GEN-Y CITY

Developing, attracting & retaining Gen-Y 'creative-tech' talent in European cities

Picture courtesy of verkeorg via flickr

State of the Art

European Union
European Regional Development Fund

URBACT

1.0 Definition of the main policy challenge to be addressed

The main objective of the GEN-Y CITY Network is to achieve smart, sustainable and inclusive growth, by establishing stronger forms of co-operation between science, local government, businesses and residents to improve the development, attraction and retention of Gen-Y 'Creative-Tech' talent (particularly Creative-Tech entrepreneurs) in European cities.

1.1 One of the major challenges currently facing many high-technology firms is how best to win 'the war on tech-talent'. According to Business Europe *"the lack of Science, Technology, Engineering and Mathematics (STEM) skilled labour will be one of the main obstacles to economic growth in the coming years*[1]*"*.

1.2 Demand for people with STEM skills is increasing across the Globe. Many STEM workers are approaching retirement age. Some forecasts suggest around 7milliontechnical job openings will emerge between 2016 and 2025[2].Whilst demand for technical people continues to increase, the number of people choosing to pursue technical careers continues to fall. Whilst the share of STEM University graduates has increased in 15 Member States and at European level since the mid-2000s, the number of STEM Technicians has decreased over the same period. Skills shortages are particularly acute in Engineering and Information Technology sectors and for professionals. Because of these issues, the unemployment rate for STEM skilled labour across Europe has been very low and well below the total unemployment rate since the beginning of the 2000s, even in countries hit particularly badly by the crisis (such as Greece, Portugal and Spain).

1.3 The main reasons why too few young people are pursuing technical careers is because they generally consider jobs in these industries as unattractive, too regimented and insufficiently creative and/or flexible. In addition, because social media has given young people a global perspective on life - and because many of them aspire for immediate and intense life experiences, many of them think nothing of jumping on a plane to pursue a particular career or work opportunity. That said, short-term contracts, changing working conditions, uncertainty and low pay are combining to extend many young people's pathway into adulthood[3].

1.4 These issues, combined with the economic crisis, has increased intra-country and intra-European talent mobility, with Europe's population generally migrating from smaller to larger cities and from Southern & Eastern Europe to North West Europe.

1.5 Cities across the globe are now under increasing pressure from global talent flows and the 'pull' of more glamorous cities. Whilst authors like Michael Porter[4] have long argued that a few characteristics of cities and regions (like the availability of labour, the knowledge base, land availability, raw materials, size of the population, local culture etc.) can provide locations with a source of competitive advantage, recent developments have made the whole process of attracting global talent even more difficult.

1.6 In addition, the trend towards lifestyle migration (where more and more people are making location decisions based on lifestyle preferences and flexible working arrangements) is also driving the attractiveness of different cities amongst Europe's young creatives.

1.7 Those cities that are successful at developing, attracting and retaining the best 'creative-tech' talent will be more successful in developing, stimulating and attracting high-value firms than those that don't. If cities genuinely aspire to attract high value tech businesses of the future, they need to think very carefully about what kind of places these young creative-tech people want to live in and make sure their cities develop accordingly.

1.8 In response to these issues, many municipalities need to find new ways of working with these new, so called, 'micro multi-nationals' and 'digital nomads'. Cities need to promote flexible working arrangements, and find ways to work with these young talents in such a way which allows them to build their careers 'horizontally', whilst working as freelancers or for several employers at the time or employed on temporary contracts.

[1] Business Europe (2011): Plugging the Skills Gap – The clock is ticking (science, technology and maths). Business Europe, Brussels.
[2] Encouraging STEM: Comparison of Practices Targeted at Young People in Different Member States, DG for Internal Policies, March 2015
[3] See references to 'The Precariat' in the URBACT 'More Jobs' reports http://urbact.eu/sites/default/files/state_of_the_art_job_generation.pdf
[4] Competitive Advantage of Nations, June 1998, Michael E. Porter

1.9 Collectively, these changes could have profound effects not only on the world of business, but could also further impact on migration patterns across Europe and affect the vibrancy of inner cities. Cities that want to attract creative-tech talent, micro-multi-national and digital nomads will need to be globally connected, both through physical and virtual infrastructure but also in their mind-set.

1.10 In response to these issues, the disciplines of skills development, urban growth, talent retention and foreign direct investment are likely to converge, so that recruiting a new employee becomes more like attracting an individual with entrepreneurial drive or attracting an investor. The locations that manage to do this will get a head start in the global game of attracting and retaining talent.

1.11 In light of these issues, ALL the cities of Europe need to develop new and adapted policies, approaches and solutions to develop, retain and attract young creative-tech talent (particularly young 'creative-tech' entrepreneurs) if they are to remain prosperous and vibrant cities. The situation is particularly acute in many of the smaller, less well developed, transition and peripheral cities of Europe.

1.12 In addition, many of the cities with weaker 'capacities' will need to improve the integration of different urban policies, and develop new, shared governance models to address particular challenges if the solutions they come up with are going to be viable and/or affect the scale of change needed to establish a business environment/quality of life that appeals to young people.

2.0 Setting the scene: Understanding the context

2.1 Whilst it's universally accepted that young people can play a significant role in helping to shape the future competitiveness of Europe's cities, many authors[5][6]have also recognised that young people today find themselves in a much more challenging situation than any of the previous generations, as a series of unfortunate, unconnected events have largely come together to conspire against them, including Demographic changes; Changing social norms; Changing employment structures; Changing housing patterns; and Changing debt and inheritance patterns.

2.2 For some authors, these issues are fundamentally changing young people's outlook and attitudes, with many young people increasingly looking for more positive, intense life experiences and emotions which deliver instant and immediate satisfaction. Some have characterised the Y Generation as having a stronger 'you only live once' (YOLO) outlook.

2.3 Numerous studies have also shown that young people want to develop their careers in a more flexible manner, outside the traditional work paradigms of the older generations. The Y Generation[7]are said to have a tendency to value flexibility over a traditional career, with some evidence suggesting more are turning to self-employment as a means to achieve this goal.

2.4 Some analysis[8]suggests that many young people are 'detached from the institutions' but 'networked with friends'. According to this research, they are highly competent in their use of the Internet and technology; they are civic-minded; and they have high expectations in terms of salary and place of work. Other authors have suggested that many young people would generally prefer to work for organisations that have a high sense of purpose, or a bigger ideal.

2.5 Generation-Y workers are now entering the labour force in large numbers and research shows that many of them wish to gain international work experience[9]. There is also a trend towards increasing lifestyle migration, where more and more people make their migration and moving decisions based on lifestyle preferences, rather than on economic factors.

2.6 Collectively, these issues are creating greater global competition for young talent, whether employed or self-employed. Organisations and cities now have to compete, not only against each other, but also against the start-up scene[10].

[5] The Pinch: How the Baby Boomers took their future and why they should give it back, Atlantic Books (2010)
[6] Jilted Generation: How Britain has bankrupted its youth, Icon Books (2010)
[7] People born between 1984 and 2000
[8]Millennial in Adulthood, Detached from Institutions, Networked with Friends, Pew Research Institute 2014
[9]PWC (2011) Millennial at work: Reshaping the workplace
[10]Kirss, 2011, cited in A Handbook on Talent Attraction Management for Cities and Regions, Tendensor

Unemployment and the Y-Generation

2.7 What the traditional labour market offers Generation-Y nowadays is changing. The current situation is characterised by changing working conditions, increasing uncertainty, short-term contracts and low salaries.

2.8 In 2014 as many as 21.9% of young people up to 25 years of age were unemployed in the EU, a much higher proportion than the population as a whole. Nine in ten cities face higher youth unemployment than general unemployment, although overall youth unemployment varies significantly, even within individual countries.

2.9 According to research by LSE Cities[11], Southern states generally have the greatest difficulty integrating young adults into the labour market, although there are several examples where more advanced economies have consistently high figures.

2.10 This entire situation questions the validity of old business models and calls for new ones based on networking and new technologies and offering young people meaningful and self-defined jobs. They can be found in many young companies active in innovative and creative sectors.

2.11 At the same time, European countries and regions are seeking out new ways of enhancing their competitiveness and innovativeness in the framework of the smart specialization concept and methods to support new business models. These issues are also impacting on migration patterns across Europe.

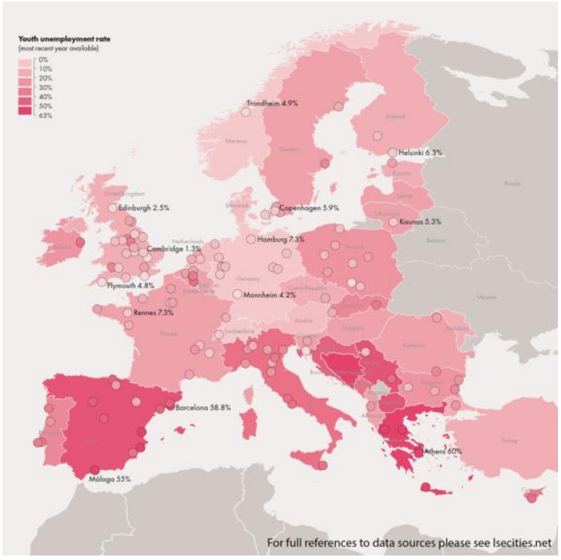

Fig1: Youth Unemployment across Europe

Population shift and the future 'war for talent'

2.12 The current economic crisis has also increased intra-European talent mobility from southern Europe to northern Europe. An analysis of migration flows across Europe also indicates a number of important trends, namely that Europe's population is shifting to the North-West and the draw of Europe's big and mid-sized cities is causing many smaller, peripheral cities to shrink. Despite fertility rates that are comparable with the West, many Eastern European countries are experiencing lower population growth rates than the rest of Europe. The reasons for this are complex, but can largely be attributed to higher levels of out migration, as many residents leave their home country to pursue employment opportunities in countries that they perceive to be more attractive / affluent.

