



BASELINE STUDY



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I. STATE OF THE ART

NEW IMPLEMENTATION SOLUTIONS TO REDUCE POVERTY IN DEPRIVED URBAN AREAS

1. Introduction

URBinclusion is focused on the implementation of new solutions to address poverty and social exclusion challenges in the partner cities.

The nine cities belonging to the URBinclusion network: Glasgow, Trikala, Naples, Krakow, Lyon, Turin, Timisoara, Copenhagen and Barcelona as lead partner, share the idea that, in a context of social change and the emergence of new phenomena of social exclusion, new ways and new procedures to achieve an inclusive city are needed. Reducing poverty and urban segregation becomes a key political issue for our local authorities.

Poverty has grown as a structural phenomenon in our cities, affecting new social sectors and socio demographic groups where different factors interrelate and result in intensifying poverty situations. Not all the cities are focusing the same dimensions of poverty, like homelessness, low education, low income, discrimination, low access to health, unemployment, etc., but all of them are engaged with breaking the vicious circle of poverty through the integration of different policies and measures.

Implementing effective and efficient policies and strategies that allow the reduction of poverty, include different dimensions: participation of users in the services delivery, new partnerships with the third and the private sector, new arrangements with the regional and national authorities in the field of the welfare policies, and the horizontal integration of social services in the most deprived and segregated urban areas, where poverty and social exclusion are concentrated.

Indeed, what brought together cities to launch the URBinclusion network is their conviction that *a new model of delivering public policies in the field of social inclusion*, should be adopted. Basically, it has to include innovative solutions, new agreements between private, public and community sectors, new processes of decision-making and co-creation and co-management of public services.

This document is divided in two sections.

The first one is focused in those policy challenges tackling social exclusion and poverty. First, it includes an analysis of the main and recent tendencies that explain the different dimensions of urban poverty. Second, it analyses urban segregation and how poverty tends to concentrate in some parts of the city.

The second section analyses the implementation challenges and the bonds between them and the topics tackled by cities of the URBinclusion network. The three ones established as key challenges are the most relevant for the network thematic field: integrated approach, participation of stakeholders, and evaluation). Likewise, URBinclusion will address other two challenges: moving from strategy to operational action-plan, and enhancing funding of urban development policies through financial innovation.

2. The policy challenges shared by the URBinclusion cities.

2.1. Better understanding urban poverty and social exclusion

Socioeconomic disparities and other form of inequalities are a major issue in European cities, which hinder citizens from achieving a decent quality of life. The economic and financial crisis has further intensified the concentration of poverty and social exclusion in cities. The AROPE (at risk of poverty and social exclusion) rate increased between 2008 and 2011 by 1 percentage point in European cities, compared to an increase of 0.5 percentage point outside cities.

Challenges with which the cities are confronted and with which they will even face more in the years to come, lie beyond the powers of cities and national states altogether. Massive immigration, the increase of poverty and other forms of social exclusion, the lack of means to invest in the younger generations -- if they aren't already doomed to become a burden to society instead of human capital -- the pronounced increase in child poverty which will lead to a permanent reproduction of such a lost generation, the increasing gap between rich and poor and the dwindling of the middle class, the loss of social cohesion and civil responsibilities, are shaping nowadays our European cities.

The economic crisis will perhaps turn into a period of economic growth, but this will not immediately reduce the number of people in poverty and the seriousness of their condition. The longer people are in poverty, the more difficult it is to escape poverty – and this is also the case with respect to unemployment, which is one of the important production lines of poverty. Long --term unemployment is increasing; but there is another development that is even more threatening in the long term and that is the high level of youth unemployment.

In many European countries there have been severe cut-backs in public spending in public sectors such as social protection schemes or educational programmes. Especially in countries hit hardest by the crisis, the forced adoption of austerity measures has a negative social impact that exacerbates the situation for vulnerable population groups. In many cities and metropolitan areas, local programmes are being cut to the most basic services.

European cities are threatened by the increase of social polarisation, which is a consequence of many parallel processes: an increasing income polarisation since the 1980s, an increasingly volatile employment (due to increased global competitiveness challenges) and a huge recent increase in migration to Europe and its cities (complemented by internal east-west migration within the EU). These factors are complemented by a progressively retreating welfare state and privatisation of services in several countries leading to higher costs for basic needs. Demographic changes also play a pivotal role in shaping the urban landscape

It is not surprising indeed that urban poverty (along with the strictly correlated inclusion of migrants and refugees) is one of the Priority Themes identified by the Urban Agenda for the EU recently established by the “Pact of Amsterdam” agreed at the Informal Meeting of EU Ministers Responsible for Urban Matters last 30th of May 2016.

