



AYUNTAMIENTO DE GRANADA

Concejalía de Presidencia, Empleo,
Igualdad y Transparencia

INTEGRATED ACTION PLAN

GEN-Y CITY

GRANADA



European Union
European Regional
Development Fund



Gen_Y
City



1. CITY CONTEXT AND ANALYSIS

1.1. Introduction

The Municipality of Granada has five urban areas with a surface of 88km², which represents a 0.69 % of the total surface of the province. Its total population rise to 235.800 inhabitants, of whom 109.370 are men (46.38 %) and 126.430 are women (53.62 %), representing a 25.71 % of total population of the province.

1.2. Demography

By age-groups, age range from 15 to 29 are 39.409 young people, (19.797 males and 19.162 females). The youth index in Granada is around 13,71 % of total population. Working age-people (up to 65) represents a 25% of total population.

Granada	0-14	15-29	30-44	45-59	60-64	65-74	75-89	+90	Total
Male	16.468	19.797	25.102	23.316	6.015	10.253	7.782	637	109.370
Female	15.786	19.612	26.071	28.074	7.976	13.581	13.621	1.709	126.430
Total	32.254	39.409	51.173	51.390	13.991	23.834	21.403	2.346	235.800

Analysing its population pyramid, one of its main demographic characteristics is a regressive tendency with a strong trend towards ageing. A 19,76 % of female/male inhabitants of Granada belongs to a age-group of more than 65 years old of whom a 60,72% are women. Young population of Granada only represents a 13,71 %.

The forecasts carried out by the Institute of Statistics and Cartography of Andalusia indicate that the young population is going to decrease until 2070. On 2070, it is foreseen that Granada population suffered of a total decrease of a 33% in comparison with 2016.

This situation is due to an even more increasing ageing rate and to a subsequent lower birth-rate. In comparison with the Andalusian /Spanish **ageing rate** (considered as people over 65 years-old), this rate in Granada is of a 19,8%, higher than the Andalusian one (15,9%) and of the Spanish one (18,2%).

With regard to the **birth rate**, the maternity rate of the city of Granada is really low, only of a 17,5 %, much lower than the national /regional rates that are respectively between 21 % and 21,8 %.

The **replacement rate**, -which expresses the relationship between the population from 20 to 29 years and that from 55 to 64 years, is of a 96 %. This demonstrates that cross-generational replacement is less likely in the near future because of the lack of young people.

Foreign population represents a 7,4 % of total population whose profile is “younger” than national one, and therefore thanks to migrant population, Granada population’s pyramid is rejuvenated.

In 2015 at province level, young population decreases on a 8,21 %, with regard to the maximum of the historical series of the year 2008. This reduction has been produced on the last five years and it’s mainly due to migration flows of young people caused by suffered obstacles for the development of

their own life's project in Granada because of lack of opportunities into labour market. Final conclusion is that young population is decreasing because of migration flows inside Granada province, as well as out of national territory, continuing this trend on following years.

1.3. Employment

In Granada province, there is 313. 800 employed people and 127. 500 unemployed persons. The unemployment rate is of a 28,89 % and activity rate of a 58,35 %. The unemployment rate of Andalusian region is of a 28,25 % and at national level, it's of a 18,63 %. Unemployment rate at national level according to Active Population Survey in Granada province is higher 10 points than at national level.

Total working population in Granada province of Granada according to Active Population Survey rise up to 756. 200 people (371. 300 males and 385. 000 females). A 11 % of unemployed people search a job position for their first time, disaggregating data by sex, female unemployed represents a 58 %.

Disaggregated by sex, these data are during the 4th trimester in case of Granada province:

Table. Young people affiliated with social security by sex and age brackets in the province of Granada (2015)

	WORKING POPULATION	UNEMPLOYED	ACTIVITY RATE	EMPLOYMENT RATE
MALE	174.100	62.900	63,85	26,55
FEMALE	139.700	64.600	53,05	31,62

BY ACTIVITY SECTOR	ACTIVE POPULATION	WORKING POPULATION
Agriculture	41.800	21.900
Industry	26.800	25.100
Building sector	19.800	15.100
Services	285.500	251.600
Unemployed searching a job position or have left last job position	67.400	
Total	441.300	313.800

By situation	NON-ACTIVE
Students	64.300
Retired	149.800
Household	72.800
People affected by a permanent disability	22.200
Other	5.900
Total	314.900

SITUATION	MEN	WOMEN	TOTAL
ACTIVE	237.000	204.200	441.300
EMPLOYED	174.100	139.700	313.800
UNEMPLOYED	62.900	64.600	127.500
UNEMPLOYED SEARCHING A 1ST JOB POSITION	5.900	8.200	14.100
NON-ACTIVE	134.200	180.700	314.900
TOTAL	371.300	385.000	756.200

Fuente. Study of active population

1.4. Information on Labour Market

REGISTERED UNEMPLOYMENT

According to the statistical report (4th trimester 2016, published by ARGUS), Granada municipality has 23.746 unemployed people (53,01 % female unemployed / 46,99 % male unemployed).

Unemployment is more predominant in case of age-groups up to 45 years old (a 43,7%), followed by age-group from 30 to 44 years old with a 36,35% and age-group of less than 29 years old with a 19,95%. Unemployed young population with less than 25 years old represents an 8,07% of total unemployed people

Registered unemployment is higher in case of women of an age-group from 25 to 49 years old. In case of age-groups under 25 years old, this rate is even lower in 1 point than male one.

The **average education level** of unemployed people, both men and women, is secondary education with a 59,37 %, followed by post-secondary education with a 27,67 %. 12,96 % of unemployed people in Granada has lower education levels.

By sexes, it is higher the rate of female unemployed with post-secondary education with a 32,99 % (in contrast, this rate is of a 21,51 % in case of male unemployed). However, in case of secondary education there is more male unemployed than female unemployed.

By sectors, unemployment is concentrated on service sector with a 69,07 %, followed by building sector in case of male unemployed and by female unemployed “without previous job”. A 77,29 % of female unemployed demands a job position on services’ sector.

REGISTERED LABOUR CONTRACTS

With respect to labour contracts, an 93,93 % of labour contracts are temporary. There are more contracts registered for men than for women (a 47,48 % of labour contracts are for women, while a 52,25 % are for men). A 59,55 % of part-time labour contracts are for women.

The rate of permanent contracts is of a 3,90 % in case of women, while this rate is of a 3,85 % in case of men.

By activity sectors, services’ sector concentrates an 78,23 % of total labour contracts. Job position “waiter/bartender” is the most significant occupation in case of men, while in case of women is “cleaning personnel in offices and in hotels”. A 90. 90 % of labour contracts aimed at women are carried out in this sector, being exclusively focused on three different occupations: barmaid, cleaner and seller. Men are contracted on services sector on a 66,78 %, followed by agriculture and fishing and building sector with a 18,67 % and a 9,28 % respectively.

According to current labour market trend, an 84,95 % of newly created establishments during 4th trimester 2016 belongs to services sector, while an 8,29 % belong to building sector and a scarce 6,76 % to industry.

In general, there is a remarkable trend towards the decrease of unemployment, but with the predominance of services' sector and of temporary labour contracts on "basic" occupations.

Unemployed population with higher contracting rates are those ones with medium-high education levels, although labour contracts are related to "basic and non-qualified" occupations, worsening even more access into labour market of population without education and/or with low education levels.

1.5. Young People on Labour Market

AFFILIATION TO SOCIAL SECURITY

Available affiliation data are referred to province level, having been compiled from the Report 2016 on Labour Market for Young People.