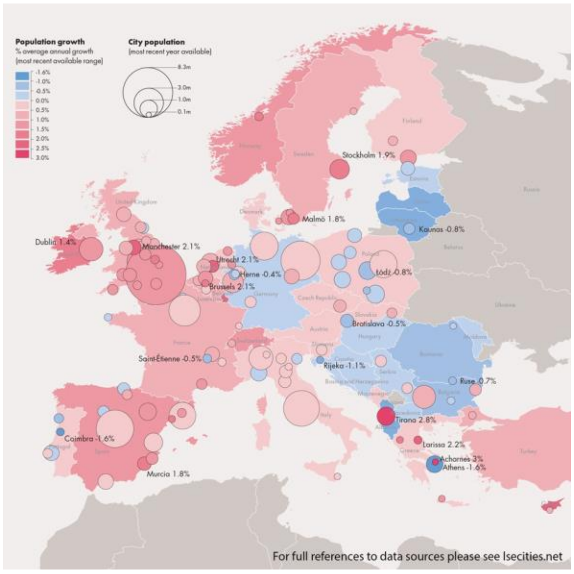

Fig2: Population Growth & Shrinkage across Europe

2.13 Increases in unemployment rates (particularly youth unemployment in the Southern Europe) have further contributed to out-migration as young people leave their home country to seek out better employment opportunities. In a number of Europe's larger cities (such as London) foreign-born residents make up more than 40% of the population. By contrast, in many Eastern European cities, the foreign born population often doesn't exceed 5%.

2.14 Because of these issues, employers around the globe are facing the challenge that, despite a growing global population, they will soon have to recruit from a shrinking workforce. This will obviously lead to greater competition for talents. As a result, attracting talents from one's own country, or even other European

[11] Innovation in Europe's Cities: A report by LSE Cities on Bloomberg Philanthropies' 2014 Mayors Challenge

countries, will increasingly become a zero-sum game, and talent will need to be attracted from other parts of the world. This 'war for talent' will become increasingly acute in sectors that require high skill levels and more education.

2.15 Talent mobility has increased 25% relative to the previous decade, and is predicted to increase by 50% by 2020.Looking further forward, a study conducted by Oxford Econometrics[12]has found that many cities across Europe are forecast to be suffering from a talent deficit by 2021, with many likely to need to recruit from countries such as India, Indonesia, Colombia, South Africa and Brazil – all of whom were likely to be experiencing a talent surplus.

2.16 This same study also forecasts that the most dramatic jump in future demand for workers will be in emerging Asia, where the need for new employees will rise by 22%; closely followed by Latin America (13%); the Middle East/Africa (13%); and Eastern Europe (10%). By contrast, demand for talent in North America, is forecast to rise by 6.1% over the next 10 years and Western Europe is only projected to grow by a much more modest 3.5%. By contrast, the same report suggests the greatest mismatches between supply and demand for talent in Europe in 2021 are likely to be found in various countries (including Spain, Switzerland, Austria, Netherlands, Sweden, Norway, Germany, France, the UK, Greece, Italy and Poland).

2.17 This means there is a more acute need to retain local talent in many smaller cities and more peripheral regions and attract more migrant talent to become more globally competitive.

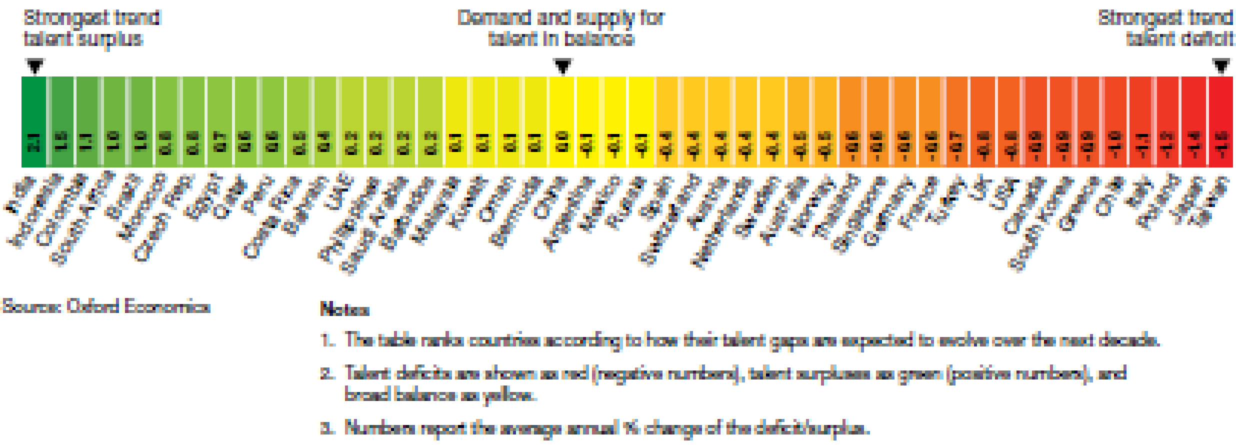

Fig3: The mismatch between supply and demand for talent in 2021

The rise of the 'micro-multinational'

2.18 In 'The Rise of the Micro-Multinational: How Freelancers and Technology-Savvy Start-Ups are Driving Growth, Jobs and Innovation'[13], The Lisbon Council describes how dramatically the world of work is changing. According to the authors, all net job growth in the US between 1980 and 2005 came from firms that were less than five years old and in each year between 1997 and 2008, more than 2.5 million people simply created their own job by becoming entrepreneurs (and also created more than one million additional paid employment positions each year).

2.19 In other words, 65% of all jobs created in the US during that period were jobs that entrepreneurs created for themselves, making self-employment an increasingly important source of employment. In Europe, the numbers are similar. Some 32.6 million people are classified as self-employed, which accounts for more than 15% of total employment.

2.20 This data is reinforced by a study conducted by EY[14], which found that the vast majority of Europe's self-employed are freelancers, meaning they work for or in one-person companies.

2.21 Traditionally, these small, self-starting, service-driven companies would have been described as small-and medium-sized enterprises (SMEs) but with the emergence of new (technology-led) business platforms and the increased openness of the global economy, these companies can enter markets with a minimum of

[12]Global Talent 2021, How the new geography of talent will transform human resource strategies, Oxford Economic 2012
[13]The Lisbon Council (2011) The Rise of the Micro-Multinational: How Freelancers and Technology-Savvy Start-Ups Are Driving Growth, Jobs and Innovation
[14] 'The EY G20 Entrepreneurship Barometer 2013 – the power of three: governments, entrepreneurs and corporations'

bureaucracy and overhead. Add to this their agility, their unrivalled ability to respond promptly to changing market developments, a collaborative style, superior innovation performance and the lack of the institutional inertia and one begins to see their transformative potential.

2.22 In order to retain these Generation-Y entrepreneurs in a city, urban planners need to ensure their cities are attractive, dynamic, vibrant places that young people want to live in. If cities fail to establish themselves as the kind of places that Generation-Y entrepreneurs want to live in, many of them will be the first to leave the city, as they seek out more exciting places, with a stronger sense of identity, a livelier culture and a larger ready market of customers to buy their products and services.

The war for 'creative-tech' talent

2.23 Nowhere is the war for talent more acute than in design and technology related industries. Design and technology based businesses are the high value industries of tomorrow which feed the global competitiveness of regions, generate the greatest prosperity and jobs growth.

2.24 However, technology markets are evolving at such a rapid pace, with increasingly shorter life-cycles, that these businesses need people who have the skills to not only deal with the latest technology, but also to adapt to these changes to continue to innovate into the future. Top talent isn't just a nice-to-have for a design and technology business anymore - it's essential for success.

2.25 The basic concept of STEAM (Science, Technology, Engineering, Art and Maths) Education was put forward in 2006. Advocates of STEAM Education basically argue that young people can benefit from a rigorous STEM education – which, along with imparting subject-specific knowledge, is associated with the development of deductive and inductive reasoning, logical thinking and problem-solving skills – whilst also developing important creativity, critical thinking, flexibility, adaptability, and social and cross-cultural skills that are often associated with an arts education.

2.26 Despite widespread recognition of these issues, tech skills shortages continue to prevail. For example, the Obama administration's Council of Advisors on Science and Technology has predicted a shortfall of 1 million technical professionals by 2020[15]. Similarly, the UK Confederation of British Industry (CBI) recently reported that more than half of UK businesses fear an imminent 'skills emergency', revealing that shortages are most prominent in sectors such as engineering, science and high-tech. Earlier this year, the Cologne Institute for Economic Research (IW) also reported that 96 job types in Germany face a shortage of skilled labour and the tech sector is among the most affected. According to the Dutch Centraal Bureau voor de Statistiek (CBS), an average of 13.6% of vacancies were unfilled each quarter in 2014 across all sectors in the Netherlands, while 21.9% went unfilled in the Information and Communication industry. This data is supported by research[16] by www.Indeed.co.uk which frames the scale and nature of the European Design and Tech talent challenge. According to this research;

- Computer and Mathematical fields are between two and three times more likely to be clicked by international jobseekers than the average job in the US and UK;
- Europe faces fierce competition from US tech hubs: San Francisco, San Jose and other US tech hubs such as Seattle, WA and Austin, TX have international pull;
- According to Indeed salary data, the typical Java developer is paid 47% more on average in the US than in the UK. Thicker tech labour markets and higher density of tech firms allow tech workers in the US to enjoy much higher wages as a result of better job-to-person matches and higher levels of competition for talent;
- To a lesser extent, Europe also faces competition from emerging tech hubs in Asia and the Pacific region which are becoming more aggressive in attracting top tech talent.

2.27 This same report identifies the worldwide ranking of cities by Java job postings, which include 12 European Cities, including London (No.1); Madrid (4); Lisbon (6); Milan (11); Rome (13); Paris (14); Krakow (15); Warsaw (17); Barcelona (18); Munich (19); Wroclaw (25); Berlin (26); and Dublin (27).

---

[15] Report to the President: Engage to Excel: Producing one million additional college graduates with degrees in science, technology, engineering and mathematics, Executive Office of the President, President's Council of Advisors on Science and Technology, February 2012

[16] 'Beyond the Skills Shortage: How Tech Talent is Shaping the Economy', Indeed Inc. 2015

3.0 A framework for developing, retaining & attracting young creative-tech talent

3.1 In order to address the Gen-Y tech ‘brain drain’ that many European cities are either currently experiencing, or are forecast to experience as global pressures for talent increase, cities across Europe need to develop integrated strategies across a range of policy interventions.

3.2 Given the above situation, a plan for developing, retaining and attracting young tech talent in a city should probably consider five key issues;

- **COLLABORATIVE LEADERSHIP &GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities;
- **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);
- **DEVELOPING YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
- **RETAININGYOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;
- **ATTRACTING AND EMBEDDING MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

4.0 Collaborative Leadership and Governance

4.1 Our initial work in the first phase of this project has identified that any successful tech talent development, retention and attraction strategy needs to be ‘place based’. Policies need to be adapted to build on the particular strategic strengths and assets of the city and be overseen by a partnership of public, private, academic and voluntary sector organisations in the city.

