to define and execute a cross-cutting municipal strategy in response to Covid-19, shared with economic and social stakeholders, which helps to relaunch the city's international reputation.
- b. A set of measures in various phases: emergency and subsistence phases, during these first 6 months after the start of the health emergency, and recovery and reinvention phases for the medium and long term, making good use of events and milestones in the calendar that will position Barcelona as a leading city.

Without losing sight of the strategic objectives established at the start of the term of office, it is within this context that we will promote the "Barcelona, City of Talent" government measure for accelerating the economic recovery and the reinvention of certain sectors in the post-Covid-19 context.

2. JUSTIFICATION

2.1 TALENT IN THE KNOWLEDGE ECONOMY

Talent and innovation are the pillars of the new knowledge economy, the capital energy of what are known as global cities. An energy that comes from generating ideas, but also from the willingness and opportunity to share them. From skills and skills acquisition, but also from an attitude that decisively promotes personal well-being and, at the same time, the competitiveness of our city.

Barcelona is an open, diverse city, an enterprising, modern place that over the last decade has become established as one of the main European hubs for entrepreneurs, **talent, creativity and innovation.**

Globalisation has meant that Barcelona is competing in the league of world cities, a league where, according to the experts, to be competitive, you need the three “T”: **Technology, Talent and Tolerance.** Technological advances and new social and economic trends are creating a group of new “global” cities which are on a “more human scale”, allowing people to improve their skills and fully develop their professional ambitions, without having to renounce an intense, authentic life (*Barcelona’s Identity and Positioning, 2019*).

Barcelona therefore aspires to ensure **progress and well-being** for its residents. A welcoming city, able to assimilate everything that is good about the knowledge and culture that is native to it, as well as that of the diversity arriving from abroad. But it can still do more to make the best of the talent that is already here in the city, as well as attracting talent from around the world, with its vocation for continual transformation for the good of the city.

We are speaking of an economically dynamic city, which aims to provide support for economic activities and to make high-quality employment the best way of reducing inequalities. Because Barcelona is **committed and empowering. It aims to offer young people opportunities; it trusts in the leadership of women and the experience of senior citizens.**

In today’s world, this desire for **inclusive growth** and **shared economic progress** means providing the right responses to phenomena which are new or becoming more intense, including: technological innovation and digital thinking; the dichotomy between privacy and security; changes in the job market; the natural assumption of diversity and a gender perspective (today renewed and stronger than ever); and alignment with the 2030 Agenda and meeting the UN’s sustainable development goals (SDG). In short, reindustrialisation, digitalisation and the climate emergency are the challenges to be tackled in economic and social terms.

2.2 A COLLABORATIVE AND INCLUSIVE SOCIO-ECONOMIC MODEL

Barcelona has to turn all of these challenges and aspirations into well-distributed new opportunities, which reach all city residents and all city neighbourhoods. In today's world, sustainable economic growth that ensures **social and territorial cohesion** involves **redoubling the city's commitment to talent and innovative, entrepreneurial ecosystems**. Promoting the strategic sectors with the highest added value (manufacturing Industry, ICT/digital, creative industries, bio and health, the Green and Circular Economy, as well as commerce and tourism), in favour of high-quality employment and a metropolitan city that works towards meeting the UN's social, economic and environmental sustainable-development goals.

To this end, with a commitment to local development and a truly transformative productive fabric, two parallel trajectories are required:

- a. It is necessary to strengthen public-private collaboration mechanisms in order to establish appropriate coordination among all the city's resources and its administrative bodies, its economic fabric, city residents and the community of universities and research centres.
- b. But a shared, inter-sectoral strategic vision is also required in order to make Barcelona a real talent hub. In this regard, **it is necessary to promote the appropriate research and coordination centres in the areas of culture, innovation, economic promotion and urban planning**.

The cross-cutting coordination of policies and actions make it possible to promote the interaction of people, ideas and projects from different standpoints, favouring a broader perspective of the city's development possibilities and the needs of its respective sectors and territories. And promoting talent, not only digital talent, requires this mainstreaming, vision and resources.

For this reason, **measures for promoting talent are proposed that are based on its relationship with the areas of education and training; culture and creativity; innovation and research; and logically, employment and business**. As part of a new City Pact between all of its stakeholders, we are committed to making the most of our assets and putting Barcelona back on the map of the most dynamic cities in the world, with renewed strength.

However, it must be said that we are not starting from scratch; Barcelona Activa, the ICUB, the IMEB and other City Council governance bodies have already created or implemented a lot of measures over the years, many of which have been successful. But a certain amount of stagnation and truncated progress has been detected, due to a lack of mainstreaming and coordination at the start or during the execution of proposals, and due to a lack of determination in leading this drive for talent, sometimes perceived as being somewhat elitist.

Only by renewing the formulas for collaboration among **public and private organisations** (social, environmental, educational and business), will success in research, creativity, training, innovation and business become a reality, fostering local development and inclusive, high-quality employment.

Barcelona City Council must facilitate the creation of a collaborative socio-economic model that generates these smart alliances, of which the area known as District 22@ is a palpable example. But it also has the responsibility to generate confidence, legal security and agile decision making, which are essential for productive investment and attracting talent.

It is the duty of public authorities to foster these conditions from the bottom up, so that everyone can develop their creative potential and their professional and life projects in Barcelona.

Therefore, this government measure aims to focus all municipal policies on those public and private initiatives that foster the generation, development, retention and attraction of talent, as the generator of sustainable economic activity with added value, and as a driving force for business innovation and competitiveness, for the creation of high-quality, inclusive employment that furthers social progress. Because a person's professional development cannot be separated from their life project, which is linked to the values of the city where it takes place.

3. GOALS

With this government measure, Barcelona City Council aims to make a structural commitment to talent and achieve the following five objectives:

1. To promote municipal policies geared towards generating, developing, attracting, welcoming and fostering the loyalty of talent in Barcelona.
2. To reinforce public policies for promoting talented young people, senior citizens and women.
3. To make the best possible use of all this talent, so that it has a positive effect on the city and the people who live and work in it, as a catalyst for economic reactivation, so that it occurs more quickly and more sustainably.
4. To construct, reinforce and showcase public-private alliances for the generation, development and attraction of talent in the city.
5. To link the promotion of talent to the values of the Barcelona Brand and the city's international positioning as a destination for developing life and professional projects.

4. INITIATIVES

This government measure aims to promote a series of actions distributed around what we may call the talent **“Life circle”** in order to support people throughout their professional careers, from the training period, where young people must have access to high-quality information and content so that they can orientate their academic and professional future towards the new realities of the job market, up to the period of professional maturity, where people must be able to find new retraining opportunities in order to deal with changes in business demands.