Young population has been losing relevance on labour market of the province. If in 2007, people younger than 30 years old represents a 23,44% of total number of social security affiliated, in 2015 this rate decrease to a 15,08%.

In fact, although general "weak" economic situation affects to all population strata, the most adversely affected core-group is young people.

Table. Young people affiliated by sex and age range on the province (2015)

Age Range	Men	Women	Total Young people
De 16 a 19	1.257	572	1.829
De 20 a 24	8.201	6.471	14.672
De 25 a 29	15.326	14.531	29.857
Total	24.784	21.574	46.368

Fuente. 2016 Report of the Youth Labor Market

On one hand, young people with age-group from 25 to 29 years old represents a 64,41 % of all people under 30 years old, officially registered on social security system. On the other hand, young people under 20 years only implies a 3,95 % of total number of affiliated young people.

Economic activities with more potential for young people are "food & beverage", sports activities and leisure and other personal services.

AFFILIATION BY QUOTATION REGIMEN

Among all quotation regimens, "general" system is the predominant in case of young people. A 15,08% of the total number of affiliates with less than 30 years old are registered on "general regimen", while only a 8,69 % of "young people" are affiliated to Special Regimen of Self-employment. Therefore, people less than 30 years old are more likely to wage labour rather than to entrepreneurship.

The average-profile of the young entrepreneur is "man with 25-29 years old". A 63% of self-employed people are men, experimenting a strong decrease in 2015 on the total number of self-employed people.

MORE RELEVANT OCCUPATION IN CASE OF YOUNG PEOPLE

Source of information for all the data shown on bellow table is the National System of Public Employment Services in 2015. On this table, it has been selected the first 10th economic activities, where the contracting rate in case of young people is higher than the average one in the province.

Table. Main economic activities linked to labour contracting (2015)

ECONOMIC ACTIVITIES	CONTRACTS	% variation 2015/14	Youth rate
Food & Beverage Services	27.348	25,34	43,29
Retail trade, except motor vehicles and motorcycles	9.372	9,83	49,86
Lodgement Services	7.596	9,29	,35,64
Education	6.325	13,84	44,62
Sport, leisure and entertainment activities	5.596	25,75	58,75
	4.960	-17,66	53,58
Administrative, clerical activities and other auxiliary activities aimed at enterprises	3.929	15,52	36,32
	2.787	20,34	31,20
Wholesale trade and commission trade, except of motor vehicles and motorcycles	2.211	127,70	61,93
Agro-food industries	2.129	-20,41	57,76

Fuente. Information System of Public Employment Services

2. DEFINITION OF PROBLEMS, ASSETS AND POTENTIALITIES OF GRANADA



In 2005, Granada city council began a new stage on its management, launching a strategic programming process to set up a road-map for the further definition of the future of the municipality. To achieve this main goal, it was developed a diagnosis of the city, identifying main problems and needs of the city, which was ended in 2007 with the draft of the Strategic Plan of Granada city 2007 - 2013.

Having in mind that programming instruments are updating processes and on continuous evolution, Granada city council by means of its Social Council initiated an updating and adaptation process of its Strategic Plan.

During its detection phase, it has been analysed the following programming instruments:

- Plan Strategic plan of Granada 2007 – 2013.
- Strategic plan of Granada EG2020.
- Plan for Urban Development of Granada Urban Agglomeration (POTAUG)
- Strategic plan of the Province of Granada.
- Environmental Action Plan: Local Agenda 21.
- General plan for Urban Development.
- Plan of Metropolitan Transport of Granada.
- Local Pact of Mayors.
- Plan for Sustainable Urban Mobility of Granada 2025.
- Local Plan for Housing in Granada.
- Plan of Sports facilities.
- Integral Plan for Accessibility in the municipality of Granada.
- Master Plan for Youth.
- Plan for the Landscape of Albaicin.
- 4th Local Plan for Equal opportunity between men and women of Granada.

2.1. Challenges and Problems of the Urban Area of Granada

The City of Granada develops its **Integrated Action Plan** based on three major groups of problems with the aim of characterizing a city that is unable to effectively maintain the talent generated through the University of Granada. The retention of that young talent, together with the appropriate development and projected towards the business, social and environmental needs, would turn Granada into an economically competitive, modern, cultural, technological, friendly and socially innovative city.

Next, the main problems detected in the city are related to their main causes and effects, which act as obstacles to the development of the city and its future:

- Limited Retention and Development of Young Talent
- Lack of Employment Opportunities
- Lack of support for the creation of companies and an employment-poor economy

LIMITED RETENTION AND DEVELOPMENT OF YOUNG TALENT	
Causes	Effects
Absence of opportunities for young people and lack of work	Departure of qualified population due to lack of employment
Lack of institutional support for the entrepreneurial initiative	Disconnection of the reality of its environment
Scarce business fabric in the province and inability to absorb the high number of university students	Mobility / rotation (appear / disappear)
Lack of entrepreneurial training (qualification in skills and competencies to undertake)	Discouragement, discontent, apathy and emergence of the generation of broken dreams
Low participation Young people	Difficulties to create and develop ideas
Lack of Public and Private Resources	Disappearance of traditional commerce.
The traditional sectors of the economy (commerce) are not promoted / promoted	Entrepreneurship opportunity missing for young people who could bring innovation and technology to the sector

LACK OF EMPLOYMENT OPPORTUNITIES	
Causes	Effects
Lack of internalization and size of companies	Increases in seasonality employment
Lack of Innovation, knowledge and transfer	Low employment stability
Absence of Business and Institutional Initiatives	Young people do not see the city as an interesting environment
Lack of training	Companies with economies of scale reduced in the territory and lack of modernization
Little capacity to retain and consolidate initiatives (SMEs)	Relocation of companies and work (employment)
Obvious absence of Creative Industries	Abandonment of Bright Ideas
Discoordination between public policies and private initiatives	Jobs that require little qualification for a high number of young people with high qualifications

LACK OF SUPPORT FOR THE CREATION OF COMPANIES AND AN EMPLOYMENT-POOR ECONOMY	
Causes	Effects
Absence of work and opportunities	Abandonment of the city
Lack of Institutional Support	Disenchantment / abandonment
Lack of Integral Services (We have models of institutional cooperation that do not work).	Traditional cooperation models
"We do not learn from our experiences of success"	Management models not adapted to the language of young people.
Inability of institutions and agents to access the reality and interests of young people	Ignorance of the need of young people.
Lack of institutional communication with young people	Remoteness.
Lack of attractive "virtual" environment for the global development of young people as a person	There is no knowledge transfer between university students and companies.
Improve the employability of young people through work practice	The "know-how" of companies does not result in young people
Learning model focused on instruction	A dynamic entrepreneurial environment is not created
The young population does not know the institutional resources they can use	The city does not value the potential of the activity that young people generate
Lack of promotional marketing of young people: there are many young initiatives that are not known	Gap between the urban environment and the young person's personal growth
There is no correlation between the advisory spaces and the creative space-ecosystem	Refusal to participate in entrepreneurial initiatives (if the personal goal is not to find a job on their own)
There is no tradition or educational reference for entrepreneurship. We often link "entrepreneurship" only to the creation of a microenterprise or self-employment	

2.2. ASSETS AND POTENTIALITIES OF GRANADA

The main assets of the city of Granada are the following:



CULTURAL HERITAGE

Granada is known for its rich cultural heritage and is a symbol as meeting of several civilizations that have seen their streets grow with all the richness of history. It is an important asset for economic development through tourism and facilitating cultural and religious integration.