4.2 Ideally, any governance arrangements for developing, retaining and attracting GEN-Y should also actively involve representatives of GEN-Y.

4.3 It is not enough for such a plan to be designed, conceived and delivered by one single organisation. An effective talent development, retention and attraction strategy needs to draw together a range of different stakeholders within a city, including, Young People; Politicians; Entrepreneurs; Urban Development Specialists; Spatial Planners; Educators (Primary, Secondary and Tertiary); Business Support providers; Inward Investment agencies; Visitor Promotion Specialists; Communications Specialists; and Third Sector Organisations etc.

4.4 Many cities around the globe have already established effective multi-disciplinary ‘talent partnerships’ which draw in a range of civic leaders to work together and agree their talent priorities. These types of structures can help organisations integrate their respective skills, capability, delivery systems, messaging and marketing activities to ensure the core proposition of the city is well understood. ‘Talent Partnerships’ can build on existing governance structures or establish new partnership vehicles to address youth retention and attraction policies.

Fig4: Examples of different Quadruple-Helix Talent Partnerships from Cities across the Globe

4.5 Ideally, they should develop relationships with all the ‘touch-points’ that a young person might potentially come into contact with as they consider location decisions in their working life (whether an existing or aspiring resident). These could include; representatives from the Municipality; Business Support Organisations; Skills Providers (Primary, Secondary and Tertiary); Inward investment agencies; Visitor Promotion Agencies; Youth Enterprise and Youth Entrepreneurship Organisations; Science Centres; Community Organisations; Representatives from the Creative Industries; Innovation Agencies; Providers of Soft Landing Services etc.

4.6 Nowhere is this more important than in less developed regions that suffer from a GEN-Y tech 'brain drain'. In these regions, a lack of institutional capacity/critical mass means organisational independence needs to be avoided at all costs. Such independence is the enemy of successful talent attraction and retention. Any less developed region which fails to secure a range of partners' commitment to developing talent strategy will probably struggle to establish sustainable initiatives.

5.0 Placemaking

5.1 Place-making is a multi-faceted approach to the planning, design and management of public spaces, which capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing.

5.2 The concepts behind place-making originated in the 1960s, when writers like Jane Jacobs and William H. Whyte offered ground-breaking ideas about designing cities that catered to people, not just to cars and shopping centres. Their work focused on the importance of creating lively neighbourhoods and inviting public spaces. Jacobs advocated citizen ownership of streets through the now-famous idea of "eyes on the street." Whyte emphasized essential elements for creating social life in public spaces.

5.3 These ideas of building urban development policies on the key strategic assets and strengths of a particular place and developing plans through a participatory process with the local community have been further built on by the EU's Smart Specialisation principles, which suggest that countries or regions should identify and select a limited number of priority areas for knowledge-based investments, by building on their industrial, educational and innovation strengths and comparative advantages.

Understanding the strengths and weaknesses of a city for GEN-Y

5.4 As discussed in the previous section of this study, the first step towards developing a talent retention and attraction strategy has to be to understand what the strengths and weaknesses of the city are. Numerous authors have recognised the importance of understanding the 'past' and the 'place' before designing urban policy interventions. Indeed, the whole European principle of Smart Specialisation advocates a targeted investment model, which builds on the distinctive assets that a particular locality has, or the potential it has, rather than 'parachuting' an initiative into a city which has worked well in another location.

5.5 There are various tools that a city could use to assess a city's strengths and weaknesses, but whichever is chosen, it's an important that any analysis adopts a critical approach, identifying strategic assets of the city and areas for potential improvement.

Gen-Y talent generally prioritise a broad range of urban attributes

5.6 When considering how attractive a particular city is to Gen-Y talent, and what needs to be done to make it more attractive, it's probably worth recognising that a number of studies have identified that young people actually prioritise a whole range of urban attributes. For example, the diagram overleaf comes from Global Youthful Cities Index[17], which has carried out extensive research amongst young people to look at their perspectives of what they consider to be the most important attributes for living, working and playing in cities around the world. Broadly speaking, this model provides a useful framework for cities to benchmark their own performance and/or compare themselves to some of the best performing cities in the index. The author, Youthful Cities, offer any City the potential to participate in any future surveys, to benchmark their own position and identify which policy interventions are worthy of further investment.

Strengthening the physical attributes of place to appeal to GEN-Y

5.7 Having undertaken an analysis of the strengths and weaknesses of the city, leaders may need to focus their attention initially on investing in developing the urban fabric to strengthen the general attraction and retention factors of place. This could include investment in both the hard and soft 'infrastructure'.

5.8 For diverse, tolerant dynamic cities that are highly attractive to international visitors, their starting point will be fundamentally different from those that are less well developed. Less well developed cities will need to start by implementing some fairly basic changes to make their cities more attractive to Gen-Y.

5.9 Many of these strategies are likely to be fairly traditional in nature, as many of the investments are likely to be focussed on improving its general look and feel or building the capacity of the city. Others that are in

[17] Global Youthful Cities Index (2015): Ranking the world's 55 most youthful cities, Youthful Cities

transition, or are more developed, will be able to be more sophisticated in their choice of strategy, having already made some of the basic foundation investments.

5.10 Depending on the starting point of the city, this could focus on renewing all or part of the city, or improving the design and layout of the city to better appeal to young people. Similarly, it could include a focus on improving certain elements of the city – for example **the built environment; natural environment; social environment; transport infrastructure**; and/or t**he services available to residents.**

5.11 Affordability is extremely important to young people. According to Youthful Cities, affordability and safety are the top two urban attributes young people look for in a city, regardless of region, age or gender. The Youthful Cities Affordability Index[18]tracks nine measures of urban life across 25 of the world's largest cities. It compares the price of rent, tax, travel, a dozen eggs, a cinema ticket, a burger, music concerts and flights, as well as the minimum wage. In 2015, Sydney was awarded the title of Most Affordable City for Youth. Like

Fig5: The most important urban attributes according to more than 10,000 youth surveyed since 2013

last year's winner, Paris, Sydney is the city with the highest local minimum wage. Most of the cities in the top five show up there because of their relatively high minimum wages. Detroit's high finish in affordability is driven less by its minimum wage and more-so by its affordable housing stock, which is also becoming increasingly important.

5.12 Regenerating and reinventing a former industrial city to be an attractive, compact, vibrant and liveable city is unlikely to be a quick job. Experiences like Manchester, Drammen and Kingston upon Hull suggest a concerted, integrated and visionary programme of investment, regeneration and renewal is needed over a few decades to achieve this goal.

[18]Youthful Cities Affordability Report (2015), Youthful Cities

5.13 In addition, these case studies point towards the importance of combining hard regeneration, with strategies to develop the creative and cultural industries and invest in a cities knowledge base/research infrastructure, to make the city a diverse, appealing, tolerant, safe city, with a high quality of life.

HULL (UK): Regenerating former industrial cities

Kingston upon Hull, in the North of England, was voted the UK's worst city to live in a 2005 Channel 4 survey of the 'Best and Worst Places to Live' in the UK based on statistics for crime, education, employment, environment and lifestyle at that time. Armed with statistics from all 434 UK local authorities, researchers said Hull had the highest crime rate in the country, the worst education system and (with 101 chip shops), was also deemed the fattest town in the UK.

By 2015, Hull had been named 8th best city in the world to visit in 2016 by Rough Guides, alongside destinations such as Reykjavik, Mexico City and Seoul. The travel guide publisher said: *"It'll be brimming with new hotels and restaurants, and even more of that distinctive home-grown creativity the city has always had. There are atmospheric old-timey pubs, eight excellent museums and a picturesque Old Town with cobbled streets. This year's fun is set to culminate in the September Freedom Festival, when the entire city is turned into a stage for performers and artists."*

Eight years of partnership working between Hull City Council and housing and regeneration specialist, Keepmoat has regenerated the Newington and St. Andrews area of the city, delivering in excess of over 1400 new homes following the demolition of existing substandard homes, the refurbishment of 2000 existing homes. Hull launched a£25 million public realm strategy investing £15 million in a new digital centre @TheDock. The near derelict wasteland of Humber Street received government support to establish a jewellery gallery, a museum of club culture, music and festival activity. It is now a street full of scaffolding as private investment follows public to see the arts as the permanent solution rather than a 'meanwhile use'. £20 million of positive media coverage has already seen a 15% increase in hotel income and a turnaround in retail. The University of Hull saw an 8% increase in students for its cultural programmes. All this work culminated in the city being announced as the UK's 2016 Capital of Culture.

Stimulating the creative 'buzz' in the city

5.14 Cities that offer a wide variety of cultural and creative experiences are more likely to be attractive to young talents. More and more people are building a lifestyle around their creative experiences. There have been many studies that established the benefits on workers of exposure to different forms of art. In addition, culture can be used to establish more open and tolerant social environments.

5.15 Richard Florida's work identified how important young, creative people (a collective he referred to as 'the creative class') are in feeding entrepreneurship in a city, with those cities with high percentages of creative classes having higher scores on the Global Entrepreneurship Index. In developing his thinking on the creative city, Florida placed particular emphasis on Talent, Technology and Tolerance, as tree key attributes of the creative city. In The Flight of the Creative Class[19], Florida expands his research to cover the global competition to attract the Creative Class, noting that whilst the USA once led the world in terms of creative capital it is increasingly being challenged by numerous small countries, like Ireland, New Zealand and Finland.

5.16 In the Creative City, Charles Landry[20] identified four main attributes that underpin the 'creative milieu', in a city, which he described as supporting locality; harnessing diversity; maximising interactions; and providing capacity. What Landry does is move us from merely thinking about the soft elements of creative infrastructure, to recognise the importance of spatial elements of urban design, to recognise the importance of the physical attributes of a city and it capability to support creative individuals. This work has been built on by numerous authors that have recognised the importance that density plays in creating vibrant city centres, and the importance of what others have described as 'third spaces' (places other than work and home) in which creative's can meet and interact. Landry recognised that perfect locations for Generation-Y and Generation-Y entrepreneurs are city centres that offer numerous opportunities for networking, use of cultural and other services as well as the "city buzz" and atmosphere that is inspirational for innovation and creation.

