



ACTIVE A.G.E.

Managing Change A.G.E.

Impact of demographic Ageing for cities.

FINAL REPORT



European Union
European Regional Development Fund

Connecting cities
Building successes





Active A.G.E.
Active ageing, Gender
& Employment policies

Lead Partner



ROMA CAPITALE

Assessorato alle Attività Produttive
al Lavoro e al Litorale

City Partners



Municipality
of Thessaloniki



NO8DO
AYUNTAMIENTO DE SEVILLA
Economía y Empleo



ACTIVE A.G.E. Final Report

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1. ACTIVE A.G.E. Managing Change: Impact of demographic ageing for cities. Active ageing, Gender and Employment policies

1.1. Introduction

Population ageing is both a challenge and an opportunity for most countries in Europe, especially in conjunction with the current negative trends affecting world-wide the economies at a global level. A challenge to performance and competitiveness of the different welfare regimes, that need the implementation of structural reforms in the fields of public pensions, health, employment and education to cope with the growing pressure on public spending that is going to come with both the retirement of the baby-boom generation and the further increase in the national dependency ratio. An opportunity to adopt a more comprehensive and sustainable approach to active ageing, overcoming an exclusive focus on incentives to work in a “productive” perspective, but considering the different transitional patterns related to individual life courses (Transitional Labour Market approach); an opportunity for changing in the policy planning strategies more oriented to improve the quality of life of the elderly as well as to sustain economic growth, social cohesion and pensions adequacy, combining flexibility of labour markets, work organization and labour relations with social and employment security.

The EU as a whole displays a combination of high and growing life expectancy and low fertility rates. A recent report published by the European Commission shows that in many EU countries the fertility rate will continue to drop well below the natural replacement level. At the same time, life expectancy at birth, having risen by about eight years since 1960, will rise by a further six years in the next five decades. It is predicted that population ageing will accelerate world-wide its growth in the

twenty-first century and that the proportion of older people will reach 21 per cent by 2050. By that year, the number of older people is expected to exceed for the first time the number of young people aged 15 or less.

As population is ageing, the contribution of the over 50s to economies and communities has to be reassessed. The impact of this trend differs from city to city and from region to region, but it will influence nearly every sphere of life: labour market, housing, social security systems, infrastructures, urban/spatial planning, education, budgets and finances.

Despite the uptake of the active ageing discourse in

so many reports and policy programmes at the various levels of governance, the active ageing paradigm is still far from finding comprehensive adoption in the various domains. Factors such as family life, employment, education, socio-cultural participation, material security and health are deeply interrelated with various policy domains of relevance to ageing. Recognition of this interaction suggests adopting a life-cycle approach, rather than concentrating simply on the fiscal, economic or employment aspects of ageing. Adopting a holistic view entails that successful ageing policy-making needs to address all generations: ageing policy is fundamentally about providing, extending and safeguarding political, economic and social rights for citizens of all ages. In short, citizenship for older people presupposes citizenship for everyone. This approach will help to reframe the problem of ageing as an ‘opportunity’ for empowerment of older persons with enhanced capabilities.

1.2. The Project

The *rationale* of the ActiveAge project was rooted in this general and complex framework.

The Project sought to actively address the above-mentioned challenges by:

- promoting a mutual learning process between 9 European cities in order to improve professional capacity and identify good practices;
- providing a common methodology to put in place an integrated approach.

The Project was focused on the following three subthemes:

- Age and the economy
- Age and care
- Age and inclusion

Age and the economy addressed constraints and opportunities more directly related to the labour market. Key points highlighted by the partners were:

- **Job quality** (working conditions, health, wages, qualification) in a context of high unemployment and low overall labour demand;
- **Longer working life:** policies targeted to increase participation and economic social inclusion of mature people and for active citizenship;

¹ European Commission, 2006. The impact of ageing on public expenditure: projections for the EU25 Member States on pensions, health care, long term care, education and unemployment transfers (2004-2050). European Economy. Special Report No.1.

² United Nations, Department of Economic and Social Affairs, 2001. World Population Ageing: 1950-2050.

- **Delay retirement age** to improve the sustainability of pension and health care systems;
- **Enterprise development** for the promotion of self-employment and the start-up of new enterprises.

Age and care dealt with elderly health and self-sufficiency, as they play an essential role in promoting active ageing. Active-age partnership stressed the importance of long-term care services for active-ageing in a life cycle perspective. The challenges were:

- To guarantee a **better health status and lifestyle** in old age overcoming depression and isolation;
- To develop **home-based care** and **support** for families and carers in accordance to the shift from institutional care towards independent living of the elderly in their own place;
- **Long-term care system**: to improve the overall quality of social services supply and to increase the provision of home health care and domiciliary care services.

Age and inclusion dealt with various risks of exclusion due to fast and continuous technical and socio-economic changes. Issues raised by partners were:

- To guarantee access to **adequate housing** through integrated strategies, helping the most vulnerable with low incomes and tackling the quality of housing and homelessness;
- **Elderly active citizenship**: to foster the involvement in community life promoting active inclusion (especially among the most vulnerable groups, such as elderly in local minorities and women) through volunteer work, job reintegration and lifelong learning;
- **Fight poverty and progressive marginalisation** through adequate levels of pensions and social welfare contribution.

During the last three years the project partnership fulfilled the following main actions:

- 9 Local Support Groups involving relevant stakeholders for each theme;
- 10 Local Action Plans;
- the establishment of learning exchange actions for over 150 key actors from the 9 cities;
- the on-line publication of Subtheme

- Reports and Case Studies Reports;
- the establishment of a transnational community of practice;
- an Age Impact Assessment Toolkit for cities and regions;
- on-line master classes and linked video conferences;
- Guidelines for future political and technical interventions in relation to demographic ageing at European, national, regional and local level.

1.3. The Partnership

The ActiveAge Project partnership involves 9 cities from 8 European countries:

- Rome – Italy (Lead Partner)
- Dobrich – Bulgaria
- Edinburgh - United Kingdom
- Maribor – Slovenia
- Prague - Czech Republic
- Sevilla – Spain
- Starogard Gdanski - Poland.
- Thessaloniki – Greece
- Wolverhampton - United Kingdom

Each City had to draw up at least one Local Action Plan (LAP) on a specific subtheme of particular interest for its context. Each LAP had to be completed with a realistic financial prevision based on a wide review for its possible sustainable funding according to ERDF, ESF or other EU/National programmes.

To fulfil these activities a number of Local Support Groups (LSG) were established in each Municipality involving the local Managing Authorities (MAs), elected representatives, practitioners, institutions, social services providers, community-based organisations and key thematic experts on specific topics. Therefore, the LSGs were the effective “drivers” of the project. Each LSG defined the work programme and validated the LAP which maximised the local impact of the transnational exchange through effective actions.

1.4. ActiveAge: an URBACT II Project

ActiveAge was co-funded by the URBACT II programme, an European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe.

Under this programme, ActiveAge involved 9 cities from 8 Countries to improve the performance and results of those local support partnerships by European benchmark, exchange, learning and capitalisation as well as by respective concrete local actions.

According to the URBACT II main principle the network acted on two levels:

- at local level through the LSGs;
- at European level exchanging best practices and experiences during the Transnational Exchange Meetings hosted by three of the city partners: Wolverhampton, Maribor and Starogard Gdanski. In these occasions site visits of services and centres that were in the forefront on specific subthemes were set up by the hosting city partners, fostering a more effective learning.

An important contribution to a wider exchange of practices was also given by the participation of the partners to the URBACT Annual Conferences, where the connection with representatives of other ongoing projects was enhanced, offering participants the opportunity for improving their knowledge.

1.5. The Methodology

To realise the abovementioned overall goals, the lead partner City of Rome agreed with the partners the adoption of an **Action Learning Methodology** based on ensuring that the personal and social capital of participants would form part of the exchange and learning process.

The Action Learning methodology was therefore an organisational, problem-solving technique encouraging participants to learn with and from each other, aimed at achieving two key goals:

- a) maximise impact at a local level and ensure that the eventual local project proposals will have wide ownership;
 - b) facilitate the effective transnational exchange of experience and learning.
- At this stage a key role was played by the **Transnational Exchange Workshops** involving the members of all Action Learning Sets focusing on one sub-theme.

This methodology was put into action thank to the close interaction between two main working groups: the Local Support Group (LSG) and the Action Learning Set (ALS). The first one was a wider group, open to the participation of a number of key actors in the business of “doing” like elected representatives, practitioners, institutions, social services providers and community-based organisations. Moreover, to guarantee the sustainability of the project, the involvement of the local Managing Authority (MA) was promoted as well as the contribution of some key thematic experts. Therefore, the LSG was a multi-level, cross sectoral, and multi-disciplinary group, created to guarantee a broader exchange of experiences and aiming at developing a greater professional capacity. The second one (ALS) was a smaller group, made of three up to four key experts in charge of working in a closer way on a specific subtheme of the project.

The local MAs were invited to attend the meetings of this second working group, too. Quite all the Cities involved in the ActiveAge project could count on the effective participation of the local MAs to their work. Anyway, in some cases, changes in the political and administrative asset at local level had a sensitive impact on the processes started with different actors. Moreover the global economic

crisis has added critical matters to this already fluid framework, increasing uncertainty in many local contexts.

Notwithstanding for all these matters, according to the methodology proposed by the Lead partner, each city managed the governance of the processes concerning: a) the composition of both the LSG and the ALS; b) the organisation of regular meetings; c) the animation of the participants and the assessment of the work done.

This working method created genuine conditions for the improvement of knowledge, experience and know-how and at the same time has driven the partners towards the final drafting of one or more LAPs.

There is not a clear-cut definition of a LAP and the project actors were encouraged to be creative.

Anyway, a Local Action Plan can be defined as:

- a set of pre-determined actions to ensure the maximum success to a strategy;
- a document, produced by each of the partners, clearly stating what it needs to be done, who is to do it, how it will be carried out, when the goals would be reached by;
- a concrete roadmap and range of solutions to be devised in close cooperation with both the Managing Authorities - in order to maximise opportunities for funding - and the local stakeholders - to have the best chances of implementation.

The LAP is an instrument for further change, oriented to both improve the impact of transnational exchange and learning on local policies and give concrete form to the outputs coming out from the networking activities carried out by the partners. The LAP is rooted in a baseline study.

The problems and the desired outputs are addressed in it.

Active Age LAPs are the result of the exchange and learning activities among partners as well as of a co-production between the partners and their Local Support Group. Each LSG was involved in a process of production, development and validation of the LAP. The developmental phase ended with the outline of all objectives and actions of all partner LAPs and with a peer-review of each LAP by all members of the network.

At local level, the first step consisted in the identification of a number of key actors in the business of “doing” - like elected representatives, practitioners, institutions, social services providers and community-based organisations - to create the Local Support Group. For each subtheme the cities were engaged in the selection of a number of primary stakeholders – directly affected by local policy measures (positively or negatively) - and secondary stakeholders - playing an intermediary

role (delivery agencies, field workers) - aiming at becoming members of their LSGs.

For both categories, the LSGs had to pin-point:

- their interests in and how they were affected by the issues;
- their concrete capability and motivation to bring the change;
- the possible actions to address stakeholder interests.

Stakeholder	Interests and how affected by the problem	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholder			
Secondary stakeholder			

Figure 1: Table on stakeholder interests for a hypothetical local employment project

Once the all LSG members were identified, a few key representatives among them were selected to create the Action Learning Set.

institutional framework necessary to ensure that the Local Action Plan will lead to real change.

During the meetings each Local Support Group:

- clarified the needs and the problems of the correspondent urban context focusing on the core issue on the floor;
- identified, supported and validated what the city was really able to offer to the project in terms of “best practices”, existing tools, site visits, policies or other experiences;
- ensured the production of a sustainable LAP;
- contributed to disseminate the activities and the results ongoing to a wider local audience, soliciting political support and

Starting from the baseline study and integrating it with additional data, when required, the partners discussed the project within both the Local Support Groups and the Action Learning Sets and mapped the agencies involved in activities connected to the issues addressed by the project.

Hence, each Action Learning Set started working at the analysis of the main problems to be addressed in the LAP, as well as at the causes in which that problems were rooted, and the possible effects that could follow. Each partner built its own problem tree involving the stakeholders and the members of the LSG to have a direct point of view on the issue under discussion.

PROBLEMS AND SOLUTIONS TABLE		
Problems (description)	Solutions (description)	Resources (description)

Figure 2: Table on Problem Analysis

Afterwards each city worked at the definition of a set of operational objectives, the identification of the correspondent activities to be managed and the expected results (in terms of outputs and outcomes differently). The methodology provided the partners with opportunities for meetings and discussions between the LSG and the ALS members thank to

the use of the following techniques: desk research and analysis; problem and solution tables; tools to set monitoring indicators and means for validation; consultations with the key stakeholders and, last but not least, meetings dedicated to sharing and disseminating the work and the methodology among the partners of the project.

Goal:					
Activity title	Lead partner	Description of activity	Expected outputs	Timetable	Annual resource

Figure 3: Activity Table

Intervention logic	Indicators and means of validation	Assumptions
Objective		
Outputs		
Activities		

Figure 4: Table to quantify indicators

Intervention logic	Indicators and means of validation	Assumptions
Objective		
Outputs		
Activities		

Figure 5: A tool to connect assumptions to objectives, outputs and activities

The following figure offers a description of the stages the cities were asked to follow to draft a LAP according to a circular approach.

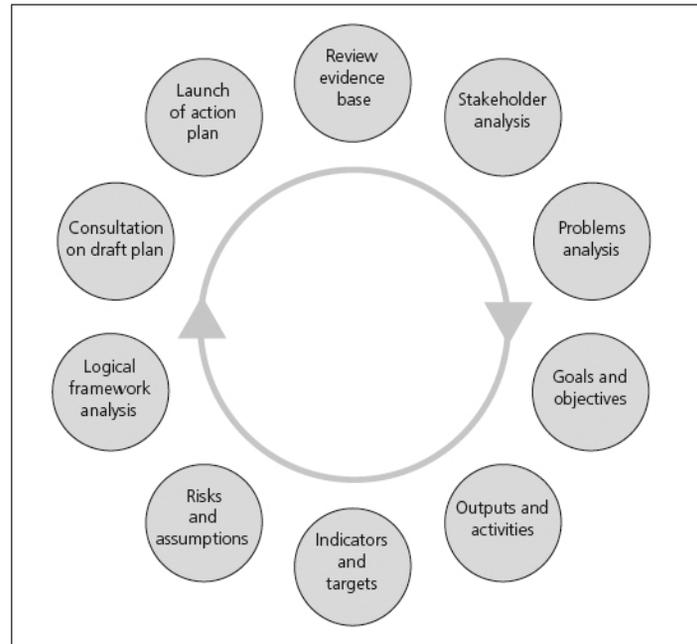


Figure 6: A planning Cycle Model

The table below indeed specifies for each phase the correspondent activities carried out by the ALSs and the LSGs as well as the main techniques used to fulfil the redaction of the LAPs.

Phase 1 - Review evidence based	
Activities	Main techniques
Integration of the baseline study with additional data; Discussion of the project comments within both the Local Support Groups and the project partnership; Local mapping of the agencies already involved in activities connected to the issues addressed by the project – level of coverage provided by existing actions (policy mapping); Identification of what was already working and what was not –discussion of “good practices”; Organization of transnational exchange and knowledge dissemination.	Desk analysis
2) Stakeholder Analysis	
Activities	Main techniques
Identification of the stakeholders really interested in the Action Plan and in supporting it as well as those who might be more likely to block it Establishment of what their interests were and assessment of their level of possible involvement in the Action Plan; Distinction between primary stakeholders directly affected by local policy measures (positively or negatively) and secondary stakeholders with an intermediary role (delivery agencies, field workers); Analysis of the interests of these parties and how they were affected by the issue; of the concrete capacity and motivation to	Desk analysis Brainstorming sessions

Phase 1 - Review evidence based	
bring the change; of the possible actions to address stakeholder interests.	
3) Problem Analysis	
Activities	Main techniques
<p>Determination of the problems to be addressed and the way they were linked to causes and effects; Clearly definition of the problem outline in the LAP and stimulation of a fresh approach to it; Involvement of stakeholders in problems and needs analysis to have a direct point of view on the issue; Bewaring of simple solutions and strongly discourage "business as usual" approaches; Setting priorities fields of action in terms of what the Plan will focus on.</p>	<p>Brainstorming sessions Post-it methodology Problem tree diagram</p>
4) Goals, activities and outputs	
Activities	Main techniques
<p>Definition of a clear and simple overall goal in terms of an observable and measurable result; According to the main overall goal, a number of limited, specific and time bound objectives were set up. Determination of the outputs to achieve. Activities description.</p> <p>Validation of the logic connection of the activities to outputs and objectives was clear.</p>	<p>Activity table including:</p> <ol style="list-style-type: none"> 1. activities 2. outputs 3. timetable 4. previsional budget
5) Indicators and Targets	
Activities	Main techniques
<p>Definition of a set of indicators as a means of validation of the targets to achieve; Indicators must concern objectives, outputs and activities; Use of a few indicators as possible; Use of a variety of quantitative and qualitative indicators</p>	<p>Indicators table</p>
6) Assumption and Risks	
Activities	Main techniques
<p>Identification of the risks that might affect the Lap and the assumptions on which the plan depends on; Three possible types of risks woud be considered:</p> <ol style="list-style-type: none"> 1. internal risks 2. external risks other control 3. external risks no one control <p>Analysis of strength points and opportunities</p>	<p>ISWOT analysis</p>

Phase 1 - Review evidence based	
7) Logical Framework Analysis	
Activities	Main techniques
Ensure that the LAP was coherent Assembling of all the parts that ALS had been working on	Problem and solutions table
8) Consultation on draft plan	
Activities	Main techniques
Ensure that primary stakeholders were really on board with the new action plan before it was published Verify that the plan could not be “captured” by particular interests	Brainstorming sessions
9) Launch of action plan	
Activities	Main techniques
Signal to the outside world that the LAP was agreed at a high level Gain publicity	High profile event and involvement of stakeholders

Table 1 - Phases of work for the creation of Active Age LAPs

2. THE LOCAL ACTION PLANS

The main outputs of ActiveAge are the 10 Local Action Plans produced by the 9 cities during the three years of the project. In this section a synthesis of all of them is presented.

As illustrated in the previous section, a common methodological approach has been followed by each partner and the Lead Expert and Thematic Experts provided constant support to each LSG all over the project duration to help them to fulfil the standard requirements.

Nevertheless, homogeneity is not a target in itself and can only be applied to the common tools and not to the final results. In fact the ActiveAge LAPs are indeed very different for many reasons:

- LAPs are targeted instruments to cope with specific local needs which, of course, differ to a great extent from city to city:
- The 9 involved cities differ a lot as for dimension, available financial means, socio-economic background, etc.
- The commitment of public authorities (both Municipalities and Managing Authorities) was not the same among partners, nor constant during the project. Some LSGs

have had more support than others at local level. In particular, while the support from technical officers remain almost unchanged, from the political side it is typically hard to keep priorities unchanged in the midterm. During these 3 years the socio-economic crisis has strongly impacted on territories, and in a number of them social inclusion and active ageing moved in a secondary position in the policy agendas.

Especially, the last argument can explain the fact that in few cases information on monitoring and assessment indicators, as well as on economic and financial issues, are missing. Still, all these LAPs are the result of a successful experience in which each partner has maximized the available resources, both those coming from the project and those accessible on their territories. Our common feeling is that each LAP represents a milestone and a starting point to implement effective measures in the active ageing field in the 9 European cities involved in this project. Moreover we hope that our experience may be of interest and use for other cities aiming at tackling the same issues.

3. Rome - Age and Economy

3.1. The context

Rome, a city of about 3 million inhabitants, has an economy mainly oriented to the services sector. For this reason, the crisis, that at national level has had a strong impact on the industry sector, has delayed its effects on the Capital. A conjunctural survey carried out in 2008 by the ISAE (Institute for Economic Studies) in partnership with the Municipality of Rome showed some interesting trends affecting businesses belonging to different production sectors. A growing negative assessment of the current economic situation as well as of its future development has been noticed. In the last three months of the 2008 the production activity has shown relevant decreases in all the main economic sectors. The businesses trust indicator has sharply drop down falling from 81,0 to 61,9. As a consequence of the global crisis the data noticed in 2008 on the number of businesses in the Capital are the worst over the last 10 years. More specifically, the businesses mortality rate, already increasing in 2007, has reached the 5,9% and at the same time the start-up rate in 2008 (7,8%) has been the lowest among those surveyed in the last 5 years. The sectors mainly hit by the global crisis are the trade, the building and the services areas.

A reason of concern is due to the impressive trend of ordinary and extraordinary lay-off (cassa integrazione) hours allowed by the National Institute for Social Security (INPS) starting from the second half of 2008 until the first quarter of 2009.

The recourse to this measure represents an indicator of the difficulties that the businesses are facing at. Comparing the data of January 2009 with those of the same period in 2008, a severe escalation has to be pointed out. The number of extraordinary lay-off hours registered in May 2009 has grown of +972,6% if compared with the previous year. If we consider the time taken to complete the administrative cycle to have full access at this measure, it is reasonable to believe that the first difficulties have started emerging since the second half of 2008.

Moreover the well-known crisis of the Alitalia Airline has added to this context a further weight, noticed since March 2009, when the total number of lay-off hours allowed by INPS reached the pick of 2million and 818thousands (the previous year in the same month they were set at 14thousands).

Other significant increases in the number of lay-off hours allowed have been registered in the mechanic, chemical and paper industries sector, as well as in the building and trade sector.

Rome is experiencing a stagnation phase at occupational level as an effect of the economic crisis. The total employment rate is stable at 49,2% while for women it is softly growing moving from

39,3% in 2007 to 39,7% in 2008. However, the Municipality of Rome has generally shown better trends in occupation than those registered at national level. It is mainly due to the relevant presence of immigrants who have set their residence in Rome, especially among women. But if we look at the unemployment trend we can observe that in 2008 the rate has reached a pick of 7%, marking a regression to the levels registered in 2006. The most relevant increase has been noticed among women, whose unemployment rate has moved from 7,1% in 2007 up to 9,1% in 2008. The number of people looking for a job is also growing, due to the lost of a previous occupation (45,1% vs 43% at national level).

The forced exit from the labour market of this population is mainly due to both firing or mobility among regular employee and expiring of fix term contract among flexible/precarious workers. 85% of the jobs have been lost for these reasons. The number of people who have been fired in 2008 has counted an increase of +156% if compared with 2007.

The quota of women looking for a job coming from an inactivity condition is 12,3 points higher than the one registered among men. This fact could be explained as an effect of the important reduction of available family budget due to the unemployment of the main earner of the households. The need to counterbalance the lost of men salaries has driven many inactive women to enter the labour market. This could represent an indirect positive effect of the economic crisis in the Municipality of Rome that should be accompanied by adequate work and family reconciliation policy measures.

3.2. Focusing on policies at local level

In the light of all the abovementioned aspects, the policies adopted by the Municipality of Rome during last years were mainly oriented to three intervention areas:

- active labour market policies, aimed at avoiding an early exit of elderly workers from the labour market as well as at supporting their re-entry into activity when unemployed;
- active ageing policies aimed at disseminate a culture that considers elderly people a resource for the whole society;
- policies for long-term care and assistance of frailty or disabled elderly people.

Moreover, the Municipality of Rome paid particular attention to permanent education and re-qualification training of workers aged over-45 to facilitate their re-entry in the labour market, sustaining and funding the following initiatives:

- the creation of two Labour Guidance Services (COL) and of an Employment front-office Desk ("Sportello lavoro over 40") aimed at giving a high quality consultancy to workers aged over-45;
- the development of a project titled "Education for

Adults" (Eda) to assess the training programmes managed at local level as well as to integrate formal and informal education.

3.3. Local Action Plan: process and governance activities

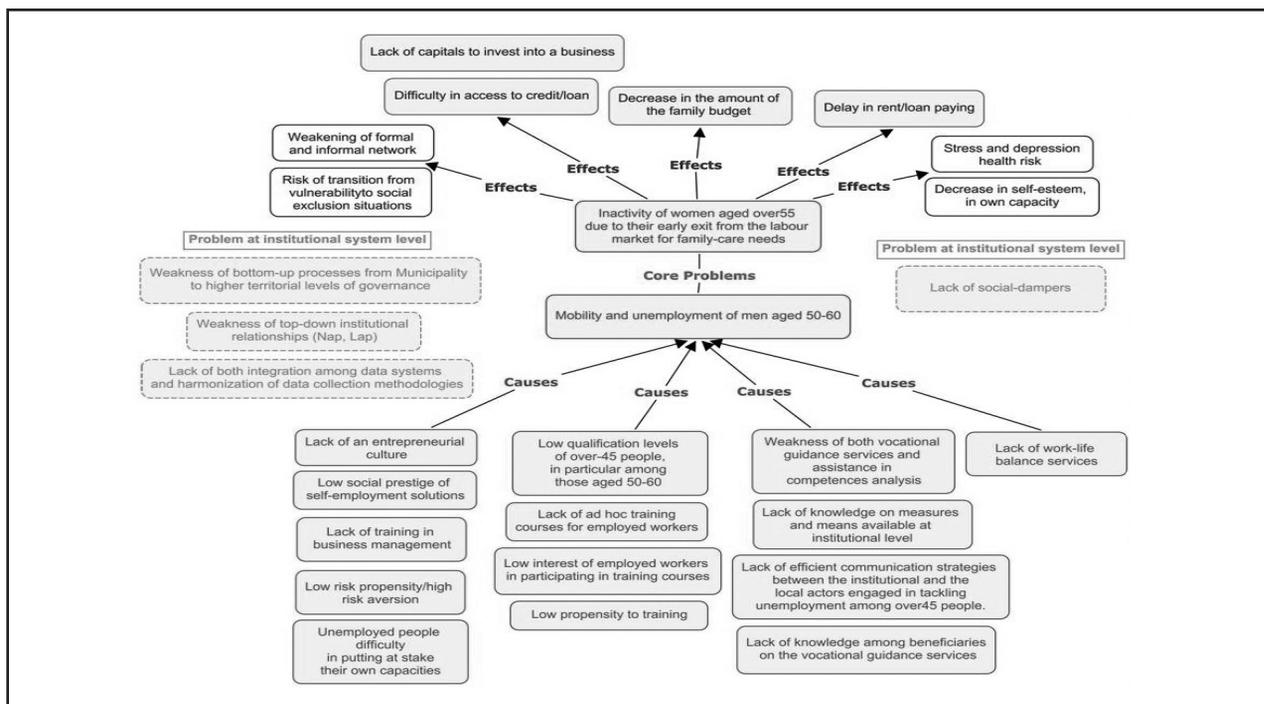
Fur Action Learning Set (ALS) meetings were held in Rome in 2009 on April 4th, May 20th, October 7th and on November 3rd.

The first step consisted in driving a wide discussion focused on the analysis of the problems affecting people aged 45 years and over.

The emerging questions were submitted to the opinion of those stakeholders who had a specific interest on those issues.

At that stage, a brainstorming and post-it session enabled participants to highlight some core problems to be addressed on the specific issue "Age and economy". At a second stage a set of priority fields of action were defined. At this aim it was crucial to look at the connections between core problems and their causes and effects.

The diagram below is the result of that useful activity. Starting from this diagram the translation of the core problems into overall goals of the LAP came consequently.



The second ALS meeting was held on May 20th. Starting from the overall goals defined during the first meeting, the group worked at the identification of the activities to be carried out to achieve the specific objectives of the LAP. Finally, the expected results were discussed.