UNIVERSITY OF GRANADA

The University of Granada must be the engine of the Growth of the City and promoter of innovation, in order to achieve a more Sustainable and Intelligent Granada. The retention of talent may also contribute to demographic change.



SERVICIOS PÚBLICOS



The weight of Public Administration in the City is above the Spanish Cities. Administrative Cities are a great engine of Creative Cities.

The potentialities of the city are:

POTENTIALITIES	
Tourism as an economic engine	Granada is a tourist reference internationally, has great attractions such as the Alhambra and Sierra Nevada, along with other direct potential such as the proximity to the Coast or the Health Technology Park.
Institutional Collaboration	Establishment of collaboration agreements with the City of Granada and the business community of the city. Fundamental will be the upcoming R & D & I projects and the University-Business agreements.
City Hall / University / Companies	Technological projects, networks, applications and other smart city tools will be implemented, as well as policies and regulations for the development of new formulas for citizen management, as well as municipal services, e-participation and open government.
Development of the SMART CITY	Progressive implementation of the Sustainable Urban Mobility Plan, High Capacity line, the pedestrianization of the neighbourhoods and the recent start-up of the Metro.
Mobility and Sustainability	Responsibility of the Local Administration in the achievement of the social welfare of the citizens of Granada, through the resources and equipment available for it, the commitment and participation of citizens and the strength of the associative fabric of the city.

3. GENERAL CHALLENGE AND STRATEGY



“The political challenge addressed by the Integrated Action Plan is the increase in the entrepreneurial initiative of young people and the improvement of the employability of those with low qualifications”

The main problem of Granada for the retention of this generation once they finished their studies, is the high unemployment rate, the low qualified jobs and the temporality of them.

The excellent University, as well as the impressive historical and cultural heritage, are the great opportunity of the city to encourage the stay of this generation. And, we have to make a city more attractive, inclusive and sustainable, encouraging the development of a creative business climate.

STRATEGY TO FOLLOW

HOW TO DO IT?

The global strategy seeks the development of an action group that supports a solid system of cooperation between the significant agents of the city and the City of Granada, that sustains a dialogue and that helps to develop the interests of all parties. It will integrate the local actions aimed at our young people and the promotion of entrepreneurship, favouring the creation of stable and quality employment from the equality of opportunities.

To do this, work will be done from an integrated approach combining a horizontal axis where physical, social and environmental actions are addressed and a vertical axis where cooperation between the levels of government and local actors is addressed (local administration, civil society, private sector, etc.).

This integrated action plan seeks to provide solutions to the problems of employment, youth and the development of the city, uniting all the economic and social agents of Granada.

GENERAL PRIORITIES OF THE INTEGRATED ACTION PLAN

WHAT BEFORE?

The main needs that this plan seeks to cover are:

- Promote entrepreneurship and promote the entrepreneurial skills of young people.
- Acquisition of formulas for the creation of young employment. Create a business culture and business networks driven by young people.
- Identify strategies to retain the talent of highly qualified young people.
- Design policies that lead us to achieve these objectives.
- Transfer of successful models from other cities.

MAIN OBJECTIVES

WHAT WE PRETEND?

1. **TALENT RETENTION.** Increase the rate of young people employed in the city, increasing the aggressiveness of the companies in Granada and generating a consistent business ecosystem.
2. **TALENT DEVELOPMENT.** Promote the qualification of young talent oriented to the interests of the company, through practical training, which encourages entrepreneurship through real experiences of success.
3. **ENTREPRENEURSHIP AND SUPPORT COMPANIES.** Offer innovative, competitive and attractive solutions for young people in the field of entrepreneurship, which help companies to create sustainable and quality employment.

The identification of the problems and possible solutions proposed regarding the retention and development of talent in the city leads to debate on the meaning we must adopt to face the concept of "entrepreneurship". It is considered to consider entrepreneurship as the ability to generate ideas of local development, as well as the creation of business initiatives.

CAUSES OF THE PROBLEM

WHY?

- Low participation of young people. There are many young initiatives that are not known. Unawareness of public and private resources available to undertake creatively.
- Absence of opportunities for young people. Lack of virtual attractive environment for the global development of young people. The demotivation leads to the abandonment of brilliant ideas and the consequent flight of research talents due to the absence of work and opportunities.
- Lack of entrepreneurial training (qualification in skills and competencies to undertake).
- Lack of institutional support for the entrepreneurial initiative

4. IMPLEMENTATION FRAMEWORK



The Integrated Action Plan will be developed in four lines of action related to the objectives and expected results, specified in point 2. These lines arise from the existing planning and maintain the philosophy marked by the city in recent years, with the objective of develop and retain young talents in the city, taking advantage of one of its most important assets such as the University of Granada. The lines of action to be implemented are the following.

4.1. LINE OF ACTION 1: TALENT RETENTION

This first line of action seeks to increase the number of young people with a work contract in the city, increasing the competitiveness of companies in Granada and generating a consistent business ecosystem. For this purpose, a series of actions will be carried out, which are described below.

ACTION 1	PERSONALIZED ASSISTANCE PLAN		
Description	This action aims to develop a personalized assistance plan to support entrepreneurs in the process of implementing the new company, management, networking, mentoring and access to financing. It aims to promote the approach of both institutions and companies to the needs of young people.		
Objectives	Increase the number of young people with a work contract in the city, increasing the competitiveness of companies in Granada and generating a consistent business ecosystem.		
Problem that faces	<ul style="list-style-type: none"> • Low participation of young people. There are many young initiatives that are not known. • Absence of work and opportunities. • Lack of entrepreneurial training (skills and competencies to undertake). • Lack of institutional support for the entrepreneurial initiative. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • Employment Area of the Municipality of Granada in coordination with UGR 		
Associates	<ul style="list-style-type: none"> • Chamber of Commerce • CGE • Andalucía Emprende • Association of Young Entrepreneurs 		
Direct beneficiaries	<ul style="list-style-type: none"> • University Students 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	200.000,00 €		
Indicator 1	Young people benefited by the operation (Number)		
Indicator Value	Current	2020	2022
	0	150	500

ACTION 2		PROMOTION OF AN INNOVATIVE AND CREATIVE ECOSYSTEM		
Description	<p>This action is integrated by 3 actions:</p> <p>2.1. Program of training itineraries PICE - Integral Program of Qualification and Employment, is an individualized program directed to young people between 16 to 29 years old and with qualifications of any level and whose ultimate objective is the insertion in the labour market or self-employment. It consists of a trunk training designed according to the needs and profiles demanded by the companies and adjusted to the profiles, experience and needs of the young users. The expected results will be related to the improvement of their professional profile and their opportunities for employment, obtaining an official qualification and specific training tailored to their experience and needs, the increase of their network of contacts and knowledge, as well as an improvement in his professional career, being able to provide greater skills and experience in the world of work.</p> <p>2.2. Workshops on Creativity and Entrepreneurship aimed at young people from 18 to 35 years old, preferably from the City of Granada, with the purpose of encouraging their entrepreneurial and creative spirit.</p> <p>2.3. Creation of virtual communication spaces that attract the interest of young people, equipped with digital communication tools, where to consult a web catalogue of young professionals, databases of business opportunities in existing companies, platforms of business success cases among young people that make visible the talent of these young people.</p>			
Objectives	<p>This action aims to create an ecosystem composed of innovation and creativity, where knowledge, new spaces and entrepreneurship are present in a network that translates into professional opportunities for our young people. This will favour a creative / attractive / motivating city environment and that promotes the development of personal skills of young people when it comes to starting and looking for a job.</p>			
Problem that faces	<ul style="list-style-type: none"> • Absence of opportunities for young people. • Lack of institutional communication with young people: the profiles demanded by companies do not fit the profiles, experience and needs of young people (mismatch between supply and demand). 			
BENEFICIARIES				
Main Entity	<ul style="list-style-type: none"> • Employment Area of the City of Granada 			
Associates	<ul style="list-style-type: none"> • Chamber of Commerce • Youth Area of the City of Granada • Smart City Area of the City of Granada • University of Granada 			
Direct beneficiaries	<ul style="list-style-type: none"> • Young people between 16 and 35 years old 			
FINANCING AND INDICATORS				
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)			
Budget	200.000,00 €			
Indicator 1	Young people benefited by the operation (Number)			
Indicator Value	Current	2020	2022	
	0	1.500	4.000	