[19] The Flight of the Creative Class: The New Global Competition for Talent, Richard Florida, 2010
[20] The Creative City: A toolkit for Urban Innovators, Charles Landry. 2000

5.17 In addition to the Creative and Cultural Industries (CCI), a number of authors have also recognised the importance of the encouragement of small-scale independent retail outlets, next to pedestrian areas, to provide the routes to market cultural practitioners need to sell their wares. This kind of development not only helps promote a buzz, but can help strengthen the development of 'creative zones' in a city.

5.18 Indeed, a number of different authors have categorised 'third spaces' to encompass;

- 'Cultural' meeting places, which stem from the prevailing cultural norms of a city. Good examples could include pubs, coffee shops, parks etc.
- 'Creative' meeting places where creative people who share the same interest or lifestyle prefer to meet. Good examples could include art galleries, music venues or artisan café's;
- 'Professional' meeting places where people meet to discuss work-related issues. Good examples could include science parks, incubation centres and cafés.

5.19 In his influential book 'The Great Good Place', Ray Oldenburg[21] argues that third places are important for civil society, democracy, civic engagement, and establishing feelings of a sense of place. Oldenburg suggests third places generally are: free or inexpensive; food and drink, while not essential, are important; highly accessible: within walking distance of home or work; involve regulars; welcoming and comfortable; attract both old and new friends.

5.20 More recently, a new study published in the Journal Regional Studies from the Martin Prosperity Institute (MPI) and University of Toronto, which takes a more detailed look at the kinds of neighbourhoods that are home to high-tech industries versus those that foster vibrant arts, cultural and music scenes. The author, Greg Spencer bases his analysis on Canada's big three city-regions: Toronto, Vancouver and Montreal. Spencer defines high-tech or "science-based" industries as including computer, software, pharmaceuticals and medicine, as well as research and development, while 'creative' industries include film and video, music, radio and television, and design, as well as independent artists, writers and performers[22].The main finding of the study is that these two types of activities—science-based versus creative industries—are generally based in very different kinds of locations. The table on the previous page, from the study, summarizes these differences.

Characteristics	'Creative' neighbourhoods	'Science' neighbourhoods
Firm location	Edge of core	Suburban
Office rents	Medium–high	Low–medium
Firm structure	Micro–small	Medium–large
Anchors	Venues; institutions	Large firms; institutions
Workforce location	Overlapping	Adjacent
Transportation	Public; walk; bike	Private (cars)
Density	Very high	Low–medium
Land use	Mixed	Mono
Building types	Varied; adapted reuse	New; purpose built
Bars, restaurants, cafes	Dense; authentic	Sparse; inauthentic
Change/ evolution	Gentrification	Sprawl
Social dynamics	Larger social networks; inter-firm (?)	Smaller social networks; intra-firm (?)

Fig6: Summary of characteristics of Creative and Science neighbourhoods

5.21 In the Creative City, Landry[23] identifies a range of potential typologies of culture-led regeneration which cities could use to underpin their strategies, including;

- **The building as regenerator:** developing an 'iconic' arts building or buildings to strengthen the capability of arts organisations in the city;
- **Artists' activity as regenerators:** community initiated building projects, encouraging and supporting groups of artists to join forces to operate from a redundant building;
- **Events as regenerators:** Possible futures are explored by a cultural event, which becomes the catalyst for regeneration;
- **Planning regulation as regenerator:** For example, adopting zoning policies that favour large-scale development or encourage residential and small business development can have major impacts. **Flexibility as regenerator:** For example, changing licensing hours and bye-laws at festival periods to change the perception of an area;
- **Social confidence as regenerator:** Regeneration depends on people, and participation in the arts can transform individual and communities self-confidence;

[21] The Great Good Place, Ray Oldenburg, New York: Parragon Books, 1989
[22] Knowledge Neighbourhoods: Urban Form and Evolutionary Economic Geography, Spencer GM, Regional Studies, Volume 49, Issue 5, 2015
[23] Adapted from http://www.reading.ac.uk/PeBBu/state_of_art/urban_approaches/creative_city/creative_city.htm

- **Mechanisms as regenerators:** Mechanisms and schemes, like the US Percent for Art scheme, which allocates a proportion of building costs (usually 1%) to art can improve the quality of the fabric;
- **The individual as regenerator:** The critical role of individuals in regeneration has already been mentioned. Their vision, tenacity, even obsession is always a factor;
- **The artist as regenerator:** For example, using activities like 'artists in residence' to transform cities;
- **Marketing as regenerator:** With, for example, the success of one event giving confidence to take on bolder projects, creating a virtuous cycle of initiatives.
- **The organisation as regenerator:** the presence of an arts organisation can be invaluable to a city, popularising the use of art in public places as a means of creating better quality environments;

6.0 Developing Young Creative-Tech talent in the city

6.1 An earlier section of this study sought to recognise how important 'creative-tech' skills are for the future of the European economy, how much skill shortages in Science, Technology, Engineering, Art and Maths (STEAM) disciplines are constraining many high growth firms and how Europe risks losing the best talent to other cities around the globe. Digital Technologies are also important to many Millenials and Generation-Y entrepreneurs. ICT enables people to work globally without changing location.

6.2 In addition to the above issue, many authors have started to recognise how automation and technology is likely to impact on labour markets going forward and further reinforced the importance of these skills to ensure young people possess the skills and capabilities to deliver the higher value tasks that are unlikely to be capable of being automated, going forward.

6.3 Much of the educational reform work examined through this study suggests a significant number of cities find the whole process of educational reform to deliver better creative-tech talent a little challenging, largely because much of the governance of the education system and/or the curriculum structure is led by national, or in some cases, regional government actors rather than the city.

6.4 In addition to this challenge, increasing numbers of Gen-Y are turning away from technician and STEM careers. The reasons for this are complex, but include a mix of issues, including the perception of many young people that technician careers are too formalised, regimented and insufficiently creative for them, peer pressure, media representation and parental influence. Ultimately, this is resulting in fewer young people choosing to pursue these careers, in favour of more humanistic subjects. That said, there is evidence of some interesting work being undertaken across Europe to try and increase young people's interest in STEAM careers.

6.5 This diminishing interesting in pursuing science, technology and engineering careers has the potential to have a significant impact on Europe's economy. In 2007, a Carnegie Foundation commission found that a nation's capacity to innovate and thrive in the modern workforce depends on a foundation of math and science learning. They concluded that a sustained, vibrant democracy is dependent upon this foundation in STEAM.

6.6 Again, research undertaken through this study suggests that really effective systems for developing more technician workers generally rely on trying to build 'whole systems' solutions, rather than just delivering one or two piecemeal initiatives. Generally speaking, good 'Creative-Tech' Talent systems generally include some or all of the following;

In School Delivery of 'Creative-Tech' Skills

6.7 In the majority of cities examined, our research suggested the secondary educational system was either structured around a single tier (comprehensive) system or a two tier (vocational and grammar) system.

6.8 Clearly, there is a massive amount of variety in the different training and educational systems around Europe, and this could be the subject of a whole standalone project. In a limited number of cases, some cities who have managed to re-structure their primary and secondary education systems to try and improve their capability to generate more Tech talent.

6.9 In order to improve the effectiveness of the educational system in delivering against the future needs of employers, policy makers have suggested utilising a range of tools and techniques, including[24];

- **Innovative Governance Solutions:** Involving employers in helping to deliver educational outcomes;

[24]After 'State Best Practices to Align Educational Supply with Occupational Demand' by Barry E. Sternand William Sederburg, Mar 2014

- **Strategic Planning Approaches:** Developing skills strategies to articulate what the needs of employers are and shape the delivery of education outcomes;
- **Data Driven Solutions:** Using Labour Market Studies to encourage schools to deliver improved educational outcomes;
- **Qualification Framework Solutions:** Involving employers more actively in designing Qualification Frameworks for key industries;
- **Innovative Funding solutions:** Ensuring that education bodies secure their funding for training young people from employers, rather than the state;

6.10 In reality, a range of these types of tools are needed to improve the effectiveness of the skills system at delivering what employers need. City officials will need to look carefully at how their skills systems are organised, identify what 'locus of control' they have over changing and shaping the system, and develop a suite of policy interventions which suit their particular circumstances.

6.11 In addition to trying to design a skills system that provides the skilled people that a city needs to perform effectively, many cities have also started to turn their attention towards ensuring their young people are equipped with the skills needed to succeed in the world of work. In simple terms, many authors describe these skills as 'Enterprise Skills'. It is generally recognised how important providing young people with good quality enterprise skills is, in developing an effective talent management system.

6.12 The EU's framework for key competences identifies and defines the key abilities and knowledge that a person needs to achieve employment, personal fulfilment, social inclusion and active citizenship in today's rapidly changing world[25]. In this context, enterprise competences are defined as an individual's ability to turn ideas into action. This transversal set of skills refers to creativity, innovation and risk-taking as well as general management skills needed to achieve objectives.

6.13 Enhancement of enterprise skills is endorsed as a key long-term priority in the ET 2020 framework. The Europe 2020 strategy also recognises it is crucial to the transition to a knowledge-based society. The importance of enhancing creativity, innovation and enterprise through education is highlighted in three flagship initiatives: 'Youth on the move', 'An Agenda for new skills and jobs' and 'Innovation Union'.

6.14 Perhaps the most interesting case studies to look at about how a city might reconfigure its own education system to better prepare people for the future world of work is provided by one of the partners in the GEN-Y City Project, Bologna, which has reformed its 14-19 education system, to prioritise a particular focus on strengthening the links between schools and the industries of the future. This in turn has led to the introduction of a new layer of technical schools (to augment the existing vocational and grammar schools) to create a stronger link between thinking and doing.

'Out of School' Enrichment Activities

6.15 Faced with increasingly tight public sector finances and nationally controlled education systems, some cities are trying to stimulate more market based STEM inspiration activities, by closer working with private sector firms or community organisations. These market-based mechanisms can include Pre-school clubs, Coding Clubs, STEM Clubs, STEM Challenges, Specialist Kindergartens, Science Ambassador Programmes, Challenge Activities, Children's Parties, and Museum Nights etc. One particular recent development which is sweeping Europe is the rise of **Fab Labs** (see https://www.fablabs.io/labs).