Therefore, **young and senior talent** are the beneficiaries of many of the actions planned in this government measure, as are **talented women**, although they are under-represented in some economic sectors and professional categories, given that the city model and job market to which this government measure aspires is an **inclusive model based on equal opportunities**, which pursues social progress as an essential, inspirational value for municipal policies. And this desire to combat inequality and commit to equal opportunities, which inspires the whole range of public policies of this municipal government, becomes even more essential in this new context of economic reactivation, where new risk factors of exclusion and increasing inequalities are beginning to appear.

In parallel, and as a consequence of the reality that was already evident in the pre-Covid-19 period, and will become even more evident in this new phase, cities that wish to excel in terms of talent must have the ability to **adequately transfer their generated talent to the job market, while also retaining and attracting new international talent** that enriches local ecosystems and responds to the business sector's needs for growth and innovation.

Therefore, this government measure also focuses on a series of actions that aim to facilitate the arrival of international talent, provide support for their integration into local ecosystems and favour the **return** of talented people who left Barcelona in order to begin their international careers, but who are interested in returning in order to make the most of the new professional opportunities offered by the city.

Furthermore, the government measure places special emphasis on the specific case of **digital talent**. The digital economy, which is no longer a sector in itself, but rather a basic substrate of all activities, is a great opportunity for the city's economic development, but at the same time, the city's lack of digital talent may hold back its growth and economic reactivation, and may orientate the strategic growth decisions of companies towards other locations that can ensure easier access to this resource.

Therefore, digital talent, as a cross-cutting factor for competitiveness in most economic sectors, becomes a vital part of municipal policies for promoting strategic sectors that favour a sustainable economy, such as mobility and creative industries.

This government measure also aims to showcase and provide support for present and future actions that other public and private stakeholders are promoting in the city, in order to construct new areas of collaboration, alliances and synergies that will make it possible to multiply the effects of municipal policies and share challenges that would be difficult to overcome individually.

Therefore, **the perspective of public-private collaboration characterises and defines this government measure,** while also opening new areas of dialogue and exchange in order to tackle common challenges, whose solution requires a higher-quality, inclusive job market and a more diverse and competitive economic fabric.

In this context, collaboration with universities will be a vital factor, in order to provide a decisive stimulus for the design and implementation of shared projects, making it possible to showcase and recognise talented people who are trained at our **universities** and who should see Barcelona as an ideal environment for developing their professional careers, both in terms of high-quality, salaried employment and entrepreneurship.

Therefore, this government measure also aims to highlight and raise the visibility of the initiatives proposed by various working groups in the Municipal University Advisory Council (**CAMU**).

Lastly, from the **internal perspective** of Organisational Development, Barcelona City Council is promoting a series of actions geared towards attracting talented people, offering professional grant and work experience programmes for people who have recently graduated, and establishing ad hoc collaborations with universities and other training centres for the joint development of innovative projects, which make full use of the best available talent. At the same time, actions focused on improving the training of municipal staff will be designed and implemented, so they can obtain essential new skills and abilities in a professional environment that is undergoing continual transformation, and so they see the City Council as an ideal place for professional growth.

In order to coordinate all of the above-mentioned actions, it is proposed to organise this government measure around the following three lines of action:

- Generating talent
- Developing talent
- Attracting, welcoming and fostering the loyalty of talent

As we said before, these three lines of action delimit the municipal policies linked to talent, but at the same time, they indicate the road map that Barcelona City Council wishes to share with all the other public and private stakeholders who make up Barcelona's talent ecosystem. Therefore, while this government measure is in force, these stakeholders are invited to include their own projects in each of these three areas, seeking the best possible synergies, collaboration spaces and greatest impact.

In this regard, one cross-cutting action that will be implemented within this government measure is the creation of a **Barcelona Talent Map**, which makes it possible to visualise the city's entire active ecosystem in this area, with the aim of creating new synergies and alliances.