The third meeting was focused on an in-depth analysis of the actions planned, the possible risks affecting the plan as well as its logical coherence.

A first and very provisional analysis of a number of feasible monitoring and assessment indicators was finally done.

The fourth meeting focused on defining a set of quantitative and qualitative indicators as means of validation of the targets to be achieved and of the actions to be implemented and on the stimation of the human and material resources needed to implement the LAP.

3.4. Problem analysis

According to the analysis of the scenario described above, there were two main issues that needed to be addressed by the policies at local level:

- the wide spread of inactivity among women aged 45-55 years mainly due to family-care needs (children or parents/relatives);
- unemployment among men aged 45-55 years, who had lost their job or who were enrolled in mobility list due to the shut down or to the structural re-organization of companies and firms where they were employed.

The background analysis based on the baseline study as well as on a brainstorming session carried out in cooperation with a team of experts highlighted the connections between the core problems, their causes and effects.

3.5. Objectives, activities and target

Starting from the core questions emerging from the problems analysis and the evidence showing that matters affecting women and men were different, the ALS decided to follow a gender-sensitive approach.

The main objectives and the corresponding set of operative objectives to be reached were the following:

1. Development of self-entrepreneurship

- a) Fostering of the entrepreneurial culture aimed at experiencing innovative forms of creation of small businesses
- b) Guidance and support to the creation of businesses as well as consultancy to companies in monitoring their needs and in building development strategies
- c) Promotion of training on business management topics
- d) Development of a network to sustain self-entrepreneurship

2. Fostering professional re-training of unemployed workers aged 45-55

- a) Re-training and knowledge updating courses specifically dedicated to unemployed workers
- b) Accomplishment of vocational guidance assistance to support the target population in finding its own way among the training supply available at local level.

3. Development and improvement of vocational guidance services

- a) Development of a strategy of knowledge management for vocational guidance services
- b) Development of knowledge and exchange between local actors engaged in labour active policies.

3.6. Monitoring and Assessment indicators

Each operative objective was followed by specific lines of action as well as by a set of outcome and output indicators aimed at providing information on in itinere and ex post effectiveness of the actions carried out.

Objective 1: Development of self-entrepreneurship		
(target: men and women of age 45– 55)		
Operative objectives		
a) Fostering of the entrepreneurial culture aimed at experiencing innovative forms of creation of small businesses b) Guidance and support to the creation of businesses as well as consultancy to companies in monitoring their needs and in building development strategies c) Promotion of training on business management topics d) Development of a network to sustain self-entrepreneurship		
Action Line	Indicators of outcome	Indicators of output
a1) Organization of informative seminars focused on selfentrepreneurship and business management for men and women aged 45 to 55 years	<ul style="list-style-type: none"> - n. of informative meetings - n. of participants in the informative meetings by age, working condition, gender and level of education - level of completeness, clearness, accuracy and timeliness of information provided - coherence between the information given and those expected at individual level 	<ul style="list-style-type: none"> - n. of participants completing a course on the creation of small businesses - n. of participants who have started up a new small business - n. of businesses started up by dimension and sector of activity - satisfaction level on the service
b1) To get a selfentrepreneurship front desk started in each local vocational guidance centre b2) Organization of an in itinere monitoring service for businesses to better anticipate their consultancy needs	<ul style="list-style-type: none"> - n. of daily contacts - average time to answer to demands - adequacy of spaces according to current Legislation - adequacy of means - adequacy of furnitures - adequacy of spaces dedicated to the service - n. of businesses monitored after the start-up phase 	<ul style="list-style-type: none"> - n. of businesses started up by dimension and sector of activity - n. of businesses supported by consultancy and guidance services offered by the centre (access to credit, professional retraining of employees ,etc) - satisfaction level on the service - businesses capacity of staying on the market - businesses birth rates; employees widening; dead rates - satisfaction level on the monitoring service

<p>c1) Creation of a training courses database on entrepreneurship and self management, accessible to the whole network of the COLs</p> <p>c2) To reach the target audience through the cooperation of key actors (schools, ASL, hospitals, municipalities, transport, etc.) using new technologies</p>	<ul style="list-style-type: none"> - n. of daily accesses to the database - n. of participants into courses by age, working condition, gender and level of education - n. of updating of the database - level of accessibility of the database according to information completeness, perceived usefulness, thematic classification and territorial distribution - safety level and data protection <ul style="list-style-type: none"> - n. of actors engaged in the project at local level 	<ul style="list-style-type: none"> - n. of contacts reached through the activity of dissemination of the training supply - n. of businesses started-up by dimension and sector of activity - users satisfaction level on the service <ul style="list-style-type: none"> - n. of contacts reached through the GIS system - users satisfaction level on the service
<p>d1 - to establish agreement protocols for collaboration with local partners supporting SMEs initiatives (Unionfidi, Biclazio, etc.).</p>	<ul style="list-style-type: none"> - n. of protocols/agreements with subjects interested in the activities - financial resources allocated for businesses creation 	<ul style="list-style-type: none"> - n. of businesses started-up by dimension and sector of activity - users of satisfaction level on the networking service
<p>Objective 2: Fostering professional re-training of unemployed workers aged 45-55 (target: men and women of age 45–55)</p>		
<p>Operative objectives</p> <p>a) Re-training and knowledge updating courses specifically dedicated to unemployed workers</p> <p>b) Accomplishment of vocational guidance assistance to support the target population in finding its own way among the training supply available at local level.</p>		
<p style="text-align: center;">Action Line</p>	<p style="text-align: center;">Indicators of outcome</p>	<p style="text-align: center;">Indicators of output</p>
<p>a1) Organization of certified re-training and knowledge updating courses by the Labour Vocational Guidance Centres (COL) of the Municipality of Rome.</p>	<ul style="list-style-type: none"> - n. of training courses realized - n. of participants by age, working condition, gender and level of education - perceived quality of lecturers - perceived quality of the teaching material - perceived quality of teaching methodology 	<ul style="list-style-type: none"> - n. of unemployed workers attending courses who found a job - n. of inactive people who started looking for a job and found it, after attending a training course - n. of workers who went back to work in re-qualified activities - level of improvement and specialization of knowledge learned within the courses - users satisfaction level
<p>b1) Organization of informative seminars by Labour Vocational Guidance Centres (COL) of the Municipality of Rome</p>	<ul style="list-style-type: none"> - n. of informative seminars - n. of participants attending seminars by age, working condition, gender and level of education - adequacy of means - adequacy of furnitures - adequacy of spaces dedicated to the service - completeness of information given - quality and updating of information given - adequacy of seminars length - communication strategies adopted to disseminate the timetable of the informative seminars 	<ul style="list-style-type: none"> - n. of participants attending seminars who found a job by a year - n. of participants attending seminars who asked for a job vocational guidance consultancy - users satisfaction level

Objective 3: Development and improvement of vocational guidance services		
a) Development of a strategy of knowledge management for vocational guidance services b) Development of knowledge and exchange between local actors engaged in labour active policies.		
Action Line	Indicators of outcome	Indicators of output
a1) Structural revision (logical and physical) of the database of the Labour Vocational Guidance Centres (COL)	<ul style="list-style-type: none"> - n. of updating of the database - level of accessibility of the database according to information completeness, perceived usefulness, thematic classification and territorial distribution 	<ul style="list-style-type: none"> - n. of competencies analysis done per consultant - n. of users who have found a job after having received the vocational guidance support - users satisfaction level
a2) Set up of qualified training courses oriented to vocational guidance consultants working in the COLs in the Municipality of Rome	<ul style="list-style-type: none"> - n. of training courses - n. of participants attending courses (consultants of the COLs) - perceived quality of lecturers - perceived quality of teaching materials offered to participants - perceived quality of teaching methodology 	<ul style="list-style-type: none"> - level of improvement and specialization of knowledge - users satisfaction level
b1) To establish a strategic communication plan	<ul style="list-style-type: none"> - differentiation of the target population - differentiation of actions and communication tools - coherence of the strategic communication plan - compatibility between the communication plan and the actions to be developed 	<ul style="list-style-type: none"> - n. of actions completed - impact on labour market policies (% share of COL users, level of dissemination of the information among social actors engaged in labour policies at local level)
b2) Set up a web portal hosting some main best practices in the field of labour active policies	<ul style="list-style-type: none"> - n. of case studies described - interaction among the networks created (reciprocal access to databases, - n. of regular meetings among COLs managers) - n. of web portal updating - accessibility of the web portal according to information completeness, perceived usefulness, thematic classification and territorial distribution. 	<ul style="list-style-type: none"> - n. of accesses to the web portal - users satisfaction level

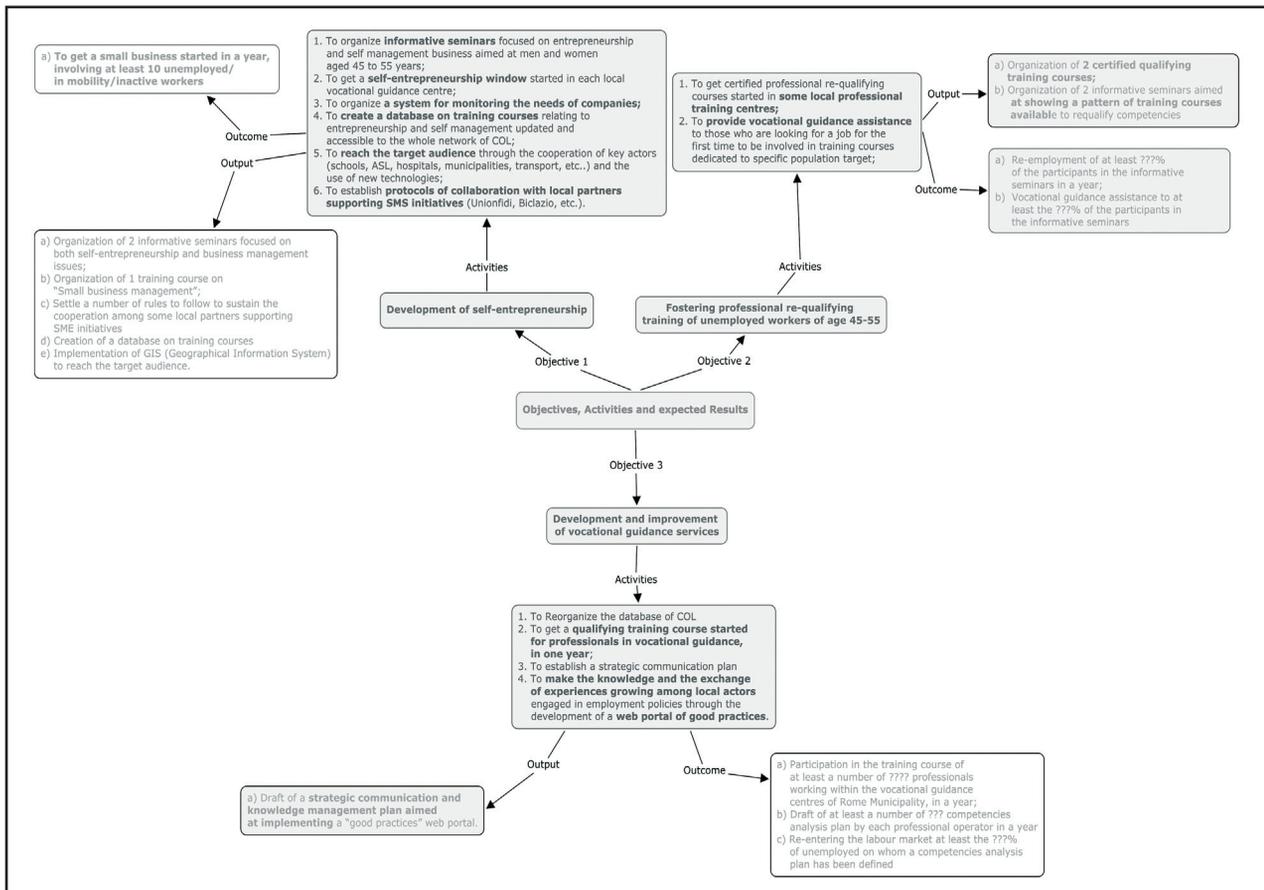


Figure 8: Objectives, activities and expected results - Age and Economy

3.7. Resources and Fund Raising

The following table shows the priorities of the LAP on "Age and economy" and the funding programmes that could be used to ensure its economic sustainability.

ACTIVE AGE Subtheme AGE AND ECONOMY	
Objective 1: Development of self-entrepreneurship	
Funding Programmes	Funding procedures & Timing
EIP - Entrepreneurship and innovation programme FSE Lazio Region	Call for Proposal Global grants Innovative actions Complementarity with FERS, FEARS, II FEP, interprofessional funds and law n° 236/93 Complementarity with the European Program for Employment and Social Solidarity and the Daphne Programme
Objective 2: Fostering professional re-training of unemployed workers aged 45-55	
Funding Programmes	Funding procedures & Timing
FSE Lazio Region	Global grants, Innovative actions, Complementarity with the European Program for Employment and Social Solidarity and the Daphne Programme, Complementarity with FERS, FEARS, II FEP, interprofessional funds and law n° 236/93
PROGRESS Programm	Call for Proposal
Objective 3: Development and improvement of vocational guidance services	
Funding Programmes	Funding procedures & Timing
FSE Lazio Region	Global grants, Innovative actions, Complementarity with the European Program for Employment and Social Solidarity and the Daphne Programm, Complementarity with FERS, FEARS, II FEP, interprofessional funds and law n° 236/93

3.8 Timetable

The activities of the Local Action Plan are expected to last 18 months, including the time needed to implement the GIS platform.

	Action	Duration (months)
1	Informative seminars	6
2	Self-entrepreneurship window	15
3	COL Database	8
4	Web Portal	8
5	Implementation of GIS	18
6	Users Training	6
7	Counselors Training	3
8	Communication	18

3.9 Budget

Project Cost		
	Expenditure Items	EUR
1	Informative seminars	€ 2.000,00
2	Self-entrepreneurship window	€ 5.000,00
3	COL Database	€ 10.000,00
4	Web Portal	€ 15.000,00
5	Implementation of GIS	€ 150.000,00
6	Users Training	€ 30.000,00
7	Counselors Training	€ 20.000,00
8	Communication	€ 50.000,00
9	External expertise	€ 18.000,00
10	Other direct costs	€ 0,00
Total		€ 300,000.00

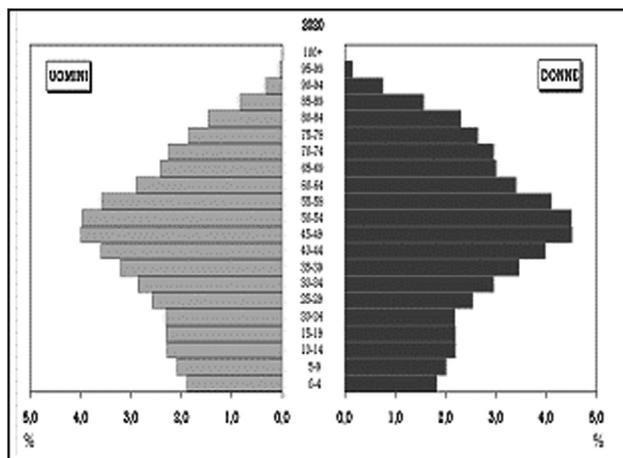
4. Rome - Age and Care

4.1. The context

The Municipality of Rome is recording a remarkable increase in population ageing according to a more general trend involving most of the European countries. According to a recent research carried out by the Interinstitutional Centre of Studies on Rome (CISR) of the University of Rome La Sapienza the old-age index will raise up to 183,5 over the next ten years corresponding to a ratio of two old persons per young aged 15 years or less. Meanwhile the percentage of population aged 80 years and over is expected to increase from 5,3% to 7,4%.

The previsions at 2020 reveal that the ageing process will especially affect some territorial districts of the Capital. Among them the 17th district presents a particularly critical pattern, as by that date there will be about three old persons per young aged 15 years or less. Moreover, if we consider the social charge the 17th district (closely followed by the 16th) shows an increasingly worsening scenario: for 100 workers about 61 people will not work, and 45 of them will be elderly people.

Figure 9- Population of Rome in 2020. Structure by sex and age. High Scenario



Source: Based on the CISR and Statistical Office of the City of Rome (2009)

4.2. Focusing on policies at local level

According to estimation produced by CISR, the Municipality of Rome will have to cope with an increasingly elder population, which will influence to a great extent the choices concerning many policy fields.

Among the “services to person” the home-care is the most demanded by families who have disabled or partially self-sufficient elderly relatives in need of continuative assistance. Unfortunately, there are long waiting lists at district level, and people have to wait up to 3 years before being admitted to home-care services. In many cases, when the service becomes

available the health conditions of the elderly persons are so worsened that the service is no more adequate to answer their real needs. Alongside with home-care a number of other respite services could be very useful to support families in care-giving: for example, providing them with transport services to accompany elderly people to day-hospital for medical visits or around the city to manage ordinary duties related to daily living. The City of Rome has activated a transport service named “Pony della solidarietà” aimed at supplying this demand, but it is not sufficient to cover the whole need of families. Some districts are managing at local level similar services to integrate the public offer of services, but it is still not enough. This situation often results in an increasing isolation and social exclusion condition of those elderly who cannot count on a family network.

Another problem concerns the difficulty for many elderly people to access to information on available services and benefits at local level. Hence, they are often prevented from benefits provided by the local administration just because they do not know that those rights exist and they can ask for them. Currently, the “Penelope” network – which indeed provides a concrete answer to this need – does not cover the whole territory of Rome yet, operating in only ten districts.

Finally, it is worthwhile stressing that, in order to prevent elderly people from worsening their health condition, active ageing services oriented to sustain an active life at all ages should be fostered.

Therefore, within the ActiveAge LSG of the City of Rome some main action lines were identified:

- The design of an integrated system of social and health services to persons and to families in order to give a respite to the heavy burden of caring that in most of the cases is loaded on women;
- To widen the opportunities of choice for an active life, enhancing socialization, cultural and recreational activities;
- To improve the professional qualification of the operators with certifications tailored on specific competencies needed in caring elderly people in particularly frail conditions (people with neuro-degenerative pathologies, Dementia, Alzheimer, Parkinson etc...);
- According to the innovative “second welfare” approach new forms of networking between public and private services should be experienced in order to find solutions tailored on the actual need of individuals and families (public bodies, private enterprises, civic associations, “third sector”, etc.).

4.3. Local Action Plan: process and governance activities

The ALS on Age and Care met in Rome on the following dates:

June 18th 2010 according to this agenda: introduction to the theme “Age and Care; discussion on the local context; identification of a few core problems, the main goals to reach, general and specific objectives of the LAP;

July 16th 2010 according to this agenda: presentation and further discussion of a proposal on activities and outputs coherent with the objectives defined during the first meeting; discussion on outcomes and outputs to look at;

September 10th 2010 according to this agenda: presentation of a proposal of indicators concerning processes and results to evaluate the LAP; discussion with the experts; development of a final system of indicators.

4.4. Problem analysis

The main problems emerging from the analysis of the urban context of Rome, were summarized as follow:

Problems affecting the context

- The double role of the so-called “sandwich generation” squeezing between children care and elderly relatives assistance;
- An increase in the number of families coping with many different needs concerning health, employment, adequate income and so forth;
- Fast increase in elderly people with Alzheimer and related mental illnesses and persisting lacking in daily centres qualified to offer a specific assistance in the most serious phase of these diseases.

Services networking

- A lack in networking among public and private bodies (non-profit sector) providing care, information, mobility and recreational services at local level;
- A lack in long-term policy planning and a prevalence of an “emergency” strategy that does not take into account the need to design interventions along different temporal levels;
- A lack in prevention initiatives with respect to the ageing problems. Prevention is needed for the psychophysical well-being of the person.
- A lack in flexibility of working times, and in policies aimed at reconciling work and family;
- A lack in both home and semi-residential care services.

Respite and care services

- The need of a wider supply of respite services for family care-givers to be accompanied by an increasing number of Daily centres for elderly people;
- Too long waiting lists for being admitted to home-care;
- The need to strengthen integrated social and nursing home-care according to innovative solutions.

Information and Access to Services

- Fewer and not equal opportunities for access to care services;
- A shortage of information on available services at local level addressing the needs of elderly people;
- A shortage of information on elderly persons' rights. Usually, the elderly do not have a clear knowledge about their rights and find difficulties in obtaining benefits or in accessing to services they would be entitled to;
- Difficulties in coping with the bureaucratic system at local level and consequently the lengthening of time needed to access to rights.

Transport and Accompanying

Elderly people mobility, in a wider sense, represents a crucial matter for individuals and their families,

especially when living in large urban contexts where the distances between places are considerable and moving around the City can take very long times (traffic, architectural barriers and so forth).

The intensification of a system of accompanying services could give an important help to family caregivers squeezed between the daily working life they have to attend for and care needs of their relatives.

Training and work of social workers

- Lack of interest among young generations in professions in the field of social services, probably due to both low wages and scarce social prestige. Moreover, there is a cultural barrier that should be overcome consisting in considering social professionals low skilled;
- The private answer to care-needs through the employment of immigrants, who represents a relevant economic burden for families but it is often not able to offer high quality standard in services³.

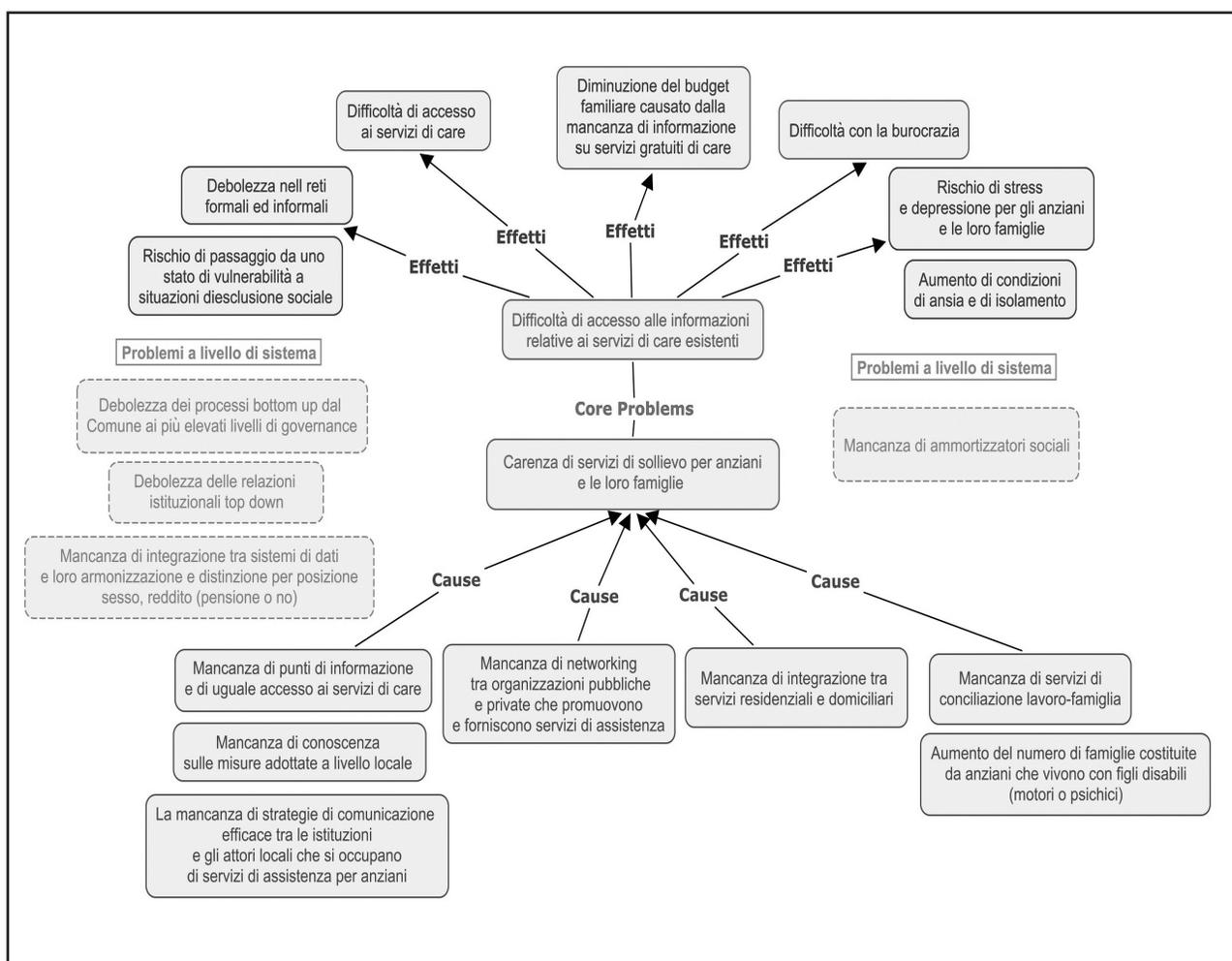


Figure 10 – Core Problems – Rome, Age and Care

³The Municipality of Rome has adopted an interesting initiative aimed at creating a Family Assistants Registers (Registro degli Assistenti Familiari) that assesses the competencies of candidates asking for registration, provides candidates with a training course of 120 hours. Immigrants who have not a sufficient level of knowledge of the Italian tongue, can access to a free basic training course, controls that families take on work the Family Assistants with a regular working contract. In some specific cases, the Municipality gives an economic support amounting up to 400,00 euros per month to families in difficulty

4.5. Objectives, activities and target

Starting from the core questions emerging from the problems analysis, the Local Action Plan was focused on the creation of an innovative experimental Multi-service Daily Centre aimed at offering an answer to the critical balance among family care-giving responsibilities, employment and care needs of the elderly. The Centre would offer a wide choice among the following services: mobility and accompanying; basic medical and nursing care; socialization, cultural and recreational activities and so forth. The Centre would be based on a partnership among three crucial actors of the local welfare: public, private companies and non-profit organizations. The private companies play an important role in this project, because the services of the Centre are destined to their employees and their families in order to facilitate the conciliation between work and family duties.

The public intervention is needed in order to create a “virtuous” synergy between the Centre and the services already existing on the territory. Moreover the Centre could be opened for access to elderly people and their families residents on the territory where the Centre is operating. The non profit organization and other local institutions involved in the partnership could give their contribute to manage the services offered by the Centre.

The main objectives and the respective operative objectives to be reached with this Local Action Plan are the following:

1. Enlargement of the supply of relief services for elderly people and their families

- a) Fostering elderly people’s mobility to increase their independence and exempting relatives from accompanying tasks;
- b) Favours inclusion through leisure and socialisation activities, with particular focus on intergenerational dimension;
- c) Promoting independence and active participation of elderly people in managing their daily routine.

2. Integration between public and private welfare

- a) Granting the connection between public and private realities through the activation of a pilot experiment testing cooperation between private enterprises and the Municipality on care and relief services for families and elderly individuals;
- b) Building communication and information spread strategies on the relief services available on the territory;

- c) Finding out the needs of the employees of the enterprises joining the project to orientate the centre’s activities and the integrated services which are provided;
- d) Granting a collection services of questions and needs of the employees, through a specific enterprise counter linked to the daily centre and the local services network.

3. Promoting active labour policies in support of disadvantaged categories

- a) activating paths of professional retraining of redundant workers aged over 45 or placing them in the daily centre;
- b) Fostering the placement of young people aged between 18 and 29 in the labour market.

4.6. Monitoring and Assessment indicators

Each operative objective will be followed by its own lines of action as well as by outcome and output indicators foreseen to assess the activities developed and their impact on the quality of the project.