The Europe 2020 Strategy for smart, sustainable and inclusive growth sets targets to lift at least 20 million people out of poverty and social exclusion and increase employment of the population aged 20-64 to 75%. The flagship initiatives of the Europe 2020 Strategy, including the European Platform against Poverty and Social Exclusion and the Agenda for New Skills and Jobs, support efforts to reach these targets. (...)Member States are urged to strengthen the involvement of relevant stakeholders at all levels, most notably social partners and civil society organisations, in the modernisation of social policy as part of the Europe 2020 Strategy.

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52013DC0083&from=EN>

The at-risk-of-poverty rate (AROP) indicates the share of people with a disposable income below 60 per cent of the country's median income. It is one of the most commonly used social indicators in the European Union. More recently it has become an essential component of the Europe2020 target on reducing poverty and social exclusion. In June 2010, the European Union agreed to reduce poverty and social exclusion by at least 20 million people by 2020. The target group includes people at-risk-of-poverty, severely materially deprived people, and people living in households with very low work intensity.¹

The main contributing factors to determine poverty levels are unemployment, low education, health inequalities, high housing costs and stigmatizing housing policies, and low level of participation in public life. Inequalities are increasing in all those domains, and these domains are very much connected. The inter-connectedness of those inequalities leads to a “vicious circle of poverty” that is structural (and not only individual) and becomes very visible at the spatially concentrated levels of cities and neighbourhoods.

Therefore, we should consider the interaction between different policies and their links with general socio economic processes, as well as the need to pay attention to the perpetuation of spatial disparities. Due to the accumulative and multidimensional nature of social exclusion, always is the combination of the different dimensions of social exclusion what increases vulnerability.

Though poverty and social exclusion are often coexistent or concurrent, reflecting the same underlying processes, they should be seen as different concepts. Although there is no universally agreed upon definition of social exclusion, there is widespread agreement that whereas poverty is defined based on income and distributional issues, the concept of social exclusion calls for a process-related, relational and multidimensional understanding.

Social exclusion is about non-participation versus participation and thus relates to different spheres of integration, such as employment, housing, education, political voice and social participation, besides income. Poverty is frequently defined at the individual level, whereas social

¹ The Europe 2020 indicator of “at risk of poverty or social exclusion” consists of the union of three indicators):

a) The number of people living in an income poor household, i.e. persons with an equivalised household disposable income below the poverty risk threshold (which is set at 60% of the national median equivalised household disposable income [including social transfers]); b) the number of people living in a severely materially deprived household, i.e. a household that experiences at least four out of the nine following deprivation items – the household cannot afford (i) to pay rent or utility bills, (ii) to keep home adequately warm, (iii) to face unexpected expenses, (iv) to eat meat, fish or a protein equivalent every second day, (v) to have a week holiday away from home during the year, (vi) to have access to a car, (vii) to have a washing machine, (viii) to have a colour TV, or (ix) to have a telephone; and c) the number of people aged 0-59 living in a (quasi-)jobless household, i.e. people aged 0-59 who are not students and live in households where, on average, the adults work less than 20% of their total work potential during the income reference year (i.e. the year prior to the survey).

exclusion often relates to population groups. Income-related poverty and social exclusion are strongly linked, and they may be (geographically) co-located but not necessarily, because other contexts such as socio-cultural ones can compensate for, and mitigate, experiences of poverty and social exclusion.

Nowadays in the EU the income definition is regularly complemented by measures of material deprivation. The materially deprived are those households that score 'badly' on at least three of nine items, and 'severe' material deprivation is when they score on four or more items.

Poverty is characterised in the modern society by *temporalisation* and *dispersion*. The first one refers to the duration of poverty, be it short or long term or recurrent. It alludes to the depth or severity of poverty. The second one implies that poverty is no longer confined to the members of the lower socioeconomic classes or some marginalised groups, but reaches many more people – if only momentarily. In other words, social risks are shared by a wider population, but time may be the key to understand the experience

2.2. Poverty and urban segregation

It has been increasingly observed that poverty does not only create social differences between people and groups; it also leads to spatial differences. Social divisions and segregation are increasing in many cities and pose a major challenge to people living in urban areas. The widening gap between rich and poor is leading to segregation in more and more European cities. The rich and the poor are living at increasing distance from each other, and this can be disastrous for the social stability and competitive power of cities.