6.16 A Fab Lab (or fabrication laboratory) is a small-scale workshop offering access to (personal) digital fabrication equipment and skills. A fab lab is generally equipped with an array of flexible computer controlled tools that cover several different length scales and various materials, with the aim to make "almost anything". This includes technology-enabled products generally perceived as limited to mass production. While fab labs have yet to compete with mass production and its associated economies of scale in fabricating widely distributed products, they have already shown the potential to empower individuals to create smart devices for themselves. These devices can be tailored to local or personal needs in ways that are not practical or economical using mass production. The fab lab program was initiated to broadly explore how the content of information relates to its physical representation and how an under-served community can be powered by technology at the grassroots level. The program began as collaboration between the Grassroots Invention

[25] See http://ec.europa.eu/education/tools/llp_en.htm

Group and the Centre for Bits and Atoms at the Media Lab in the Massachusetts Institute of Technology with a grant from the National Science Foundation.

6.17 Of late, there has also been some growing interest in specialised business support services have started to emerge to help cities to stimulate more market based delivery of STEM inspiration.

Philanthropic and Not For Profit Delivery Mechanisms

6.18 Across Europe, cities are also trying to encourage manufacturing, science and technology entrepreneurs who have made their fortune in a particular city to reinvest back in STEM inspiration activities in that city. More often than not, the entrepreneurs that can be persuaded to put something back into their city are likely to run family owned businesses, or recently sold a tech business, and have strong roots in a particular city.

6.19 Science Discovery centres and museums are generally established to foster creativity and critical thinking and encourage citizens to engage with science. In some cases, they run seminars and workshops to ensure mainstream teachers are equipped with the technology skills they need to support young people's learning. Ecsite (http://www.ecsite.eu/) is the European network of Science Centres, which has over 350 organisations in membership across Europe and the world;

Science Oxford (UK): Philanthropic Science Centres

Science Oxford (http://www.scienceoxford.com/) is the public face of The Oxford Trust, an educational charity. It was established in 1985 by Sir Martin and Lady Wood, who founded Oxford Instruments in 1959. In Magnetic Venture (OUP 2001) Audrey Wood wrote about starting the Trust: *'. . . there was a persistent gulf between academia and industry that formed a barrier to the cross-fertilisation of ideas and the exploitation of the results of research. Science education was also failing the future economy; companies like Oxford Instruments were finding the shortage of well-qualified scientists and technologists a brake on growth. As a secondary-school governor, I was disturbed by the diminishing choice when appointing science teachers, and by the falling numbers of children wanting to study science and technology at school and university.'*

In 1985 the Trust opened the first innovation centre in the region. Over the past 25 years the Trust has created venture-angel networks and many more innovation centres. Oxford Innovation, a spin-out company from The Oxford Trust, manages these innovation centres. It has supported thousands of companies and is the UK's leading operator of business and innovation centres.

In 1990 the Trust opened Curioxity, a science discovery centre for primary school children in Oxford. In 1992 the Trust launched the annual Oxfordshire Science Festival which now attracts 30,000 people with events being held all over the county.

In October 2005 Science Oxford became the public brand for The Oxford Trust and the Trust opened a centre for science and enterprise located in East Oxford. The centre had an interactive hands-on discovery zone for schools and families, and also organised over 800 events for families, adults, and local businesspeople. Around 90,000 people came to one of Science Oxford Live's events and exhibitions. Science Oxford continued to run a vibrant schools programme during this period, which reached about 20,000 school pupils each year (aged from 5 to 18 years old) and continues to do so.

Science & Technical Inspiration Campaigns

6.20 A number of cities have also tried to make their brands synonymous with scientific endeavour and embed a culture of technology and manufacturing into their cities, by drawing together what STEM inspiration activity does exist in a particular place into a single portal, or festival and/or bid for International STEM events and exhibitions.

- **Made in Sheffield** (http://www.madeinsheffield.org/);
- **STEMcityPHL** (http://www.stemcityphl.org/);
- **East London Tech City** (http://www.techcityuk.com/);
- **Montreal 'City of Design'** (http://mtlunescodesign.com/en/);
- **Copenhagen '2014 European City of Science'** (http://esof2014.org/);

6.21 Many cities also organise science and technology festivals, to co-ordinate the work of a range of partners in promoting STEM skills and careers. EUSEA (http://www.eusea.info/) is the European Science Events

Association, which provides a detail list of a range of Science and Technology events from across the whole of Europe.

7.0 Retaining young people in the city

7.1 In addition to focusing on how to improve the development of Creative-Tech Talent in a city, cities that are doing well at this, but still suffering from significant out migration also need to think about what more they might do to retain more people in a city.

7.2 Clearly, placemaking forms an important part of any potential retention strategy, but urban planners also need to look at what they can do to improve the scale and quality of employment opportunities in the city. There are a range of things that cities might do to increase the quantity and quality of opportunity that exists in a city.

7.3 Generally speaking, talent retention strategies tend to focus on trying to 'lock' the indigenous population into a city by utilising a range of proactive labour market interventions to strengthen pathways from education into employment and self-employment in a city.

7.4 Investment in human capital is vital in ensuring cities have access to the talent they need to function effectively and efficiently. In order for any city to stimulate growth, improve their productivity and enhance their overall prosperity, cities need to fully harness the skills available in the labour market and direct their people at delivering growth in those areas of the economy that offer the greatest return.

Understanding missed retention opportunities

7.5 Solving out-migration issues potentially has a much wider impact on the economy than merely impacting on the effective performance of businesses. It can also impact on the retention of young people in localities and therefore help support the creation of vibrant cities and sustainable communities. Given the financial pressures on the public sector, public intervention to address these issues is becoming increasingly challenging. In response to these issues, funding of the skills market in many areas across Europe is becoming increasingly demand orientated. However, there are a number of structural issues that can make it somewhat difficult to align the aspirations of young people with the needs of business, including weaknesses in Labour Market Information; weaknesses in employer knowledge & understanding; time lags in delivery; difficulties inspiring learners: funding difficulties etc.

7.6 In order to deal with these issues, cities need to think of the skills system as an eco-system, and design effective interventions to address each of the above challenges. In response to these issues, many member states are trying to push more of the cost of training young people onto young people themselves and/or businesses (through a greater reliance on an Apprenticeship Model). However, these inherent market failures can make co-creation a challenge.

7.7 That said, many cities are generally intervening in three or four key areas to improve the effective function of their labour markets, namely;

- Improving the alignment between the needs of employers & the career aspirations of young people;
- Improving the enterprise and work readiness skills of young people;
- Stimulating higher levels of interest in design and technology skills;
- Improving entrepreneurship pathways for young people;

Improving the alignment of the skills system to deliver what employers need

7.8 As far as employing Generation-Y people is concerned, many employers across Europe continue to report they are dissatisfied with the majority of job applicants' skills. According to one McKinsey study[26] 27% reported that they have left a vacancy open in the past year because they could not find anyone with the right skills. 33% said the lack of skills is causing major business problems, in the form of cost, quality, or time. Employers from countries where youth unemployment is highest reported the greatest problems. According to this same study, 74% of education providers were confident that their graduates were prepared for work, but only 38% of young people and 35% of employers agreed.

7.9 Some of the reasons often cited for the current high levels of youth unemployment are the poor mismatch between the career aspirations of young people and the skills needs of employers; the poor work readiness

[26] McKinsey & Co (2014), Education to employment: Getting Europe's youth into work

skills of young people; and the fact that many employers, education providers, and young people simply fail to understand each another. Many students lack access to good quality information and guidance about what potential careers exist for them and many more do not pursue work experience, in spite of this being a good predictor of how quickly a young person will find a job after their studies are completed.

7.10 To refine their understanding of the issue, McKinsey divided young people and employers into segments to examine different interventions needed to achieve better education-to-employment outcomes. Specifically, they looked at how much support young people received on their path from education to employment, and the extent of their desire to develop skills that would make them more employable. From this work, they concluded that those that achieved a good employment outcome (the so-called 'high achievers') represented only 10% of the youth surveyed.

7.11 They also identified that this group succeeded because the young people in it receive a strong education and good information; they also focus on finding opportunities to build job skills. Another two segments, representing 11 percent of youths surveyed (what they called 'coasters' and 'meanderers') receive strong support but are less motivated and end up only moderately satisfied with their job outcomes.

7.12 The remaining four segments (79%) are frustrated by a lack of support and unhappy at their prospects. They exhibit different responses to these circumstances, from fighting for every opportunity they can get (but rarely succeeding) to losing heart and leaving education at the first opportunity.

Stimulating entrepreneurship amongst the Y-Generation

7.13 In addition to improving the alignment between the skills that employer's need and the career aspirations of young people, some cities have also sought to retain their more venturesome individuals by promoting a range of youth entrepreneurship programmes during the latter stages of particular educational pathways.

7.14 According to the Global Entrepreneurship Monitor (GEM)[27] and a Cornell University study into Youth Entrepreneurship in Europe[28] whilst 48 % of young people in Europe indicated that self-employment would either be 'very feasible' or 'quite feasible' within the next five years, only 6.5% of people (2.67 million) between 15 and 29 were self–employed.

7.15 Taken together with the evidence in the increasing rise of the 'micro-multinational' and these figures suggest there is an increasing mismatch between the entrepreneurship aspirations of young people and the ability of many member states to help young people realise these dreams.

Retaining GEN-Y talent by improving the alignment between the skills system & the labour market

A range of policy interventions across Europe are having a positive impact on improving the alignment between the career aspirations of young people and the needs of employers. For example, as far as improving the provision of **information, advice and guidance and business-education links is concerned**;

- In the United Kingdom, the government has established the Careers and Enterprise Company (CEC - https://www.careersandenterprise.co.uk/) to fund a range of 'local' projects to inspire young people and help them to prepare for and take control of their futures during their **secondary education**. The projects the CEC supports are generally run by Local Enterprise Partnerships and try to help young people make the link between their education and their futures and build the attitudes and attributes young people will need throughout their careers. CEC has also created a national network of local Enterprise Adviser's to create lasting connections between local businesses and the schools and colleges in a particular area. These volunteers, drawn from business and other employers, large and small, help to develop effective employer engagement plans. Clusters of schools and colleges and Enterprise Advisers are supported by a full time Enterprise Coordinator who brings together the schools and employers in the cluster effectively.