Objective 1: Enlargement of the supply of respite services for elderly people and their families		
Operative objectives A. Fostering elderly people's mobility to increase their independence and exempting relatives from accompanying tasks; B. Favours inclusion through leisure and socialisation activities, with particular focus on intergenerational dimension; C. Promoting independence and active participation of the elderly people in managing their daily routine.		
Action Line	Indicators of outcome	Indicators of output
A1 – activation of an accompanying and transportation service for elderly people, which will employ voluntary resources coming from the "Volunteer House" and from associations rooted in the Roman civil society and interested in voluntary cooperation with the daily centre.	number of deployed vehicles employed human resources number of working days per worker number of intervention requests number of call level of completion/clarity/precision/timeliness of the information provided to the users	number of intervention requests satisfied satisfaction level of the service dedicated regional funds local budgets human resources of the services
B1 - Educational activities designed to achieve personal autonomy; B2 - social activities and entertainment in order to improve the quality of life and promote social integration; B3 - expressive activities, psycho-motor and games in order to strengthen the resources of the subject, and increase its degree of self-esteem and socialization.	number of users number of employed operators number of old persons per tutor number of working days per worker number of opening days per service adequacy of the buildings (compliance with current law) adequacy of instruments structures adequacy of the spaces used to provide the service	Level of satisfaction on the service users who have actually benefited from the recreational services
C1 - Activation of legal services, administrative and fiscal and definition of protocols of cooperation with agencies, trade unions, CAAF. C2 - Repair and maintenance of the house. The staff at minimal cost will be provided from the public register of craftsmen of the Municipality of Rome C3 - Setting up a service to drug administration and pressure measurement, in cooperation with the ASLL	number of users per age, employment, gender, education level number of working days per worker usability of the service in terms of information completion, perceived usefulness, accessibility to counseling, data updating and territorial diffusion. Security level and data protection Number of actors in the area involved in the project	Number of satisfied requests service satisfaction level number of cooperation agreements which have been subscribed

Objective 2: Integration between public and private welfare		
<p>Operative objectives</p> <p>A. Granting the connection between public and private realities through the activation of a pilot experiment testing cooperation between private enterprises and the Municipality on care and relief services for families and old individuals;</p> <p>B. Building communication and information spread strategies on the relief services available on the territory;</p> <p>C. Finding out the needs of the employees of the enterprises joining the project to orientate the centre's activities and the integrated services which are provided;</p> <p>D. Granting a collection services of questions and needs of the employees, through a specific enterprise counter linked to the daily centre and the local services network.</p>		
Action Line	Indicators of outcome	Indicators of output
A1 - Activation of standard cooperation protocols among a private firm, a local district, trade unions and third sector (eg. involvement of the bank of time and the centre for volunteering);	Signed agreements with public and private bodies diversification according to the type of actions and the activated communication channels interaction level between the created networks (possibility of mutual access to databases, number of periodic between those in charge of single structures)	Number of cooperation agreements subscribed Service satisfaction level
B1 - Construction of a service for information dissemination in order to allow the other citizens of the district to the day center.	number of working days per worker number of Service Users according to age, employment, gender, education level adequacy of the buildings (compliance with current law) adequacy of instruments adequacy of the spaces used to provide the service completion of the information which is given quality and updating of the given information	number of daily contacts number of monthly 0contacts users' satisfaction level
C1 - Analysis of family care needs among the employees of the private firms involved in the pilot project in order to provide them with the services needed;	number of months of actual duration of the survey / number of months of the forecast duration of the survey number of contacted employees	number of answered questionnaires knowledge level acquired after the questionnaires' distribution
D1 - Creation of a listening desk for employees managed by a dedicated operator in order to create an admittance list;	number of users per age, employment, gender, education level number of working days per person usability level of the service in terms of information accuracy, perceived usefulness, accessibility to counselling, data updating and territorial distribution data security and protection level number of actors involved in the project present in the territory	Satisfaction level of the service Number of satisfied requests

Objective 3: Promoting active labour policies in support of disadvantaged categories
Operative objectives

- A. activating paths of professional retraining of redundant workers aged over 45 or placing them in the daily centre;
 B. Fostering the placement of young people aged between 18 and 29 in the labour market.

Action Line	Indicators of outcome	Indicators of output
A1 - Training for retraining A2 - Employment at the day care center in administrative activities and front office	number of activated training courses number of participants in the courses and course attendance adequacy of the buildings (compliance with current law) adequacy of instruments adequacy of the spaces used for the training	perceived quality of teachers perceived quality of the provided training materials perceived quality of teaching methods users' satisfaction level continuity of the created jobs number of job placements in "requalified" activities at the centre or at partners growth level of the skills acquired through the courses Specific regional funds local budgets human resources of the services
B1 - Enhancing volunteering among elderly people to promote both active life and social inclusion; B2 - Involvement of young students or recent graduates in the day center recreational activities; B3 – Involvement of young people through the national civil service.	number of activated traineeships number of Civil Service Volunteers number of Volunteers coming from regional associations number of training hours per person number of working days per person number of volunteers per daily centre's user	users' satisfaction level concerning the volunteer service satisfaction level of the volunteer/training activities carried out in the centre number of placement after the internship/Civil Service/volunteer period.

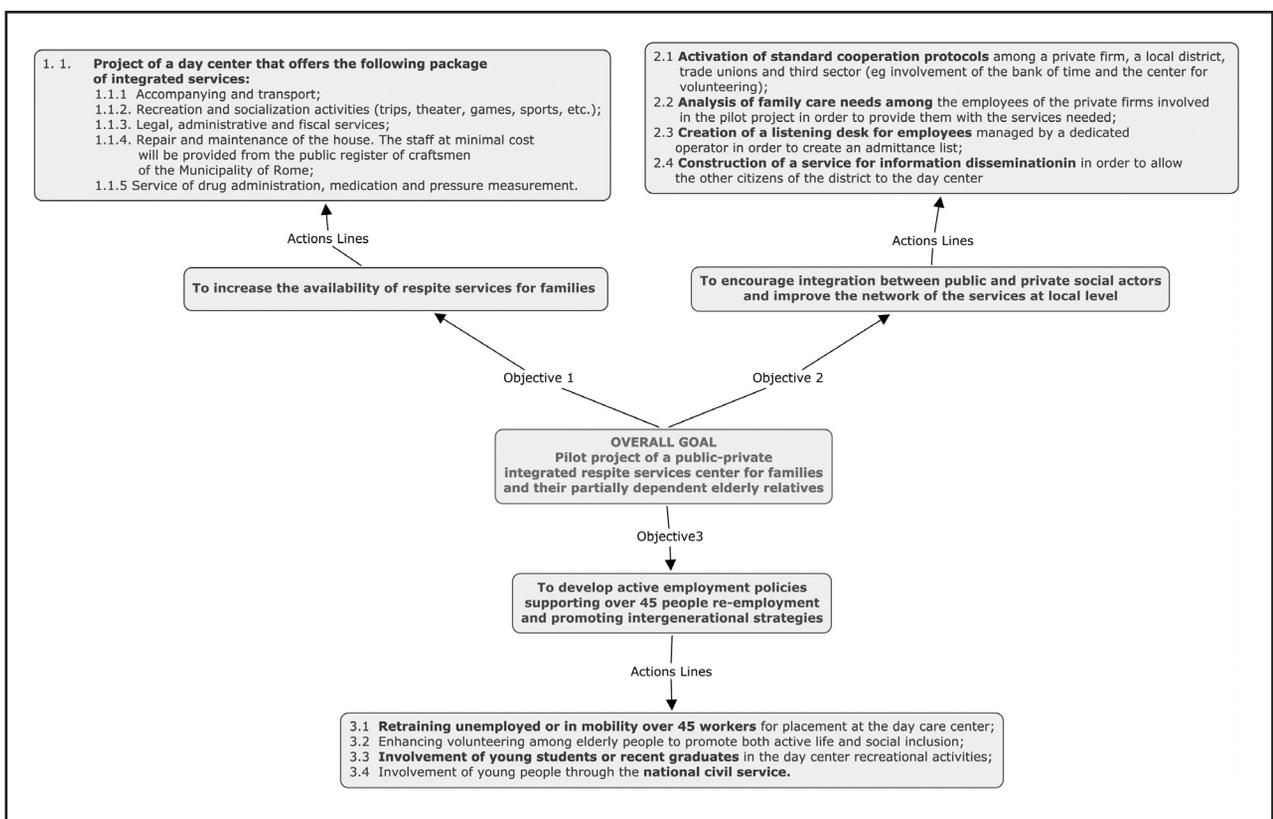


Figure 11 – Overall goals, objectives and action lines – Rome, Age and Care

4.7. Resources and Fund Raising

ACTIVE AGE - Subtheme AGE AND CARE	
Objective 1: Enlargement of the supply of relief services for elderly people and their families	
Funding Programmes	Funding procedures & Timing
<p>Progress Programme Axis 2: Implementing the Open Method of Coordination in protection and social inclusion; Axis 3: improving the environment and working conditions, including health and safety at work and reconciliation of work and family life European Commission - DG Employment, Social Affairs and Equal Opportunities http://ec.europa.eu/social/main.jsp?langId=it&catId=327</p> <p>ESF - European Social Fund Programme - Lazio Region Axis 3: Social Inclusion, Objective 1 European Commission - DG Employment, Social Affairs and Equal Opportunities http://ec.europa.eu/employment_social/esf/index_it.htm Ministry of Economic Development http://www.dps.mef.gov.it/qsn/qsn_programmioperativi.asp D.G.R. 6 febbraio 2009, n. 68 Subject: Action Plan for 2008 Annual Regional aimed at combating poverty, social exclusion and in support of older people in difficulty.</p>	<p>Call for Proposal Call for Tenders</p>
Objective 2: Integration between public and private welfare	
Funding Programms	Funding procedures & Timing
<p>ESF - European Social Fund Programme – Lazio Region Axis 2: Employability, Objective 1 Axis 3: Social Inclusion, Objective 1 European Commission - DG Employment, Social Affairs and Equal Opportunities Axis 4: Human Capital, Objective 3 http://ec.europa.eu/employment_social/esf/index_it.htm Ministry of Economic Development http://www.dps.mef.gov.it/qsn/qsn_programmioperativi.asp Progress Programme Axis 3: improving the environment and working conditions, including health and safety at work and reconciliation of work and family life European Commission – DG Employment, Social Affairs and Equal Opportunities http://ec.europa.eu/social/main.jsp?langId=it&catId=327</p>	<p>Call for Proposal Call for Tenders</p>
Objective 3: Promoting active labour policies in support of disadvantaged categories	
Funding Programms	Funding procedures & Timing
<p>ESF - European Social Fund Programme – Lazio Region Axis 1: Adaptability, Objective 1 Axis 2: Employability, Objective 1 Axis 3: Social Inclusion, Objective 1 European Commission - DG Employment, Social Affairs and Equal Opportunities Axis 4: Human Capital, Objective 3 http://ec.europa.eu/employment_social/esf/index_it.htm Ministry of Economic Development http://www.dps.mef.gov.it/qsn/qsn_programmioperativi.asp</p>	<p>Call for Proposal Call for Tenders</p>

4.8. Timetable

The activities of the Local Action Plan are expected to last **24 months**, including the time needed to set up the Multi-Service Daily Centre as well as to

define and sign the agreements among all key actors involved in the partnership

4.9. Budget

Macro Item	Expenditure Details	Description Cost items	I [^] Year	II [^] Year	Total	% on Total Project
A		Human Resources (directly attributable to the project actions)				
	A1	Project Coordinators (total A1.1 + A1.2)	€ 17.200,00	€ 17.800,00	€ 35.000,00	10,0%
	A1.1	Coordinator	€ 7.200,00	€ 7.500,00	€ 14.700,00	4,2% 5,8%
	A1.2	Office Workers	€ 10.000,00	€ 10.300,00	€ 20.300,00	
	A2	Teachers and co-teacher	€ 12.000,00	€ 10.000,00	€ 22.000,00	6,3%
	A3	Class tutor	€ 2.000,00	€ 1.500,00	€ 3.500,00	1,0%
	A4	Other (1 doctor, 1 psychologist, 2 nurses) **	€ -	€ -	€ -	0,0%
	A5	Other (6 volunteers from the national civil service, 10 volunteers from the volunteer's house, 3 trainees)	€ -	€ -	€ -	0,0%
	A6	Travel expenses	€ 5.000,00	€ 3.000,00	€ 8.000,00	2,3%
A		Total Expenses Human Resources	€ 36.200,00	€ 32.300,00	€ 68.500,00	19,5%
B		Student Expenses				
	B1	Indemnity, Insurance (total B1.1 + B1.2)	€ 3.000,00	€ 3.000,00	€	0,0%
B		Total Expenditure on Students	€ 3.000,00	€ 3.000,00	€	0,0%
C		Purchasing Goods and Services				
	C1	Educational Materials	€ 2.000,00	€ 1.000,00	€ 3.000,00	0,9%
	C3	Instructional equipment	€ 22000,00	€ 1.500,00	€ 3.700,00	1,1%
	C4	Expenditure on routine maintenance	€ 5.000,00	€ 5.500,00	€ 10.500,00	3,0%
	C6	Other 1 (Requalification of properties)	€ 80.000,00	€ 58.000,00	€ 138.000,00	39,3%
	C7	Other 2 (domestic users)	€ 10.000,00	€ 10.500,00	€ 20.500,00	5,8%

C			€ 99.200,00	€ 76.500,00	€ 175.700,00	50,0%
D		Advertising and Dissemination of the project				
	D1	Seminars and Conferences	€ 15.000,00	€ 8.000,00	€ 23.000,00	6,5%
	D2	Production material	€ 2.000,00	€ 2.000,00	€ 4.000,00	1,1%
	D3	Dissemination by press	€ 50.000,00	€ 20.000,00	€ 70.000,00	19,9%
D		Total Cost of Advertising and Dissemination of the Project	€ 67.000,00	€ 30.000,00	€ 97.000,00	27,6%
		TOTAL DIRECT PROJECT COSTS (A + B + C + D)	€ 205.400,00	€ 141.800,00	€ 341.200,00	97,2%
E		General operating costs of the project (maximum 10% of total Project)	€ 7.000,00	€ 3.000,00	€ 10.000,00	2,8%
		PROJECT TOTAL (A + B + C + D + E)	€ 215.400,00	€ 141.800,00	€ 351.200,00	100,0%
		% Of co-financing Organisation /s	30,00%	30,00%	30,00%	
		TOTAL AMOUNT OF THE FINANCING OF THE ORGANIZATION	€ 64.620,00	€ 42.540,00	€ 105.360,00	30,0%
		TOTAL AMOUNT OF PUBLIC FUNDING	€ 150.780,00	€ 99.260,00	€ 245.840,00	70,0%

NOTE

* Items acquired at no cost through a cooperation protocol with CAAF and the Trade Unions

** Items purchased at no cost through a cooperation protocol with the ASL of the City of Rome

*** Items included at no cost through a partnership with the national civil service, the network of voluntary CESV-SPES, the Vocational Centre of University

¥ Item is acquired at no cost through the granting of areas and buildings by the Municipality of Rome

5. Dobrich - Age and inclusion

5.1. The context

At the end of 2008 in Bulgaria people aged 65 years and over were almost 17.3% of the population while those aged 80 and over were 3.6%. The need to address this vulnerable population group with targeted measures and programmes to mitigate the effects of their vulnerable position was relevant. Considering long-term care a number of measures leading to higher quality of social services for the elderly were also realized. However, people who access these social and economic support measures continue being the most vulnerable, not only among older people but also in the whole society.

Long-term care gives a relevant contribution to combating social differences, inequalities and social exclusion, helping elderly people to lead a dignified everyday life. Therefore, long-term care represents for the elderly a concrete opportunity to continue developing as individuals, although they do not so actively participate in a working activity. Last but not the least, the elderly, especially pensioners, also need social inclusion policies to continue feeling part of the society, both benefiting from all social rights and having access to opportunities arising from economic growth.

This is not possible if the elderly are isolated. This is a general view of some general principles on which Bulgarian policies for long-term care and social inclusion are framed. Other major issues that justify the need for further measures in this direction are:

- Older people need both material support and social support;
- Older people represent an important resource for the Bulgarian society; the elderly should be aware of this and the society should recognize them and their dignity;
- People in retirement age have capacity that should be encouraged to invest;
- Combining long term care and social inclusion measures would enable the City to address the elderly's needs in a more effective way, achieving better results.

Information and communication technologies (ICTs) can play an important role in addressing these challenges. ICT can help older people improve the quality of their life. ICT also enables the elderly to remain active at work or in their community. Their experience and skills matured over time represent a relevant resource in the knowledge society.

Demand for health and social services will increase along with elderly population growth pointing out the needs of frail people (by 2050 the number of people aged over 80 years will almost double). Financial sustainability of such services is already causing serious concern. ICT enables more efficient management and delivery of health care and social

assistance and provide more opportunities for community self-care and innovation in services. From them can be derived significant benefits to the economy and society as a whole.

E-Inclusion refers to the activities of achieving an inclusive information society – information society for all. E-inclusion is necessary for social justice, ensuring equity in the knowledge society, too. It is also necessary for economic reasons - to fully realize the potential of information society for increasing productivity and reducing cost of social and economic exclusion.

The use of ICT, especially in mobile and internet services, has rapidly spread across many segments of the population. The digital divide has been reduced in recent years among people considering gender, age and occupational differences. There are structural barriers that do not disappear and major challenges to face. In particular:

- ICT enabled significant progress for many people. However, there is not enough affordable ICT for market;
- Differences in digital skills continue to exist. With the increase of users of ICT and services, driven by ICT, some people abandon it, particularly those outside the workforce or those who have low education. Lack of available content in Bulgaria for potential users also remains an obstacle;
- Despite the growing penetration of the Internet, about 50% of the Europe's population does not use it regularly. These are mostly people with low education and who are not economically active. The percentage of people, who use the Internet, is still low.

Digital inclusion of older people would ensure more equal opportunities and would overcome the risk of isolation. In Bulgaria the following target groups are still concerned with digital divide: the elderly, the disadvantaged people with low incomes, minority groups, people in remote areas and immigrants. Hence, carrying out structural reforms in key sectors of the economy with emphasis on the implementation, use and dissemination of ICT will help prevent social exclusion of those groups of society. Therefore, the major challenges to national policy on inclusive Information Society seems to be:

- Providing public access to electronic services;
- Creating an environment for the provision of accessible ICT products and services;
- Improving digital literacy and competence of all ages.

5.2. Focusing on policies at local level

Some key programmes and local plans related to the objectives of the ActiveAge Project are listed below:

Regional Plan for the Development of Northeast Planning Region for 2007-2013

Regional Development Strategy of Dobrich Region 2005 – 2015 is a key strategic document, which sets long-term objectives and priorities for development of the Dobrich region and actions to achieve them. It aims at determining the regional policy implemented at district level. Then, it is a major landmark for the development of municipal plans, a source of ideas and strategies to develop specific measures. The Regional Development Council adopts regional Development Strategy.

Plan "Dobrich 2020" is a long-term development plan of Dobrich to 2020 and it is a means to use local and national resources to attract foreign investments, integrating projects and plans at the municipal and regional level. It creates opportunities for increasing an active citizenship, favoring the dynamic development of neighbourhoods and communities. The city. Plan "Dobrich 2020" is a prerequisite for inclusion and use the opportunities offered by European, national and regional development programs in competition with other regional cities in the country. Plan "Dobrich 2020" created conditions for the realization of citizens' fundamental rights, which are specified in the Bulgarian and the European legislation.

Dobrich Mayor's Management Program 2007 - 2011 is a Development Plan drafted in accordance with EU policies and national priorities. Dobrich Municipality Development Plan 2007 – 2013 is updated each year and sets out objectives and priorities for development of the municipality and the financial resources for its implementation. The purpose of the plan is to be a practical tool and a methodological guide for the management of the city by the local authorities, citizens and their associations. This allows the plan to retain its relevance, despite the inevitable political change in the management of the city. Part of this Plan is aimed at ageing population. The main questions addressed by the plan are:

- Achieving a competitive, profitable and dynamic local economy based on knowledge, realizing local potentials and advantages.
- Development and upgrading of local infrastructure, creating conditions for growth and increase the attractiveness of the municipality for investment and residence.

- Improving the attractiveness and quality of life in the municipality.
- Strengthening institutional capacity for improving governance.
- Development of cooperation for European territorial cohesion, improving partnership and good neighbourliness.

It is worthwhile adding that the city of Dobrich is also member of the National Council for Cooperation on Ethnical and Demographic Issues, which proceeds the applications for employment of ageing population within policies and programs of the Ministry of Labour and Social Policies.

5.3. Local Action Plan: process and governance activities

The overall aim of the project is concerned with the improvement of life quality among the elderly, especially those with disabilities, promoting active lifestyles as well as spreading and widening the ICT knowledge and access.

The member of LSG managed a long debate on how to stimulate the voluntary participation in social life of the community. Outdoor fitness equipment was installed and assembled in the City Park of St. George for promoting active lifestyles and physical activity. They were benefitted mainly by the very elderly for free. Sports facilities were jointly funded by the Municipal Annual Programme of Dobrich - destined to realize public actions on municipal owned sites with participation of local communities - and by the ACTIVE AGE budget as a part of the LSG programme and action plan.

From the very beginning of the project Municipality of Dobrich informed the society about the progress of project activities through regular press releases, e-mails sent to a wide range of cross-sectoral stakeholders - city policy-makers and practitioners.

Members of the Local support group (working in the institutions involved in employment training and entrepreneurship training and retraining - as the Business Center Dobrich /non-government organization in public benefit/, Labour Bureau Dobrich - Employment agency, MLSP, Avangard Personal Consulting, Dobrich Municipality etc.) informed target groups of the existing measures helping adults aged 45 years and over for retention in the workplace, recruitment and start-ups of their own business through constant consultations. Dobrich Municipality scheduled weekly meeting with the Mayor's team with the presence of representatives of regional and national media to announce every principal and important project events.

5.4. Problem analysis

Demographic changes are one of the major social issues of today and tomorrow. Central point of this development is the fast increase in the number of older people combined with a decreasing total population. This development is accompanied by a significant increase in the number of lonely people whose quality of life has sharply dropped as a result of social exclusion. Unemployment of elderly people who are still in working age and the low available income of pensioners has significantly increased poverty among this target population.

A lack in adopting intergenerational approaches prevents from a useful exchange of knowledge, skills, traditions, values among older and young people. At the same time older people are increasing their awareness about the contribute given to society. Anyway most of them suffer from a sort of "cultural and material barrier" due to low education levels, lack of resources, health problems, and so forth. This increases the cost of their social and economic exclusion.

THE PROJECT realization with the set objectives and activities will contribute to:

- the inclusion in the initiative of the European Commission "Towards an accessible digital society"
- to achieve the objectives and policies set out in the National Action Plan on Social Inclusion 2008-2010;
- a comprehensive long-term goal of EU for sustainable development - Treaty of the EU Sustainable Development Strategy of the EU as well as strategic guidelines on Cohesion 2007.

The activities are in respect of: Priority 3 - Improving the attractiveness and quality of life in the municipality. Goal 1: Achieving high employment and social cohesion and Objective 2: Development of social commitment to the disadvantaged, Municipal Development Plan, Strategy for Development of Social Services in Dobrich Municipality 2013; National Strategy for Equal Opportunities People with Disabilities, National Plan for Combating Poverty and Social Exclusion.

Older people and persons with disabilities are lagging behind in terms of access and use of ICTs and the Internet. Main barriers include inaccessible and non user-friendly design, the fear of new technologies and lack of confidence to use it, security issues, and increased costs for persons needing accessibility features, limited opportunities for training and ongoing support, as well as, sometimes, lack of interest when the relevance and benefits of technology are unclear. Access to the Information Society is a fundamental right that everyone should enjoy including older and disabled

people. It is indispensable to enable them to lead an independent life and fully participate in society on an equitable basis with their peers. ICTs represent a real opportunity to combat isolation and social exclusion. They can play a crucial role in the everyday life of older people and persons with disabilities, who use them to a higher extent than people in general. ICTs also represent gateways to education, work and leisure.

They can enable older users and those with disabilities to participate in all parts of social life. Technologies may also support changes in society. On the one hand, people live longer and older persons' aspiration is to maintain the choice to live independently at home. On the other hand, there is a slow but ongoing change of reality regarding persons with disabilities: more babies born with a disability live longer and more persons with disabilities leave institutions in order to lead an independent life.

All those persons legitimately want to improve their life opportunities and look for accessible goods and services that suit their needs. ICTs will not only be the answer to the increasing demands of older people and persons with disabilities, but also a way for public authorities to contain costs and a real market opportunity for industries. New technologies can bring significant benefits for older people and persons with disabilities. The online world presents a wide range of information of value to them, offers possibilities for training, acquiring new skills and accessing new job opportunities.

Recognizing the need for the right of older people "Ageing well" and dignified way of life and implementing its social policy, Dobrich Municipality has set aside seven municipal facilities. In them 9 Pensioners Clubs and 1 Invalid Club to develop activities related to social integration of elderly and disabled people were formed. Custodians of the clubs are 5 employees of the municipal office for social services, which is directly subordinate to the Department "Health and social policy" of Dobrich municipality. They support implementation of the planned clubs, mainly cultural events and their organization of social life. They, along with their chairmen, serve as mediators between the elderly and disabled people and community, and take care of proper storage facilities. Substantial funded by the municipal budget. Custodians of the clubs have the potential to expand their operations after advanced training towards e-mentors, use all the tools / coaching, counselling, support / e-inclusion and use of Internet-based services by their members, to create conditions for deliberate and intentional learning in learning new forms of social inclusion and development for all visiting clubs - over 800 adults and people with disabilities.

5.5. Objective, activities and resources

The main overall goal of Dobrich Local Action Plan can be described as follow:

A) To improve quality of life of elderly and disabled people extending opportunities for social and e-inclusion, and promoting their active participation to social live (active citizenship).

Specific objectives are:

- Implementation of innovative approaches to social and digital inclusion, ensuring a positive change in the lives of adults;
- Empowerment of the elderly and people with disabilities to participate more actively in public life;
- Accelerate networking of solidarity and cooperation between generations.

The activities to be developed to reach the objectives above mentioned are:

- Organization, monitoring and project management,
- Computer equipment;
- ICT training;
- Provision of "e-Inclusion" service;
- Recruitment and training of group's facilitators;
- Recruiting and training volunteers;
- Training for citizenship for elderly;
- Creating and publishing a manual of basic computer and Web literacy for elderly;
- Group meetings between the generations;
- Organizing generation's camp;
- Publicity and information on project activities.

The Resources involved in the project would be:

Human Resources

Project team - Project manager, Coordinator, Accountant, Training coordinator, 10 E - mentors, 2 Consultants facilitator's, 10 trainers Facilitators, 3 ICT experts, Supervisor.

Others

5 E-points in 5 buildings, 3 Retired People's Clubs, Day centre for elderly with disability and Old people house.

The associated project partners will be:

- Municipal Council of the Pensioners Union, which develops its activity in 9 of the pensioner's club located in seven bases;
- Association of Disabled "Hope",
- Municipal Youth Council,
- Municipal Bulgarian Youth Red Cross.

Organizations are stakeholders, because of nature of their field of activity. They will join together about 800 people from the target groups. For them is

imperative to develop their capacities with a view to expand opportunities for social inclusion and to encourage civic participation of the elderly and people with disabilities through e-Inclusion, networking of solidarity, cooperation between generations and training for citizenship.