Talent generating, developing and attracting in Barcelona

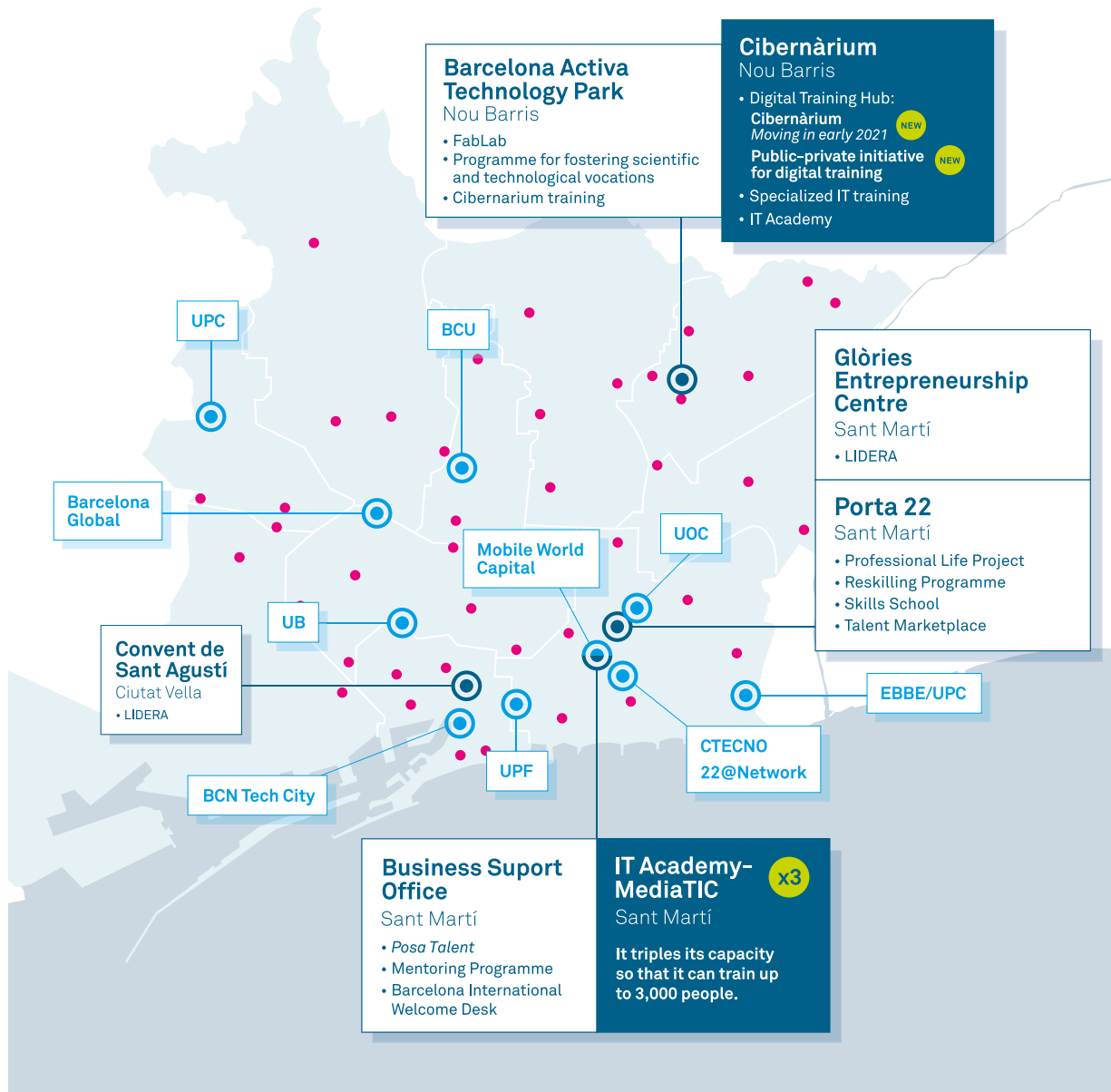
Generating talent

- Cibernàrium Antennas and STEAM Public Libraries

Developing and attracting talent

- ⊙ Barcelona Activa facilities
- ⊙ Ecosystem entities

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LINE 1. Generating talent

This line of action refers to actions that aim to **stimulate decision-making in young people** who are studying, so they can orientate their academic and professional future towards the jobs and professions that will be in greater demand in the future.

The education and employment spheres must work together to ensure the generation of human capital that is able to respond to the economic and social challenges of our time.

Digital transformation, globalisation, climate change and an ageing population are factors that are transforming our societies and economic models, and the talent of the future will need to have the knowledge and skills required to respond to these challenges.

The new knowledge acquired during the recent pandemic warns of the increasing uncertainty that characterises our time, and how new and unpredictable factors can immediately and profoundly alter the trends and dynamics we know. Therefore, a permanent and permeable dialogue between the spheres of education and employment have become even more relevant.

Also included in this line are actions taken to favour the school-employment transition, ensuring that young people's first professional experiences are qualitative and coherent with the training programme they have undertaken.

The actions included in this area are:

L 1.1 STEAM Barcelona

As a medium and long-term strategy, aimed at helping to increase employment in STEM disciplines, Barcelona Activa leads this line of fostering scientific and technological vocations: the STEAM Barcelona Plan.

The main goal behind the plan — which enjoys the support of the Barcelona Education Consortium — is to foster scientific and technological knowledge, skills and vocations, from a gender perspective, among the entire educational community: primary and secondary-school students, teachers and families.

The plan, which is based on a public-private collaboration model, is an alliance of knowledge made up of organisations from the academic, business and public-administration sectors. They all share the aim of forging a competitive city based on digital talent.

They organise their actions into two areas: empowering teachers with knowledge and by improving their digital skills, and guiding students and their families towards the ICT sector, in order to break away from the stereotypes that surround STEAM disciplines.

All of this with a view to promoting digital talent, which will result in the city's business sector being more competitive and, as mentioned earlier, it represents a sector for the future, in the context of the new normality.

L 1.2 The B:SM and Polytechnic University of Catalonia (UPC) programme for fostering scientific and technological vocations

Barcelona Municipal Services (B:SM), the UPC's Barcelona East School of Engineering (EEBE) and Science 360 have designed a series of activities for fostering scientific and technological vocations (STEAM) that will be added to those already being carried out in the city, with the aim of making Barcelona a leading educational city.

With this aim, and based on the curricula of compulsory and higher secondary education, various educational experiences have been created, including the projects Fisidabo 2K, Visions-STEAM Anella and Visions STEAM Fòrum.

Three of the city's iconic locations, the Tibidabo Amusement Park, the Lluís Companys Olympic Stadium and the Fòrum Park, will become the vertices of a triangle of science, where large-scale, fun, rigorously scientific activities will take place. These facilities have been chosen because they already have large-scale resources and are attractive locations that capture the attention of the young people taking part. STEAM experiments are carried out using the elements found at these locations.

The idea is for 6,000 adolescents to take part in the three projects every year.

It should be noted that these STEAM days also facilitate educational innovation in the classroom. The students take part in the activities after working on their curricula in the classroom, using materials provided by the initiative, thereby helping Barcelona to become a leading city in education and the STEAM culture.

L 1.3 Professional Life Project (ProVP)

The Professional Life Project (ProVP) is a programme for providing academic and professional guidance, as well as promoting entrepreneurial culture and work values, among students in compulsory and higher secondary education, vocational training and other courses. It fosters reflection on young people's professional futures, analysing their preferences, interests, vocations and motivations, along with their projection for the job market and enterprises, with the aim of creating more qualified human capital with better guidance and greater opportunities for professional success.

Barcelona Activa has been running the project since the 2003–2004 school year, in collaboration with the Barcelona Education Consortium, the BCN Vocational Training Foundation and the FemCat private business foundation. The programme works on values such as respect for interculturality, the fight against inequality, social and cooperative responsibility and personal and professional improvement.

This year, challenges relating to the Sustainable Development Goals (SDG) have been included. Since 2016, special emphasis has been placed on incorporating the gender perspective, the Social and Solidarity Economy and new emerging sectors, such as Industry 4.0 and biotechnology.

In the specific case of the Social and Solidarity Economy, work is carried out through the #TransformESS Programme, with a series of actions and projects mainly based on simulation and gamification, methodologies that are widely accepted by this group and its educational teams.

One special case is that of young people's cooperatives, developed with the involvement of the territory, in the area of informal education, which follow a methodology from Quebec that is also based on simulation, but featuring the complete creation and closure cycle for a cooperative. This offers the young people taking part the opportunity to develop professional talent, with all the roles needed to launch a company.

L 1.4 *Posa Talent* Programme

Young talented people often interact for the first time with the entrepreneurial and business world through the mechanisms of training or work-experience contracts. This is one of the ways of entering organisations and one of the mechanisms for generating talent.

The *Posa Talent* Programme aims to create bridges between universities and business schools and the city's entrepreneurial and business ecosystem. By reinforcing the Business Support Office's Talent Management Service and bilateral agreements with the academic and university sectors, the number of training and/or work-experience contracts will increase.

L 1.5 Complementary public-private collaborative actions

In addition to the actions directly promoted by Barcelona City Council, this government measure aims to highlight and identify potential areas of improvement with actions launched by other stakeholders in Barcelona's talent ecosystem, which receive the support of Barcelona City Council, given that they are aligned with the municipal strategy for promoting talent.

These actions include **YOMO**, an event promoted by GSMA, which aims to provide young people with the opportunities for professional development offered by new technologies linked to mobile communications, thereby helping to make the Mobile World Congress more accessible to city residents.