ACTION 3		PROMOTION OF YOUNG ARTISTS, CRAFTSMEN AND MERCHANTS		
Description	<p>This action is integrated, in turn, by 2 actions:</p> <p>3.1. Creation of Artistic-Cultural Points where artists can perform their actions, regulating the artistic and cultural activity in the street, order and make the occupation of the public road attractive, making accessibility possible, the expected result will be to generate more consumption and encourage the economy local.</p> <p>3.2. Project of training and recovery of crafts together with the Association of Artisans, providing the association with legal coverage, promoting their activities, contributing to the objective of not losing those trades and promoting the generational change. Proposal to Create Artisan Awards.</p>			
Objectives	Provide public spaces for young artists, artisans and merchants in the historic centre of the city, as well as train and recover traditional trades, to generate greater consumption, encourage the local economy and boost local commerce. In addition, legal coverage will be given to the recovery of trades and the generational changeover.			
Problem that faces	<ul style="list-style-type: none"> • Lack of public spaces where young people can develop their talent. • The city does not value the potential of the activity generated by young people. • The traditional crafts of Granada are disappearing. There is an opportunity for entrepreneurship for young people who could bring innovation and technology to the sector. 			
BENEFICIARIES				
Main Entity	<ul style="list-style-type: none"> • Granada City Council 			
Associates	<ul style="list-style-type: none"> • Youth Area of the Municipality of Granada • Area of Citizen Participation of the Municipality of Granada 			
Direct beneficiaries	<ul style="list-style-type: none"> • Young artists, merchants and craftsmen 			
FINANCING AND INDICATORS				
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)			
Budget	45.000,00 €			
Indicator 1	Young people benefited by the operation (Number)			
Indicator Value	Current	2020	2022	
	0	200	500	

ACTION 4		TALENT FROM THE UNIVERSITY TO THE COMPANY		
Description	<p>Program of transfer of the talent of the University to the company, changes in the model of conventional practices and promoting the incorporation of the knowledge of the university students to the companies. This action is integrated, in turn, by 2 actions:</p> <p>4.1. UGR Agreement - City Hall of Granada. Intervention of postgraduate students (studies of third cycle) in the programs of actions of the municipal services. Joint work in the permanent exchange of knowledge and services, in the development of training plans, exchange of uses of facilities and public spaces available to each entity or agreements for the restoration of the historical heritage of Granada, among other aspects.</p> <p>4.2. Official Master BIO-ENTERPRISE. The central axis is the development and innovation in biotechnology, and in its case applied research. It combines advanced teaching of Applied and Company Molecular Biology, which, together with business practices, in which a mini-project will be developed, ensure preparation for professional insertion. It is an innovative offer in its design and integrator of various Knowledge Areas, Centres and Institutions of the Campus of International Excellence BioTic and the Technology Park of Health Sciences of Granada. Its model is inspired by the management of uncertainty, with a flexible format and so that each professional can manage it, providing functional knowledge, but also developing cross-cutting skills and fostering an innovative and creative attitude.</p>			
Objectives	<p>Program of transfer of the talent of the University to the company, changes in the model of conventional practices and promoting the incorporation of the knowledge of the university students to the companies. Combine the advanced teachings of applied and business molecular biotechnology. Change the conventional practices model. Improve the employability of young people through work practice. Promote the incorporation of the knowledge of university students to companies. Permanent exchange of knowledge and services. Business practices with a mini project. Ensure insertion in the local labour market. Retain talents.</p>			
Problem that faces	<ul style="list-style-type: none"> • There is no knowledge transfer between university students and companies. • Absence of business and institutional initiatives. • Demotivation leads to the abandonment of brilliant ideas and the consequent flight of talent. in research due to absence of work and opportunities. • Lack of institutional support. • Lack of innovation and knowledge. 			
BENEFICIARIES				
Main Entity	<ul style="list-style-type: none"> • University of Granada • Granada City Council 			
Direct beneficiaries	<ul style="list-style-type: none"> • University Students • Postgraduate students 			
FINANCING AND INDICATORS				
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)			
Budget	35.000,00 €			
Indicator 1	Young people benefited by the operation (Number)			
Indicator Value	Current	2020	2022	
	0	250	500	

ACTION 5		STUDY OF LABOR MARKET DEMANDS		
Description	This is a study on the adjustment of the training profiles of graduates to the current situation of the labour market. It offers a new perspective in the analysis of the labour insertion process of the students and the university graduates, of the analysis of the requirements that the companies make to the university in terms of the training and competency needs of their graduates. The new Bachelor's and Master's degrees must be adjusted to the requirements of the current economic and social environment. The study will allow the design of new strategies that continue to increase the employability of our students. Participation of more than 2000 companies and participating entities in its preparation.			
Objectives	Analyse and adjust the formative profiles of the graduates to the labour market. Design new strategies that increase the employability of our graduates.			
Problem that faces	<ul style="list-style-type: none"> • Mismatches between the requirements of companies and the skills of young people. • The new Bachelor's and Master's degrees must be adjusted to the requirements of the current economic and social environment. 			
BENEFICIARIES				
Main Entity	<ul style="list-style-type: none"> • University of Granada 			
Direct beneficiaries	<ul style="list-style-type: none"> • University graduates • Business 			
FINANCING AND INDICATORS				
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)			
Budget	35.000,00 €			
Indicator 1	Young people benefited by the operation (Number)			
Indicator Value	Current	2020	2022	
	0	2.000	5.000	

ACTION 6	DIAGNOSIS ON CREATING EMPLOYMENT IN DISADVANTAGED AREAS		
Description	The South zone of the city has a special location with high potential for the generation of economic activity (Technological Park of Health and important commercial and sports equipment) but its population has a problem related to a high unemployment rate and low level of studies. The intervention in the urban fabric with actions that guarantee the generation of employment and opportunities for socioeconomic development requires the analysis of the population structure of the area and the existing resources, delimiting auxiliary economic activities that can be implemented in the area and generating employment, as well as design self-employment and work qualification programs and an advisory service to consolidate companies in the area.		
Objectives	Stimulate employment in the southern part of the city. Analyse the population structure of the area and resources. Delimit potential economic activities to generate employment in the area. Design self-employment and work qualification programs. Advisory service for the consolidation of companies in the area.		
Problem that faces	<ul style="list-style-type: none"> • Values of high unemployment rate and a low level of studies concentrated in some urban areas of the city. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • Granada City Council 		
Associates	<ul style="list-style-type: none"> • Employment Area of the City of Granada 		
Direct beneficiaries	<ul style="list-style-type: none"> • Unemployed population in general and, specifically, young people from disadvantaged urban areas. 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	250.000,00 €		
Indicator 1	Young people benefited by the operation (Number)		
Indicator Value	Current	2020	2022
	0	4.000	6.500

4.2. LINE OF ACTION 2: TALENT DEVELOPMENT

This line of action seeks to train a young talent oriented to the interests of the company, carrying out a practical training that encourages entrepreneurship through real experiences of success. For this purpose, a series of actions will be carried out, which are described below.