Partner - Association for persons with disabilities in the public interest "Bulgaria Vita". Association for people with disabilities in the public benefit "Bulgaria Vita" - supports and protects interests and rights of persons with disabilities, realizes partnership with all public institutions and implements entirely the integration process of people with disabilities in society. It applies, develops and implements social and civic projects - individually and in partnership, for socioeconomic, health, rehabilitation, educational and cultural services and to support people with disabilities. It promotes activities for positive public attitudes connected with the problems of the people with disabilities. This association has 32 members - including medics, public individuals, educators, journalists, municipal councillor and others.

5.6. Monitoring and Assessment indicators

Each operative objective will be achieved through specific activities accompanied by two sets of output and outcome indicators, to assess the activities planned and their impact:

Objective 1: To improve quality of life of elderly and disabled people through extending opportunities for social and e-inclusion, and promoting their civic participation.		
Action Lines	Indicators of output	Indicators of impact
Organization, monitoring and project management, Computer equipment; ICT training; Provision of "e-Inclusion" service Recruitment and training of group's facilitators Recruiting and training volunteers Training for citizenship for elderly Creating and publishing a manual of basic compute and Web literacy for elderly Group meetings between the generations Organizing generation's camp; Publicity and information on project activities.	<ul style="list-style-type: none"> - Number of people trained in basic digital skills; - Number of users of the eInclusion service; - Number of equipped Epoints for social and e-Inclusion; - Number of trained facilitators; - Number of group meetings for active citizenship; - Number of participants in group meetings; - Number of persons providing services - e-Inclusion; - Number of volunteers; - Number of solidarity networks between generations; - Number of permanent volunteers involved in networking; - Number of elderly wishing to participate in the process after the project - Number of questionnaires, feedback; - Number of manuals issued; - Number of created partnerships 	<ul style="list-style-type: none"> - Level of improvement and specialization of knowledge learned within the courses; - Perceived quality of lecturers; - Quality of teaching materials offered to participants; - Quality of teaching methodology; - Level of confidence in the necessity of lifelong learning and its role in improving their status in society; - Coherence between the training given and those expected at individual level; - Level of improvement of knowledge learned within the courses; - Level of decreased generation gap arising from membership of a modern information society; - Satisfaction level on the training; - Adequacy of created available conditions for qualitative change of life achieved through new - knowledge of information technologies and opportunities for the use of various Internet-based services; - Level of Increased the selfconfidence to tackle the challenges of time and increase the themes of - communication with children and grandchildren; quality of life through: finding alternative - solutions to improve health and stress, expansion of social contacts, access to public services, the - acquisition of basic skills for using Internet and online services, the possibility for increasing incomes; - Increased active citizenship and competence in discussing day topics, participate in the formation and implementation of municipal policies; - Adequacy of acquired skills for lobbying and advocacy in resolving important problematic target group issues;

5.7. Resources and Fund Raising

ACTIVE AGE Subtheme AGE AND INCLUSION	
FUNDING PROGRAMMES	Funding Programmes Resources
Programme Grundtvig Priority 6 - Teaching and learning for elderly people	16 September 2011
LLP Program Leonardo da Vinci	To be defined
Human Resources Development Operational Programme 2007 -2013 co-financed jointly by the European Social Fund of the EU and the BG national budget Priority 5 „Social Inclusion and social economy promotion”, area of intervention	To be defined
ICT POLICY SUPPORT PROGRAMME Theme 3: ICT for health, ageing well and inclusion	To be defined

5.8. Timetable

Timetable		
	Action Lines	Duration
1	Organization, monitoring and project management 10 000 ?	420 days
2	Computers and other equipment 7 000 ?	90 days
3	ICT Training including lectors, mentors, facilitators, overheads, materials	150 days
4	Provision of "e-Inclusion" services	300 days
5	Recruitment and training of group's facilitators	60 days
6	Recruiting and training volunteers	60 days
7	Training for citizenship for elderly	90 days
8	Creating and publishing a manual of basic computer and web literacy for elderly	300 days
9	Group meetings between the generations	300 days
10	Organizing generation's camp	20 days
11	Publicity and information on project activities	420 days

5.9. Budget

Expenditure Items		Total
1	Organization, monitoring and project management	€ 10.000
2	Computers and other equipment	€ 7.000
3	ICT Training including lectors, mentors, facilitators, overheads, materials Provision of "e-Inclusion" services Recruitment and training of group's facilitators Recruiting and training volunteers Training for citizenship for elderly	€ 100.000
4	Creating and publishing a manual of basic computer and web literacy for elderly	€ 3.000
5	Group meetings between the generations	€ 3.000
6	Organizing generation's camp	€ 6.000
7	Publicity and information on project activities	€ 3.000
	TOTAL	€ 132.000

6. Edinburgh – Age and Economy

6.1. The context

The low employment of older workers in Europe represents a waste of individual life opportunities and social potential. For the economy as a whole, the increase in participation and employment rates of older workers are crucial for using the full potential of labour market supply to sustain economic growth, tax revenues and social protection systems, including adequate pensions, in the face of the expected reductions in the population of working age.

The promotion of active ageing is reflected in the two complementary targets that the EU has set itself:

The 2001 Stockholm European Council agreed that half of the population in the 55-64 age group should be employed by 2010

The Barcelona European Council in 2002 concluded that a “progressive increase of about 5 years in the effective average age at which people stop working in the European Union should be sought by 2010”. Progress towards the Barcelona and Stockholm targets has been achieved, but it is not sufficient.

With the ageing and the coming shrinking of the working age population, older workers have to be recognised as a core component of labour supply and a key factor for the sustainable development of the European Union. Early retirement results in most cases in a premature and permanent loss of human capital. Policies are therefore essential to maintain supply and secure employability especially in periods of a major overall unemployment rate.

Member States need to develop and implement comprehensive active ageing strategies addressing the key factors for sustaining the employment of older workers; financial incentives to discourage early retirement, ensure access to training such as lifelong learning strategies and quality of wages and work conditions for a conducive job retention, flexible work arrangements (such as self-employment, part-time, career breaks, promoting entrepreneurship).

To implement the above-mentioned factors, social partners have a particularly important role to play to implement an active ageing strategy:

A substantial postponement of the retirement age, in order to reduce the burden of the pensions costs and to increase total employment;

An improvement of the physical condition of older workers and older people;

The maintenance of pensioners incomes close to working people’s incomes;

Involvement of retired people in social activities.

Active-Ageing to strengthen social inclusion and the economy in the EU

Active-ageing strategy is an important component of the Lisbon Strategy, which includes the modernisation of the social protection system in the EU. Benefiting from the experience and know-how of older people could influence workplace attitudes towards ageing employees. In this way, this strategy can boost employment and productivity, which is needed from demographic challenge and to maintain a satisfying growth rate, which strengthens the financial basis of the welfare system. The best way to strengthen social cohesion is to increase the employment rate and maintain a high level of education and social activation. A high employment rate and staying on at work longer as well as reduction in long term unemployment are an effective way to combat social exclusion, which is one of the main targets of the Lisbon strategy.

Incentive measures to postpone retirement age and reforming the pensions system in Europe will affect positively the welfare system of the EU Member States, that need to cope with the lack of workforce, maintain labour supply and secure employability. But the effective retirement age depends on the situation of the labour market and employment policies of companies. Active-ageing programmes should be launched before the reforms and because:

There is a need of greater awareness of active ageing strategies on the part of both employers and employees;

The legislation against age discrimination in the workplace is important;

Active ageing strategies can be more effective than financial incentives for older workers.

Good health and safety conditions at work are key conditions to prevent older workers exit from the labour market. Normally, the reasons why older workers leave their job is due to long-term illness or disability. This clearly points to the central role of health and safety concerns for the wellbeing of older workers and their ability to remain in the labour force. Fostering working conditions conducive to job retention, such as recognizing the special importance of health and safety at work as well as innovative and flexible forms of work organisation throughout the working life, including the provision of part-time breaks for elderly workers. This is part of the actions that Member States need to consider to implement an effective active-age policy. In fact, work ability maintenance is the active commitment and participation of different parties in the work community and workplace and their possible affect to health and safety at work and other workplace health promotion activities.

To boost job quality, lifelong learning and training for older workers plays also a major role: it is proved that poverty and social exclusion is mainly caused by low levels of education, unemployment, rural isolation. New forms of illiteracy towards ICT in professional and daily life exacerbate this exclusion. Active ageing policies need to consider as a priority the promotion of the access to training for all, regardless of age and developing lifelong learning strategies, in particular workplace training for older workers.

To raise employment rate towards older workers more flexibility must be introduced to foster job retention. Flexible forms of work organisation are another component of working conditions to improve an effective active age policy towards the labour market. First of all, retirement should become a process rather than an event, in which people decide to reduce their working hours progressively over time. Part-time retirement is an option that might be taken into consideration.

As workers become older, they should have the opportunity to fill the posts that best suit their intellectual and physical abilities and they should have the option to choose part time employment or a reduction in working hours.

Self-employment could also be considered as an alternative. National policies should also facilitate self-employment opportunities for older workers.

In conclusion an effective active-ageing strategy needs to include:

- A postponement of the retirement age;
- An improvement of the physical conditions of older workers;
- Maintenance of pensioners incomes close to working people's income;
- An improvement of anti-discrimination legislation for older people in workplaces.

Scottish/Edinburgh Context

The number of younger workforce members is falling and the number of older members is rising. But the total does not change much.

As an example, the percentage of 15 – 29 year olds:

- 1927 - 1,369,915 (28% of pop)
- 1952 - 1,258,378 (25% of pop)
- 1977 - 1,186,595 (23% of pop)
- 2002 - 938,223 (18% of pop)
- 2027 - 770,661 (15% of pop)
- 1977- 2002 -21%; 2002-27 -18%; 1977-2027 -35%

We have been through high decline but that was during working population growth period (1977-2002 TOTAL 15-64 YEAR OLDS +2%; 2002-2027 - 12.5%). Even if the working age population stays the same, an 'ageing' workforce is likely to have fewer people in the workforce actually working (and working full-time).

After State Pension Age the employment rates have been increasing in recent years (possibly affected by the tight labour market). Employment rates of those aged above SPA in Scotland (April-June):

- 1992 - 7.5 (GB 8.1)
- 2000 - 6.5 (GB 8.1)
- 2008 - 9.7 (GB 11.8)

Ageing of the population affects demand for services/good – health, services, pensions, saving rates, wealth distribution and so labour demand, but it also affects labour supply. The working age population does not fall much, but it does get older, so numbers of workers would fall if activity rates stayed the same. This probably means there is relatively less scope for Edinburgh to increase employment rates?

Although we have seen increased international in-migration tied in with reduced (national) inter-regional out-migration, the A8 countries are already severely ageing, so there is limited scope of increased A8 migration.

Characteristics of older workers in UK labour market (previous DWP data):

- 8.6 million people aged 50 to State Pension Age (SPA), 68% of whom are in employment, - 19% of the total working population
- Older workers (50-SPA) are more likely to work part time (25%)
- Older workers more likely to be self-employed (16%) compared to those 25-49 (11%)
- Average length of current employment is higher for older workers: 12.8 years compared to 7 years for those 25 to 49

6.2. Focusing on policies at local level

The majority of the commitments made in Opportunity Age have now been delivered. These include:

- Introduction of age discrimination legislation in employment and training, 2006;
- Equalities and Human Rights Commission 2007; and current Equalities Bill (Public Duty and Goods, Facilities and Services);
- Employment and benefits: reform of Incapacity Benefit - Employment and Support Allowance introduced, October 2008; Train to Gain introduced; a range of measures to improve work incentives, including changes to pension rules (e.g. working and receiving pension, pension deferral);
- Commitment to Lifetime Home Standards part of 2008 strategy "Lifetime Homes, Lifetime Neighbourhoods";
- Transport – accessibility planning introduced; free bus travel for over 60s introduced locally 2006 and then nationally 2008;
- Leisure activities - measures include free swimming for over 60s in over 80% of local authorities from April 2009;
- Volunteering in the Third Age programme concluded 2007;
- Care - "Our health, our care, our say" White Paper - 2006. Putting People First social care transformation programme - £500m for 2008/9- 10/11;
- Individual Budget pilots evaluation report published Oct 2008. Personalised Budgets to be rolled out nationally;
- New focus on tackling Pensioner Poverty: Pension Service established and then developed as Pensions Disability and Carers' Service, April 2008;
- Pilots of joined up working and preventative services (Link Age Plus and POPPS) completed and learning being rolled out;
- Stronger framework of governance: Cabinet Committee; Public Service Agreement 17 for the first time sets older people's wellbeing as a top Government priority.

Some potential policy responses include increasing the size of the labour force through:

- Increasing working life (raising pension age, tapered retirement, increasing lifetime average hours);
- Employment policies for retaining older workers (e.g. attitude of employers; to training);
- Age Discrimination legislation;

- Migration (especially international);
- Increasing activity rates;
- Increasing productivity;
- Managing decline, e.g. reducing health, welfare, pensions and income standards for future retirees (and others).

6.3. Local Action Plan: process and governance activities

The Action Learning Set was drawn together on 26th May 2009 to brainstorm the issues regarding age and the economy. Prior to the meeting a briefing paper was circulated containing the underlying situation and how to work with the action learning set approach.

Amongst the areas brainstormed for further discussion and to develop the 2 areas to be selected were:

- Promotion of flexible working arrangements for older people within the public, commercial and voluntary/ community sectors;
- Establishment of co-operatives and social firms for the employment of older people;
- Ensure Edinburgh's employability strategies include the opinions, needs and wishes of older people;
- Pre-retirement issues for both employees and employers;
- Re-skilling plan;
- Older people offer through JU4J strategy.

6.4. Problem analysis

Too often, population ageing has been seen in negative terms, with the emphasis on an increasing burden on health and social care services, rather than on the value that older people bring. It's necessary to challenge current perceptions about ageing and at the same time promote a positive vision for the longer term, in which all generations can plan for and influence the way Edinburgh prospers. According to the analysis of the scenario described above the following 2 key issues/problems were selected to be addressed through the Action Learning Set:

1. Promotion of flexible working practices for older people within public, private and 3rd sectors.
2. Establish a mechanism for older people's viewpoints to be fed into employability strategies.

Strengths	Weak
<p>Edinburgh has a growing population which creates employment opportunities; Business is changing; With new businesses comes changing mind sets; The views of older workforce is changing (50 is the new 40); Older workers have better work ethics; At 65, 38% of the workforce proposes to carry on working; Edinburgh's over 50's are the best qualified in the country, with more than a 1/3rd being educated to at least NVQ level 4; In 1900, the average Scottish life expectancy was 40; in 2004, it was just over 74 for males and just over 79 for females</p>	<p>Employers "want" young (cheap?) workers Workforce demographics are changing Many people over 50 face health and age-related barriers to work Change to knowledge economy – need for constant up skilling Few employers consider the impact of ageing workforce on their HR policies/rewards Issues with pensioner poverty UK employment policy formerly aimed at 25 to 49 age group Older workers face barriers in finding and retaining employment and overcoming discrimination By 2031 the number of people aged 50+ is projected to rise by 28% and the number aged 75+ is projected to increase by 75%</p>
Opportunities	Threats
<p>Migrant population leaving to return home Lifelong learning opportunities Age legislation (2006) helps Opens up talent management opportunities and initiatives to promote active ageing ? of senior HR managers say that attracting and retaining talent is no. 1 priority Policy makers recognise importance of older adults Employers are facing increasing competition for workers with the right skills and abilities Edinburgh has introduced the national strategy on ageing (All Our Futures) and the city's joint plan for older people – A City for All Ages</p>	<p>There has been a large influx of migrant workers from the new EU member states Registered unemployment is falling Technology has impact in terms of work available and skills required UK Government proposing to abandon Incapacity Benefit and Income Support</p>

6.5. Objective, activities and target

The objectives identified are following described:

Objective 1: Promotion of flexible working practices for older people within public, private and 3rd sectors

The operative objectives are:

- Better working practices incl. work/life balance;
- Opportunity for people to work longer through flexible working;
- Increased numbers of older people staying in employment or re-entering employment;
- Chance for businesses to support older employers into retirement, whilst getting the best from them through succession planning;
- Older workers better able to negotiate and cope with transitions.

How the delivery of objectives organised and actions taken:

- Based on previous programmes such as Age Positive Campaign and EQUAL programmes
- Development of best practice case studies
- Development of toolkit and how to use it (this toolkit will also contain advice on retirement & how to prepare for it)
- Development of promotional campaign for businesses showing business case
- Events for businesses (especially SMEs)

Objective 2: Establish a mechanism for older people's viewpoints to be fed into employability strategies

Operative objectives identified are:

- Understand the older people's opinions re employment;
- Employment strategies reflect opinions of older people rather than being based purely on need and/or perceptions;
- When older people feel they have a say, they are more likely to feel they belong and are listened to.

How the delivery of objectives organised and actions taken:

- Research what information we have from various representative bodies that can be used as a basis
- Establish forums (using existing groups) to gather information
- Collate information into papers for policy makers

It is estimated that the main outputs of the action will be:

- Factsheets
- Case Studies
- Events to raise awareness – amongst individuals and businesses
- Reports on good practice

There will be a number of evaluation methods used that will cover both qualitative and quantitative evaluation. Included will be:

- Rating systems
- Interviews
- Market research
- Market testing
- Sampling

A full breakdown of the actions is contained below.

Objective 1: Promotion of flexible working practices for older people within public, private and 3rd sector					
Action	When will it be done?			What are the things we need to do to make this happen	Who is going to be responsible for making sure these things happen?
	Short term	Medium term	Long term		
Work/Life balance					
Work/life balance Research	By 31/3/10			<p>Research online resources such as The Work Foundation (http://www.theworkfoundation.com), CIPD (http://www.cipd.co.uk), Work Life Balance (http://www.worklifebalance.com), and union sites, such as Unison (http://www.unison.org.uk/worklifebalance/index.asp) etc. The content of sites such as this will support the local development of:</p> <ul style="list-style-type: none"> - Definitions - Making the case – benefits (both business and social) - Key messages – that can be used in awareness raising - Good practice ideas - Organisational drivers - Dimensions of work/life balance - The role of key actors - Legal aspects to consider 	Edinburgh Chamber of Commerce will lead on this activity
Work/life balance presentation to individuals		By 30/6/10		<p>In order to let older individuals know about work/life balance we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet – a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters – utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of work/life balance and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, and dimensions of work/life balance - Development of training programmes 	
Work/life balance presentation to businesses		By 30/6/10		<p>In order to let older businesses know about work/life balance we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites 	

				<ul style="list-style-type: none"> - Newsletters – utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of work/life balance and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, roles of key actors and dimensions of work/life balance 	
Work/life balance development of factsheets		By 30/6/10		<p>From the previous research carried out, downloadable and hard copy factsheets will be developed that cover the major aspects of work/life balance and contain:</p> <ul style="list-style-type: none"> - Definitions and key facts - Rationale - either the business case or the rationale for the individual - Some good practice examples - Some positive case studies - Links to further information - Contact details to follow up 	
Work/life balance development of Case Studies			By 30/9/10	Case studies will be sought and developed to demonstrate work/life balance in action	
Age Management					
Age Management Research	By 31/3/10			<p>Research online resources such as the World Health site (http://www.worldhealth.net/list/news/longevity_and_age_management), the European Age Management Network, Euro found - a tripartite EU agency - provides expertise on living and working conditions, industrial relations and managing change in Europe (http://www.eurofound.europa.eu) etc. The content of sites such as this will support the local development of:</p> <ul style="list-style-type: none"> - Definitions - Making the case - benefits (both business and social) - Key messages - that can be used in awareness raising - Good practice ideas - Organisational drivers - Dimensions of work/life balance - The role of key actors - Legal aspects to consider 	Edinburgh Chamber of Commerce will lead on this activity

Age Management - presentation to individual		By 30/6/10		<p>In order to let older individuals know about age management we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of age management and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, and dimensions of age management - Development of training programmes 	
Age Management - presentation to businesses		By 30/6/10		<p>In order to let older businesses know about age management we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of age management and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, roles of key actors and dimensions of age management 	
Age Management - development of factsheets		By 30/6/10		<p>From the previous research carried out, downloadable and hard copy factsheets will be developed that cover the major aspects of age management and contain:</p> <ul style="list-style-type: none"> - Definitions and key facts - Rationale — either the business case or the rationale for the individual - Some good practice examples - Some positive case studies - Links to further information - Contact details to follow up 	

Age Management - development of Case Studies			By 30/9/10	Case studies will be sought and developed to demonstrate age management in action	
Retirement Planning					
Retirement Planning Research	By 31/3/10			<p>Research online resources such as Laterlife (http://www.laterlife.com/planning-retirement-in-laterlife.htm), DirectGov (http://www.direct.gov.uk/en/Pensionsandretirementplanning/index.htm), Age Concern (http://www.ageconcern.org.uk/AgeConcern/info_guide_5.asp), the FSA (http://www.fsa.gov.uk/pubs/other/fincap/retirement.pdf) etc.</p> <p>The content of sites such as this will support the local development of:</p> <ul style="list-style-type: none"> - Definitions - Making the case - benefits (both business and social) - Key messages - that can be used in awareness raising - Good practice ideas - Organisational drivers - Dimensions of work/life balance - The role of key actors - Legal aspects to consider 	Edinburgh Chamber of Commerce will lead on this activity
Retirement Planning presentation to individuals		By 30/6/10		<p>In order to let older individuals know about retirement planning we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of retirement planning and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, and dimensions of retirement planning - Development of training programmes 	

Retirement Planning - presentation to businesses		By 30/6/10		In order to let older businesses know about retirement planning we will need to use a number of media: <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of retirement planning and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, roles of key actors and dimensions of retirement planning 	
Retirement Planning - development of factsheets		By 30/6/10		From the previous research carried out, downloadable and hard copy factsheets will be developed that cover the major aspects of retirement planning and contain: <ul style="list-style-type: none"> - Definitions and key facts - Rationale - either the business case or the rationale for the individual - Some good practice examples - Some positive case studies - Links to further information - Contact details to follow up 	
Retirement Planning – development of Case Studies			By 30/9/10	Case studies will be sought and developed to demonstrate retirement planning in action	
Recruitment offering to employers					
Recruitment offering - Research	By 31/3/10			Research online resources such as ACAS (http://www.acas.org.uk/index.aspx?articleid=801), Business Link (http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1082249786), Wise Owls (http://www.wiseowls.co.uk/age_and_employment/index.php?page_id=123), 50+Europe (http://www.50pluseurope.co.uk/new/english), People Management (http://www2.peoplemanagement.co.uk/pm/supplements/age) etc. The content of sites such as this will support the local development of: <ul style="list-style-type: none"> - Definitions - Making the case - benefits (both business and social) - Key messages - that can be used in awareness raising 	Edinburgh Chamber of Commerce will lead on this activity

				<ul style="list-style-type: none"> - Good practice ideas - Organisational drivers <p>Dimensions of work/life balance The role of key actors Legal aspects to consider</p>
Recruitment offering - presentation to individuals		By 30/6/10		<p>In order to let older individuals know about recruitment opportunities we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of jobs for older workers and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, and dimensions of jobs for older workers - Development of training programmes
Recruitment offering - presentation to businesses		By 30/6/10		<p>In order to let older businesses know about opportunities presented by employing older workers we will need to use a number of media:</p> <ul style="list-style-type: none"> - Internet - a website will be utilised. This is likely to be an existing site and will lead people through to other best practice sites - Newsletters - utilising newsletters that already exist to get the message out (initially through awareness raising), but also including dates and venues for any training that is available (by ourselves or other agencies) - Development of a leaflet covering the main aspects of recruitment of older workers and including some short sharp case studies to get the message home - Development of factsheets covering the key messages, good practice, drivers for, roles of key actors and dimensions of recruitment of older workers.

Recruitment offering – development of factsheets		By 30/6/10		From the previous research carried out, downloadable and hard copy factsheets will be developed that cover the major aspects of job and recruitment opportunities for older workers and contain: <ul style="list-style-type: none"> - Definitions and key facts - Rationale - either the business case or the rationale for the individual - Some good practice examples - Some positive case studies - Links to further information - Contact details to follow up 	
Recruitment offering – development of Case Studies			By 30/9/10	Case studies will be sought and developed to demonstrate both good recruitment policies and good employment opportunities in action	
Objective 2: Establish a mechanism for older people's viewpoints to be fed into employability strategies					
Action	When will it be done?			What are the things we need to do to make this happen	Who is going to be responsible for making sure these things happen?
	Short term	Medium term	Long term		
Research what information exists from various representative bodies that can be used as a basis for obtaining and feeding older people's viewpoints on employability through to policy makers	By 31/3/10			Develop a list of all the agencies that represent older people and that have older people on their group	Edinburgh Chamber of Commerce will lead on this activity
				Build a survey - online and hardcopy - that can be used to determine how older people want to communicate and be communicated with.	
Establish forums (using existing groups) gather information		By 30/6/10		Establish forums containing representation from the various older people's groups	
				Develop a method for older people to voice opinions as individuals rather than just through representative groups	
				Develop mechanism - 2 way - for older people to communicate and be communicated with	
				Develop a timeframe of discussion areas	
Collate information into papers for policy makers				Set up system for information dissemination	

Objective 2: Establish a mechanism for older people's viewpoints to be fed into employability strategies					
Action	When will it be done?			What are the things we need to do to make this happen	Who is going to be responsible for making sure these things happen?
	Short term	Medium term	Long term		
Research what information exists from various representative bodies that can be used as a basis for obtaining and feeding older people's viewpoints on employability through to policy makers	By 31/3/10			Develop a list of all the agencies that represent older people and that have older people on their group	Edinburgh Chamber of Commerce will lead on this activity
				Build a survey - online and hardcopy - that can be used to determine how older people want to communicate and be communicated with.	
Establish forums (using existing groups) gather information		By 30/6/10		Establish forums containing representation from the various older people's groups	
				Develop a method for older people to voice opinions as individuals rather than just through representative groups	
				Develop mechanism - 2 way - for older people to communicate and be communicated with	
				Develop a timeframe of discussion areas	
Collate information into papers for policy makers				Set up system for information dissemination	

6.6. Resources and Fund Raising

ALS made up from City of Edinburgh Council and Edinburgh Chamber of Commerce - Led by Roger Horam. Predominantly, without budget this means utilising spare time from Edinburgh Chamber of Commerce and academia, where available, unless additional funding can be sources. We will also involve academia (Queen Margaret University and Napier University). The managing authority were involved in the LSG and the selection of the major action points.

Active Age Subtheme	Objectives	Funding Programmes	Funding Procedures	Timescales
Age and Economy	Promotion of flexible working practices for older people within the public, private and 3rd sectors	A City for All Ages	City of Edinburgh Council	To be defined
		Social Experimentation Application	VP2009/005	From Jan 10
		Match from Interreg IVB – Cities in Balance	Via Edinburgh Chamber of Commerce	In place
	Establish a mechanism for older people's viewpoints to be fed into employability strategies	Scottish Govt?	Funding to be sought	

6.7. Timetable

It is planned to try and complete this section of work by end September 2009 (i.e. within 15 months from starting)

Actions	Duration
Research	40 days
Presentations to individuals	15 days
Presentations to businesses	15 days
Development of factsheets	10 days
Development of case studies	10 days
Development of forums	50 days
Develop systems for information dissemination	75 days

6.8. Budget

With the majority of work being delivered in-house, the budget is kept deliberately low.