Various actions undertaken by the Mobile World Capital Foundation are also worth mentioning. Barcelona Digital Talent, a public-private alliance promoted by the MWC, CTecno, Barcelona Tech City, the 22@ Network Association, Foment del Treball, Barcelona Global, the Generalitat of Catalonia and Barcelona City Council, all aim to promote the acquisition of digital skills through **awareness-raising campaigns, specialised mentoring and an in-person and online specialised professional-retraining help and information point** for people who are unemployed or experiencing career stagnation.

Another example is the **M-Schools** Programme, which aims to help students and teachers to integrate mobile technologies into the classroom, making it possible to include new ways of teaching that improve the performance and the future employability of the students.

Meanwhile, dual vocational training is essential for the development of industry and the job market, and a major player in this area is the **Barcelona FP Foundation**. The City Council is collaborating on the development of the Foundation's activities, in order to foster better work placement and recognition by the business sector.

While this government measure is in force, Barcelona City Council is committed to studying other city initiatives that aim to promote the generation of talent and to finding the appropriate mechanisms for collaboration.

LINE 2. Developing talent

Staying in the job market and professional growth are associated with people's ability and opportunities to adapt their knowledge and skills to the changing demands of the business sector.

Local administrations must be able to ensure that access to these training resources are universal, inclusive, free and qualitative, with equal opportunities being a fundamental cornerstone of municipal policies in general.

For example, professional reorientation and reskilling are vital resources, making it possible to realign the typical dysfunctions of urban economies, where unemployed people coexist with unfilled vacancies.

Once again, the consequences of the Covid-19 crisis, some of which are already visible and some that are as yet unclear, reveal the urgency of formulating new public policies which can ensure flexible and personalised training resources in an expeditious way, thereby allowing people to be employable throughout their professional careers and forming a real individual asset for people which helps them to deal with unexpected changes in the economic context, and by extension, the labour market.

The actions included in this area are:

L 2.1 Cibernàrium, a technological outreach and skills-acquisition service

In today's hyper-connected society, the concept of a digital gap no longer refers only to the lack of basic technological training among the most vulnerable segments of the population. It has now taken on a wider meaning that refers to the need, which everyone has, to acquire practical technological skills that are more or less wide-ranging, as an essential condition for appropriate self-development in their professional and everyday lives.

The digital economy not only requires professionals who have received adequate training in ICT to cover the advanced needs of businesses, it also needs the social ecosystem, i.e. the end consumers, to have sufficient digital skills so they can access and use products and services based on or using technology.

The digital economy cannot be productive if it does not include a wide base of consumers who are sufficiently competent to operate in technological environments that are different from traditional ones, and which are also becoming increasingly complex. In this regard, the digital gap is also a "business gap". i.e. a loss of potential opportunities and customers for the business sector. Digital products and services need people with the technological know-how to acquire them.

This is where Cibernàrium's basic technological training and specialist technological training programmes help to foster the digital economy. They do not do this directly, by training professionals and improving the digitalisation of businesses, but rather indirectly, by fostering the acquisition of digital skills in a cross-cutting way for all city residents, which helps to consolidate and expand the potential market for digital-economy products and services.

Cibernàrium's technology training programmes aim to contribute to the generation of a more competitive, better-trained Barcelona that eliminates any form of digital exclusion in the population, including the exclusion of consumers.

This transformation, from the perspective of technological training, is expressed in the services and programmes run by the Training and Innovation Department, which aim to improve technological skills and foster digital talent among city residents, both in their professional approach and in their use of technology for everyday life.

Cibernàrium currently offers a wide range of very practical, short-duration activities on a very specific subject, generally a technological solution, concept or tool that will help people to develop their technological skills and therefore their professional abilities.

The methodology is based on a regular training programme with over 150 different short-duration, in-person activities (3 to 16 hours long), as well as a wide range of over 120 online units, including both asynchronous content (MOOC-style, self-training courses, which combine video and written materials) and synchronous content (streamed virtual classrooms and webinar format).

This modular system makes it possible for each user to combine different courses and define their own personalised training itinerary. The offer is complemented by other in-person and online informative content, such as master classes, summer courses, debates, etc., making Cibernàrium a leading technological training service.

Cibernàrium's courses touch on all the facets of the digital economy: business and enterprise, marketing and communication, image and design, digital manufacturing, and education and ICT, enabling people to increase their skills level based on their needs at each stage of their life.

The formal characteristics of this training are as follows:

- **Short duration.** Between 2 and 16 hours long.
- **Practical, innovative content.** On the latest trends in technologies applied to real needs and their application in people's every day and professional lives.
- **Flexible timetable.** Each activity is repeated on different days and time slots, in order to make them more accessible.
- **Up to date.** The training on offer is updated every three months.
- **Integrated.** The activities are organised by subject area.

- **Various levels.** There are various levels of difficulty and series of activities, fostering participant retention and enabling the progressive acquisition of knowledge.
- **A la carte.** The fragmentation of the short-duration activities makes it possible for each person to design their own training itinerary, according to their needs, interests and availability.
- **Practice-based training methodology,** with project-based work that prioritises proximity and smaller groups.
- **Public facilities and free access.**

This service helps to reduce inequality in the city, with 63 % of activity participants being women. In this aspect of lifelong learning and professional skills development, it should be noted that 55 % of the service users are in employment, while 30 % are looking for work.

At the beginning of 2021, Cibernàrium's operational base will be moving to the district of Nou Barris, in Barcelona Activa's Technological Park, which was Cibernàrium's first home 21 years ago. In this way, it moves closer to a territory and area of influence where the digital divide is particularly acute.

L 2.2 IT Academy

Advanced training, through the IT Academy, aims to improve the competitiveness of businesses by training specialised ICT professionals.

The training courses at the IT Academy help in the reskilling of non ICT people who through intensive, mentored training, acquire digital skills in programming which respond to the real needs of businesses, so they can join the tech sector, as well as people who already have technological knowledge, but want to boost their skills through a focus on learning about technological trends (upskilling).

The IT Academy's successful model is based on public-private collaboration, where companies are active stakeholders in the training programme: the companies take part in training actions, networking events, learn-by-doing practice, and especially in "speed dating" events, where they select students who have been trained at the IT Academy.

During this term of office, the plan is to scale up this project and triple its current capacity, so that it can train up to 3,000 people.

Although it is evolving towards a blended, in-person and virtual model, an extraordinary investment will be made to expand the IT Academy's head offices, located in the MediaTic Building, in the heart of 22@, Barcelona's technology and innovation district.

L 2.3 LIDERA, training and networking for the promotion of women's talent

LIDERA is a leading growth and networking environment for all Barcelona's women workers, professionals, executives and entrepreneurs. With the aim of breaking the glass ceiling, providing support for the professional promotion of women and reaching parity in economic areas, it has an ongoing offer of programmes, workshops, seminars and networking actions.