[27] http://www.gemconsortium.org/
[28] Youth Entrepreneurship in Europe: Values, Attitudes, Policies (2015) Cornell University

- In Belgium, a network of education and business representatives (Studienkreis Schule & Wirtschaft) focuses on cooperation and the **transition between school and work**. It runs several projects and activities to facilitate meetings between students and businesses and fosters the development of an entrepreneurial spirit. It also organises one-day extracurricular activities, (Technikids for 5th and 6th year of primary school and Dream Day for 5th, 6th or 7th year of upper secondary school) allow students to become familiar with the work of different professions.
- In Cyprus, students in the 2nd year of lower secondary education can gain experience in a profession of their choice over one week. Two or three times a year, the Enterprise Day programme also gives students the opportunity to **become familiar with the workplace** and the daily activities of a person in business.
- In the Tampere city region, the Unipoli Tampere Mentoring Programme is tailored to international degree students at the three main universities in the region. The overall purpose of the programme is to **offer international students better access to working life** by bringing employers and students together. The programme was first piloted in 2010-2011 through European Union funding, but is now run as a permanent service of the Unipoli Tampere network, comprising the three main universities in the region. It is conducted every year from September to April and the working language is English. The programme has gained nationwide popularity and has been used as a benchmark by other universities around Finland.

As far as **Social Innovation** is concerned;

- **City Studio** (http://citystudiovancouver.com/) is a project of the Campus-City Collaborative, conceptualized to directly involve undergraduate students in the process of solving social challenges linked to Vancouver's pursuit of its "Greenest City" goals. This innovative studio program enrols up to 20 students from six different post-secondary institutions each semester in a program that emphasizes design thinking, dialogue and leadership development.

As far as **the governance of the education system is concerned**;

- In Germany, social partners are closely involved in the development and updating of training plans for each qualification that can be obtained through apprenticeships and/or vocational training. Such training plans, formally issued by the Ministry of Economic Affairs and Technology, regulate the duration of the apprenticeship, describe the profile of the profession and set out final exam requirements. The chambers of commerce are responsible for providing advisory services to participating companies and supervising company-based training. They also register apprenticeship contracts; assess the suitability of training firms and monitor their training; assess the aptitude of VET trainers; provide advice to training firms and apprentices; and organize and carry out final exams.
- In Poland, to meet the Business Processing (BPO) Industry's need for skilled labour in the Polish region of Pomerania, the Invest in Pomerania agency, higher education institutions, the regional employment agency and several of the main BPO firms launched a 'BPO College', which delivers a six-month training course targeting unemployed university graduates, tailored to meet the needs of the rapidly expanding BPO industry.

As far as **funding education and training is concerned**;

- In Germany, responsibility for funding vocational schools lies with the Länder (states), while companies bear the costs of workplace training. In some sectors, companies pay a levy (or contribution towards a general fund) that covers the apprenticeship costs of the institutions, while in other sectors each company bears its own costs.
- In the United Kingdom, the government is increasingly passing the responsibility for funding vocational education to employers (via the introduction of an apprenticeship levy for large companies and the expansion of Employer Opportunity Pilots, which provide match funding for employer led skills initiatives) and/or individuals (by expanding the introduction of personal loans for individuals looking to pursue their education beyond the age of 18)

7.16 As far as aspirations are concerned, Poland takes the lead with more than half its working-age population expressing good self-perceived entrepreneurial capabilities. However, in most Nordic countries, as well as in Italy and France, fewer adults display confidence in their entrepreneurial competences.

7.17 Rates of actual youth self-employment differ between Member States, being highest in Italy and Greece (about 15% of those who work) and lowest in Germany and Denmark (3% or less).

7.18 In addition, labour markets with high levels of young people not in employment, education or training (NEETs) are also more likely to have high levels of young self-employed. This Cornell University study also found that;

- Young European entrepreneurs are more likely to run small-scale businesses and less likely to hire employees than older self-employed people.
- One in three of them work on a part-time basis and sectors where they are most active are construction, wholesale and retail, the primary sector and other service activities.
- Only one in three young self-employed in the EU is women. Therefore, the report suggests that attention should be paid to promoting entrepreneurship from a gender-equality perspective.
- Young self-employed people have different values and personality traits to non-entrepreneurs. Showing innovation, strong creativity, a willingness to take risks, independence and autonomy are characteristic of an entrepreneurial personality.

7.19 In light of this evidence, there are a range of potential interventions that policy makers could chose to utilise to support young people into entrepreneurship and retain them in the locality, including School Entrepreneurship Programmes; Graduate Entrepreneurship Programmes; Social Entrepreneurship Programmes; and Creative Entrepreneurship Programmes.

7.20 In many countries, closer cooperation between stakeholders in education and business is one of the means used to promote and implement entrepreneurship education. Again, the particular mix adopted in any particular city will depend on the starting point of the city, the goals of city administrators etc.

Encouraging Digital Entrepreneurship

7.21 The European Digital City Index (EDCi)[29] describes how well different European cities support digital entrepreneurship. Produced as part of the European Digital Forum, its ultimate aim is to support digital entrepreneurship across Europe.

7.22 According to NESTA, the index provides information about the strengths and weaknesses of local ecosystems Index for start-ups and scale-ups, allowing them to plan accordingly. For policy makers, the index provides a tool to benchmark cities and decide where they may need to devote more resources.

7.23 The current ranking of Digital Cities in the EDCi places London 1st; Amsterdam 2nd; Stockholm 3rd; Helsinki 4th; Copenhagen 5th; Paris 6th; Berlin 7th; Dublin 8th; Brussels 9th; and Munich 10th. None of the GEN-Y CITY partners appear in the top 35 cities.

Retaining GEN-Y talent by embedding entrepreneurship into educational pathways

As far as **encouraging entrepreneurship in school** is concerned;

- In Latvia, in September-October 2011, the Investment and Development Agency of Latvia (LIAA) organised meetings of upper secondary students (taking Economics and Basics of business economics) and representatives of 20 successful and innovative enterprises working in sectors such as pharmacy and food production. Students and their teachers met with business managers and had the opportunity to discuss topics on innovative business solutions and support measures for new entrepreneurship initiatives (for instance, through a business 'incubator' organisation in the regions).
- In the Flemish Community of Belgium and within the framework of the European Regional Development Fund, the project Proleron aims to raise the standard of entrepreneurial education by training secondary school teachers in entrepreneurship and developing their entrepreneurial attitudes through adopting non-traditional approaches and teaching methods and by using non-traditional pedagogical tools.
- In the UK, the National Enterprise Academy, offers programs at a number of UK colleges to "bring the boardroom into the classroom", making learning about business a more practical experience. During the courses students are taught about business by real business people.

[29] European Digital City Index (2015), Nesta

- In Lithuania, Junior Achievement is one of the leaders in the promotion of entrepreneurship education and their programs are taught in 40 % of Lithuanian secondary schools. In Romania, their programmes are implemented in over1000 schools, due to a partnership with the Ministry of Education and the financial support provided by the business community.

As far as **Graduate Entrepreneurship** is concerned;

- In the Tampere city region, The Unipoli Tampere Entrepreneurship Programme is a newer pilot project introduced in 2013 that also targets international degree students. The program consists of three mentoring days between September and January. During the mentoring days the students get help understanding their personal readiness to become an entrepreneur. They will also get familiar with the process of setting up a company and what is needed to start operating and creating value in a business. Mentors will be local entrepreneurs whose role is more like a sparring partner and someone to share experiences with than a trainer or adviser.
- In the Aalto University Small Business Centre in Finland (www.start-upcenter.fi) potential graduate entrepreneurs can take space in the Aalto-Up Centre, a successful and fast developing business accelerator and incubator which helps early stage graduate entrepreneurs accelerate their growth,

As far as **Social Entrepreneurship** is concerned;

- Many cities have designed Internship programmes, to enable young people to acquire work experience in social enterprises and provide them with meaningful employment in a locality. Whilst the pay in these situations is rarely competitive, these kind of experiences can help GEN-Y feel they are having a much wider impact on society – something they are particularly motivated by
- More innovative models can include a closer collaboration between public sector organisations and young people on Social Innovation projects, which provide young people with the ability to bring forward business ideas that solve particular social problems a city might have. For example, The Young Foundation is working with communities across Northern Ireland to develop 24 innovative projects and ideas that enable young people to get involved in delivering the social change (www.amplifyni.org)

As far as **Creative Entrepreneurship** is concerned;

- Some cities have developing networks of freelancers; to make it easier for creative's to find contracts and career opportunities.
- Others are bringing cities, large firms and young people together in Hackathons, Meetups, Sandpits and World Café's to come up with new digital solutions to delivering old solutions, with young people potentially being offered the opportunity to work on projects or ideas emerging from these activities.

8.0 Attracting and embedding creative-tech talent in the city

8.1 Assuming a particular city has been reasonably successful in regenerating its urban environment and arresting any potential brain drain away from the city, it may choose to invest time and money in trying to develop additional talent retention policies, by appealing to global talents by starting to encourage them to locate in their city.

8.2 In reality, talent attraction is a far more complex issue than urban development and talent retention, as location decisions can also generally be linked to raft of additional issues, such as language, culture, salary levels, perception of place, affordability quality of life etc.

8.3 In support of much of the work covered to date, which indicates the design and layout of the city, the quality of life on offer and its reputation are key factors that underpin a city's ability to attract top talent, in 'Tools & Strategies for Innovative Talent Attraction and Retention'[30], Tendensor identify ten attraction factors for cities and regions aiming to attract global talent;

- **A place with a strong reputation;**
- **A critical mass of attractive employers and job offerings;**

[30] Tools and Strategies for Innovative Talent Attraction and Retention - a Handbook for Cities and Regions, Copyright: Tendensor, 2014

- **A liveable city with scenes for a talented lifestyle;**
- **A range of suitable and affordable housing;**
- **Transport Connectivity which provides easy access to the world;**
- **A safe, healthy and clean local environment;**
- **World class public services;**
- **An open social climate;**
- **A strong commitment to co-creating the future of the place;** and
- **A personal connection with the individual;**

8.4 In addition to these issues, Tendensor also suggest talent attraction can be simplified by;

- **Simple processes to help visitors to obtain work permits;**
- **High-quality pre-arrival information on working and living in a country;** and
- **A culture which welcomes foreigners;**

8.5 However, in many member states, these issues are largely controlled by the national governments, rather than city administrations, so many not be capable of being altered. That said, in 'Talent retention policy and initiatives in the Baltic Sea Region'[31]Tendensor identify 11 recommended activities and practices cities should use when trying to retain and attract talent;

- Create sound pre-arrival expectations through honest marketing and expectations management;
- Create one-stop-shop solutions for welcoming and soft landing of talent;
- Involve talents and social entrepreneurs in expat services– going from triple helix to quadruple helix partnerships;
- Help create professional and social networks for talents;
- Use cluster networks and open innovation platforms to facilitate soft landing and integration.
- Take steps to understand talents' needs;
- Take steps to understand and satisfy business needs;
- Use internal branding and profiling to improve local pride;
- Employ 'sea turtle recruitment' to re-attract the Diaspora;
- Professionalise the talent management role; and
- Create awareness and mutual cultural intelligence between international talents and host communities.