Expenditure Items	Total
Research	€ 12,000
Presentations to individuals	€ 4,500
Presentations to businesses	€ 4,500
Development of factsheets	€ 3,000
Development of case studies	€ 3,000
Development of forums	€ 15,000
Develop systems for information dissemination	€ 22,500
Total	€ 64,500

7. Maribor – Age and Economy

7.1. The context

With a population of over 130,000, Maribor is the second largest city in the Republic of Slovenia. It is only 18 km away from the Austrian border and has been for centuries an important junction between the North and the South, as well as between the Eastern and the Western Europe.

The Podravje region is the fifth biggest region in Slovenia, as it covers 2,170 km². In June 2007 it had a population of 320,863, which represents 15.8% of total population of Slovenia making it the second most populated region in the country.

The Slovenian population is old (the share of population aged 65+ is relatively high, while the share of young population is modest) and the impact of population ageing is clearly slowing down the growth of Slovenia's population. At the last census in 2002 the share of the young (0-14 years) hardly exceeded the share of persons aged 65+. This trend of the share of the third generation (i.e. older and the oldest population) surpassing the share of young generation in the total population is most obvious in the Podravje, Zasavje and Goriška statistical regions.

The rate of the elderly people in the Podravje region is above the Slovenian national average. In July 2010 the share of people aged 50 or above was 38.0 % and had increased from 34.3 % in 2003 while the Slovenian national average was 37.2 % in 2007 and 33.1 % in 2003.

The number of people aged 65 or above and their share among the total population of the Podravje region has been constantly increasing during recent years. Consequently the average age and the ageing index have also been rising. All these indicators for the Podravje region are above the Slovenian national average. In 2007 in the Podravje Region, 16.5% of the population belonged to the age group 65+, the average age was 41.8 years and the ageing index was 127.7.

Current projections show that by 2050 the share of people in the 65+ group in Slovenia will reach 31.1 % and their number will double. Another alarming indicator is the elderly dependency ratio, which represents the relationship between the elderly and the active population. In 2004 the coefficient was 21.4, increasing to 24.9 in 2010 and it is projected that it will more than double itself by 2050 (to 55.6).

The ageing process will always have a significant influence on the increasing number of elderly and retired workers, as well as on reducing the number of economically active citizens. From year to year fewer people will contribute to social and health

security of the state's social, pension and healthcare systems, increasing the share of the dependant population, which will need social and health security.

The proportion of "the active elderly" in the labour force is increasing, but employment among the age group 55 to 64 is still too low. The employment rate of older people in Slovenia is clearly on the rise, but is still below the EU average. Among the 55-64 age group, recorded in 2009 (source: EUROSTAT) only 35.3 percent are employed (32.8 in 2008 and 33.5 in 2007) due to early retirement in the nineties.

In 2006 the average retirement age in the EU was 61.2 years (EUROSTAT) and Slovenia was lagging behind with the average retirement age of 59.8 years. At the same time we must keep in mind the Lisbon Strategy objective of raising the retirement age to 65 years by 2010.

Raising the employment rate of older people in Slovenia is also one of labour market priorities and the data on employment shows slow but steady increase of employment rates of older people. In recent years the employment rate of older women increased very slowly, in 2009 it was 24.8% (2008 - 21.1%; 2007 -22.2 %), while the employment of older men was 46.4% in 2009 (2008 – 44.7%; 2007- 45.3%).

A comparison of registered unemployed persons at the end of April 2009 to the previous year shows an increase in unemployment of 32.7 % in Slovenia, 27.4 % in the area of the Regional Office Maribor and a 21.3 % increase in the area of the Municipality of Maribor. The majority of unemployed in Slovenia and in the Municipality of Maribor are male (50.7 %; 50.6 %), while in the area of the Maribor Regional Office women are prevalent with 50.5 %. In the age structure the highest share belongs to unemployed persons between 50 and 60 years (28.2 % in Slovenia and 26.5 % in the area of RO Maribor).

The reasons for the low employment rate in Slovenia lie in employment policies and the organization of the pension system which tended to promote inactivity of older workforce before 1990. Today public actors in Slovenia are more aware of the fact that the integration of older people into the labour market will constitute an important factor for ensuring economic growth in the future. As a result, strategies and policies for encouraging older workers to remain in employment (i.e. active employment strategy) have been established and the laws (Pension and Disability Act, Employment and Insurance against Unemployment Act) have been changed.

7.2. Focusing on policies at local level

The main public actor in the field of employment initiatives for ageing workforce is the Ministry of Labour, Family and Social Affairs, which is responsible for the arrangement and implementation of laws and other legislation in the area of employment, labour relations, on-job health and safety, pension and disability insurance, insurance against unemployment, employment and status of disabled persons and social inclusion.

Furthermore, Slovenia is aware of its unfavourable demographic composition and the low proportion of elderly employed and has in 2006 started to develop a national Strategy for Active Aging i.e. an active aging action plan for employment. The most important objectives of the strategy for active aging are similar to the EU objectives of approaching the Lisbon goal of an average 50% employment rate, measures to achieve the goal are defined within the strategy as follows:

- identifying existing barriers for employment of elderly people;
- identifying the benefits of employment of elderly people;
- definition of appropriate measures for the employment of elderly people;
- (enforcement of appropriate modern pension legislation);
- measures focused on investing in training, lifelong learning and skills aimed at providing the elderly with higher productivity and employability and competitiveness in the labour market;
- measures aimed at improving working conditions and occupational health and adjustment at work;
- measures to change attitudes of employers and the general public toward the elderly (promotion of employment of senior citizens).

The Government of the Republic of Slovenia adopted Measures to Promote Active Ageing on 23rd September 2010. The document provides information about measures regarding active ageing and represents an upgrade of the Strategy for Active ageing by 2010 (solidarity, cohabitation and quality ageing of the population), which was adopted by the Government of the Republic of Slovenia in 2006.

The main goal and purpose of the measures is to increase the average share of employment of the elderly aged between 55 and 64 to 43.5% as stated in the Operative Programme of Human Resources Development 2007-2013 while also following the goal of raising the employment rate of population aged between 20 and 64 to 75%.

The document consists of three parts, including the following measures:

- Measures for the unemployed aged above 45 - among key programmes for a faster inclusion of elderly unemployed are public works, subsidizing of employment, assistance programs for job-seeking, institutionalised training and introduction to work at employers, subsidizing of self-employment and expected employment of the elderly within other programmes of active employment policy; an additional measure foresees a better, quicker and more effective processing of elderly unemployed at the Employment Service of Slovenia.
- Measures for elderly employed include measures for training and education and measures for improvement of work conditions, occupational health as well as training and competitiveness of elderly on the labour market. Among other important measures of promoting and raising awareness there is also the promotion of culture of prevention and health at work.
- Measures directed at changing the attitude of employers and the broader public are horizontal measures for promotion of active ageing and include a communication strategy and an action plan of the Employment Service of Slovenia for a promotional campaign for employment of the elderly that will be aimed at awareness raising of employers for employment of elderly, increasing the competences of the employed at Employment Service of Slovenia for counselling the elderly job seekers, informational campaigns for small and medium sized companies, influencing the awareness of the broader public towards the elderly in the society and at measures for improving the self image of elderly.

Among additional measures there are some on personal additional work, mini jobs and a key emphasis on modernisation of pension legislation as an important element of active ageing.

Measures and programmes of the document mentioned above will be implemented in Slovenia in the coming years (2011 and later). Almost all of the measures described in the above mentioned document are at the beginning of development phase.

Currently most direct activities that are being implemented in Slovenia to promote the employment of older people are carried out within the measures that raise employability of

unemployed people, stimulate employers to create new jobs and employ disadvantaged groups, and within training and education for employment. Support of re-entering the labour market mostly involves various financial incentives for employers (subsidies for employment and reimbursement for contributions that are rather non-simulative). However, there is also some counselling done and measures like public work programme and part-time employment are also carried out.

Participating in leisure, social, cultural and spiritual activities in the community, as well as with their family, allows older people to continue to exercise their competences, to enjoy respect and esteem and to maintain or establish supportive and caring relationships.

Slovenian elderly people are active in various spheres of activity: from helping their children families, volunteering in the communities, public engagement, housekeeping, personal hobbies, amateurish work, pensioner's organisations, political party, and self help groups to the Third Age University.

Concrete measures included in the Slovenian Strategy for active ageing (annual action plans) are still in the process of development. Nevertheless, in recent years we have started a number of financed active labour market programmes/measures for the unemployed in the area of carrier planning and job searching, but none of them specialised for people over 50, although they have special needs in the tackled area.

The acquired abilities of the elderly could present a solid basis for future development; by accepting their experience and wisdom they can be actively involved in improving life of the society as a whole. Therefore they should be given the opportunity to carry out a job as long as they wish or are able to as well as access to educational and training programmes since the encouragement of elderly to cooperate represents the key element of active ageing.

In order to improve the situation of the elderly on the labour market in the region it is necessary to improve awareness, raising and informing employers as well as the wider public about the meaning and added value of older population. This way lifelong learning plays an important role that is too often overlooked. Inclusion of population into lifelong learning represents a requirement for competitiveness and productivity of each individual on the labour market within the full life cycle.

If we want to activate the unemployed aged above 50 and motivate them for active employment, LLL

and active ageing we need to adapt the topics of the programme to their characteristics/needs and the needs of the Slovenian labour market and demographic situation. Slovenia also has no mechanisms for promotion and implementation of stress-free and gradual retirement.

The employment rate of the elderly in Slovenia is rather low compared to other EU countries due to recent employment policies and the organisation of the pension system. Existing measures that raise employability of older unemployed people mostly include various financial incentives for employers, but also part-time employment and public work scheme. However there are no measures designed specifically for elderly that would be based on their characteristics.

During the discussions with citizen groups it was clear that there is no real tradition of employing retired persons although few of them did practice part time work - because of their affection for and connection to the profession and as a soft transition from work to retirement. Such employment is sometimes also difficult due to the legislative obstacles.

7.3. Local Action Plan: process and governance activities

The Maribor LSG that worked on the subtheme Age and Economy was made of:

Municipality of Maribor (2 members)
Employment Service of Slovenia, Regional Office Maribor (2 members)
Association of Societies for Social Gerontology of Slovenia (2 members)
EIM, Human Resource Development Centre (3 members)
Center for Domestic Help Maribor – Social Care Services at Home (1 member)
Senior Citizens Home Tezno Maribor (1 member)
Polutke organization (1 member)

The Maribor core LSG group carried out its activities for the whole duration of the Active AGE project in all three fields:

- Age and economy
- Age and care
- Age and inclusion

We have tried to shed new light on the problems and to verify the existing best practice cases in all the mentioned fields in our local environment.

Increasing the employment rate of older people in Slovenia is one of the priorities of the Active Aging Policy. Existing measures designed for improving employability of older unemployed persons mostly include various financial incentives for employers and part-time employment within public works. However, almost none of them are specialised for people over 50 considering their special characteristics and needs in the tackled area.

Stimulating longer participation of older workers on the labour market is becoming a trend. For the elderly, work is an important social stimulus. Active elderly have better health and live longer.

With the intention of developing and testing new “tailor made” methods for prolonging working activity of the target group we prepared a social experimentation project that will be implemented as a pilot training programme “Active after 50” in the Podravje region (Maribor) for a small group of older unemployed people. The results of this new programme will be compared to the results of the existing measures.

7.4. Problem analysis

Strengths	Weaknesses
<p>Increased awareness of life-long learning, which enables elderly workers to constantly improve their competences.</p> <p>Increased awareness of the challenges which an ageing population and workforce present.</p> <p>Subsidies for retraining and education of elderly</p> <p>Subsidies for employing the unemployed elderly.</p> <p>Increased awareness of long-life personality development (meaning: awareness of one's role in different periods of life, awareness of one's own potentials and advantages, improving the positive self image, realizing the importance of health – physical, mental and social,....)</p>	<p>Employers prefer younger workers due to their ability to adapt and acquire additional knowledge.</p> <p>Older workers usually earn more than younger workers and have more benefits (vacation days).</p> <p>Different ways of thinking between generations can cause difficulties in working together.</p> <p>Older workers are facing prejudices from employers and younger workers.</p> <p>Lack of competences in the field of ICT among older workers</p> <p>Older workers have not adapted to characteristics of knowledge economy (constant learning, more frequent change of jobs, faster pace)</p> <p>Lack of incentives for companies to stimulate older workers to retire later.</p> <p>Older workers usually have more health problems.</p>
Opportunities	Threats
<p>Preparation of Slovene Strategy for active ageing.</p> <p>Lack of younger workers on the future labour market due to demographic trends.</p> <p>Development of innovative forms and connections at local level for implementing the programmes for combating discrimination and promoting social inclusion of the elderly.</p> <p>Removal of incentives for early retirement.</p> <p>Development of policies which will stimulate later retirement.</p> <p>Development for new policies and incentives for tackling the challenges of an ageing population and workforce.</p>	<p>Existing social systems with their activities and structure will not be appropriate for the growing needs of the ageing population.</p> <p>Increased financial burden for the workforce as higher spending for pensions, health care and social services might lead to friction between generations and social exclusion of the older workforce.</p> <p>Labour market will be more open to foreign workers – more (cheaper) competition.</p> <p>Technological development will be even faster, which might put additional pressure on older workers to keep their competences up to date.</p>

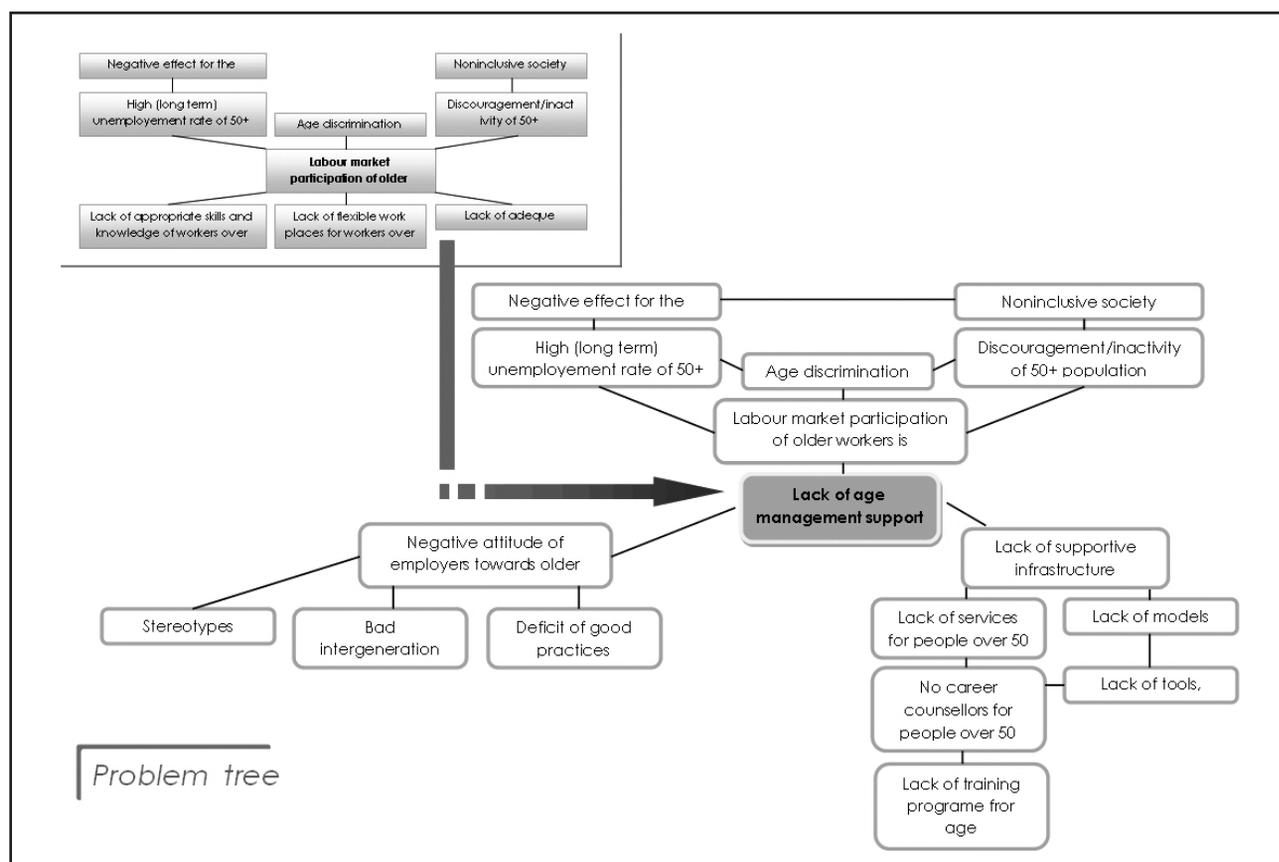


Figura 12: Core problems – Maribor – Age and Economy Subtheme

To address the problems identified the main goals to reach are:

- Organization of workshops where individuals who will be retiring within the period of 1-2 years will be provided with information on what retirement means on a social, personal and economic level and with help on how to plan post-retirement activities. Among the planned activities are work activities, which will enable them to stay active after they retire and reduce the difference in economic status;
- Demonstrating the necessity of additional training for unemployed people aged above 50 in order to activate their potentials (mental, motivation, communication, innovation, problem solving capacity, adapting to new situations, work organisation and planning,...) with the purpose of identifying, strengthening and realizing how to use their social and generic competences, enabling them employment and active integration to the labour market as well as social inclusion.
- Active education and training of unemployed individuals aged above 50 and of employed individuals who are 1 or 2 years away from reaching retirement age in combination with a system of social and economic voluntarism.
- Using information on programmes and results of pilot projects in the field of active ageing to influence suitable policies at the regional and local level and in turn directly influencing changes of established employment patterns in the government, non-profit and profit economic sectors.

Maribor particularly focused on the field of age and economy, especially on innovative “softer” forms of lifelong learning with a special emphasis on a comprehensive development of personalities. Through the pilot project Social Experimentation we tried to prove that in addition to existing training mechanisms for job seekers regular lifelong personality development programmes have to be implemented in all fields (physical and mental health) and activities must be encouraged in all spheres of life (social, health, cultural, economic, ...).

7.5. Objectives, activities and target

With the intention of developing and testing new “tailor made” methods for prolonging working activity of the target group, we prepared a social experimentation project that will be implemented as a pilot training programme “Active after 50” in the Podravje region (Maribor) for a small group of older unemployed people.

The intent of the pilot training programme was to activate the target group’s (50+) potentials (mental, motivation, communication, innovation, problem solving capacity, adapting to new situations, work organization and planning,...) with the purpose of identifying, strengthening and realizing how to use their social and generic competences, enabling them employment and active integration to the labour market as well as social inclusion and prolonging their active role on the labour market as well as offering them help and support in achieving social inclusion in the society.

Training programme goals that we want the participants to achieve:

- becoming aware of the meaning of life and of their role in different periods of life;
- becoming aware of their own potentials and advantages;
- developing the ability for recognising their needs, motives and personal values;
- expanding their positive self image and relation to the environment;
- realizing the importance of health and ways for maintaining good physical, mental and social fitness;
- recognizing methods and techniques for effective learning;
- learning how to cope with losses, manage stress and addictions;
- understanding the meaning of active life and strengthening their social network;
- improving their communication skills;
- developing their individual communication style in the information society;
- recognizing methods of interpersonal conflict solving;
- becoming aware of the importance of intergenerational dialogue in the world of work;
- knowing how to use computer;
- knowing how to search for information about possibilities of active social inclusion independently, whether on the topic of work or any other topic;
- knowing how to advocate the benefits of the employment of older people;

- identifying their specific work competences (capabilities, skills, knowledge and expertise, behaviour and creativity) for active employment and integration into the labour market;
- improving their role in the group / team and environment;
- using their personal promotional folder;
- following their activity objectives in regard to work and social inclusion;
- following their life-long objectives and consciously strengthening their work and personality potential;
- using skills for proactive integration into the labour market;
- accepting responsibility for improving their own employment opportunities;
- strengthening their competences with the intent of employment and prolonging their working activity on the labour market;
- knowing how to search for support in their social networks.

Training Methods:

- Cooperative learning methods: presentations, group problem solving, case studies, brainstorming, self-reflection
- Group learning methods: working in smaller groups, discussion, role playing, simulation, group projects/assignments, self-help groups
- Individual coaching
- Visiting the institutions and field events.

	Pilot group - Social experiment	Control group - A Job Club
Goals	to strengthen the skills of the participants they need to participate more actively in active ageing and the integration into the labour market, to assist and support the social integration of the society in general	help members find a suitable job as quickly as possible
Duration	6 months (240 hrs.)	3 months (240 hrs.)
Method of work	Orientation phase: During the first month workshop 3 times per week Modular phase: in the next 5 months group meetings twice a week individual work at home or in the field	Meetings every workday for 4 hrs. First 12 days as workshop, the remaining time as individual work at the contractor
Content	Topics related to employment, maintaining active job participation, active ageing and social integration into the greater society	The emphasis is active job finding
Number of participants	15 (9 women, 6 men)	14 (8 women, 6 men)
Average age	57	52
Rate of education	Elementary school – 2 Vocational school – 7 High school – 5 College- 1	Elementary school - 4 Vocational school - 2 High school - 6 College - 1 University - 1

7.6. Monitoring and assessment indicators

Progress monitoring was based on a qualitative method (Spiderweb), which was implemented when the programme started by examining existent competences in connection to the themes/subjects under consideration and after conclusion of the programme by repeated examination of the same competences. As a tool in this method questionnaire and interview were used.

By participants

Each person has written an interview for a newspaper and equipped it with attractive photos which reminded them of a specific item. The newspaper was used as a means for qualitative evaluation of:

- friendly companionship
- the opportunity to exchange views/perspectives /
- increased/empowered social network
- mutual assistance in establishing contacts with potential employers;
- a relaxing and active way of working
- the possibility of equal participation
- well-prepared training materials
- many new, useful and interesting contents.

By mentors

After each meeting the mentors prepared a brief report on the impressions and observations which could be summarized in:

- A group of 15 people is appropriate for an interactive participation as a method of self-help group work.
- Through the above mentioned method, a self-help group, we were able to ensure the involvement of each participant, mutual listening, respect of what the group members have said, acceptance of differences, rich and frank exchange of experiences of group members, which reinforces the sense of security and confidence.
- At the end of the programme we have observed notable changes in the participants of the program, which are visible in the way they think about themselves, their problems and obstacles.
- The group members have strengthened their skills for successful performance on the labour market and increased the intensity of job search (writing job applications/job offers, better performance at personal interviews, inclusion into the database of employment agencies, networking etc).

It is obvious from daily individual activities that the participants started to use modern approaches to job searching (application form, curriculum vitae, improved communication for employers, personal presentation folder,..), which shows that they have more confidence in making contacts with employers and thus a more positive attitude.

The programme is not fully evaluated yet and will finish at the end of 2011. We predict that additional experimental pilot projects in the following two years will be able to extend best practice cases to employment programmes not only in Maribor, but also nation-wide.

7.7. Resources and Fund Raising

In spite of all the policies at the regional and local level and other mechanisms, there are still no measures specially tailored to unemployed people over 50, considering their special characteristics and needs for active integration to the labour market.

The results of this new programme will be compared to the results of A Job Club, financed from the Active Employment Policy, but not exclusively intended for older unemployed. In the case of favourable results of the evaluation programme "Active after 50", it will be proposed as one of the Active labour market policy programmes which would ensure its regular implementation and systematic provision of funding.

7.8. Timetable

From May to October 2010 the following steps were made:

- preparation of the pilot (content, topics, methods...)
- production and distribution of promotion brochures
- preparation of materials for the participants
 - a folder for worksheets containing:
 - a manual on achievements and challenges
 - selection of the participants - presentation of the programme at the Employment Service of Slovenia, Regional Office in September 2010

From October 2010 to February 2011 the Programme was implemented:

- Orientation phase was carried out in October 2010 and lasted for 12 days, 4 hours daily (a total of 48 hours)
- Modular phase lasted 5 months (a total of 106 hours, 80 hours of this as teamwork on the premises of the activity holder twice a week and 26 hours as individual activity at home and in the field).

1st modular phase: November 2010

The topic of this phase was: „Employment“

2nd modular phase: December 2010

The topic of this phase was: „Communication“

3rd modular phase: January 2011

The topic of this phase was: „Health“

4th modular phase: February 2011

The topic of this phase was: „Active ageing“

5th modular phase: March 2011

The topic of this phase was: „Lifelong learning“

- Individual work with participants (once a week approx. 4 hours in 5 months, totalling 74 hours)
- Conclusion of the programme lasted 12 hours.

7.9. Budget

Proposed budget for implementation LAP Maribor:

	2012	2013	TOTAL
Municipality of Maribor	10.000	30.000	40.000
Employment Service of Slovenia	50.000	70.000	120.000
EIM, Human Resource Dev. Centre (EU funds)	70.000	80.000	150.000
Association of Societies for Social gerontology	5.000	10.000	15.000
TOTAL	125.000	190.000	315.000

8. Prague - Age and Economy

8.1. The context

Prague, the capital of the Czech Republic, ranks among the most economically advanced regions of the European Union. It generates nearly a fourth of the Czech Republic's gross domestic product, with the service sector as the most significant contributor. It is quite clear that the significance and the position of Prague can potentially influence the competitiveness and economic development of the Czech Republic. Its population is about 1.7 million people.

It has the oldest age structure of the population in the Czech Republic and its population has been growing older over the recent years, particularly as a result of a significant decline in the number of children. And when Prague is compared with other regions, there is a low birth rate level in the long run (Prague 1.19, Czech Republic 1.23). And it is expected that also in the future the fertility rate will remain quite stable. The proportion of elderly people (aged 65 and over) in Prague is the highest in comparison with the other regions of the country.

This city is characterized by the highest economic performance of the region as well as by the highest labour productivity. In fact, the unemployment rate is well below the Czech Republic's and the EU's average, even if in recent years a significant increase in the unemployment - especially in the long term unemployment - was recorded. In the same time frame it was also registered a decrease in short term unemployment. In 2000 it was 4.2% and in 2008 the unemployment rate reached only 1.2%.

The age structure of job seekers has not reported any significant change in recent years. Most of job seekers are aged between 50 and 54. The greatest increase has been observed in the job seekers aged over 55. In 1997 it was only about 1.9%, but in 2007 the unemployment of this group (55 - 60 years old) reached 3.9%. Czech Republic is not very familiar with flexible work arrangements. In Prague there is a problem of low rate of part-time employees (3% compared to 16.6% in the EU-15).

Economic activity of elderly people, including the economic activity after the statutory pension age depends on many factors. In general it is higher in places with low unemployment and high labour demand. A survey conducted on retired people in Prague found out that more than two thirds of retired people did not work at that time. If they were working, in the majority of cases it was due to the following main reasons: to maintain their standard of living (27%), to earn money (23%) or to be in touch with people (21%). When there was a question about their revenues, most often it was the state guaranteed pension (97%). About 22% also declared that they had some revenues from

employment and entrepreneurship. And most of them agreed that the state pensions were not enough for them. This problem starts to be important also with respect to the actual economic crisis that is causing the recent increase in unemployment.

Education policy plays an important role in addressing the challenges of population ageing such as ensuring the required qualification and flexibility of work force and also improving health and financial conditions of the population. According to the previous survey, the higher education people had, the more of them were employed.

8.2. Focusing on policies at local level

Policies in Prague are mainly oriented to solve the abovementioned problems through:

- Improving employability of elderly workers
- Improving adaptability of elderly workers

Education policy plays here a crucial role. It means to ensure the required qualification and flexibility of workforce as well as to improve financial conditions and health of population. This requires developing an education programme that would be equal in access to knowledge and skills for all elderly people.