LINE OF ACTION 2 TALENT DEVELOPMENT	
ACTION 7	BANK OF IDEAS
Description	<p>This action will try to manage ideas to generate creativity and entrepreneurship as a local development strategy. Within this action are activities such as:</p> <ul style="list-style-type: none"> a) Meetings of knowledge exchange between representatives of small businesses and young people that promote interaction and the creation of virtual communities on business activities that can be successful at the local level. b) Projects of Circular Economy, use of disused furniture and appliances deposited in the Ecopark of the city for the restoration and sale by companies of young people, to make our city more sustainable; Likewise, such waste can be offered to students and professionals of fine arts in order to transform these waste into "works of art". c) Development of itineraries on their own account with young people from a diverse and multicultural perspective, making them see the importance of developing skills such as creativity and the initiative to undertake their own project. d) Development of introductory courses aimed at basic knowledge of a trade and raising awareness about the world of work.
Objectives	<p>Create a bank of ideas to generate creativity and entrepreneurship. Promote interaction and creation of virtual communities on business activities that can be successful at the local level. Optimize the resources available to give out a young sector of the population. Promote young entrepreneurship for the recovery of trades. Incorporate new attractive forms of commerce for young people who recover the traditional trade of the city.</p>
Problem that faces	<ul style="list-style-type: none"> ● Traditional sectors of the economy (trades and commerce) are not valued.
BENEFICIARIES	
Main Entity	<ul style="list-style-type: none"> ● Granada City Council (Employment and Citizen Participation Areas)
Associates	<ul style="list-style-type: none"> ● CADE ● Confederation of businessmen of Granada ● Chamber of Commerce ● On-Granada Cluster ● Association of Young Entrepreneurs ● Red Cross
Direct beneficiaries	<ul style="list-style-type: none"> ● Young people interested in the trades and commerce sector.
FINANCING AND INDICATORS	
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)

Budget	25.000,00 €		
Indicator 1	New Companies Created (Number)		
Indicator Value	Current	2020	2022
	0	20	50

ACTION 8	TRAINING TOWARDS THE COMPANY
Description	<p>Implementation of training models focused on the qualification and acquisition of competencies most demanded by employers, complemented by practical training. Within this action, two activities are integrated:</p> <p>a) Project #JovenesEnFormAcción, call for the Operative Youth Employment Program. Development of qualification itineraries for insertion that aims to improve the employability and professional skills of young people who are not employed and not integrated into the education and training systems, advancing in gender equality and non-discrimination of disadvantaged groups, and promoting the creation of sustainable and quality employment in the municipality of Granada in occupations with demand in the local market. The itineraries are complemented by transversal training in employment skills:</p> <ul style="list-style-type: none"> • ICT training applied to job search (20 h.) • Promotion of equal opportunities between women and men (10 h.) • Language training: English (30 or 60 h.) • Coaching for employment: relational and emotional skills (10 h.) • Motivation to self-employment (5 hours). <p>b) Project for the reinforcement of professional technical skills to improve their employability in the Commerce sector, aimed at young people under 30 years of age, without work experience. Youth Employment Operative Program.</p> <p>c) AniMarte Employment Workshop Program, a specific alternating training program for qualification in specialties linked to early childhood and youth education and cultural dynamization, while obtaining the certificate of professionalism of said occupation; will provide the unemployed person with a qualification and work experience while receiving an economic benefit and a parallel training for the creation of their own business project. In the development of the alternative training program, the management of this will be simulated as a social economy company to train and encourage students to create their own self-employment initiatives, following the simulated business training model.</p>
Objectives	<p>Implement training models focused on the qualification and acquisition of competencies most demanded by employers, complemented by practical training. Improve the employability and professional skills of young people who are not employed and not integrated into education and training systems. Advance in gender equality. Non-discrimination of disadvantaged groups. Improve employability in the commerce sector. Qualify young people in specialties related to early childhood and youth education and cultural dynamization and obtain a certificate of professionalism (work experience and financial benefit and promotion of self-employment initiatives).</p>
Problem that faces	<ul style="list-style-type: none"> • Traditional sectors of the economy (trades and commerce) are not valued.

BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • Employment Area of the Municipality of Granada • Red Cross 		
Direct beneficiaries	<ul style="list-style-type: none"> • Young people not occupied and not integrated into education and training systems. • Young people under 30 without work experience. • Unemployed people over 25 and 45 years old. 		
FINANCING AND INDICATORS			
Method of Financing	Young Employment Operative Program. Ministry of Territorial Administration ESF (European Social Fund)		
Budget	1.000.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	450	1.000

ACTION 9	COMPETITION OF ENTREPRENEURIAL INITIATIVES		
Description	Creation of a contest in which the best entrepreneurial initiatives presented are awarded, rewarding their execution through prizes in kind. The objective is to materialize the best ideas of young entrepreneurs. The contest could be organized from 4 to 6 months and be held every year.		
Objectives	Involve companies in the contribution towards the social and labour improvement of their environment. Materialize the best ideas of young entrepreneurs		
Problem that faces	<ul style="list-style-type: none"> There is little capacity to retain and consolidate initiatives and there is an evident absence of creative industries, with the consequent abandonment of brilliant ideas and a great demotivation. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> Employment Area of the Municipality of Granada Youth Area of the Municipality of Granada 		
Associates	<ul style="list-style-type: none"> UGR Chamber of Commerce Association of Young Entrepreneurs 		
Direct beneficiaries	<ul style="list-style-type: none"> Young Entrepreneurs. 		
FINANCING AND INDICATORS			
Method of Financing	Municipal Financing		
Budget	45.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200

ACTION 10	CORPORATE SOCIAL RESPONSIBILITY		
Description	Awareness actions to incorporate Corporate Social Responsibility in companies as added value. Encourage the business commitment to the training and practical training of young people with low qualification, involving companies in the contribution towards the social and labour improvement of their environment.		
Objectives	Encourage the business commitment to the training and practical training of young people with low qualification. Involve companies in the contribution towards the social and labour improvement of their environment.		
Problem that faces	<ul style="list-style-type: none"> • There is little capacity to retain and consolidate initiatives and there is an evident absence of creative industries, with the consequent abandonment of brilliant ideas and a great demotivation. • Unemployed young people with low qualifications who need greater employability. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • Granada City Council • Roma Secretariat Foundation 		
Direct beneficiaries	<ul style="list-style-type: none"> • Unemployed young people with low qualifications. 		
FINANCING AND INDICATORS			
Method of Financing	Municipal Financing		
Budget	45.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200



ACTION 11	ARTENPRISE PROJECT		
Description	Entrepreneurship Training Program for creative young people. ArtENprise Project. Aimed at the development and implementation of the methodology of "Tutoring / Mentoring" as a tool for learning, qualification and acquisition of skills for the development of creative and artistic activities in the field of local development.		
Objectives	Facilitate learning tools for young creatives, as well as qualification and skills for the development of creative and artistic activities in the field of local development. Facilitate the implementation of companies. Develop and implement a methodology of "Tutoring / Mentoring" as a learning tool.		
Problem that faces	<ul style="list-style-type: none"> • Lack of specific training in entrepreneurship. We often link "entrepreneurship" only to the creation of a microenterprise or self-employment. • Refusal to participate in entrepreneurial initiatives (if the personal goal is not to find a job on their own). • There is no dynamic entrepreneurial environment or management models adapted to the language of young people. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • Granada City Council 		
Associates	<ul style="list-style-type: none"> • Chamber of Commerce 		
Direct beneficiaries	<ul style="list-style-type: none"> • Creative young people. 		
FINANCING AND INDICATORS			
Method of Financing	ERASMUS+		
Budget	25.600,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200

4.3. LINE OF ACTION 3: ENTREPRENEURSHIP AND SUPPORT COMPANIES

This last line of action seeks to be able to offer innovative, competitive and attractive solutions for young people in the field of entrepreneurship, which help companies to grow, gain a foothold and create sustainable, quality and future jobs. For this purpose, a series of actions will be carried out, which are described below.