8.6 Similarly, in 'Talent Magnets: Cities and Universities Building the Workforce for a Knowledge Economy'[32], the World Class Cities Partnership suggest that *"successful cities utilize relationships for talent attraction and retention. Whether connecting with the Diaspora, creating job opportunities for college students through internships, or building roots to the city through housing opportunities …. Cities benefit from building strong relationships between knowledge-economy workers and their city surroundings. Cities with strategies that recognize talent as a 'flow' – both inward and outward – appear to stay ahead of the game despite the effects of economic conditions, as they are able to establish connectedness with current residents and turn emigrants into ambassadors"*.

8.7 They identify five key elements of successful talent attraction and retention strategies, namely;

- Early Student Integration upon graduation;
- Strong university/city partnerships (or quadruple helix partnerships);
- Strong brand promotion;
- Embracing Immigration; and
- Striving for a high quality of life and cost of living;

Talent Segmentation

8.8 In common with most marketing programmes these days, it's important to be clear about who the city is targeting when it's seeking to attract talent to the area. Clearly, there is no point attracting people to come to a particular city if there are no opportunities for those people. Doing so could merely create too much negative press coverage.

[31] Talent retention policy and initiatives in the Baltic Sea Region: a situation analysis, Marcus Andersson and Adrian Solitander, Tendensor, 2014
[32] 'Talent Magnets: Cities and Universities Building the Workforce for a Knowledge Economy :Best Practices for Talent Attraction & Retention', the World Class Cities Partnership, 2013

8.9 In reality the target markets are likely to be based on the particular goals of the city and break down into a few key segments;

- **Overseas Visitors:** Tourism and leisure visitors, as traditionally targeted by traditional Destination Management Organisations;
- **Business Visitors:** as traditionally targeted through Foreign Direct Investment Agencies;
- **Potential Workers:** as traditionally targeted by the firms described earlier;
- **International Students:** likely particularly to be sought after by University partners; and
- **Expat returners:** encouraging those that have left their homeland to return home;

8.10 In many cities, the overseas visitor segment is the one that traditionally receives the greatest attention. That said, business visitors, workers, students and expat returners are generally more embedded than tourism visitors. In reality, many cities target these types of visitors through campaigns they run at main transportation hubs. If a location has an ambition to target international talent airports and train stations are ideal places to reach them.

8.11 If its returning expat's that a city is looking to target then special holiday periods (such as Christmas) are a particularly useful time to target potential returners. Dublin, for example, ran a high profile campaign at the back end of 2015 targeting people returning home for the Christmas vacation.

Fig 12: Campaign used by Dublin to target returning talents

8.12 As far as Foreign Direct investment is concerned, whilst the traditional model has largely been about trying to target mobile business investment, the market is increasingly shifting to focus on individual entrepreneurs and 'micro-multinationals'.

Defining the cities Unique Selling Proposition (USP)

8.13 Having understood who the city is trying to attract – or perhaps more importantly – what talent deficits the city is looking to plug, it's important for any city to define what unique selling proposition (USP)the city has that can be used to create and build a point of difference for the city. If any analysis indicates that the city has a potentially weak offer for certain segments, then it may be that the city needs to invest further in its product, or programme, to create more hard and soft infrastructure.

8.14 Whatever USP is developed, these need to be based on the selected target segments and the brand positioning of the city. Recognising it is no longer enough to speak in general terms about a city's specific sector strengths (e.g. life science, design, ICT or new materials) - because the competition to be truly globally significant in these sectors is fierce) further differentiation may be needed to identify niche, or a super-niche, segments within these industries.

8.15 Superficial slogans which don't have a clear relevance to the actual reality of what a particular place has to offer can be counterproductive. These can be widely and easily undermined by third parties and create negative consumers whose experience doesn't match their expectations.

8.16 Different features of the place should be packaged into themed attraction propositions. These need to include combinations of tangible 'points of difference' and 'softer' factors to inspire. Cities can no longer define or differentiate themselves on the old paradigms of the software city, or the life-science city, as these are too generic. Qualitative factors, such as values, identity, personalities, culture or habits need to be used to good effect to differentiate.

Improving the integration between consumer and business facing services

8.17 In addition, recognising how important positive word of mouth is in generating favourable marketing for a city amongst an increasingly globally networked Y-Generation, it's also vital for cities to understand what 'touch-points' an individual has in a city, and how their contact with a range of agencies and environments can influence their opinion of a city.

8.18 Recognising that the rise of ‘micro-multinationals’ means ‘old paradigms’ between a range of different departments and services in the city don’t really have a place going forward , it’s important for the city to consider how best to integrate traditional consumer focussed services (like enterprise and entrepreneurship skills; destination management; and professional and social soft landing networks) and business focussed services (like business support; Inward Investment; and soft landing services).

8.19 Moving forward, in response to these issues, many municipalities are rethinking the way these services are organised and endeavouring to ensure the ‘customer journey’ within the city is more joined up and effective. In seeking to review the potential needs of customers and how they interact with a city, planners should explore the key messages customers get and also ensure different agencies are aware of the services that others provide. The diagram overleaf illustrates how these various services need to be far more integrated in the current market environment.

The visitor destination offer as part of the talent attraction offer

8.20 In thinking about talent attraction in this way, it’s clear that the discipline has borrowed greatly from the principles of visitor destination marketing. Indeed, there is an argument for suggesting that visitor destination marketing forms an essential component of the talent attraction toolkit, as it supports a city to reinforce its brand values and draw in visitors to experience all that it has to offer.

8.21 Indeed, many cities seek to develop their leisure and tourism offer as an essential component of their talent attraction programme, and this is why for many cities it’s important to have a strong focus on building and developing the independent retail and creative and cultural sectors as part of the overall strategy of place development. Cities that have a strong international leisure and tourism offer and that offer a wide variety of cultural amenities and events are more likely to attract talents. More and more of the Y-Generation are building their lifestyles around creative and cultural experiences, although some may not recognise this is what is drawing them to a city, favouring instead to simply describe the draw of ‘the buzz of the city’.

8.22 In addition, the creative and cultural industries can help promote tolerance and a wider openness in society – both of which are attributes many of the Y-Generation look for in a city of choice.

8.23 Encouraging a themed programme of creative and cultural events – comprising a mix of internationally renowned festivals and home grown events – will have a direct economic impact, help a city strengthen its reputation and international brand image and mobilise citizens to become more engaged in their city’s development (which is also likely to have a positive impact on talent retention).

Targeting International employee talent

8.24 Providing the product, the USP and the segments are sufficiently developed, the next challenge is how to target international talent. As noted, consistent messaging from a variety of different sources and constant repetition creates clear brand identity for a city and helps the distinctiveness of a brand to become fixed in the sub-conscious. Because of this, some cities have built brand guidance and toolkits for a range of partners to use when promoting the city. For example, to support Danish employers in attracting international talents, Copenhagen Capacity and their partners launched www.talentattractiondenmark.dk, through which recruiting companies can access videos, texts, brochures, case studies and photos which try and communicate a co0nsistent message about life in Denmark.

8.25 Much of the talent-oriented marketing activities currently in use by cities worldwide tends to try and leverage the value of networks to secure face-to-face contact between individuals, businesses, providers and or suppliers of particular services, build the brand values of the city and persuade talents to locate to a city. The precise nature, reach (local, national or international) and structure of the networks in a city will need to depend on the particular specialism’s of the city, the scale and size of particular sectors and the nature of the local market. Examples of professional, social or place based networks identified in current ‘best practice’ include;

- **Resident ambassador networks:** For example, the Leeds city ambassador scheme (http://www.independentleeds.co.uk/ambassador/);
- **Business ambassador networks:** like GlobalScot (www.sdi.co.uk/globalscot.aspx), a network of more than 600 successful Scottish executives located throughout the world;
- **Sector-focussed and/or occupation focussed ambassador networks:** For example, IT Specialists for the Øresund Region (www.linkedin.com/groups/IT-Specialists-Oresund-Region-4408698);

- **Alumni ambassador networks:** For example, the Manchester Business School Alumni (www.alumni.mbs.ac.uk);
- **Tourism ambassador networks**: The City of Edinburgh (www.conventionedinburgh.com) has created an ambassador network to attract large conventions, conferences and meetings to the city;
- **Science ambassador networks:** For example, the Medicon Valley Alliance (http://mva.org/), a flagship bio-tech cluster in the Øresund Region organise a range of traditional networking and partnership building events;

8.26 Many of the networks described above maintain their membership by giving members, companies and intermediary organisations access to knowledge, business opportunities and pools of talented people that might ordinarily be too costly for them to access on their own.

8.27 As far as other elements of the promotional mix are concerned, different cities around the world have used a variety of different marketing tactics and tools to attract talent to a particular city. These include overseas recruitment fairs, events and missions; Social Media Campaigns; Celebrity endorsement campaigns; and Supportive PR.

Programmes to support talent attraction and retention

8.28 In addition to the above, cities are developing increasingly sophisticated programmes to attract and embed talent to a city. Typical programmes to help attract or retain talent to a various cities across Europe include;

- **International Talent Matching & Skills Training Programmes** – the Trainee Sør programme (http://www.traineesor.no/) in southern Norway was established in 2004 as a partnership between an energy company, a regional skills fund, the City of Kristiansand and the regional university;
- **International Research Exchanges** – The South Moravian Programme for Distinguished Researchers (http://www.jcmm.cz/en/somopro.html) is a regional grant programme, which aims to attract researchers from abroad to work and undertake research training in a research institution in the South Moravian Region for the period of 1 to 3 years;
- **Housing accommodation for international researchers:** In Spain, the Talent House of San Sebastian (www.fomentosansebastian.org) is a project which aims to boost research and innovation in the region by attracting international research talents to the city of San Sebastian, by providing accommodation, information, training etc.;
- **Language/culture training and education for new immigrants:** The Catalan "Linguistic Couples" program, matches volunteer Catalan speakers willing to dedicate a minimum of ten hours of conversation to new immigrants who want to learn the language;
- **Global open innovation activities to attract talent:** Many large firms have developed global research partnerships with key Universities in their sector, to develop links with international students;
- **Family friendship programmes**: Finnish universities have been particular pioneers in developing these types of programmes which give international students a chance to have first-hand experience of an overseas culture through contacts with a local family;

Targeting International entrepreneurial talent

8.29 As set out quite early on in this study, the rise of the 'micro-multinational' is changing the nature of talent attraction and management. Countless recent studies show that talented people want to develop their careers in a more flexible manner, outside traditional bureaucracies, the number of young people that believe they have the skills to start their own business is increasing and the way many employers are choosing to 'contract' with the skills they need is changing.