The City of Prague supports adult education in schools through projects co-funded by the European Social Fund and it is planning to establish life-long learning centres that will promote both supply and demand side for life-long learning. The City of Prague also cooperates with the employment offices which offer special retraining and career counselling programmes to elderly people under employment programmes. These offices provide unemployed persons aged 50 and over with some job solutions.

With regard to this topic, the City of Prague would like to increase the supply and availability of life-long learning opportunities for employers and employees. The Managing Authority is interested in:

- a) motivate employers to invest for improving knowledge and skills of elderly workers;
- b) favour conditions for the gradual retirement of elderly workers;
- c) enhance the re-entry into the labour market of pensioners.

Moreover, the City of Prague is going:

- to give a special attention to providing elderly people with training programmes on ICT to overcome the digital divide and promoting quality in social services;
- to support the development of universities of the third age and other educational activities for elderly people, promoting the availability and awareness of information about educational opportunities for older people.

8.3. Local Action Plan: process and governance activities

The City has set up the Action Learning Set on Age and economy. The ALS identified the objectives and the activities needed to reach the expected results. The starting point was a study carried out by the City of Prague about the living conditions of the elderly people. The analysis of the data concerning more closely the employment conditions of this population enabled the ALS and the LSG to identify the main objectives and activities of the LAP.

8.4. Problems analysis

According to the analysis based on the “Statistical and sociological study about situation and life conditions of elderly people in the capital city of Prague”⁴, two main problems were identified:

- Not enough motivation for elderly people to find a job due to lack of information;
- High share of job seekers among 50-64 years old and this amount is still increasing due to many factors.

On the one hand, a clear lack of skills, knowledge and qualifications emerged. The qualifications of elderly people aged 50 and over are very often obsolete and do not meet the actual demand of

employers. Even when the unemployed people have obsolete qualification, they are not interested in the training courses. On the other side, there is a problem with entrepreneurial culture and also age related discrimination, because employers are not very keen on employing elderly people, preferring to employ younger applicants. In fact, employers are not aware of the advantages that could derive from employing elderly people.

These core problems have many effects. The inactivity of elderly people has a strong impact on families in terms of their socio-economic conditions, reducing the amount of available budget. Then, it is quite difficult for these people the access to loans and credits.. On the other hand, this situation causes also a problem at national level, influencing negatively the sustainability of government spending in pensions and health care.

Inactivity and lack of motivation to find a job can also cause social exclusion. Very often elderly people declare that they work in order to be among people and not to sit at home alone. Other effects can be on people’s health. When they are unemployed for a long time, they can suffer from stress and depressions. We also have to face at the problem that people over 50 do not want to learn new things and especially women prefer to retire earlier or they accept the invalid pension.

⁴CITY OF PRAGUE: Statistical and sociological study about situation and life conditions of elderly people in the capital city of Prague, <http://www.rscr.cz/prispevky/Studie.pdf>

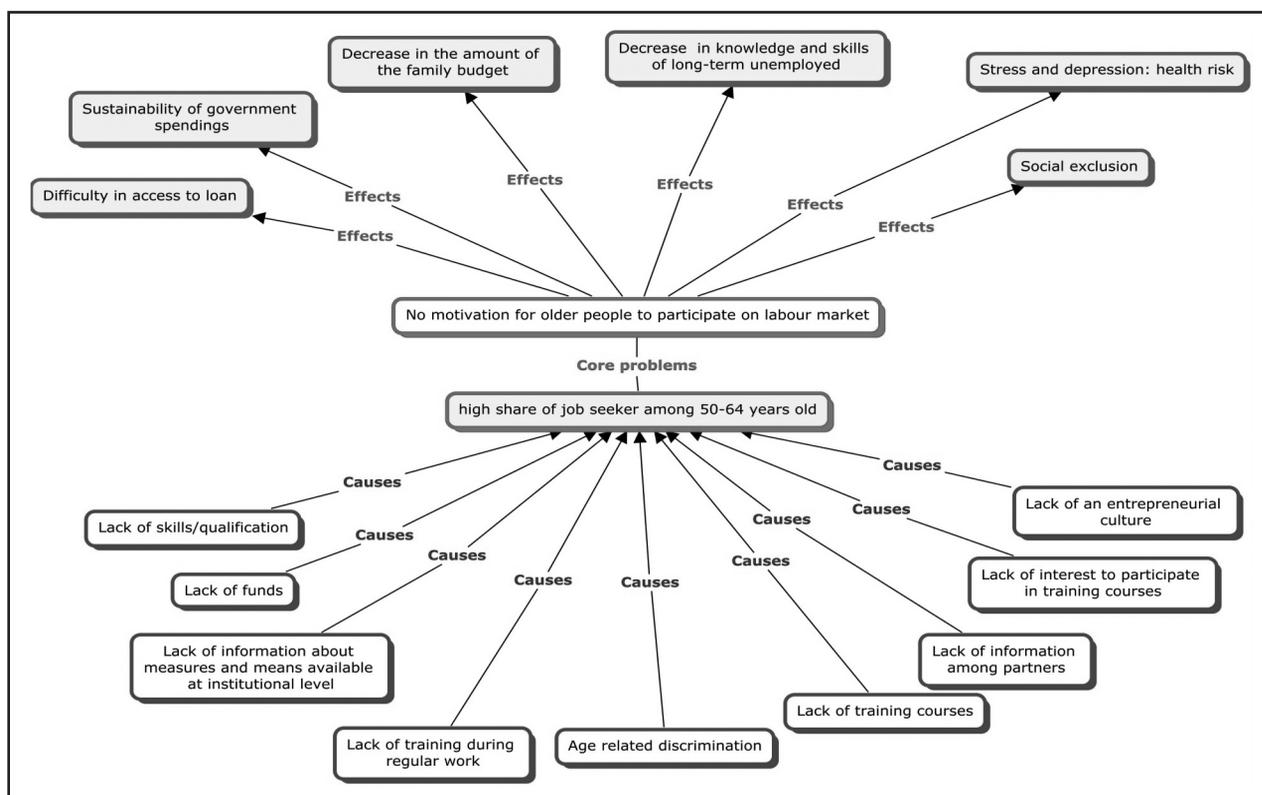


Figure 13 – Core Problems – Prague, Age and Economy

8.5. Objective, activities and resources

As it can be seen in the problem analysis, the target population of this Local Action Plan is people aged 50 and over who are unemployed or at risk of being unemployed. This LAP is also focused on elderly people who receive a public pension but also are interested in or are in need to work.

The main objectives and related operative objectives to be reached are the following:

- 1. To develop training courses for both unemployed and employed elderly people who are at risk of being forced out of the labour market, in order to favour the improvement of their employability**
 - a) Life-long learning courses especially dedicated to elderly people;
 - b) Re-qualification and re-orientation courses for unemployed elderly people;
 - c) Courses for employed elderly people who are at risk of being forced out of the labour market

- 2. Increase the awareness of elderly people about their opportunities in the labour market;**
 - a) Establish an Information centre for elderly people;
 - b) Development of information materials;
 - c) Organization of panel discussions.

- 3. Motivate employers to employees aged 50 and over.**
 - a) Monitor the experience of employers with elderly workers;
 - b) Inform employers about benefits that could derive from capitalization of knowledge and competencies of elderly workers;

8.6. Monitoring and Assessment indicators

Each operative objective was then specified by a number of activities accompanied by two set of

indicators to assess the outcome and the output of the LAP.

Objective 1: Development of training courses		
Operative objectives A - Life long learning courses especially dedicated to older people B - Requalification and reorientation courses for unemployed people C - Courses for employed people who are at the risk of being forced out of labour market		
Action Line	Indicators of outcome	Indicators of output
A1 I Organisation of Life-long learning courses especially dedicated to elderly people. These courses should be organised in partnership with schools, especially universities.	<ul style="list-style-type: none"> - number of participants into courses by age, gender, level of education and working condition - number of requalification and reorientation courses organised - number and quality of teaching material - number of teachers participated in the courses 	<ul style="list-style-type: none"> - number of unemployed people who participated in this courses and who found a job after one year - users satisfaction level - level of improvement of participants' knowledge
B1 Organisation of re-qualification and re-orientation courses for unemployed elderly people (aged 50 and over). These courses should focus on skills such as ICT or language. The programme should also include some psychological courses to motivate people to find a job and to help them to deal with long-term unemployment.	<ul style="list-style-type: none"> - number of participants into courses by age, gender, level of education and working condition - number of requalification and reorientation courses organised - number and quality of teaching material - number of teachers participated in the courses 	<ul style="list-style-type: none"> - number of unemployed people who participated in this courses and who found a job after one year - users satisfaction level - level of improvement of participants' knowledge
C1 Organisation of courses for employed people who are at risk of being forced out of the labour market. The goal of these courses should be to increase the knowledge and skills of elderly people (aged 50 and over) and to improve their position when they become unemployed and to help people to stay at work and not to be displaced. These courses could be focused on ICT, language skills, etc.	<ul style="list-style-type: none"> - number of courses organised - number of employed participants in the courses by age, gender, level of education and working condition - number and quality of developed training material - quality of lecturers 	<ul style="list-style-type: none"> - satisfaction level of participants - number of people who participated in this course and who stayed at work - level of improvement of their knowledge and skills

Objective 2: Increase awareness of older people about their possibilities		
Operative objectives A - Develop an Information centre for older people B - Develop information materials C - Organise panel discussions		
Action Line	Indicators of outcome	Indicators of output
A1 Development of an Informative centre for elderly people where they could receive information about their employment possibilities, materials about the promotion of an active life and information about training courses.	<ul style="list-style-type: none"> - number of people who visit the centre every day - number, quality and usefulness of information they receive - level of accessibility to the centre - number and quality of the service 	<ul style="list-style-type: none"> - satisfaction level on the service - number of elderly people who participate in the courses thanks to the information received - level of improvement of elderly people conditions
B1 Creation of information materials for elderly people about their employment possibilities such as flexible work arrangements, working hours and role changing. Develop an internet page where elderly people could find the information needed.	<ul style="list-style-type: none"> - quality of the materials issued - number of people who ask for materials - usefulness of these materials - quality of the web pages - number of people visited the web pages 	<ul style="list-style-type: none"> - users satisfaction level - number of people who were inactive and started looking for a job
C1 Organisation of panel discussions on current topics related to population changing and employment. The goal of these discussions should be also to inform elderly workers about these matters.	<ul style="list-style-type: none"> - number of people participating in the discussions - number of panel discussions organised - quality of the discussions organised - quality of authorities and experts participating in the panel discussions 	<ul style="list-style-type: none"> - users satisfaction level - level of improvement of elderly people conditions - number of people who were inactive and started looking for a job

Objective 3: Motivate employers to employ older people (aged 50 and over)		
Operative objectives A - Monitor the experience of employers with older people B - Inform employers about benefits of older people to a company		
Action Line	Indicators of outcome	Indicators of output
A1 Monitoring of the experience of employers with elderly workers and with flexible work arrangements.	<ul style="list-style-type: none"> - number of employers monitored - quality of the information received - number of employers informed about the results of this monitoring activity 	<ul style="list-style-type: none"> - users level satisfaction - number of people employed by employers after they received this information - feedbacks on the training courses
B1 Increase awareness about benefits of age diversity on a workplace, about discrimination and how to protect against it. Talk with employers about the possibility of employing people aged 50 and over.	<ul style="list-style-type: none"> - number of workshops and panel discussions - number of participants into the workshops and the panel discussions 	<ul style="list-style-type: none"> - number of employers who employed elderly people after the workshop sessions - number of people employed under a flexible work arrangements - number of elderly people remaining in employment after receiving this information

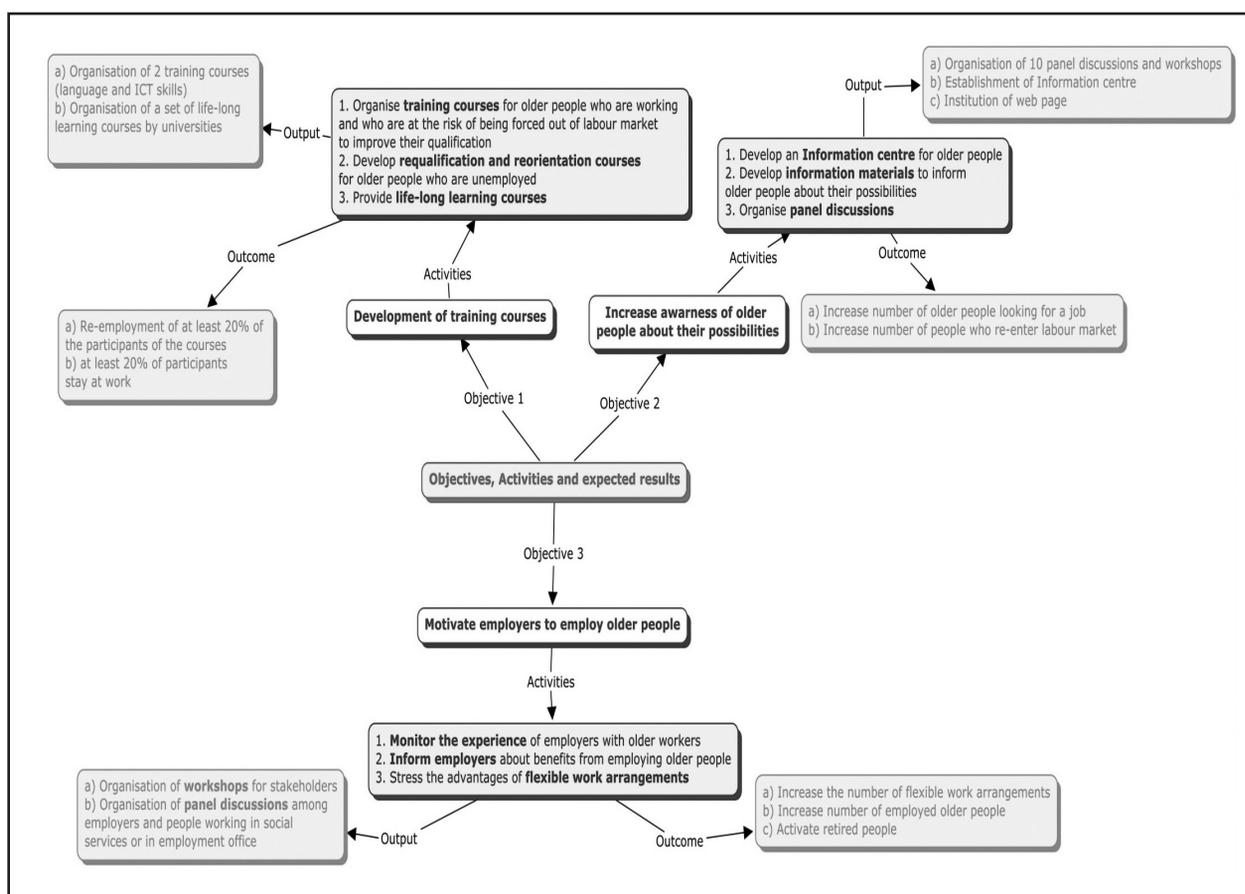


Figure 14 – Objectives, Activities and expected results – Prague, Age and Economy

8.7. Resources and Fund Raising

The following table shows the priorities of the Local action plan and the funding programmes available to finance the activities mentioned in this plan.

ACTIVE AGE Subtheme AGE AND ECONOMY		
Objective 1: Development of training courses		
Funding Programmes	Funding procedures & Timing	
No programmes available		
Objective 2: Increase awareness of older people about their possibilities		
Funding Programmes	Funding procedures & Timing	
Grundtvig Programme Multilateral Project OPPK – Operational Programme Prague Competitiveness	Call for Proposal Call for Proposal	To be defined To be defined
Objective 3: Motivate employers to employ older people (aged 50 and over)		
Funding Programmes	Funding procedures & Timing	
Grundtvig Programme Multilateral Project	Call for Proposal	To be defined

8.8. Timetable

The activities of the Local Action Plan are expected to last 20 months.

	Action	Duration (month)
1	Life-long learning courses	12
2	Requalification and reorientation courses	18
3	Information centre	2
4	Information materials	2
5	Organisation of panel discussions	6
6	Monitoring	3
7	Communication	20

8.9. Budget

	Expenditure Items	Duration (month)
1	Life-long learning courses	€ 75,000.00
2	Requalification and reorientation courses	€ 170,000.00
3	Information centre	€ 60,000.00
4	Information materials	€ 5,000.00
5	Organisation of panel discussions	€ 5,000.00
6	Monitoring	€ 3,000.00
8	Communication	€ 2,000.00
7	Other operating costs	€ 0.00
Total		€ 320,000.00

9. Sevilla – Age and Economy

9.1. The context

In modern societies changes in the social and family structure are taking place. The onset of “seniority” happens later and is also longer. So, the number of people over the age of 50 increases constantly, both in absolute figures as well as a percentage of the total population. In this situation, a series of new problems and needs arise for society in general, and for families in particular.

Firstly, social problems and needs:

- Care for/attendance of the “senior” population segment
- Provision of an optimum quality of life for this population group
- Availability of leisure and free time services that are appropriate to their situation and limitations
- Maintenance of their lifestyle
- Promotion of their abilities and skills, encouraging motivation and achievement of their personal goals

Secondly, family problems and needs:

In this case, problems are the result of families becoming aware of the fact that they can no longer care for their seniors for different reasons such as:

- Daily family responsibilities - “all the family members work”
- Lack of time and space at home - smaller and more expensive homes as well as difficulties in finding house-help
- Special, long-term care required by many of these people

All these issues influence the development of seniors and their identification as essential individuals in society. In any event, this perception is different to that of the senior individual as there are two different groups:

“Youthful seniors”, between 50 and 65 years of age who, in general terms present the following features: They don’t see themselves as seniors, as they generally have young adult children who live at home, do not have grandchildren and still have active working and social lives. They don’t have manifest health problems. They maintain a contemporary culture or vision of “modern life” with respect to issues like self-independence and their interest in keeping themselves busy.

“Older seniors”, between 66 to 70 / 75 years of age: this segment of the population lives life closer to older age. However, they have feelings of “rejection” towards anything that may sound senior/old, particularly if words such as “shut away, cared for, under surveillance...” are included. On the other hand these people live a much more “traditional” culture and there are a few of them who are able to continue with an active lifestyle or social life.

In particular a Survey of living conditions of the seniors establishes six different types of lifestyles for

seniors in the region of Andalusia:

“Detachment-isolation style”: some activities are carried out less frequently, particularly those that involve personal relations, like going for a walk, shopping, going to church, reading or listening to the radio.

“Female exterior style”: characterised by the presence of two activities (shopping and going to church) as well as the absence of the other two (meeting friends and visiting leisure clubs and cultural groups, etc). “Spontaneous social style”: mainly defined by the high rate of contacts with friends and peers of their age group, no shopping, no church visits, no reading or sewing.

“Family style”: mainly characterised by meeting often with family members who live in other dwellings, church visits, shopping and sewing and related activities as well as no visits to bars and clubs. “Senior style”: based on an ethics of self-fulfilment, characterised by going more to shows and clubs, volunteer activities and dances and less activities related to hobbies (crafts, DIY, gardening, etc). “Organised social style”: is characterised by frequent meetings with friends and peers of the same age, but in a less spontaneous and more institutionalised way. Meetings take place in areas appropriate for this type of rendezvous such as bars, clubs and recreational associations. This group also goes for walks, reads and listens to the radio more often than the other groups. This lifestyle is typical of the Spanish seniors.

The lifestyle adopted by each individual will depend on their attitude towards ageing. Those individuals who have a vital and positive attitude can adapt easily to the passing of time and enjoy activities that involve meeting others, leaving their homes or enjoying new experiences when shopping and consuming products and services.

Whereas, those among the seniors who possess a more negative attitude will lead life that will be marked more by the fear of diseases, loneliness and a limited or non-existent initiative to perform new activities.

In creating and maintaining these positive lifetime attitudes, it is essential that the seniors feel useful, and have the possibility of carrying out an activity that will make them feel useful to society, their families, etc. that is to say, activity is an indicator of the global life of the seniors, as it entails being healthy, establishing social relations, independence and autonomy. Becoming actively involved in society, the environment or the family has a very direct influence of quality of life.

9.2. Focusing on policies at local level

In the light of all the aforementioned aspects, the policies adopted by the Municipality of Sevilla have developed many different initiatives by different levels of the public administrations or private associations that allow young entrepreneurs to capitalise on the knowledge of older citizens. One of them is Active Age, Ageing Gender and Employment Policies. Similarly, the Public Administration has been implementing since 2007 the Seniors programme. This is an Andalusian tutoring programme of seniors towards young entrepreneurs that has been implemented by the Regional Ministry for Innovation, Science and business.

In this programme, retired executives, managers and experts in the different areas of business and economy, become tutors of young entrepreneurs and business people with aim of helping them to achieve success in their business activities. The project has been developed by Andalucía Emprende and it pursues two complementary objectives:

Firstly, to promote collaboration between senior entrepreneurs (retired or retired early) and young Andalusian entrepreneurs. The aim is for the former to transfer all their knowledge, skills and expertise and contacts to support young Andalusian companies.

Secondly, channelling all this professional experience towards Andalusian business projects during advisory sessions in three fundamental areas: strategy and design and networking.

The values pursued with this type of programme are:

- The identification, selection and meeting of seniors from the Business World and Andalusian entrepreneurs;
- To take a chance on younger Andalusian companies, strengthening them in critical areas in which they do not have robust control;
- To develop and promote the future Andalusian business fabric.

In accordance with the data about the Seniors Programme published in the webpage www.a-emprende.net we read: "from the beginning of the tutoring programmes, in September 2007, we have had an excellent reception as nearly 370 companies and 180 experts have applied to participate. Today, 269 companies receive or have received strategic advice from one hundred seniors to drive their companies towards success. The initiative also includes a high degree of satisfaction for 99% of participants". Among private

associations, SECOT - Spanish Seniors for Technical Cooperation plays a significant role in social participation of seniors. This association develops specific advisory programmes targeted to the following groups:

- Entrepreneurs wishing to start their own business
- SMES with training, advisory and tutoring schemes
- NGOs and non-profit organisations, that need to improve their management practice
- Business Training Centres, organising workshops and conferences
- People who run the risk of suffering from exclusion or social difficulties

Based on all of this information, it is considered essential that seniors implement an advisory scheme of this nature in Seville as the first strategy to valorise this group.

9.3. Local Action Plan: process and governance activities

Seven meetings with members of their Local Support Groups were held on the following dates:

on 27th Friday 2009
 on 9th June 2009
 on 7th July 2009
 on 19th January, 2010
 on 18th February, 2010
 on 18th May, 2010
 on 17th June, 2010

During these two years Sevilla has been working on setting up a suitable Local Support Group which involved a number of different stakeholders who were able to bring new knowledge and experiences and to develop a local strategy for elderly people on the subtheme chosen. In order to complete the group they are still looking for a representative from the University of Seville. This LSG consists of representatives of the public administration, public companies, seniors associations and experts on ageing. The meetings held were helpful for sharing information about the ACTIVE AGE project and for the lessons learned attending some international project meetings, such as: the two steering group meetings (SGM) and the first Thematic Exchange Workshop (TEW) in Wolverhampton. The ALS members focused on the following issue: how to design a local strategy for people aged over 50 years. After the LSG meetings were held, the members jointly decided that the Local Action Plan should aim to reflect innovative relationships among people aged more than 50 years and the local administration.

The main topic discussed concerned:

- The necessary identification of seniors that could give a good advise to entrepreneurs;
- How to control the results and evolutions of this advise;
- The guide for future Seniors interventions;
- The definition of a specific target group;
- The development of a system where different groups can work on the same subject age-economy and can share information. This groups are:
 - Public Entities giving help to entrepreneurs
 - SMES with training, advisory and tutoring schemes
 - NGOs and non-profit organisations, that need to improve their management practice
 - Business Training Centres, organizing workshops and conferences
 - Others entities interested on the field

Working all together in order to implement an advisory scheme of this nature in Seville is the first strategy to valorize the activities carried out.

9.4. Problem analysis

The data regarding the Business structure of Seville, highlight the potential that the services industry has and its possibilities for development vis-à-vis other industries. Equally, in 2008, 4,118 commercial companies were created in the province of Seville, of which nearly 50% were created in the city, a fact which highlights the capacity the province has of hosting newly founded companies with new projects and initiatives.

When analysing the social and entrepreneurial dynamics, it is noted that more importance is being given to youth, as being young is an added value because it is associated with initiative, preparation and effort, in detriment of older age or maturity. In the business environment, it is becoming more and more usual to do without an expert and knowledgeable workforce, in favour of younger people, with renewed ideas and skills and different attitudes towards the company.

“The population of developed counties is ageing. We live longer and better lives, to the extent that since 1960, the life expectancy of Europeans has increased in 8 years. This means that men live to the age of 75.3 years of age and women to the age of 81.4 years of age. Paradoxically, the official retirement age is still 65 years of age. Even business strategies in the past few years have retired thousands of workers who are slightly older than 50”. (Expansión, Wednesday 2nd of January, 2007) This paragraph from the newspaper Expansión summarises the underlying philosophy of the programme Active Age, which Sevilla Global intends to implement. Seniors can provide com-

panies with the value of experience, and one way of doing so is to address this group directly so they can advise young entrepreneurs, helping them to build strategic plans for the future.

We should not forget either that the inclusion of seniors as volunteers provides many advantages for the different industries, organisation and population in general, as well as for the volunteers themselves.

- Social advantages, because the population becomes aware of the importance of the seniors and as a result, their image in society improves;
- Advantages for companies and organisations, as it increases human capital, in fact, we are talking about the inclusion of people with broad experience and high motivation, as they are carrying out a voluntary activity;
- Advantages for the older population, as their involvement in these activities removes the idea of inactivity and uselessness that may arise among this group of people, ensuring that they feel useful and integrated in society, preventing the risk of social marginalisation and physical and mental deterioration.

9.5. Objective, activities and target

Objective 1: Developing advisory programmes by seniors for young entrepreneurs.

The most important aspect that is set forth is extending the professional life of individuals and their valorisation, with strategies that allow to take advantage of their knowledge and experience. In order to do this, it is necessary to develop a new organisation structure that will allow more efficient management of the support given to seniors, so that their participation and involvement in social and economic issues in the city is managed more efficiently.

Resulting from this main objective a series of partial sub-objectives or subordinate objectives are defined:

- To help overcome psychological problems that frequently have an effect on pensioners and pre-retirees;
- To prove that they are still useful to society, sharing with others their experience of a life that somehow is still active;
- To develop new expansion and dissemination formulas of knowledge and experience of a group that is essential for society;
- To create links of friendship and curiosity, due to the heterogeneity of origin of volunteers and their relationship with the recipients of advice;
- To promote the use of new Technologies among this group, as a means of increasing and improving their active participation in society;
- To encourage them to continue updating their knowledge;
- To keep them interested in the social and economic development of the municipality and maintain their satisfaction and self-fulfilment levels.

The main proposal under this heading is developing an advisory programme that would be offered to a group of people over the age of 50 who are Experts in different topics, in the sphere of the administration and Management of organisations, as well as technical aspects or specific aspects in any Business process.

We estimate that this advisory programme could focus on the following groups and actions:

- Help and advice to young entrepreneurs (businesses that are being created or newly created)
- Help and advice for people who risk exclusion or social difficulties.
- Help and advice to small-sized companies.

- Help and advice to non-profit organisations and non-governmental organisations.
- Promotion of technical-professional education and training activities.
- Cooperation in International development cooperation programmes
- Drafting of studies and publications on issues related to voluntary work, seniors and active ageing.