LINE OF ACTION 3 ENTREPRENEURSHIP AND SUPPORT COMPANIES	
ACTION 12	PHYSICAL SPACE OF ENTREPRENEURSHIP
Description	<p>Creation of a Physical Space for Entrepreneurship, Development, Innovation and Support for new generating projects. It is proposed to use a rehabilitated space in which co-working spaces, mentoring programs and specialization courses are offered. Aimed at promoting innovative initiatives linked to tourism and cultural industries and located in an area of influence of the city, it could generate new opportunities related to tourism, favouring the flow of visitors and contributing to the recovery of the Traditional Trade of the city of Granada as a key sector of the economy of Granada. Among the services that would have an advisory service for self-employment and entrepreneurship that will invigorate the entrepreneurs of the area. This space would have an open and inclusive character and a multipurpose functionality, being able to be used for the implementation of cultural and recreational activities. It would be located in one of the most disadvantaged urban areas of the city (ZAIDIN, BARRIO ALBAYZIN). This space will have:</p> <p>a) Virtual Point of Entrepreneurship. Platform development - APP application for advice to young people on entrepreneurship issues.</p> <p>b) ENTREPRENEURIAL TALENT program. Program aimed at converting ideas into business projects. Proposals of any field of knowledge or sectoral application that allow generating projects, for example, cultural, artistic, environmental, health, tourism, educational, applications for industry, construction, or services of any kind.</p>
Objectives	<p>Offer innovative, competitive and attractive solutions for young people in the field of entrepreneurship, which help companies to grow, take hold and create sustainable employment. Generate new opportunities related to tourism. Favour the flow of visitors. Contribute to the recovery of the traditional commerce of Granada.</p>
Problem that faces	<ul style="list-style-type: none"> • Lack of integral services. • There is no tradition, meeting point or educational reference in the field of entrepreneurship, especially aimed at making the most of our cultural and artistic heritage. • Lack of institutional support. • Inability of institutions and agents to access the reality and interests of young people. • Lack of promotional marketing of young people.
BENEFICIARIES	
Main Entity	<ul style="list-style-type: none"> • University of Granada
Associates	<ul style="list-style-type: none"> • Area of Smart City of the Municipality of Granada. • Andalucía Empeñe • Granada City Council • ROMA SECRETARIAT FOUNDATION • Chamber of Commerce



Direct beneficiaries	<ul style="list-style-type: none"> Young people in general. 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	675.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	750	2.500

LINE OF ACTION 3			
ENTREPRENEURSHIP AND SUPPORT COMPANIES			
ACTION 13	OBSERVATORY OF INDUSTRY 4.0 AND OF SCIENCES APPLIED TO HEALTH		
Description	Program of awareness and approach to young talents to the work done from the 'Observatory of Industry 4.0 and Applied Sciences to Health', which will perform functions of "technology watch" to detect all those technologies or digital solutions that are being developed national and international level.		
Objectives	Offer innovative, competitive and attractive solutions for young people in the field of entrepreneurship, which help companies to grow, take hold and create sustainable employment. Perform "technological" surveillance functions to detect the technologies or digital solutions that are being developed at a national or international level.		
Problem that faces	<ul style="list-style-type: none"> • There is a gap between the knowledge of university students and companies. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> • University of Granada 		
Associates	<ul style="list-style-type: none"> • BUSINESS ASSOCIATION OF GRANADA • Health Technological Park • Granada City Council (Smart City, Employment and Youth Areas) 		
Direct beneficiaries	<ul style="list-style-type: none"> • University Students. 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	75.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200

LINE OF ACTION 3			
ENTREPRENEURSHIP AND SUPPORT COMPANIES			
ACTION 14	MENTORING PROGRAM FOR SCIENTIFIC-TECHNOLOGICAL PROJECTS		
Description	Provision of specialized technical assistance and mentoring programs for scientific-technological projects, taking advantage of the experience of the companies of the Health Technology Park.		
Objectives	Encourage the development of scientific-technological projects taking advantage of the experience of the PTS companies and avoid the flight of talent.		
Problem that faces	<ul style="list-style-type: none"> Lack of creation of innovative companies. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> Granada City Council (Employment and Youth Area) 		
Associates	<ul style="list-style-type: none"> Health Technological Park 		
Direct beneficiaries	<ul style="list-style-type: none"> University Students 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	50.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200



LINE OF ACTION 3			
ENTREPRENEURSHIP AND SUPPORT COMPANIES			
ACTION 15	INTERNALIZATION OF ENTERPRISES PROGRAMME		
Description	Program to facilitate the implementation / internationalization of companies. Contribute to the international impact of the "Granada Health" brand. To make known to foreign companies the facilities they have at the time of settling down to develop processes of offshoring of their production systems or outsourcing of services.		
Objectives	Make known to foreign companies the facilities to settle in Granada.		
Problem that faces	<ul style="list-style-type: none"> Lack of creation of companies in specific sectors (aerospace, agro-food, health and ICT). 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> Health Technological Park 		
Associates	<ul style="list-style-type: none"> Chamber of Commerce. Business Association of Granada. Young Entrepreneurs' Association. 		
Direct beneficiaries	<ul style="list-style-type: none"> Companies in general. 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	50.000,00 €		
Indicator 1	Young People Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	50	200

LINE OF ACTION 3			
ENTREPRENEURSHIP AND SUPPORT COMPANIES			
ACTION 16	INNOVATION PROGRAMS AND COLLABORATIVE EVENTS		
Description	<p>This action proposes innovative and collaborative activities for companies. It is integrated by two actions:</p> <p>16.1. Innovation Programs for SMEs. ACTiVate program, initiative of H2020 in which the PTS participates, which aims to promote innovation in SMEs by transferring technologies between the aerospace, agri-food, health and ICT sectors. Different universities, clusters and research centres from Spain, Portugal, Ireland, Holland, Poland and Belgium have been associated to execute the project.</p> <p>16.2 Organization of collaborative events such as Hackathon. The Health Technology Park will hold a major event on cancer called "Oncothon" (Interreg SUDOE), where participants can validate their ideas, proposals or research in an interdisciplinary environment, in order to define future projects with application in patients of cancer and/or in the population in general.</p>		
Objectives	<p>Promote innovation in SMEs through the transfer of technologies between the aerospace, agri-food, health and ICT sectors. Validate ideas, proposals or research in an interdisciplinary environment to define future projects for cancer patients and / or the population in general. Become aware of the innovative projects that are carried out in the city and transfer them to other cities.</p>		
Problem that faces	<ul style="list-style-type: none"> Lack of creation of companies in specific sectors (aerospace, agro-food, health and ICT). 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> Health Technological Park 		
Associates	<ul style="list-style-type: none"> University of Granada. 		
Direct beneficiaries	<ul style="list-style-type: none"> Companies in general. SMEs 		
FINANCING AND INDICATORS			
Method of Financing	H2020 e Interreg SUDOE		
Budget	50.000,00 €		
Indicator 1	Companies Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	15	50