8.30 One implication of this shift in emphasis that many authors are starting to recognise is that cities and firms with global talent search functions should shift their focus on trying to attract potential employees to fill vacancies in particular companies, to focus on attracting individuals who can contribute to the growth and development of the location/firm, irrespective of if they are employees, freelancers or SME suppliers.

8.31 Another implication is that young talents may look to base themselves in locations that are best at promoting flexible working arrangements or supporting individuals build portfolio careers, working for several employers at the time, or employed on temporary project contracts. Again, this further reinforces the idea that cities that will do well in attracting talent in the future are those that, for example, can help a young researcher find a postdoctoral contract and any number of suitable 'employment' assignments which help them pay their way in their receiving city.

8.32 For many cities, this approach also has an advantage of helping them to target small scale foreign investments and/or corporate venturing projects – which is where an ever increasing number of the overseas investment opportunities are coming from.

8.33 This shift in emphasis is potentially starting to blur the lines between the visitor promotion, the investment promotion and the talent attraction disciplines in a city. Incubators in the Nordic countries are already recognising this by trying to recruit small, talented start-ups to their incubators by offering incentives and an attractive environment in which immigrant entrepreneurs can start or base their business. Locations that want to attract these smaller firms run by talented entrepreneurs need to be globally connected and be able to offer flexible and creative working environments and meeting places, combined with interesting career and lifestyle opportunities. Locations that manage to do this well will generally be more successful at attracting and retaining 'micro-multinational talent.

ENTREPRENEURIAL TALENT ATTRACTION PROGRAMMES: Some 'state of the art' solutions

In the UK, the organisation responsible for encouraging inward investment (UK Trade and Investment)has established two programmes which seek to target 'mobile entrepreneurs;

- **The Sirius Programme** was set up two years ago to attract talented, innovative young entrepreneurs with ground breaking ideas from overseas – giving them a visa and the opportunity to start a business in the UK. Once here it supports them to grow their company into a success with sales and investor readiness training, placement in UK start-up accelerators and access to a network of experts, mentors and corporates. Since its inception, Sirius has delivered over 2000 applications from entrepreneurs across the world; £14.5m of private equity investment raised by Sirius companies giving them a combined valuation of just over £42m; £2m worth of prestigious prizes and awards; and significant brand awareness with extensive national and international news/media coverage (166 pieces of news coverage & 25 national news articles);
- **The Global Entrepreneur Programme** (https://www.gov.uk/government/publications/entrepreneurs-setting-up-in-the-uk/entrepreneurs-setting-up-in-the-uk), sometimes referred to as GEP, is a venture capital programme, which aims to create global companies from start-ups, using the United Kingdom as a strategic headquarters and base for international expansion. The GEP was set up in 2003 by UK Trade & Investment.

Riga City Council City Development department in partnership with AS Swedbank have developed a grant programme entitled **TAKEOFF** (http://www.investeriga.lv/eng/) which exists to advance the development of small and medium-size enterprises, and motivate Latvian expats to return to Riga and promote faster achievement of EU living standards. Support made available under the programme help entrepreneurs to set up their business in Riga. The maximum size of co-financing available under the grant programme is 80% or up to €12000 to cover various expenditures of new businesses, namely – purchase of particular hardware and licences, payment of accounting and legal services, development of corporate website etc. By the end of 2012 eight competitions had been announced, with more than 800 business ideas being received and support granted to 84 companies.

The Norwegian Center for Multicultural Value Creation (www.nsfv.no) is a business development and knowledge centre in Drammen which aims specifically to help immigrants with high qualifications to become entrepreneurs The centre's mission is to *"Mobilize, develop skills, and assist immigrants to start new businesses locally, at the national level, and internationally and build a reputation of immigrants as positive contributors to the society"*. The centre has built a large network of regional stakeholder organizations from both public and private sectors, working together on making immigrants succeed in business life. The NSFV brings together 34 partners, representing the national government, counties, municipalities, local businesses, financial institutions, immigrants and educational and research institutions. It is owned by the Bunkered County. The centre's activities focus on three main areas: Business Development Centre, Knowledge Centre for Multicultural Value Creation, Network Arena for Business and Minorities.

Talent Reception and Integration

8.34 In order to help expat talents and their spouses and family members settle in during the first period of their stay, many cities offer 'soft landing services. These services can be offered by a range of public, private and civil society organisations but they work best when presented as a coherent place based package of support.

8.35 Pre-arrival communication material can provide important information to incoming immigrants. Reception and 'soft landing' services generally focus on helping immigrants and their family members to locate and settle in into the host city during the first phase of their stay, and provide services that will make it easier for family members to find their way around the new city.

8.36 Soft landing services generally comprise:

- Arrival information, often translated into a variety of languages
- Help completing Immigration/government paperwork and access to official contacts
- Relocation services, such as support in finding and settling into housing and/or schools
- Visitor integration activities, including events, language training, networks and communities etc.
- Spousal services, like careers advice, helping find employment or integration into expat networks

8.37 Mentoring programmes can also be useful in helping to integrate, attract and retain international students or spouses choose career pathways and/or establish links to local businesses.

8.38 Help with social and professional integration into the host location can be supported through language studies, cultural awareness-raising, and social, business and professional networking.

8.39 Wider promotion of the contribution that expats and immigrants make towards the host location can play an important part in generating tolerance and fostering diversity, as are activities which support talents to be more proud of the host city.

8.40 Ambassador, expat and even country specific networks can also be useful tools in embedding immigrants and expats into a city. The general aim for all of these networks should be to create a good reputation for the location as a place for talents to thrive and support talents embed into the local community.

8.41 It is widely accepted that international student retention and satisfaction are positively influenced by the provision of high-quality information, both prior to, after arrival and during an individuals' studies. As discussed previously, it's vital that any marketing material is consistent with the experience an individual is likely to have in a city. It's particularly important to manage visitor expectations about whether or not they will need to learn another language to get by in a city.

8.42 Various types of soft landing networks exist in many cities across Europe;

- **Expat networks:** These are generally created and managed by expats, without too much help from public sector facilitators. They are often country or language specific;
- **Private Sector networks:** Offer chargeable services to expats. For example, Nexus(www.expatnetwork.com)organisesexpat communities internationally;
- **Public sector networks:** These often operate at national, regional and city levels and tend to cover pre-arrival communication to supporting the creation of place based ambassadors; and
- **Non-profit networks:** Non-profit expat networks, like the Global Expat Center in Stockholm (www.globalexpatpartners.com) are run by volunteers.

8.43 The key role for any place manager should be to identify whether there are any gaps in 'talent integration' services, and to endeavour to plug these to strengthen the local service offering.

TALENT INTEGRATION SERVICES: a few examples of best practice

Bizana **Relocation Services** (www.bizkaiatalent.org) is aimed at giving free information and advice on administrative issues and on how to adapt to living in Basque country;

Expat Spouses Initiative (http://expatspousesinitiative.org/) is Eindhoven's a local grassroots **spouse's soft landing network** which is run by and for internationals.

The International House Copenhagen is a **one-stop-shop for reception and soft landing** which has gathered all support functions in one physical place

9.0 Conclusions

9.1 The main objective of the GEN-Y CITY Network is to achieve smart, sustainable and inclusive growth, by establishing stronger forms of co-operation between science, local government, businesses and residents to improve the development, attraction and retention of Gen-Y 'Creative-Tech' talent (particularly Creative-Tech entrepreneurs) in European cities.

9.2 The cities involved in the GEN-Y City Network possess different characteristics and are at very different stages of development in their talent management programmes. This Network will give them, and any other cities across Europe a framework for implementing a talent management programme, covering;

- **COLLABORATIVE LEADERSHIP &GOVERNANCE:** Developing suitable governance structures to oversee the implementation of an effective talent strategy and securing consensus on the priorities;
- **PLACEMAKING:** Strengthening the attraction and retention factors of place (including layout of the city, the leisure offer; the educational offer etc.);
- **DEVELOPING YOUNG CREATIVE-TECH TALENT IN THE CITY:** Intervening in the skills and talent pipeline to inspire and encourage young people to pursue tech careers;
- **RETAININGYOUNG PEOPLE IN THE CITY;** Locking in the indigenous population in the city;
- **ATTRACTING AND EMBEDDING MIGRANT CREATIVE-TECH TALENT IN THE CITY:** Targeting key international markets and talents, to encourage them to locate in the city and embedding international visitors, to lock them into the fabric of the city.

9.3 Perhaps most critically, for medium sized, peripheral cities that possess a rather more 'traditional' culture than some of the existing more youthful cities in Europe, all the evidence collected indicates that these cities need to work harder and smarter to integrate various activities in their cities, if they are to deliver sustainable GEN-Y talent development, retention and attraction initiatives.

9.4 For these cities, securing the scale of investment needed to create attractive, vibrant cities and develop the capacity they need to compete with the more dynamic cities in Europe will require more joined up thinking, stronger partnerships and greater levels of innovation to change the natural path of their cities.

9.5 Given this situation, the cities that are more successful in embedding Urbact principles (strong multi-agency governance structures, integrated action planning and transnational/exchange and learning) will generally be more successful than those that can't overcome functional organisational boundaries, develop shared resource plans and innovate.

Lead Partner
City Development Department
Poznań City Hall
Plac Kolegiacki 17
www.poznan.pl
61-841 Poznań
+48 61 878 47 00

Lead Representative:
Iwona Matuszczak-Szulc: iwona_matuszczak@um.poznan.pl

Communication Officer:
Karolina Łukowska: karolina_lukowska@um.poznan.pl

Finance Officer:
Monika Owień-Hofman: monika_owien@um.poznan.pl

Lead Expert
Jim Sims: jim@btvlep.co.uk
+44 (0)7740511976