The actions carried out, in the Active Age Project, will make it possible for pensioners and other volunteers over the age of 50 years to provide their experience and knowledge in business management, promoting job creation, advising SMEs, cooperating with public and private organisations, etc. As a result, in general terms, seniors will find themselves useful for the most vulnerable groups or those who could benefit from their collaboration.

Among the different actions included in this action proposal, it is considered essential to develop a forum for reflection, discussion and debate on topics of interest for seniors, by attending, seminars, workshops, congresses and training programmes.

A consideration to take into account is that these actions have online support, through an advisory platform connected to the internet.

From this platform, help requests (from young entrepreneurs who have created a company or have the intention to do so as well as the addressees of these questions) as well as consultant members of the project (individuals over the age of 50), could establish communication links that could impact both the personal as well as professional development of both parties.

At the same time, it is considered convenient for business consultancy services to include the following issues when creating a company or during the first year the company is in business:

- Project and business objectives;
- Commercial and operating roles;
- Human resources and organisation;
- Economic and financial plan;
- Management;
- Consultancy on specialised technical issues of productive or specific issues of the Business activity concerned;
- Tutoring during the first year of operation.

The action plan should specifically consists of the draft of a programme designed so that seniors can advise young entrepreneurs by collaborating with senior bodies or associations.

Objective 2: Development of a G50+ ICT Programme making the active participation of seniors in the local economy possible.

The ICT perspective of the G50+ project arises as a response to social integration needs and the promotion of participative attitudes and involvement when an individual is in a retirement and pre-retirement stage.

This way, we estimate that the objectives to be covered by this Project should be focussed on the following activities:

- Providing a platform for integration and social communication targeted to seniors using for this purpose the Internet and new Technologies;
- Developing an area for collaboration between seniors and other possible users, by generating and promoting interesting contents for different groups;
- Including different public services for seniors;
- Introducing and marketing specific commercial products for this group;
- Developing a reference centre to take advantage of the knowledge and experience of seniors;
- Promoting a closer rapprochement towards new technologies, fostering familiarity with the former as well as an active participation of the group.

The use of new technologies in involving citizens over 50 years in society as well as the different business aspects occurring in society is an essential step towards their social integration.

However, it is a priority to develop it using different Tools that will help seniors to learn new technologies. To achieve this, the proposals are:

- An application that would provide the necessary information to operate and use a computer, with explanatory videos, games to learn how to use a mouse and keyboard; and even written documents on basic IT notions, before using a computer (a DVD could be made available, for example, to explain in general terms the project's and Internet's possibilities);
- Creating a web portal, with information on the project and other topics of interest, based on user communities and a broad range of services, such as social networks that promote collaboration and exchange of information among users;
- Appointing tutors that would be ready to collaborate and help with their knowledge

those individuals who are interested in learning;

- Implementation of a social network, for users who to receive and provide information as well as content to the portal.

It is felt, specifically that allocating one or more tutors is useful, for the new user, to solve problems or difficulties that hinder their learning process. Apart from the tutor's help, the possibility of including an advanced module of communications (audio, video, chat, etc.) could be taken into account, so that if the new member feels limited in some or other aspect related to the use of new technologies, he may access the tutor communications area to ask questions, solve problems or watch videos or read explanation manuals that will help him to solve them.

Equally, tutors, with time, will have generated knowledge in seniors' advice that could help them become new tutors for other seniors, who do not know about these topics.

Thus, this will result in a feedback process taking place in the integration-communication-self-fulfilment system. Amongst the functionalities and services that the Web portal could offer we deem pertinent to develop the following:

- Centralising information targeted at seniors. The contents would be maintained by specialised tutors in one or more areas;
- Access to public services. This tool would centralise contents offered to seniors over the internet and that are disseminated over the Internet. For example, searching for and carrying out official procedures to manage subsidies for dependent persons, day centres, public and private retirement homes, etc;
- Tourism for seniors. This module would include an area that would inform of existing tourism opportunities at a specific time. At the same time, the users, previously catalogued by geographical regions, could provide their feedback or ask for help about destinations they consider attractive;
- Local tourism. Informing about local activities for people interested in getting to know their city better;
- Leisure. A specific programme has been designed to include leisure activities that are considered interesting by members. This will allow members to communicate their interest in a particular topic, even if they are in different geographical locations;
- Creation of virtual spaces. The aim is to provide members a space where they can create contents they are interested in. Access to the virtual space of a member will

be by invitation only, forcing the user to be an active member of the community if he wants to be invited by others. The aim of this activity is to socialise the different members and create a feeling of belonging to a community;

- Product information portal. This will focus on providing information on products that could be of interest to seniors.

With all these applications, the G50+ project will attract the attention of seniors towards new technologies and increase their interest in learning how to use them, by means of appropriate educational or cognitive development games, firstly, to ease the learning process of the tool and secondly, access the comprehensive information and services platform (the specific website developed) as well as to the rest of internet content and services.

As was previously mentioned, among the advantages of the project we find that adults participating would be rewarded with the of feeling of being useful, because they share their experience and knowledge with society and, at the same time, could obtain interesting information on events, culture, health, course, conversations or advice from other users.

9.6. Monitoring and Assessment indicators

Objective 1: Developing advisory programmes by seniors for young entrepreneurs		
Action Lines	Target	Indicators to monitor and validate the actions
Drafting a programme designed so that seniors can advise young entrepreneurs by collaborating with senior bodies or associations.	This programme would be targeted to senior entrepreneurs and pensioners or other 50 + citizens, who are still working, but wish to be involved in the project	Number of advisory services provided both the total figure as well as the number per advisors/consultant; Number of new companies created as a consequence of this programme and their development (number of workers, turnover, etc) Number of online and consultations to the platform created for this aim.
Objective 2: Development of a G50+ ICT Programme making the active participation of seniors in the local economy possible.		
Action Lines	Target	Indicators to monitor and validate the actions
The G50 + & ICT project will be developed to achieve the social integration of individuals over the age of 50, by means of developing a specific website and DVD's for basic communication learning.	This programme is targeted to all individuals over the age of 50 whether retired or not.	Evolution of the data on the use of new technologies among older age segments. Number of visits, consultations, pages visited, etc. to the website developed to achieve this aim. Number of e-mails registered in the website, number of tutors, collaborators, etc.

10. Starogard - Age and Inclusion

10.1. The context

10.1.1. Introduction. Basic Figures

City of Starogard: 48'000 inhabitants
 City and County of Starogard: 122'000 inhabitants
 Neighbour cities (good railway, highway and motorway connections):
 Tczew (ca. 25 km eastbound): 60'000 inhabitants;
 Metropolitan area of Gdansk (ca. 60 km northbound): over 1'000'000 inh.

10.1.2. Trends

Attempt to consider problems of economy, care and insecurity separately may not give the view of each problem in its full scope – as we are relatively small city where problems are very closely related one each other.

10.1.3. Unemployment

The rate of unemployment in Starogard has lowered: 2008 – 14,5%; 2009 – 18,1%; end of 2010: 7,22% in the city, 20,40% in the county

10.1.4. Businesses

Condition of enterpreneurships of up to 50 employees:

- lower turnover;
- payment difficulties;
- difficulties with export to Baltic Sea Countries and Russia;
- difficulties/more requirements while applying for new credits;
- delays in ongoing or suspensions of new investments;
- cuts in numbers of working shifts per day - this allows to delimit high costs of production but in turn lower the production capacity (Cable Team Poland);
- cuts in employment or stop of employing; compulsory leaves.

However, the numbers of openings and closures of enterpreneurships (among which self-employments are also included) in relevant periods of 2008, 2009 and 2010 are the same: closures approximately 310, openings approximately 320.

10.1.5. Dismissals

Enterpreneurships registered in Starogard have not put group layoffs so far. Nevertheless, other towns' companies in the region which employ Starogard inhabitants, did put group layoffs. The companies are:

- PKP CARGO (railway transport);
- P.P.H.U. GREGOR S.A. (road transportation); Polskie Linie Lotnicze LOT S.A (Polish Airlines);
- TRADIS Sp. z o.o. (grocery distribution);
- Poczta Polska (Polish Mail);
- RUCH S.A. (books and papers distribution);
- BANK BPH S.A. (banking);
- GS SAMOPOMOC CH₂OPSKA Smetowo (house keeping and grocery supplier);
- DOVISTA RATIONEL, VELFAC, SVENSKA (windows factories).

10.1.6. Professions mostly affected

The following professions were mostly affected by dismissals (in percentage):

- lorry driver (1,13); specialist machinery driver (2,60);
- salesman; sale representative (3,77);
- industry workers (4,09) cook, pastry cook (1,00);
- carpenter; locksmith; shoemaker, shoe industry (4,33);
- tailor (2,23); toolmaker;
- constructor (1,73);
- house maintenance and gardening (6,89);
- agriculture (1,00);
- cleaner (4,05) office staff; accountant and finance (1,78)
- personal care assistant (1,00)

10.1.7. Disabled in local labour market

Gender	Registered		recently employed		registered in general		entitled to benefit	
	total	women	Total	women	total	women	total	women
	33	10	7	4	215	92	54	14

Table 2 Unemployed in Starogard County

DISABLED			
Period of unemployment (in months)	up to 1	20	8
	1 – 3	43	24
	3 – 6	27	14
	6 – 12	44	20
	12 – 24	30	16
	more than 24	18	13
	Age	18 – 24	22
25 – 34		42	22
35 – 44		40	22
45 – 54		55	34
55 – 59		17	4
60 - 64		6	
Education	higher	4	2
	college	23	13
	secondary	11	7
	vocational	66	44
	primary	78	33
Period of employment in total	up to 1 year	32	16
	1 – 5	28	13
	5 – 10	37	23
	10 – 20	29	15
	20 – 30	15	5
	30 and more	10	2
	none	31	21
		182	95

Table 3 Disabled persons specific data

Physically or mentally disabled persons may take part in medical, social and work recovery in:

- Therapy by Work workshops;
- Local Self-support Centres;
- Adapting Centres;
- Day-care rooms for;
- Disabled Club
- Day-care home;
- Training and sheltered homes;
- Sheltered companies.

All mentioned above supply a day care whereas 24-hour care is delivered by Social Aid Homes. In Poland the multilevel system of support and development of mentally and/or physically disabled bases mostly on volunteering.

Wages of careers, tutors and therapists are very poor, therefore many highly qualified professionals give it up.

Source of care services	Home care (% share)	Institutional care (% share)
Family and/or friends	100	(not applicable)
Not-for-profit organizations	50 volunteers	50
Public authorities		100
Private carers / for profit firms	some sort of these are being run in bigger cities	aPrivate carers / for profit firms

Table 4 Source of care for the elderly

10.1.8. Summary and Remarks

10.1.8.1. Causes

1. Social care institutions:

- Not sufficient financial support for unemployed who want to run their own business;
- Not enough professional workshops and employment support;
- Lack of generations' integration among unemployed during professional workshops;
- Not sufficient transfer of informations between institutions and organizations.

2. Employers, local business:

- Difficulties in re-qualifying of unemployed (market of low flexibility);
- Not enough vacancies;
- No constant cooperation between local businesses and social care institutions;
- Employers are usually not interested in any kind of cooperation with retired but yet highly experienced workers.

3. Private live, family:

- High percentage (up to 65%) of professionally exploited people with different health malfunctions;
- multigenerational families occupying one flat/house of a very limited space.

10.1.8.2. Effects

- Lower confidence to public institutions;
- Lower self-esteem and lower interest in improving or gaining new qualifications;
- Lower level of health and health care as well as lower health conscious;
- Lower development of local gastronomy, recreation, health and culture services.

10.2. Local Action Plan: process and governance activities

	Family name	First name	Sex	Organisation (name)	Type of organisation	Function in organisation
LSG member 1	Wojciechowski	Henryk	Male	Starogard Town Hall - Social Affairs and Development	Local administration	Deputy Mayor
LSG member 2	Lempkowski	Marcin	Male	Starogard County Work Office	Dept. of National Work Office	Job Assistant / EURES Program
LSG member 3	Smuda	Bernadeta	female	Starogard Centre of Social Aid	Local administration	Director
LSG member 4	Dorau	Dorota	Female	Voluntary Association	Association	manager
LSG member 5	Lamparska	Krystyna	female	Voluntary Association Starogard Cultural Centre	Association	director
LSG member 6	Stankowiak	Janusz	Male	Starogard Rehabilitation Centre	Local administration	director
LSG member 7	Zimmermann-Sztandur	El'bieta	female	Starogard Town Hall - Social Affairs Department	A clinic	Deputy director
LSG member 8	Domachowska	Urszula	Female	Starogard Town Hall - Social Affairs Department	Local administration	Head of Department
LSG member 9	Dziewiątkowski a-Dudek	Patrycja	female	Starogard Town Hall - International Cooperation Department	Local administration	inspector
LSG member 10	Szakiel	Ludwik	Male	Starogard Town Hall - International Cooperation Department	Local administration	Head of Department
LSG member 11	Iwanowski	Adam	male	Starogard Town Hall - International Cooperation Department	Local administration	inspector

Table 5 Members of LSG

10.2.1. Meetings and actions initiated, coordinated and carried on by LSG.

LSG meetings are not regular and depend on current needs and works which are being undertaken. In average, there are four to five persons who take part in LSG meetings. The meetings are held in different places, LSG members' institutions, however mostly in city

Town Hall. Below there are LSG meetings listed in calendar order from 2009 to 2010 (as shown in Progress Reports) together with short descriptions of their topics. Methodology adopted to manage meetings: brainstorming.

Meetings in period: January - June 2009	
Dates	The Topics
January – second half February – first half	Engaging new members of LSG; meetings with representatives of NGOs, social care institutions, cultural and recreation centres, i. e.: County Work Office; City Social Aid Centre; Starogard Cultural Centre; Starogard Réhabilitation Centre; NGO Care for the Elderly; City Town Hall.
March, 10	Starogard LSG members took part in a conference and set of workshops for Polish cities LSGs in Warsaw. Participation in this conference was in fact the first step of creating a kind of knowledge and experience exchange network between national and international LSGs involved in URBACT projects. Subjects: introduction to the URBACT II Programme (by Jean-Loup Drubigny, Head of the URBACT Secretariat); ULSG Toolkit (by Peter Ramsden, URBACT Thematic Pole Manager); set of parallel workshops (composition and organization of LSG, its mission and contribution to the project, LAP)
April, 24	Meeting of Starogard LSG devoted to: main aims of URBACT II and its methodology; Active AGE priorities; Active AGE objectives, project partners, calendar of actions; objectives and budget of a LSG.
May, 11	LSG meeting with a university expert, prof. of sociology, Brunon Synak, chairman of Regional Council. The meeting took place in Gdansk and focused on: exchange the knowledge, statistic figures, conditions and trends of develop of regional and local societies; establish future expert support and cooperation.
June, 4-5	A coordinator of LSG took part in a conference “Always Active”, organized by Sport Commission of Baltic Cities Association, in Gdynia, Poland. The conference was devoted to physical and intellectual activity of elderly people (participants from Germany, Sweden, Poland, Denmark, Norway and Finland). Main topics: the importance of being fit in the age of 50 +; a dance – how to motivate elderly not to stay at home; Third Age University in Gdynia.
June, 17-21	Starogard LSG on First Action Learning Set (Age and Economy), 1st TEW Wolverhampton 17 – 19 June.

Table 6 Meetings in period: January - June 2009

Meetings in period: June – December 2009	
Dates	The Topics
24 July at the Gdansk University	Representatives of LSG took part in a meeting with social gerontology scientist of Gdansk University. The aim of the meeting was to establish an expert collaboration.
28 September in Starogard Town Hall	Report on 1st TEW in Wolverhampton; preparing the survey; what is next - our plans; information to the public - preparation for regular press releases (2nd half of Nov); web site fold Active Age (start at the beginning of November).
27 October in a Starogard Voluntary Aid Centre	final remarks and completion the survey; a brief plan of expert collaboration (with Gdansk University scientist, Mr. Piotr Czekanowski); works on updating the catalogue of all institutions concerned on 50+ in Starogard and brief description of their actions; to agree the form of informations delivered to prepare regular press releases; presenting newly run web site fold ACTIVE AGE.
23 November in Starogard Centre of Social Care	Meeting with a university expert of gerontology, dr. Piotr Czekanowski: an analysis and evaluation of being prepared survey (draft version); themes for an open lecture by Piotr Czekanowski to be carried on in January 2010 within Third Age University.
Cooperation	cooperation with Gdansk University gerontology expert; cooperation with Third Age University in Starogard;

Table 7 Meetings in period: June - December 2009

Meetings in period: January – June 2010	
Dates	The Topics
20 January	A lecture of gerontology expert dr Piotr Czekanowski from Gdansk University, on "Ageing and activity", organised in cooperation with Third Age University of Starogard.
24 - 26 February – IITEW in Maribor	Representatives of LSG took part in 2nd TEW in Maribor
19 March 3 July 16 July	During the spring up till the beginning of summer holidays we visited four Senior Clubs launching questionnaires. At the same time, due to the fact that we regularly publish our actions' descriptions, a psychologist made contact with LSG, offering support and cooperation. Now, basing on the results of the questionnaires, having arranged another meetings of the psychologist with senior clubs, we ask for preparation a set of workshops for elderly.
Cooperation	cooperation with the High School of Social and Business Policy in Starogard; cooperation with Psychotherapy Studio in Starogard.

Table 8 Meetings in period: January - June 2010

Meetings in period: June – December 2009	
Dates	The Topics
03.07.2010	<p>Organizing Active Age open air stand/tent during Days of Starogard festivities</p> <p>LSG organised an open-air stall on Days of Starogard County Fairs and Festivities. A large tent was decorated with posters and banners of all those associations and businesses LSG cooperates, together with paintings of elderly people. Representatives of Starogard Voluntary Aid Centre, painter Ms. Wanda Paszkowska, psychologist Ms. Danuta Barszcz from Starogard Studio of Psychotherapy and Personal Development, KINEZA - Elderly Care Fitness, AMAZONKA Association - support, therapy and self check up concerning breast cancer, Town Hall clerks - all those persons who significantly contributed to both professional service and friendly atmosphere offered to customers and everyone interested.</p>
16.07.2010	Preparation for 3rd TEW in Starogard (13 -15.10.2010)
16.09.2010	Preparation for 3rd TEW in Starogard (13 -15.10.2010)
30.09.2010	Preparation for 3rd TEW in Starogard (13 -15.10.2010)
04.11.2010	Works on issuing a Starogard Active Age calendar for 2011.

Table 9 Meetings in period: June - December 2010

10.3. Problem Analysis

Starogard Local Action Plan consists of actions and activities which are already on and which will be completed till the end of 2011. At the moment (March 2011) the LSG do not foresee any more coherent actions for next years. However most of the actions and activities described below - verified and corrected by experiences of their conductions in 2011 as well as up to the budget - will be continued in 2012.

Presented LAP mostly recollects all what has been and is being done in the very matter and as such is still in a state of completion. Therefore, we did act so actively in the Active A.G.E. Project, taking part in every workshops, TEWs, conferences. Presentations, case studies are constantly reviewed but what did help and motivate us were meetings in certain institutions in Wolverhampton and Maribor - when we could see and learn about the preparations and social successes of actions undertaken. That is mostly why we tried to do our best from our side having hosted 3rd TEW participants in our sites and similar social institutions.

Based on all the aforementioned facts there is one clear idea over our current and future activities related to LAP: to engage different city institutions in a sort of common cooperation based on each other visits, partnerships, actions - to enable exchange of one's experiences and support.

Overall goal of Local Action Plan: To help make a better use of the capacity and potential of people in their age 50+

Specific problems

- Low activity and low participation in city social life;
- Relatively low self-conscious about benefits from being fit (food, exercises etc);
- Not enough being active on labour market.

Specific goals

- Goal one: a raise in professional activity and employment.
- Goal two: community works project.
- Goal three: running the project "Alpinism - challenging myself!"
- Goal four: improving confidence in public institutions.
- Goal five: to create a basis (files) showing current capacity, transferable skills and expectations regarding labour market.

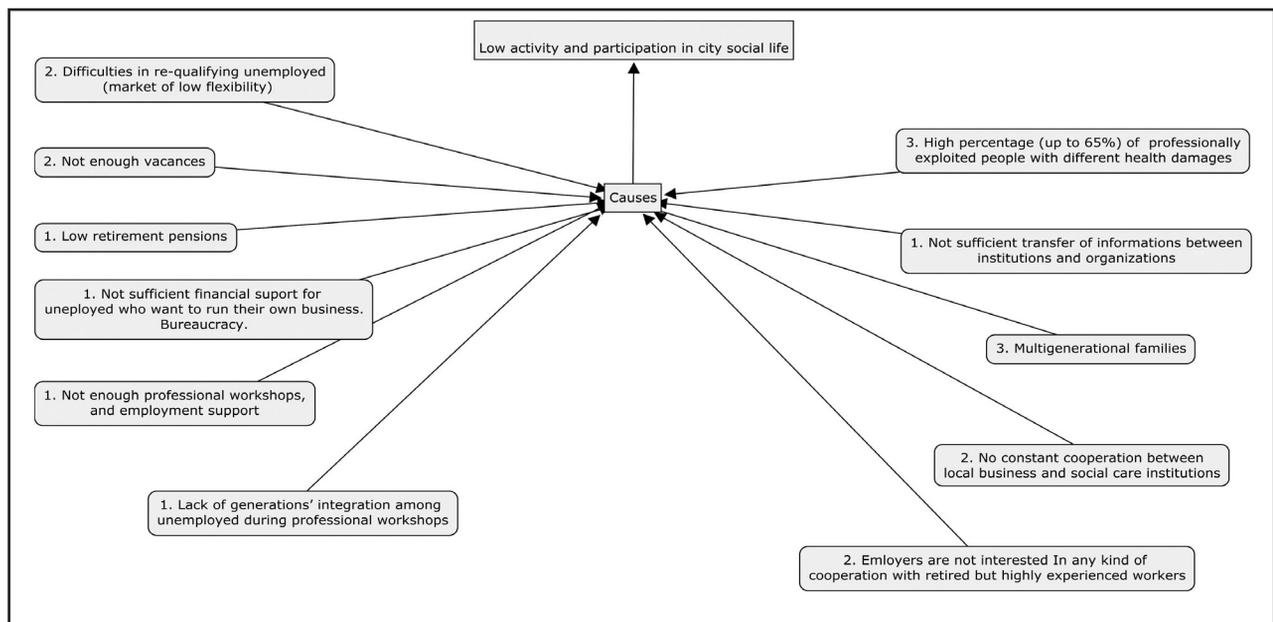


Figure 15 Causes

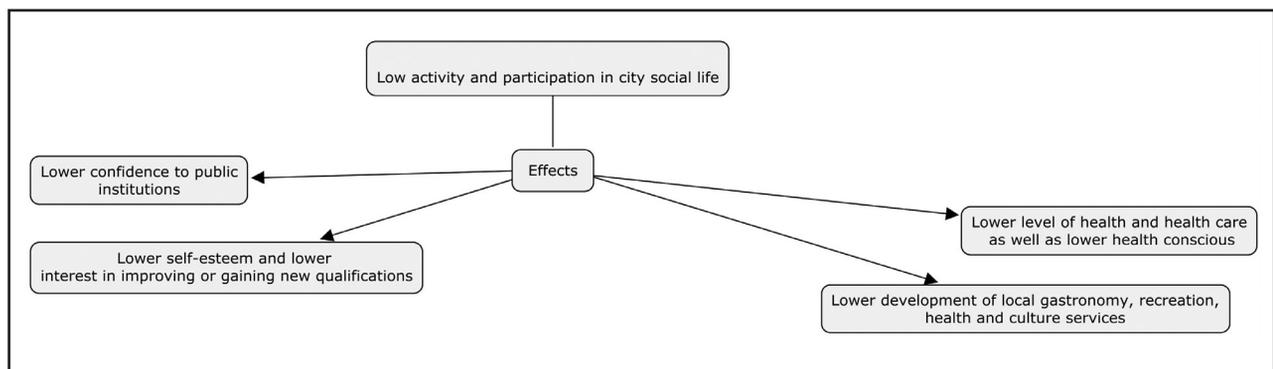


Figure 16 Effects

10.4. Objective, activities and target

Goal 1: Increase professional activity and employment.
Operative objectives. To improve skills and employment of elderly people. To improve internet job searching. Intergenerational exchange.
Action Line
A1 – A. Running the project “Activation of unemployed”: Workshops and vocational courses to improve qualifications. Financially supporting new self-employments and newly opened small-businesses. The overall goal of the Project was to provide the unemployed, including 34 people over 50 years old, with a full support that could facilitate their return to the labour market. The Project was worked out when the County Work Office in Starogard took part in a tender invited by the Voivodeship Employment Agency in Gdansk. The implementation of the project was also supported by local governments and other labour market partners (training units, etc.). 20 persons were trained in different fields, 7 persons gained new qualifications during vocational courses, 7 persons were financially supported for opening their own businesses (after having been trained in commerce). Institutions involved: training companies, County and Town Halls, County Work Office. Duration: 2008 - 2013, based on one-year time editions. Budget of each year: 200 000 PLN, entirely covered by European Social Funds. Beneficiaries: 30 - 40 persons.
Goal 2: Community works project
Operative objectives Social and economic activation of unemployed for a long time
Action Line
The project was carried on in cooperation with County Work Office. Starogard Centre of Social Care proposes each year a list of unemployed who are obliged to take part in the project, otherwise they would be taken off their social benefits. All involved are employed for 10 hours a week in several institutions, schools etc. to cope with common jobs which are adequate to their competences. After 9 months, if they won't find a job, some of them are offered employment. The project is carried on in cooperation with County Work Office, renewed every next year (based on one-year time editions). Budget: 113.000 PLN Beneficiaries: 157 persons.
Goal 3: Running the project “Alpinism - challenging myself!”
Operative objectives Starogard Social Care Centre (SSCC) project, co-financed by EU (European Social Funds), addressed to SSCC customers who stay unemployed – to motivate them to improve their both labour and social situation.
Action Line
Evaluation of work preferences. Workshops: how to be active in a labour market. Workshops with psychologist: important aspects of a communication and self-presentation, how to cope with stress, how to deal with a new problem. Courses: how to present one's skills (self-confidence, - esteem, - conscious). Vocational courses. Homelessness: five persons have been supported with accommodation, administration duties and detox therapy. The project is carried on in cooperation with County Work Office. Duration: 2008 – 2013, based on one-year time editions. Budget in 2011: 1 024 610 PLN Beneficiaries: 100 persons.

Goal 4: To develop collaboration with public institutions.
Operative objectives Improve an information exchange and circulation between social care, cultural, business institutions, work office etc. Improve the quality of information services in those institutions.
Action Line
Common works on city event calendar To create and run a web site fold ACTIVE AGE on Starogard website: http://www.starogard.pl/pl/dokumenty/active_age A regular column in biweekly paper "Ratusz" ("Town Hall") presenting all activities around plans and actions related to 50+: http://www.starogard.pl/pl/dokumenty/starogardzki_ratusz To issue a city calendar 2011 devoted to actions carried on by elderly Starogard citizens (pictures, interviews).
Goal 5: To create a basis (files) showing current capacity, transferable skills and expectations regarding labour market.
Operative objectives To gain expert cooperation and support. To conduct a survey To set workshops for over 50 volunteers
Action Line
To conduct short street survey preceding more detailed survey to be conducted afterwards. A survey research 'Standards of living and activities of Starogard inhabitants of over 50 years of age' – in cooperation with Research Corporation PRETENDENT

Other ongoing actions and activities – initiated and coordinated by members of Local Support Group (up till the end of 2011).