LIDERA aims to ensure that women with different careers, professional and business objectives can find the support they need, including a comprehensive, intensive and multi-directional perspective which is also flexible and customised.

At the same time, LIDERA aims to highlight city associations and organisations that work to promote women's roles in the professional and entrepreneurial world, by means of a wide-ranging, ongoing programme of meetings, conferences and other networking actions.

L 2.4 Business mentoring programme

The programmes that use and channel the transfer of knowledge and experience by executives, business people or individuals who have held executive posts are essential and complementary for helping and providing support to the new generations of entrepreneurs, new companies and anyone who wishes to achieve new goals in personal or business growth.

This connection between various "generations of talent" is a vital mechanism for making good use of knowledge and expertise. It may be considered as a strategic asset for a given ecosystem which would otherwise go to waste.

It should also be noted that the creation of mentoring programmes responds to the increasingly common need, felt by many successful entrepreneurs, to "give back" to society, and that it is a good idea to channel this through the most appropriate methodologies.

L 2.5 Designing shops Programme

This collaboration project between teaching centres in the field of design and local shops has the following objectives:

- To produce proposals for promoting local commerce in the City of Barcelona, based on a cross-cutting perspective that includes communication, services, events and signposting, with special emphasis on the post-Covid-19 reactivation of commerce.
- To develop transformative processes with regard to the way local urban commerce works, based on innovative models, ideas and strategies, where design is the main tool for transformation and learning, and which focuses on people and the viability of businesses.
- To provide students in their final year at educational centres related to creative and design industries with work experience with city-wide objectives.
- To test this transformative capacity and explore methodologies that are applicable to the real economy, through schools and universities linked to design.
- Based on the awareness-raising this project involves, to generate a subsequent professional demand for the systematic implementation of transformation processes.
- To extend this professional demand to other sectors, based on the dissemination of results.
- To showcase the project and share the process with city residents.

The project consists of two stages:

- **Stage 1. Pilot project.** The first phase is a pilot project undertaken by a school in one of the city's shopping hubs. The pilot project will make it possible to verify the proposal and define a methodology that can be replicated and adapted to each centre or district.
- **Stage 2. Programme.** Once the pilot project has concluded, the programme will be scaled up to cover the whole city, with the participation of the various training centres and the city's shopping hubs, where students from different centres will participate together.

L 2.6 Bizbarcelona and Employment Fair

With the main aim of helping to reactivate entrepreneurship, the business sector and employment opportunities, this year Bizbarcelona and the Employment Fair are being held together at Montjuïc, from 21 to 23 September.

This double event is led and promoted by Barcelona City Council, through Barcelona Activa and other institutions and organisations dedicated to the economic development of the territory, and it will put on over 260 programmed activities, including conferences, workshops, advice sessions and networking spaces, some of which can be followed online.

The two events have teamed up with tools, resources, advice and training ideas that are useful for entrepreneurs, freelancers, SMEs, start-ups and everyone looking for work or a career change. Bizbarcelona and the Employment Fair aim to mark the return of in-person fair activities in the Catalan capital.

This year, **Bizbarcelona**, the leading event for entrepreneurs and SMEs, is structuring its conferences, personalised advice points and networking activities around six subject areas: Enterprise; Growth; New Challenges, New Realities; Start-ups and Business Innovation; Talent Arena; and Sustainable Development Goals (SDG). It will also include an area with around 30 stands for organisations, institutions and companies, featuring tools, resources and solutions for business, business management, marketing and sales. It will also have the Bizfranquicias area, featuring firms and consultancies that will present their business concepts and portfolio of brands for franchising.

Bizbarcelona has planned nearly 120 talks, which will tackle fundamental questions that should be taken into consideration by entrepreneurs with business ideas or projects that are up and running, and by SMEs and start-ups that are at the consolidation and growth stage. All of this set in the context of the new normality caused by the pandemic, which entails the transformation and adaptation of businesses towards technological, social and business trends that will govern the post-Covid-19 economy.

A new feature of this year's Bizbarcelona is that there will be a ceremony to recognise the best entrepreneurial initiatives and solutions provided by SMEs in recent months, which have helped to tackle the health emergency.

Meanwhile, given the current situation, this year's, **Youth Employment Fair** has become an Employment Fair for all ages, open to anyone who is looking for a job, self-employment formulas or a career change. The Employment Fair therefore offers the chance to get information or advice and find out about the job profiles that are most in demand in different sectors.

There are over 125 activities, including talks, conferences, workshops to help with successful job-seeking, individualised advice areas, as well as personalised services for career guidance and the defence of workers' rights.

There will also be an area for finding out about organisations and employment options in the third sector, as well as a specific area for employment-sector professionals, where they can exchange ideas, strategies and good practices in human resources, job transformation and labour market insertion.

The place that will serve as a nexus between Bizbarcelona and the Employment Fair is the **Talent Arena**. This shared area seeks to provide responses to the challenges of attracting and retaining talent in businesses, as well as showcasing and offering new employment opportunities to professionals from different sectors.

Talks in the Talent Arena will analyse trends in talent management, while around thirty companies will explain their recruitment needs and the required profiles. There will also be complementary networking activities to generate employment opportunities.

The “*Sí i Millor — di-Capacitat i Talent*” [Yes and Better] Ability and Talent Employment Fair, organised by FECETC (the Catalan Federation of Special Work Centres), is also included in this year’s Employment Fair, with the support of Barcelona City Council.

The two events enjoy the collaboration of public and private institutions and organisations which promote economic and business activities, entrepreneurship and employment. In addition to Barcelona City Council, through Barcelona Activa, other major stakeholders in the event include the Generalitat of Catalonia, Barcelona Provincial Council, PIMEC, the Barcelona Chamber of Commerce and the Barcelona Metropolitan Area.

L 2.7 Reskilling Programme

The Reskilling Programme is part of a new line of training that has become especially relevant during the pandemic, with short-duration online professional-technical training courses, as a way of increasing the employability of workers in the following strategic sectors in the city: health and care, industry and energy, logistics, commerce and marketing, IT and communication, construction and public works.

This programme came about as a CECORE project, in response to the need for updating professional knowledge.

L 2.8 Skills School

The key factors are a series of abilities, attitudes and skills that ensure the proper development of work processes and which are applicable to various jobs, but specific and essential for carrying out one in particular. For this reason, Barcelona Activa has set up the *Escola de Competències* [Skills School], aimed at people who are looking for a job or wish to improve their employment prospects.

21 key skills have been defined, divided into 5 subject areas: Achievement, Personal Management, Thinking, Influence and Team Management. It is based on self-knowledge of one's own level of skill and on consolidating the skill level requested for the job in question. Barcelona Activa has designed a catalogue of group actions (currently in-person and online) which covers the various key skills and their level of development.