LINE OF ACTION 3			
ENTREPRENEURSHIP AND SUPPORT COMPANIES			
ACTION 17	INNOVATION IN ELECTRONIC PROMOTION		
Description	Incorporate new e-commerce formulas, for example, attractive for young people who recover the traditional trade of the city as a key sector of the economy of Granada.		
Objectives	Encourage the business projects of young people to recover the traditional trade of the city.		
Problem that faces	<ul style="list-style-type: none"> Disappearance of traditional commerce, which reduces the opportunity of entrepreneurship to young people who could bring innovation and technology to the sector. 		
BENEFICIARIES			
Main Entity	<ul style="list-style-type: none"> University of Granada. 		
Associates	<ul style="list-style-type: none"> Granada City Council (Smart City Area). 		
Direct beneficiaries	<ul style="list-style-type: none"> Young people in general. 		
FINANCING AND INDICATORS			
Method of Financing	Sustainable Urban Development (Article 7 of Regulation EU No 1301/2013, Spanish EDUSI Funds)		
Budget	50.000,00 €		
Indicator 1	Companies Benefited by the proposed actions (Number)		
Indicator Value	Current	2020	2022
	0	15	50

ACTIONS		2016	2017	2018	2019	2020
Line of Action 1: TALENT RETENTION	Personalised assistance plan to support entrepreneurs					
	Training itineraries Program PICE – Comprehensive Qualification and Employment Program					
	Creative and Entrepreneurial Workshops					
	Creation of virtual communication spaces					
	Provision of public spaces for young artists, artisans and traders in the historic city centre					
	Program of talent transfer from University to companies					
	Labour market demands to university graduates study					
	Diagnosis of employment creation in less-favoured urban areas study					
Line of Action 2: TALENT DEVELOPMENT	BANK OF IDEAS to promote creativity and entrepreneurship as a local development strategy					
	Implementation of training models focused on the qualification and acquisition of the skills most demanded by employers.					
	#JovenesEnFormAccion project					
	Employment Workshop Program AniMarte					
	Contest to reward the best entrepreneurship					
	Wiriness actions to integrate Corporate Social Responsibility into companies as an added value					
	Entrepreneurial Training Program for creative young people. ArtENprise project.					
Line of Action 3: ENTREPRENEURSHIP AND SUPPORT COMPANIES	Creation of a Physical Space for Entrepreneurship, Development, Innovation to new projects					
	Program of professional non-labour practices in companies for qualified young people					
	Diffusion and approach to young talents about the work done in the Industry Observatory 4.0 and Sciences Applied to Health					
	Provision of expert technical assistance and mentoring for scientific and technological projects					
	Enabling the implementation/internationalisation of companies					
	Innovation Programs for companies. ACTTiVAtE Program					
	Organization of collaborative events (ONCOTHON)					
	Integrating new e-commerce forms and making them attractive for young people					

5. ELABORATION PROCESS



5.1. URBACT LOCAL GROUP (ULG)

The ULG is formed by a network of entities and diverse municipal areas with competences to address aspects of the new policies related to the objective of the project and by an intersectoral network composed of the main socioeconomic entities of the city of Granada.

It is a group characterized by its plurality, representativeness and ability to develop the Local Action Plan since most of its members are members of the Local Pact for Employment in force since 2008, and have done networking for the implementation of comprehensive measurement march that promotes the creation of stable employment and sustainable development. Its mission will be to identify the main problems, work on a diagnosis of them and define different strategies and lines of action for their implementation.

Composition and functions of the members of the local action group.

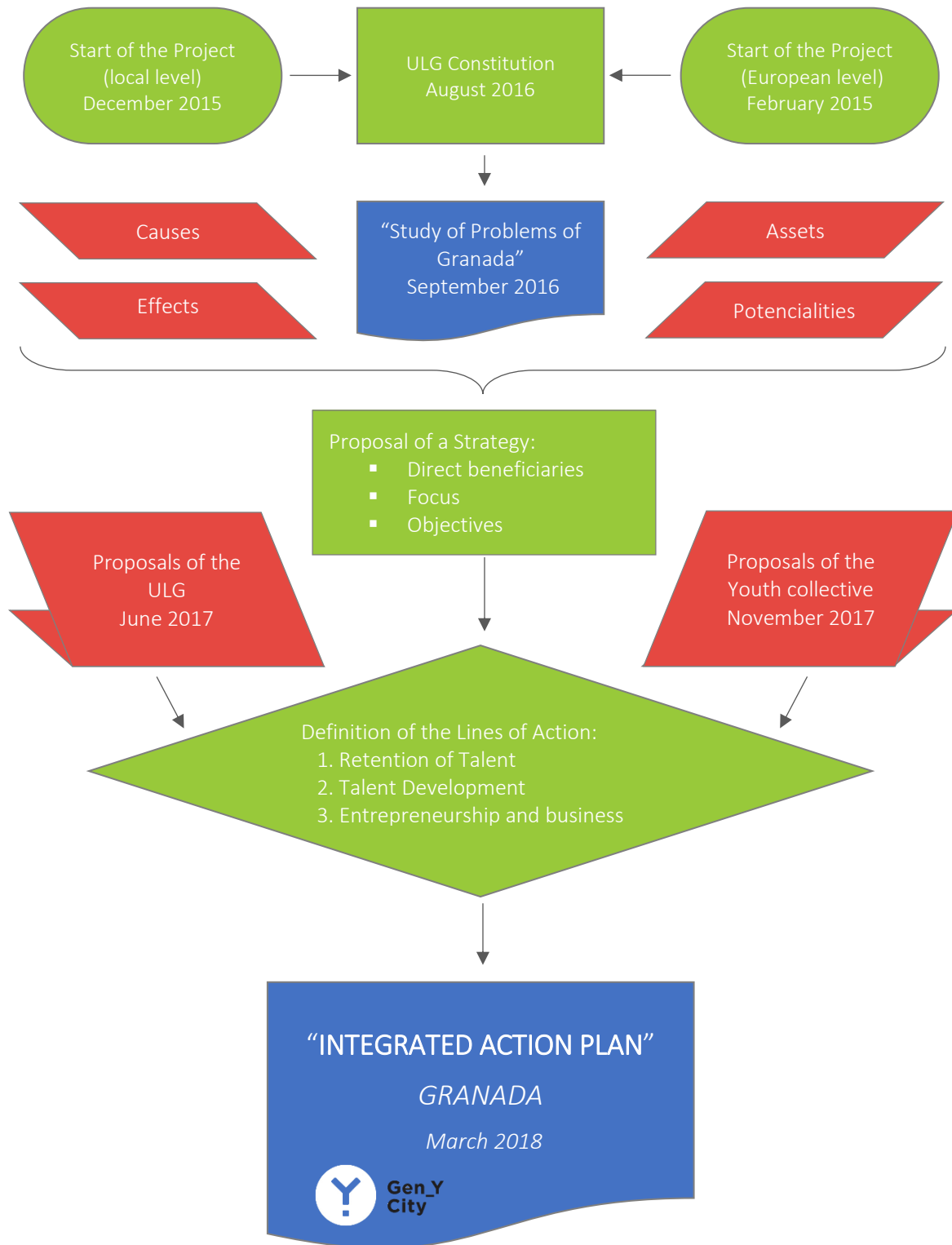
Institución	Función dentro del ULG
ANDALUCIA EMPRENDE	Creative Entrepreneurship and Business Development
GRANADA UNIVERSITY	Training and own programs implementation of companies for young people
BUSINESS ASSOCIATION OF GRANADA	Promotion of entrepreneurship and private initiative
CHAMBER OF COMMERCE	Promotion of entrepreneurship and private initiative
YOUNG ENTERPRENEURS' ASSOCIATION	Advice to new entrepreneurs
Health Technological Park	Space for research and business excellence
SOCIAL COUNCIL	Urban participation strategies
RED CROSS	Attention to young people with difficulties and promoting volunteering.
FEGRADI	Attention to people with physical and organic disabilities. Labour integration.
ROMA SECRETARIAT FOUNDATION	Attention to ethnic minorities and vulnerable groups
Granada City Council. Youth Area.	Young revitalization, training and youth entrepreneurship.
Granada City Council. Citizenship's Participation Area.	Participatory strategies design
Albaicin Agency Granada	Integrated revitalization of the historic districts of Granada and participation in management of European funds
Granada City Council. Employment Area.	Creation of stable and quality employment for equal opportunities, training to improve employability
Granada City Council. Urban Development Area.	Urban Area
Granada City Council. Smart-City Area.	Smart City Area
UGT- trade union	Trade Union
CCOO-trade union	Trade Union
CSIF-trade union	Trade Union