Who acts	Activities performed	Budget (in PLN)
Polish Scouting Association	With the History towards Future - an Education Program	20.000 zł
Association Supporting Persons from Social Environments at Risk	After-School Tuitions for pupils, carried on with elderly, too.	6.000 zł
	Fashion Show – Integration of Young, Elderly and Disabled	1.250 zł
	Voluntary services	55.000 zł

Table 10 Care and Education

Who acts	Activities performed	Budget (in PLN)
Theatre Association	Poetry Stages Performances	22.000 zł
Polish Union of Pensioners and Disabled – Dept. in Starogard	Regional Folk Ensemble	900 zł
Jazz Fan Club	Andrzeja Sikorowski Concert	10.000 zł
Tradition of the Region Association	Preserving and Promoting Local Culture	7.000 zł

Table 11 Culture and Art

Who acts	Activities performed	Budget (in PLN)
Theatre Association Starogard Sport Club	From Kindergarten up till the Retirement – training project in volleyball, basketball.	193.000 zł

Table 12 Sport

10.5. Monitoring and assessment indicators

The actions (effects) given below are being measured by quantitative indicators first, i.e. the number of participants. Second, wherever it is applicable, actions are measured by quality indicators: level of one's social independence, market and sport success (employment, social and care, culture and sport projects and actions).

10.6. Resources and Fund Raising

ACTIVE AGE Subtheme AGE AND ECONOMY	
Objectives	Funding Programmes Resources
Increase professional activity and employment.	European Social Funds

10.7. Timetable

	Action	Duration
1	Increase professional activity and employment.	2008 – 2013, based on one-year time editions.
2	Community works project	The project started from 2006, based on one-year time editions.
3	Running the project “Alpinism - challenging myself!”	2008 – 2013, based on one-year time editions

10.8. Budget

Project Costs		
	Expenditure Items	Total
1	Increase professional activity and employment.	Budget in 2009: 200 000 PLN (ca. 50'000 EUR),
2	Community works project	Budget in 2009: 113.000, zł (ca: 28'000 EUR)
3	Running the project “Alpinism - challenging myself!”	Budget in 2009:873.070,36 zł (ca: 218'000 EUR)
Total		ca. 296,000.00 EUR

11. Thessaloniki - Age and Economy

11.1. The context

Greece is among the three European countries with the lowest fertility rate. This figure is mainly rooted in the following reasons:

- Higher education of young generations;
- Preference accorded to experience life before having a family;
- Unemployment and financial crisis;
- "Modernization of the society".

The reasons mentioned above hit Thessaloniki quite hard during the last decades recording a gradual population ageing. People are getting older and new births do not guarantee the population replacement level. According to some current figures population aged 40-65 years is about 35% of total population, and the one over 65 is close to 15 %.

These percentages are critical in terms of financial and social growth.

- The above mentioned factors, in conjunction with the financial crisis that started in Greece since late 2005, with an increase in unemployment and the rapid moving of many companies to low wage countries, resulted in a very dangerous combination for people aged 55 and over. Below are described some of the emerging problems:
- An increasing share of the elderly in the total population (older than 65 years);
- A rapid increase in the number of unemployed persons, especially among those aged 50 years and over;
- A rapid increase in the number of unemployed women aged 50 years and over;
- An increasing share of the elderly who are facing economic difficulty;
- Increasing social exclusion among this population;
- A lack of opportunities for elderly people to live an active life;
- Changing in family structure.

Thus, the framework is really critical. From the one side, there is an active population aged 50-65 years forced out from the labour market as a consequence of the global crisis and with low possibilities of re-entry at the same conditions; on the other side there is an increase of active elderly people that postpone their retirement for helping financially their children hit by the crisis. Moreover it is worthwhile stressing the case of the elderly living alone and who cannot count on a formal network for caring or other needs.

11.2. The IMF period

Since January 2011 the local government in Greece was shaped in a different way. Municipalities have decreased by nearly 80% and have been replaced with Regions that cover larger territories. Within this new framework, local authorities gained more power as well as greater responsibilities. Most of the policies launched before 2011, however, continued working but in the recent future shall be modified according to this new order. These changes, in conjunction with the IMF entrance, resulted in an increasingly difficult management of the policies in action. Regions are cutting down human resources and they are hiring only a few new personnel. In fact Thessaloniki, that is experiencing new forms of cooperation with the Region, reported a cut of over 35% of its budget during the last year. However, even if Thessaloniki was hit by this financial crisis harder than any other important cities in the country, it did not give up policies to support elderly people.

Some initiatives are listed below:

- Increasing of the activities of the KAPI (elderly social centres);
- Increasing of support to local organisations and companies to employ older people to share their experience with young co-workers;
- Development of new educational programmes;
- Finance of organisations in order to favour employment of women;
- Closer cooperation among KAPI, Municipality and OAED (National unemployment office), to exchange information;
- Organisation of local dissemination events involving the media to sustain a positive culture of ageing.

During the meetings of the LSG some questions were put on the floor:

- Is it possible to put up goals during this financial crisis? What kind of goals?
- Do we need to downgrade our goals due to the financial crisis? If yes, how much? Do we need to postpone some political actions?;
- Are organizations in need to hire new personnel aged 50 years and over?
- Are they going to be able to pay them?
- What kind of national help must be offered to the organizations/companies to hire elderly people aged 50 and over?
- What kind of training is necessary for the people over 50 years of age to be able to competitive in this crisis days?

- What kind of resources do we need to put in, human and financial, and from what authorities ?
- How are we going to increase the funding or the initiatives to the companies so that they will keep on hiring?
- How will we use the EU funds that are aimed for unemployed women or first time business starters?

A brainstorming session took place among people from the municipality of Thessaloniki, the Chamber of Commerce, trade unions, the Unemployment Office of the city, the National Unemployment office, and the president of the KAPI.

The following objectives were identified:

- To increase the collaboration among the above mentioned key actors;
- To improve the dissemination of information to match demand and supply opportunities;
- To improve information communication among local offices using newsletters and leaflets, radio stations and municipality TV channels.
- To improve information on KAPI

11.3. Municipal Policies

The municipality of Thessaloniki cooperates closely with some local key actors for improving employability and adaptability of older workers, they are:

- Chamber of Commerce of Thessaloniki;
- Trade unions;
- IKA, (National and central health and pension security organization);
- Unemployment office of the city;
- National Unemployment office;
- KAPI (social centre);
- Specialized bodies for psychological and mental support.

An interesting policy programme for the unemployed elderly people aged 50 years and over was planned and consists of:

- Quota policies for the employees of the municipality;
- Close collaboration with the Chamber of Commerce and some industries located in the hinterland of the City;
- The creation of a local unemployment office.

The Municipality offers the following services targeted at people looking for re-entering the labour market:

- KAPI which are social centres for people aged 50 years, where social activities are

- centrally organized;
- Special educational and support programmes for different target groups:
 - a) people aged 50 years and over;
 - b) persons with psychological problems;
 - c) immigrants lacking of knowledge of Italian tongue.

11.4. Local Action Plan: process and governance activities

The municipality of Thessaloniki organized six LSG meetings that were held on the following dates:

- on March 6th 2009
- on May 26th 2009
- on July 9th 2009
- on January 12th , 2010
- on March 2nd, 2010
- on June 6th, 2010

During the first two meetings the Municipality managed a brainstorming session focusing on strategies to help elderly people to enter or re-enter the labour market. Representatives of the key bodies mentioned in the previous paragraph attended the meeting. The third meeting, mainly aimed at discussing in details the topic of social inclusion of elderly people, focused on activities carried out by KAPI at that time. The main idea consisted of trying to connect the two subthemes on Age and economy and Age and inclusion, identifying strategies oriented to favouring employability of the elderly but also to combating their isolation and social exclusion.

The objectives identified were the following:

- To increase the collaboration among the above mentioned bodies and institutions;
- To favour information flows among employees and employers for a better matching of demand and supply opportunities;
- To favour information flows among the employment offices by newsletters, leaflets and municipality radio stations;
- To inform better the KAPI about services, activities and opportunities for elderly people.

In the last three meetings the LSG, supported by the active contribution of the ALS's members, was involved in the analysis of each issue and invited to:

- Taking part in the design and follow up of the Local Action Plan;
- Identifying and validating good practices and case studies;
- Taking part in experience exchanges with other stakeholders;
- Attending periodic meetings, preparing contributions for the ActiveAge Project

meetings (Steering Group Meetings, Transnational Exchange Meetings and so forth);

- Discussing on final outputs;
- Testing or piloting recommendations;
- Participating in local web platforms;
- Acting as local project leader and lobbying for change;
- Organizing local dissemination events and obtaining media coverage.

The activities started to enable the process for building the Thessaloniki LAP were the following:

- Close collaboration among the City departments;
- Production of information to update the ongoing work on LAP among organisations and departments involved in the building process;
- Analysis of available financial resources for funding the LAP.

Moreover, the Municipality of Thessaloniki started a survey and managed a number of information meetings in each body or institution involved in the LAP process building. The next step was the dissemination of a questionnaire to help them to provide innovative measures and policy strategies.

The involved organisations were: Trade unions, IKA, (National and central health and pension security organization), Unemployment Office of the city, National Unemployment office, KAPI, specialized programs of psychological and mental support.

11.5. Problem analysis

Since January 2011 relevant changes modified the local government's shape as well the balance between administrative and political authorities. The effects of these changes are far from coming into evidence.

Meanwhile, other major problems affected the life of the elderly:

- Lack of motivation among elderly workers;
- Lack of finances;
- Lack of companies interested in employing elderly people;
- Lack of extra training courses;
- Increase of isolation due to financial crisis;
- Postponing of political planned actions, due to current changes.

The following diagram summarizes the main problems addressed by the LAP as well the causes and the effects in which it is rooted.

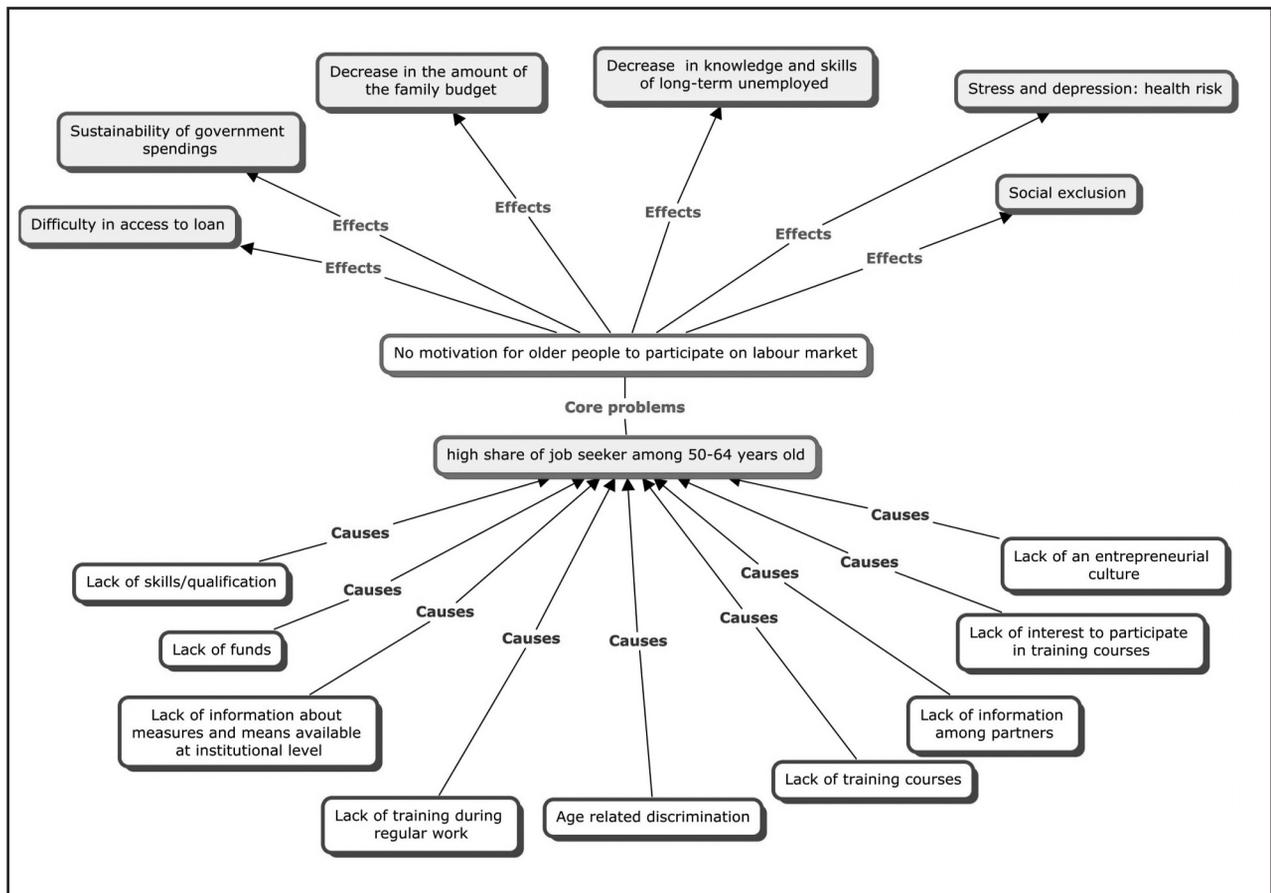


Figura 17: Core Problems – Thessaloniki – Age and Economy Subtheme

11.6. Objective, activities and target

According to the main goal of sustaining socio-economic processes, aimed at facilitating elderly people to entry or re-entry the labour market, the ALS of Thessaloniki set up the following general and operative objectives:

Objective 1: Increase a positive attitude towards re-qualifying training programmes

This objective is achieved through the following action:

- a) Organisation of training programmes specially dedicated to older people

Objective 2: Increase awareness of older people about their possibilities

This objective can be achieved through the following actions:

- a) Creation of an Information centre for older people
- b) Developing information materials
- c) Organization of panel discussions

Objective 3: Motivate employers to employ older people (aged 50 years and over)

This objective can be achieved through the following action:

- a) Organization of open workshop to facilitate the matching between demand and supply of labour.

11.7. Monitoring and assessment indicators

Objective 1: Development of training courses		
Operative objectives A1 Increase: number of courses (training programmes) number of training materials quality of training material offered to participants number of participants attending courses by age, working conditions, gender and level of education		
Action Line	Indicators of outcome	Indicators of output
A1 – Organisation of training programmes specially dedicated to older people.	<ul style="list-style-type: none"> - number of courses (training programmes) - number of training materials - quality of training material offered to participants - number of participants attending courses by age, working conditions, gender and level of education 	<ul style="list-style-type: none"> - number of attendants of courses who found a job by a year - number of inactive people who attended this courses and who started looking for a job - users satisfaction level - level of improvement of knowledge

Objective 2: Increase awareness of older people about their possibilities		
Operative objectives Establish an Information centre for older people Development information materials To organize panel discussions		
Action Line	Indicators of outcome	Indicators of output
A1 - Establish an Information centre for older people	<ul style="list-style-type: none"> - number of people who visited the KAPI and the combined Unemployment offices - number, quality and usefulness of information they received - level of accessibility to the KAPI 	<ul style="list-style-type: none"> - number and quality of the service - level of satisfaction about the service - number of older people who participate in the courses thanks to the information they received there - level of improvement of older people's condition
B1 - Development information materials	<ul style="list-style-type: none"> - number and quality of the materials issued - usefulness of materials - quality of the web pages 	<ul style="list-style-type: none"> - number of people who asked for materials - number of people who visited the web pages
C1 - To organize panel discussions	<ul style="list-style-type: none"> - number of panel discussions organised - quality of the discussions organised - quality of the authorities and experts participating in the panel discussions 	<ul style="list-style-type: none"> - users satisfaction level - number of people participating in the discussions - level of improvement of older people's conditions - number of people who were inactive and started to look for a job
Objective 3: Motivate employers to employ older people (aged 50 and over)		
Operative objectives Make a realistic match between enterprises and elderly people		
Action Line	Indicators of outcome	Indicators of output
A1 - Organisation of open workshop to facilitate the matching between demand and supply of labour	<ul style="list-style-type: none"> - number of open workshops; - quality and reliability of information 	<ul style="list-style-type: none"> - number of participants into workshops; - employers who after these workshop employed older people - people employed under flexible work arrangements - older people remaining in employment

11.8. Resources and Fund Raising

All of the above activities could be funded by national programmes and projects like:

- Increase entrepreneurship for unemployed women.
- Increased entrepreneurship for unemployed people over the age of 55
- Development of self-entrepreneurship
- Education for unemployed programs

The national unemployment office is funding local initiatives hosting and, in some cases, paying for seminars.

The Municipality have allocated economic resources for unemployed people aged 55 and over.

The Municipal Radio, and TV will allocated human resources for the communication.

11.9. Budget

1	Research & Organization	2011-2014	€ 25.000,00
2	Overcome of the deficit of ICT skills (seminar)	2011-2014	€ 15.000,00
3	Training courses to develop self entrepreneurship	2011-2014	€ 15.000,00
4	Life-long learning courses	2011-2014	€ 35.000,00
5	Information centre	2011-2014	€ 20.000,00
6	Organization of panel discussions	2011-2014	€ 15.000,00
7	Monitoring	2011-2014	€ 9.000,00
8	Communication	2011-2014	€ 20.000,00
9	Informative seminars	2011-2014	€ 20.000,00

12. Wolverhampton – Age and Economy

12.1. The context

These figures originate from the Office of National Statistics and at the time of publication are the most recent figures available.

The City has a total population of 238,500 of which:

- 118, 000 are male;
- 151,900 are aged between 16 and 64;
- 104,400 are said to be economically active i.e employed, self Employed or available for work;
- 46,500 are said to be unavailable for work for a variety of reasons but this figure masks a statistic of a number of people over 50 particularly not willing to classify themselves as unemployed and living off other sources of income i.e. partners income, savings etc.

Arguably the most significant statistic is the one for 'Key benefit' Claimants i.e. in receipt of ESA and Incapacity benefits, Lone parents or Disabled.

This shows that 22.4 % of the working age population in Wolverhampton as opposed to 16.5% in the West Midlands and 14.7 UK wide are classified as key benefit claimants. Wolverhampton also shows similar trends in terms of qualifications from NVQ1 through to graduate levels

At least 24% of the population also originate from other culture and countries and particularly amongst older people there remains a small but significant issue around language and communication. Wolverhampton is socially and economically complex and in need of genuine innovation.

12.2. Focusing on policies at local level

The local policies and initiatives at local level concern of elderly employability are following described.

A few major Employers particularly in the Retail Industry have taken a positive stance towards the employment of older workers recognizing that experience and reliability allied to basic know how were invaluable for their operations. High on this agenda were B and Q and ASDA (Walmart Group). In terms of tailor made initiatives offering support and guidance **PRIME**, an offshoot of Age Concern England and inspired by the success of the Princes Trust and direct input from the Prince of Wales was a shining exception to a depressing rule of no concern. PRIME however focuses entirely on Self Employment for older people.

Health and Leisure Initiatives for over 50s were also in evidence throughout the City with discounted rates at community venues and a well publicized campaign for older people to avoid illness and disability, particularly Diabetes and Heart complaints

The Launch of the Unlocking the Potential of Older people Initiative.

Using the evidence accrued from the Workshop an application was made for funding within the Grass Roots Grant scheme administered by the Black Country Consortium. £8700 was awarded to allow an intensive survey of older people within a number of venues across the Black Country but primarily within the City. The model allowed for a complete morning set aside both to engage as well as involve people in employment related issues and in the process over 300 people were interviewed.

This process very much confirmed our early fears of disillusionment and, in some cases, helplessness. It also revealed intense levels of anger amongst many older people about the way in which their cases were managed within the system starting with the national agency Job centre Plus.

Of even greater concern however was the pervasive feeling that the management of unemployment of all ages had become a process in its own right with complaints coming from staff involved that they were being forced to meet statistical targets without much consideration for quality of work.

Insufficient time was allowed for individuals to receive the counseling and mentoring suited to their particular personal requirements

27 separate initiatives supposedly offering Careers guidance, support and training within Wolverhampton and the surrounding area were recorded. These were provided in a variety of locations across the City from community venues to offices within centrally located buildings.

The product was based on cv writing, ICT training and Job Search, trawling the internet for vacancies across the region. Industry placements were a rarity.

What was also apparent that not only was there age discrimination in terms of the offer of opportunities - Future Jobs Fund disbarred older workers - but older people were significantly less skilled in an ICT driven economy where many applications for jobs were by Email only.

Not one of the 27 agencies identified as offering advice, guidance, training and support had made any special provision for older workers.

The tendency of public bodies to allocate provision to Colleges or larger corporate and often national agencies has meant in practice a disproportionate amount of investment into locally and community based programmes. Whilst attendance at college/university is now a norm amongst younger people it still does provide a barrier for older people, many of whom have no qualifications and who feel incapable of attending college to obtain qualifications.

Attempts to bring education and training into community venues through the Adult Learning Partnership using funds and resources of local Colleges has proved problematical despite the presence on the Local steering Group of one of its officers who has single handedly promoted the potential and requirements of older people in the work place.

There are some notable exceptions throughout the City but funding for existing as well as new initiatives still remains an increasing mountain to climb particularly as public funding is being put under pressure at every level and particularly in areas which are not considered priority. Budgets are being cut and jobs lost throughout every part of the public sector.

An irony of this is that many of the people who have either lost their jobs or who face the prospect of redundancy fall into the very category that we had been addressing within this Action Plan i.e. The over 50's.

12.3. Local Action Plan: process and governance activities

During the project the partner had two meetings of the Core Steering Group that consisted of the original applicants i.e. the west Midlands Regional Assembly, Age Concern west Midlands, the University of Staffordshire and PISCESwm. The first of these was on 28th January 2009. The second on 3rd April 2009 decided that all future work on URBACT would be concentrated at a local level and that the input of the other partners, other than the University of Staffordshire had little local relevance particularly as they were not able, as originally suggested, to contribute any resources to the project.

The Wolverhampton LSG, which has a mailing list of over 40 people representing 25 organisations, met on 4 occasions, all at the EVCAP centre:

- on 28th January 2009;
- on 25th March 2009;
- on 29th April 2009;
- on 27th May 2009;

The Group carried out a "gaps analysis" as well as a prioritisation programme looking at key areas which needed development. These have been processed into a single document as a work programme for the group.

Following the Steering Group Meeting in Rome on February 26th-27th they discussed the timetable for activity. In fact, Wolverhampton had been invited to

host the first TEW workshop on "Enterprise and Employment" (within the subtheme "Age and Economy"). They established a small working group within the LSG to plan for this occasion. A major area of concern was the fact that enterprise and employment for people over 50 in Wolverhampton has not attracted much investment of resources and interest and it was agreed that they should use the TEW as a launch pad to develop this theme within the City. An overall result has been the re-establishment of a new local Support group including new organisations and personnel who have met both as a group and within an individual basis on at least a weekly basis. The main focused discussed are:

- Increasing awareness on issues relating to Employment;
- Developing Strategy around better communication/information relating to health and Social care;
- The upshot is a proposal under the Wolverhampton URBACT banner to create a Single access point for anyone wanting more information around services and facilities for older people within the City. This will also form part of their event on 26th November and feature URBACT partner Edinburgh.

As a direct result of the Workshop in Wolverhampton in June 2009 they have been very actively involved in developing new initiatives relating to economic engagement and employment of older people in Wolverhampton and the surrounding area. This has resulted in the establishment of a Job Club for people over 50 who are without employment plus a number of seminars and road shows. To achieve this they have drawn in money - Euros 12000 from a Community grants programme funded by ESF and their initiative has been featured on a BBC Economic Affairs Web Site and also led to 4 radio broadcast and one TV morning news programme. The initiative has highlighted for them the absence of proper support being given for older people not in employment and has attracted interest from throughout Great Britain.

12.4. Problem analysis

Wolverhampton within the context of the Black Country has a fair amount of heritage and history of which it should be genuinely proud.

This is comparable with many of our European partners who have also witnessed a decline in Industry and manufacturing over the past 2 decades, subsequent losses of jobs and the challenges associated with this including low incomes and other deprivations.

Throughout the duration of the project we have been posing the question as to how more economic prosperity and particularly the engagement of older people can be stimulated by using the industrial heritage of the region. A strategy is now emerging whereby this might be achieved and will form part of an additional paper annexed to this document.

What is of critical importance is the creation and development of services on which people can develop their own interests and lifestyles in a way that also promotes better health and well being. This points to a need for greater and accessible information using ICT and other technologies and an increasing network of services and resources within the community which allows this to happen. For older people the use of ICT does provide some of their greatest challenges against an environment which all too often now assumes that everybody is both networked and also has access to personal computers. Direction to the world wide web is frequently the only advice offered to people wishing to source information or to order goods and services.

The core problems identified are described below:

- Older people made redundant felt devalued and lost esteem. They felt humiliated by having to 'sign on' often after more than 30 years of employment;
- They had no transferable skills within the modern day employment profile. Many had originated from Engineering and Manufacturing profiles whereas the Service Industries lead by the City Council are now the predominant employers;
- They felt disadvantaged and discriminated against in respect of ICT Skills with most employers now demanding high technical ability including only accepting applications by Email.

12.5. Objectives, activities and target

Resources have not allowed some of this work to continue and following the closure of this specific piece of work the PISCESwm organisation has moved on to another dedicated and evaluated initiative including Employment and Enterprise funded by the Social Experimentation budget of the EC in partnership with Prague, Maribor and Edinburgh. However the broad basis of an Action Plan emanating from this document remains in place with Key recommendations for action which will feature in the appendix. These include:

- Increasing Volunteering and short term subsidised employment for older people along the lines of the current FUTURE JOBS FUND
- Reality checking –will some people ever become reemployed or should we be refocusing of alternative strategies for economic engagement.
- The strengths, weaknesses and positive advantages of Self Employment
- The value and use of Social Enterprise as strategies for employment and engagement particularly in the arena of community development, care and support.
- Intergenerational exchange of skills and expertise particularly around ICT and crafts including engineering, manufacturing.
- Identification of new talents and skills amongst older workers
- Creation of environments that allow time to build people's confidence and esteem.
- Training and orientation of Employment Agencies towards the particular needs of older people who are unemployed.
- Alternative strategies to an ICT biased application and recruitment policy. Not all people have access to personal computers nor are computer literate let alone have Email addresses
- Greater awareness of the resistance of older people to College based learning and the need to promote greater use of community access points.
- Redistribution and allocation of funds to promote community access to employment and engagement and the development of community based projects to utilise skills and expertise of older workers in partnership with younger colleagues
- Greater corporate awareness and responsibility for the challenges faced by people who are unemployed. This isn't the responsibility of just one local authority department or Job centre Plus.

- Greater engagement of Employers at a local level in meeting this challenge and the sharing of the responsibility to bring older people back into the workplace.
- The encouragement of Employers to become more involved in Community focussed activity allowing their workforce as a general principle to have engagement in community based programmes.
- The use of alternative practices to both induce older people to become reengaged, rebuild self esteem and perhaps discover new skills and talents and interests;
- Greater attention provided to demystify and encourage entrepreneurship amongst older people both at an individual as well as a corporate level maybe using the Social enterprise model as a means of achieving this;
- Recognition that, within the preoccupation on younger people being unemployed we do run the risk of demotivating and deskilling older people in the process.

This section will be subject to ongoing consultation and development particularly within the context of evolving national policy relating to employment and the growing demand for specific initiatives catering for older people who are unemployed.

URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants.

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