The development of the key skills needed for each job increases the degree of employability of any workers who wish to develop them.

L 2.9 Talent Marketplace

An innovative model for labour market intermediation that provides a meeting point between supply (candidates) and demand (companies), using networking and recruitment dynamics. Marketplaces aim to connect talent trained through Barcelona Activa's training programmes and services, with the city's business fabric while also making sure that the contracts signed are high quality, in terms of contract duration and salary. The rate at which vacancies are filled through this model confirms that the recruitment opportunities for these people and groups are increasing.

There are various types of event. The type that generates the most activity and recruitment are the bespoke marketplaces for companies. Sectoral marketplaces are often organised to coincide with events that are taking place in the city, such as sectoral fairs and exhibitions. These events place a spotlight on the relevant sectors in the city, due to the activity and employment they generate, such as logistics, or because of the talent gap that they present, as in the case of the digital sector. Specific recruitment drives are also carried out for the participants in employment guidance, training and/or work experience programmes when they conclude, as a means of making contact with, and getting access to, the job market.

Marketplace Plus is a new modality that is evolving towards online formats, remodelling Barcelona Activa's in-person marketplace services and sector-specific recruitment events. This is a measure that forms part of CECORE Employment and in the Employment Promotion Plan in light of Covid-19, making it possible to continue offering the service online, and with the aim of becoming a blended in-person and online model in the future.

L 2.10 Groups and customised activities. Employment guidance and research activities

Barcelona Activa offers organisations, foundations, professional associations and training centres its catalogue of Barcelona Treball activities, to provide solutions for their groups.

The Professional Guidance Service carries out a series of group activities (in-person and online) for people receiving career guidance or looking for a job, in order to provide support for their career paths and improve their employability.

The cornerstones of these activities are the key elements of employability: employment information; career guidance; technical-professional training; tools for job seeking; and the job market. These free and open-access activities are programmed every three months for anyone who is interested in them.

Barcelona Activa can also adapt Barcelona Treball activities for service users of organisations, foundations, professional schools and universities. The most appropriate set of actions in each case are selected after analysing the specific needs of the people taking part, the current professional situation of the group, and always on a consensual basis between the organisation's professionals and the Guidance Service team.

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Barcelona,
city
of talent

L 2.11 Complementary public-private collaborative actions

In addition to these actions, which are directly promoted by Barcelona City Council, this government measure aims to highlight and identify potential areas of improvement with actions launched by other stakeholders in Barcelona's talent ecosystem, which receive the support of Barcelona City Council, given that they are aligned with the municipal strategy for promoting talent.

The most significant of these include:

With regard to digital talent, the above-mentioned **Barcelona Digital Talent**, alliance, promoted by Mobile World Capital Barcelona, aims to provide solutions to the growing demand for digital talent from Barcelona companies, and foreign companies that wish to establish themselves in our city. With the support of Barcelona City Council, their plan includes reskilling courses, which enable people who have not had specific training in the digital sector to embark on new professional paths in the area of programming, and organising talent market-places, to bring together supply and demand in this sector.

It is also worth mentioning the annual publication entitled the Barometer of the Catalan Technology Sector, or **CTECNO**, which Barcelona City Council has supported since its launch. It is considered a key element for finding out about digital talent in the city.

More specifically, the last edition of The Barometer in 2019 focused on three subject areas which, through prior surveys, had been identified as hot topics that needed specific explanations, responses and actions. The central themes of this latest issue were therefore the lack of digital talent, with a special focus on the lack of talented women, treating new technologies as factors for creating value and, lastly, the impact of public policies on the sector.

Another public-private collaboration of great strategic importance is the Talent Commission, promoted by the 22@ Network Association, which brings together the creative, innovative and technological talent located in 22@, Barcelona's innovation district.

Barcelona City Council has supported the **22@ Network** Association since it was launched, and it actively participates in this specific commission.

With regard to creative talent, a good example is the highly specialised **b'Arsvfx**, visual effects cinematography fair, a private initiative that aims to bring together the creative talent of this industry in Barcelona, including students studying courses linked to these disciplines and internationally renowned professionals. Barcelona City Council supports the event, given the importance of this sector, which brings together technology and creativity.

Another initiative linked to creative talent is the **Audiovisual Talent Week**, by the Catalan Audiovisual Cluster, with the support of Barcelona City Council. This initiative enables the young talent in this sector to take their first steps in the professional world, whether they are looking for work or presenting entrepreneurial projects in a highly-qualified ecosystem.

Barcelona is the only big city that has two **business schools** listed among the top places in the specialised rankings: IESE and ESADE. Appropriate mechanisms need to be established to promote business talent, as well as artistic, scientific and technological talent. We need CEOs who aim to ensure that decision-making centres are attracted to, and remain in, Barcelona.

While this government measure is in force, Barcelona City Council is committed to studying other city initiatives that aim to promote the generation of talent and to finding the appropriate mechanisms for collaboration.

LINE 3. Talent attraction, return, reception and loyalty

As stated at the beginning, talent is one of the main driving forces of the economy, and big global cities are competing to attract the best talent: people who can provide competitiveness and innovative capacity for their economic, entrepreneurial, business, academic and scientific ecosystems.

The most effective mechanisms and instruments for attracting international talent are often beyond the competencies of local governments. Even so, cities have an interesting track record for positioning themselves as a preferred destination for that talent.

At the same time, and basically due to globalisation and technological advances, **the international mobility of talent is now the norm for many economic sectors, and particularly for the digital economy.**

Many professional people from various economic areas, motivated by very dynamic professional and life projects, are willing to embark on professional careers involving a geographical mobility that was unthinkable a few years ago.

This reality represents a great opportunity for a city such as Barcelona, which, year after year, is climbing up the main rankings that identify the magnet cities for these kinds of professionals. According to the Boston Consulting Group, Barcelona is the fourth city in the world in the ranking for destinations preferred by professional people willing to change their place of residence for work.

It is true that the pandemic has changed, and will further change, the relationship between professional activities and places of residence. Teleworking is now a reality for many groups of workers and companies who, until a few months ago, had never experienced it, but who now consider it to be a perfectly viable format, or even a valuable feature for attracting talent. However, cities continue to play a key role in the generation of wealth, well-being, knowledge, relationship networks, synergies and other intangible assets, and they will therefore continue their efforts to attract talented people.

Consequently, for Barcelona City Council, it is essential to generate mechanisms for attracting and welcoming talent, to ensure their arrival, and subsequent integration is exemplary, enabling the city to compete with all the other global technology hubs.