The members of the Local Group act as facilitators for the achievement of the objectives of the project, their role in achieving results is decisive; to guarantee the debate and the contributions of all the entities, working groups / sectoral tables were established to facilitate contact, meetings and the definition of actions.



Since its constitution in August 2016, the URBACT Local Group has held several meetings to work on the project objective, contextualizing the problem in our city, identifying and analysing the causes and effects of what we have defined as our central problem: the ability to develop and to retain the talent of our young people of generation Y. Subsequently, the opportune solutions were established that will be translated into the lines of our Local Action Plan.

The contributions and proposals of the young people attending the 1st Participative Day for the 2017-2020 Youth Plan held in November 2017 have been taken into account. The methodology recommended by URBACT in the toolkit for the development of Action Groups has been used. Local, to work all these aspects.



5.2. EXCHANGE OF TRANSNATIONAL LEARNING

Our participation on the different meetings with other European cities and the evaluation of the local situation in the field of entrepreneurship, by means of common per-peers review, it has offered us the opportunities provided by the transnational learning processes, detecting measures and initiatives from other cities which it could be transferred, offering suitable solutions for talent retention and the development of young people's talent. On this sense, feasible detected solutions for our city are the following ones:

- Need of an ecosystem integrated by the innovation and the creativity, where knowledge, common new spaces and entrepreneurship join on a common network, with potentialities to generate new professional opportunities for our young people.
- To change mind-set towards entrepreneurship, traditionally-associated to job creation, into a new concept of entrepreneurship linked to the generation of new ideas and innovative schedules for job growth and local development.
- To promote new forums and other spaces, as ideas-incubators, which will promote employment creation, creative, innovative and flexible spaces (both physical and virtual ones)
- To encourage innovative ideas for entrepreneurship and knowledge-transfer with the University and other research entities.
- To develop new learning models and skills acquisition to stimulate the creativity.
- To create an Ideas-Laboratory.
- To create and to consolidate a stable business's network and of economic stakeholders for the promotion of the entrepreneurship.
- To develop initiatives and local policies, which benefit new business ideas' funding, as well as awareness-raising and training of young people and their skills to develop new business's ideas.
- To promote a new trademark for our city focused on a Creative and Digital Granada, by means of the development / participation on promotional activities at international level, which will attract investors and companies of a creative and technological environment.



6. RISKS ASSESSMENT



Considering main Granada characteristics, it has been developed an analysis of the risks of its urban area, exposing the main risks involved on the development of its planned guidelines, to solve the detected problems. First of all, different levels of risk are defined and its likelihoods. By means of the combination of both parameters, it could be set up the level of each analysed risk.

On a table, the main risks to be faced up by the strategy are identified, highlighting issues related to operative development of action plan (economic solvency, legislative obstacles, human resources and administrative capacity, technical barriers, etc...), which can avoid its implementation and the resolution of the problems detected by the Plan. Each of these risks are qualified and a set of corrective /preventive measures are foreseen to reduce their negative impact (residual risk).

LEVEL	DESCRIPTION OF THE LEVEL OF RISK GRAVITY
①	Non-relevant. Doesn't affect the development of the Plan. Not required of corrective measures.
①①	Low Risk. Slightly affecting to Plan's implementation and its results.
①①①	Moderate Risk. A lack of results on one or more projects could be arisen. Could affect to Plan's implementation and its results. The implementation of corrective/preventive measures could solve the problem.
①①①①	High Risk. There is a significant loss of results in one or several projects. This affects the success of the Strategy. The loss of at least one of the main objectives of the Strategy is caused. The application of preventive / corrective measures could be insufficient to solve the problem.

CATEGORY	RISK'S LIKELIHOOD
A	UNLIKELY Likelihood to happen from 0% to 15%.
B	LESS LIKELY Likelihood to happen from 15% to 50%.
C	LIKELY Likelihood to happen from 50% up to 80%.
D	VERY LIKELY Likelihood to happen from 80% up to 100%.

RISK'S CATEGORY	RISK GRAVITY			
	①	①①	①①①	①①①①
A	LOW	LOW	LOW	LOW
B	LOW	LOW	MODERATE	MODERATE
C	LOW	MODERATE	MODERATE	HIGH
D	LOW	HIGH	HIGH	VERY HIGH

ADVERSE RISK	VARIABLES	CAUSES	EFFECTS	LIKELIHOOD	GRAVITY	RISK LEVEL	PREVENTIVE / CORRECTIVE ACTIONS	RESIDUAL RISK
Excessive administrative processing-times and delays in making-decision processes in resolutions of public tenders	Administrative and legal management	Delays Modifications Lack of coordination	Delayed project execution and of its strategy	D	II	Moderate	Regular meetings/management team/coordination/monitoring Initial Planning of external contracting needs, in particular in case of contracts that by its own nature will require a longer term for its administrative processing. Analysis of the opportunity of implementing a model of joint contracting tables that could accelerate the approval process of tenders to third parts.	Low
Non-expected over-costs	Execution cost	- Initial inadequate budgetary forecast - Financial Deviations	Higher costs than expected	C	III	Moderate	Review and financial adaptation of the projects	Moderate
Deficient communication	Communication and dissemination	Deficient communication -Wrong communication	Lack of knowledge of the strategy among the population.	B	III	Moderate	To adapt communication and dissemination plan	Low
Low impact of the actions lines	Goals of the action lines	Inadequate interpretation of the objectives of the strategy.	Loss of effectiveness and productivity of the strategy	B	III	Moderate	Adaptation of productivity indicators according to the POCS	Low
Difficulties and/or lack of Monitoring of the implementation degree of the interventions foreseen on the strategy	Monitoring and evaluation	Lack of communication and overview Lack of resources	Lack of knowledge of the strategy among the population		IV	Moderate	Monitoring Committee and on-going evaluation Establishment of common unified actions' procedures, described on an internal handbook focused on the design of processes, the management and monitoring of all the actions of the strategy.	Low
Social rejection against the actions implementation and strong reluctances of involved key-actors	Governance	Lack of communication and information Deficit on citizenship involvement/engagement	Lack of knowledge of the strategy among the population		III	Moderate	Creation of a citizen participation's committee and promotion of citizens involvement on the strategy.	Low

7. THANKS



AYUNTAMIENTO DE GRANADA