The actions included in this area are:

L 3.1 Actions for attracting highly-qualified and digital international talent

Like all other leading cities, Barcelona has to cope with a lack of highly-qualified people, especially those with technological profiles. This shortage is a global trend which is predicted to become more acute in the near future, due to changes that the digital transition has brought about in the job market and in society. Faced with this reality, Barcelona must generate and develop local talent, but it must also be able to meet the present needs of companies in terms of professional profiles that cannot be found locally. For this reason, it is important to carry out well-directed actions to attract talented people from abroad.

In order to position Barcelona as a city of talent and opportunities, and attract people with the best qualifications, skills and abilities, the city turns to specialised international fairs. As an extraordinary measure, due to the Covid-19 pandemic, events of this nature in which Barcelona normally takes part, such as the **Emigration Fair** in the Netherlands and the **Forum Expat** in Paris, have been cancelled. Another interesting fair, especially in the context of Brexit, is **Going Global**, which is held in London.

These actions are complemented by those that are promoted as part of the **Barcelona Digital Talent** alliance, in which Barcelona City Council participates along with other public and private stakeholders. In order to work on the segment of professionals in the technology sector (engineering, mathematics, data analysis, programming, etc.), specific missions are carried out to promote the city's professional opportunities, with the participation of companies that are recruiting these STEAM profiles. These actions combine the promotional part with "speed dating" between foreign professionals and local companies that need candidates.

The City Council also promotes Barcelona abroad in the area of science and innovation, with the **SciTech Diplo Hub association**, to attract researchers and professional people specialising in research, thereby maintaining the loyalty of the diaspora of Barcelona scientists who work in other parts of the world.

Many of these actions (missions, attending specialised fairs, congresses and seminars) have been cancelled or postponed due to the Covid-19 pandemic. Once this period of restrictions to international mobility has come to an end, actions carried out abroad will be resumed, also combined with new international digital promotion methods.

L 3.2 Barcelona International Welcome: website and desk

In March 2019, the **Barcelona International Welcome website** (www.barcelona.cat/internationalwelcome), was launched, making the first digital phase of this project a reality. This platform includes everything professional people who are coming to live in the city need to know, in English, Spanish and Catalan: practical information, the administrative procedures they need to carry out, news items of interest, activities on offer and documents of interest. The latter includes the collection of in-house publications published by Barcelona City Council to provide solutions for various needs:

- *Moving to Barcelona*: a practical guide featuring information for getting settled in the city.
- *Choosing a school in Barcelona*: a guide for international families that arrive with children of school age, to help them understand the local school system and find out about the international education possibilities on offer in the Barcelona area.
- *10 tips to feel at home in Barcelona*: a leaflet with advice on ten areas, to help people to integrate and make the most of everything the city has to offer.

For 2020, the aim is to work on the second phase of this project, which involves coordinating in-person assistance for international talent, and which could be called the **Barcelona International Welcome Desk or Centre**.

As this is an office or an in-person assistance point, the service users will be international talent already physically in Barcelona, either people who have just arrived or who have come on an exploratory visit, or people that have decided to stay after studying or living in the city for a while.

For this reason, in 2020, we are working on the conceptualisation of this new service: defining the target population (the people who make up the international talent set out in Act 14/2013, known as the “Entrepreneur Act”), the portfolio of services, the type of provision, the type of access for service users (with an appointment or not), etc. It is also necessary to scale the resources that will be needed to make the service operational, taking into account the experience of the Brexit Information Point, which was created at the start of November 2019 in order to answer queries about the impact of the United Kingdom leaving the European Union.

This office for international talent **will offer valuable information and advice** of a practical nature, in order to help these people resolve their various needs: housing, healthcare, education, work, leisure and social life, public transport, etc.

The office will provide **support for processing bureaucratic formalities**, which are a big stumbling block that create a lot of anxiety. The aim is to include the main municipal formalities in this office, including registration as a resident in the municipal register, so that they can be processed in situ. Agreements will also be sought with other administrations in order to integrate other formalities under their responsibility which are a priority on arrival, such as those relating to foreign nationals (visas) or identification (such as the TIE or NIE cards), Social Security, etc.

Lastly, this office will also fulfil the function of a **meeting place** where people can find out about the city agenda aimed at international audiences and all the activities on offer that help them to make contacts, new friends and to discover all the opportunities available in their professional or business area and their personal and family environment. In this way, people from other countries will become new Barcelona residents.

L 3.3 Barcelona International Community Day and the Barcelona Expat Week

The Barcelona International Community Day (BICD), an annual get-together for international talent living in the city and its area of influence, has been organised since 2014. The Day includes an exhibition fair and a wide-ranging programme of activities that aim to welcome foreign nationals, offer useful information and resources for living in Barcelona and create opportunities for making contacts and helping people to integrate into the city.

The 7th edition should have been held in 2020, but due to the Covid-19 situation, the BICD was postponed until 2021. As an alternative, and to maintain the spirit of the event and the meeting place, an alternative, one-off event will be organised from 19 to 23 October 2020: the Barcelona Expat Week.

This event consists of a programme of activities that are mostly offered through online tools and a digital platform, to favour exchanges, interaction and the creation of a virtual community (with chats, forums, a help desk, etc.), as well as other resources (videos featuring testimonies, guides) and digital materials of interest to Barcelona's international community. The programme, from Monday to Friday, covers five subject areas, one per day: personal landing; work and training, talent without borders; doing business and being an entrepreneur; and enjoying and taking part in city life. Each session during the week will close by turning to an offline environment, with selective get-togethers in emblematic city locations, ensuring all the necessary health and safety guarantees.

The exceptional circumstances caused by the pandemic make it impossible to hold the International Community Day Fair, but they are also an opportunity to explore new ways of relating and new tools for creating a virtual community of expats and international talent living in the city, which will have an effect on future actions.

L 3.4 Organisation of activities for the international community

Although there is a big annual event for international talent, there is a busy agenda of events all year round, organised to inform, support and create opportunities for interaction and exchange between foreign nationals and local people. This is of vital importance, so that international talent can form ties and connections, projects and innovative, multiplicative effects in the city.

The schedule for this packed agenda of events is segmented for the various groups making up Barcelona's international community:

- Representatives from consulates, chambers, commercial offices and other economic institutions and organisations.
- Foreign business people, executives, entrepreneurs and professionals.
- Researchers and investigators.
- Undergraduate, post-graduate and MBA students.
- Families with a business profile that have school-age children.
- Other expats and international talent.

The activities can be grouped according to three functions: welcoming, arrival and getting up to date; knowledge of the city's reality and economic opportunities; and forming ties and fostering loyalty.

We organise activities in various formats: conferences, informative sessions (such as capsules, after-work sessions or business breakfasts), practical workshops, networking activities, welcoming or first-step sessions, guided tours, meetings with foreign executives or professionals, courses, etc.

All the activities are tailored to and focused on the target segment, covering the subjects that interest and concern that segment, and they are available on the Barcelona International Welcome website.

L 3.5 Return With Opportunities, plan for recovering young talent

The Return with Opportunities Plan is a measure that aims to offer incentives for returning to Barcelona, aimed at people under the age of 35 who emigrated, especially those who did so because of the economic crisis.

The central feature of the plan is a website environment that makes it possible to establish links and bridges with young people, offering them a portfolio of services suited to their needs and interests:

- Personalised professional guidance and advice.
- Information and guidance on the local job market, legislation and employment rights.
- Advice on legal procedures for returning.
- A bespoke intermediation service (professional networking areas, interviews with companies in virtual environments, etc.).
- Awareness-raising and contact with companies that wish to generate and hire professional people with an international CV and experience, offering them a work project in accordance with their qualifications and experience.
- Offering and supporting entrepreneurial opportunities for young people who have the motivation to become entrepreneurs in the city.
- Putting people who wish to return in contact with the various programmes and services offered by Barcelona Activa and the other stakeholders involved.
- Emotional support and welcome to the city, to favour the integration of people returning to the city.

L 3.6 International *Posa Talent* Programme

The International *Posa Talent* Programme aims to create a bridge between the global training programmes offered by Barcelona's business schools and the city's entrepreneurial ecosystem.

The relationship between highly-qualified talent undertaking an advanced training course in Barcelona and innovative start-ups in the city that often need profiles with specialised skills and knowledge in certain business areas (including management, finance, sales, marketing, internationalisation) is a highly valuable binomial.

By reinforcing the Business Support Office's Talent Management Service and the bilateral agreements with the academic and university sectors, the number of training and/or work-experience contracts will increase, favouring this connection which would otherwise be difficult to achieve.

L 3.7 Business capture and arrival programmes

Attracting international talent is often connected to a territory's capacity to attract foreign investment, business projects and newly-created companies.

Access to innovative professional projects with a highly promising future is a very good motivation that effects the decision-making of international talent.

In this regard, Barcelona City Council, through Barcelona Activa, aims to reinforce its programmes and services geared towards attracting foreign business projects, as they are a powerful magnet for attracting international talent.

Lastly, we must consider that a public policy based on attracting and retaining talent requires certain conditions that ensure legal protection and facilitate and accelerate decision-making for productive investment.

To this end, the City Council is promoting internal mechanisms and operations (a committee for coordinating, evaluating and promoting investment projects with social, economic and environmental return), and those that, in collaboration with the private sector (technical and investment-attraction offices), make it possible to reinforce the objectives of this government measure.

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Barcelona,
city
of talent

L 3.8 Complementary public-private collaborative actions

In addition to the actions directly promoted by Barcelona City Council, this government measure aims to highlight and identify potential areas of improvement with actions launched by other stakeholders in Barcelona's talent ecosystem, which receive the support of Barcelona City Council, given that they are aligned with the municipal strategy for promoting talent.

These actions include the **Barcelona Digital Talent**, alliance, promoted by Mobile World Capital Barcelona, which aims to provide solutions to the growing demand for digital talent from Barcelona companies and foreign companies that wish to establish themselves in our city. Its plan of action includes carrying out international promotion initiatives for Barcelona as a destination for international digital talent, with the support of Barcelona City Council.

Various initiatives from the Barcelona Global Association should also be highlighted. The first is the **International Talent Monitor**, a survey that aims to find out and better understand the needs and challenges of people who have chosen to be Barcelona residents, i.e. those people with talent who have decided to work, live, invest and create in Barcelona. The aim of the survey is to find out which aspects of the city they value most highly and what barriers or areas for improvement they detect in relation to developing their professional projects. The survey forms an excellent starting point for subsequently designing improvement proposals aimed at the various competent authorities.

Barcelona Global also promotes **Work in Barcelona**, a project for revitalising the process of attracting international talent. It does so through an ambitious online marketing strategy that involves various companies, which from now on will be managing the **Barcelona Digital Talent Alliance**.

This organisation is also working on a viability study for the creation of an **affordable and accessible international school**, in order to increase the city's capacity to attract experienced international talent, who often have school-age children, and the capacity for internationalisation of local talent. In collaboration with WebHelp, which deals with the problem of attracting and retaining talent in its daily activities, Barcelona Global is promoting **Work in Barcelona**, a project to revitalise the capture of international talent through an ambitious strategy. It has also initiated a project to promote **Barcelona as a destination for establishing international higher education institutions** which are expanding outside their countries of origin.

In the area of creative and innovative talent, it is worth noting Barcelona City Council's support for **Sònar+D**, an international event where the most promising talented people linked to creative industries can meet, exchange ideas and do business. As part of Sònar +D, Barcelona City Council, through Barcelona Activa, helps to organise the talent marketplace, which puts this sector's employment supply and demand in contact with each other, and organises meetings and awards for local and international creative, talented entrepreneurs.

Lastly, we must not forget two of the most common problems that a considerable number of talented people arriving in Barcelona encounter. One of these is the lack of affordable housing, where necessary in the form of flat shares or residencies for entrepreneurs, students and teachers, or those working in research and culture. In this regard, the **Barcelona University Centre (BCU)** among others, is working with the **Viure i Conviure Project**, in order to seek and facilitate the offer of rooms in shared or rental flats.

The second challenge is to improve the English language skills of public administration personnel who, due to the nature of their work, come into contact with professionals arriving from other countries. The first step is to provide documents in English for administrative procedures that international professionals have to complete in order to live and work in Barcelona.

While this government measure is in force, Barcelona City Council is committed to studying other existing city initiatives that aim to promote the generation of talent and to find the appropriate mechanisms for collaboration.

5. BUDGET

Current (annual) municipal expenditure associated with the actions established in this government measure

Line 1. Generating talent	375,000 €
STEAM Barcelona	150,000 €
STEAM B:SM and UPC programme	100,000 €
Professional Life Project	115,000 €
<i>Posa Talent</i> Programme	10,000 €
Line 2: Developing talent	4,305,000 €
Cibernàrium	700,000 €
IT Academy	1,300,000 €
LIDERA	450,000 €
Business mentoring programme	10,000 €
Designing Commerce Programme	80,000 €
BizBarcelona and Employment Fair	1,300,000 €
Reskilling	265,000 €
Skills School	170,000 €
Talent Marketplace	10,000 €
Groups and customised activities for career guidance and job seeking	20,000 €
Line 3: Attracting talent	670,000 €
Actions for attracting talent	50,000 €
Barcelona International Welcome: website and desk	200,000 €
Barcelona International Community Day / Expat Week	150,000 €
Revitalisation activities for the international community	30,000 €
Return with Opportunities Plan	150,000 €
International <i>Posa Talent</i> Programme	10,000 €
Business capture and arrival programmes	80,000 €
Total	5,350,000 €