Poverty tends to cluster in certain urban neighbourhoods, through a number of selection and causation processes. In the selection process, an important role is played by the functioning of the housing market, both with respect to social housing and private housing. In the causation process, a concentration of poverty in turn exacerbates the effects of poverty, a phenomenon that is indicated by neighbourhood effects. The causal pathways behind these effects are linked with the social composition, the infrastructure level and the location of the neighbourhood.

Segregation is the last step on the road towards the development of a divided city. It refers to the erecting of social and spatial walls between the different parts of the city, which renders them inaccessible and which reduces opportunities for social or/and spatial mobility.

The present development, in a context of increasing inequality and polarisation, seems to be towards more urban spatial segregation. In other words, the spatial distribution of poverty, although very much related to socio-economic factors, is driven by a number of independent forces.

It is not only an issue of labour markets, productivity, incentives, human capital and choice (economists) of social status and relations, behaviour, and culture or of power and access to collective resources. Features such as urban structure, the spatial position of neighbourhoods or neighbourhood accessibility by (the provision of) transport are very important matters when trying to understand the urban dimension and spatial distribution of poverty.

As a consequence, new strategies to reinforce social cohesion should be implemented in order to stem the tide of the increasing segmentation of society. The spatial concentration of poverty in

deprived urban neighbourhood requires a comprehensive approach following the principles of non-segregation and desegregation, upgrading the physical environment, strengthening the local economy, proactive education and training policies, and efficient, affordable urban transport.

However, the adequate policy response should not be directed at the disadvantaged neighbourhood only. Musterd (2005) argues that “Societies (states), cities, neighbourhoods, and citizens are interrelated systems and policy responses to neighbourhood problems, therefore, should take these various units and levels into account simultaneously: (1) the welfare state at the national level; (2) the labour market, and economy at the regional and global levels (3) the social networks, socialization, and stigmatization processes at the local levels; and, (4) personal characteristics at the individual level” . Which means that we need some form of urban governance.

As it was pointed in the final rapport of the Urbact NODUS² project: “The causes, forces behind segregation processes, which result in physical decline and the concentration of deprived population within certain areas, are to a large extent determined at supra-local level. The evolution of real estate and land markets and their demographic and economic impacts, having strong effects on the inequalities, are metropolitan and regional area level processes. Despite these wide-spread negative territorial effects, public interventions against social exclusion and urban deprivation usually concentrate exclusively on the worst areas. There is very little understanding regarding the need for supra local (metropolitan or regional) planning as co-ordination mechanism above the localised area-based interventions, aiming to steer and regulate local urban development processes”.

(...) “Urban renewal interventions should never be exclusively area-based – even in cases when most types of interventions concentrate on a selected deprived area, it has to be acknowledged that some types of problems (e.g. employment, education, health care) cannot be handled exclusively on the basis of the small area and need therefore interventions beyond the area, on a much broader territorial scale”.

The complex causes behind deprived areas make interventions difficult since they consist of a plurality of combined and mutually reinforcing disadvantages that affect the population of those neighbourhoods with different degree of intensity. In the UN “New Urban Agenda” zero draft, the international community recognizes that the “growing inequality and the persistence of multiple forms and dimensions of poverty is affecting both developed and developing countries and that spatial organization, accessibility and design of urban space with development policies can promote or hinder social cohesion, equity, and inclusion”.

Putting the spotlight on “interconnectedness” of policy measures implies a deep rethinking of decision making processes as well as an open-minded approach to organisational change management. Leaving behind the “working in silos” mentality and building collaborative bridges between the municipality and the other authorities involved as well as among different branches of the municipality itself is in most cases challenging.

On the other hand, responsibilities in those deprived urban areas, do not lie only in the hands of politicians and urban practitioners. Civil society organizations and their associations should actively participate in the preparation, implementation and monitoring of urban and territorial plans, help local authorities and “make space for, encourage and enable all sectors of society, particularly poor people and vulnerable groups of all ages and gender, to engage in community forums and

² **NODUS**. Linking urban renewal and regional spatial planning. Final rapport of the Working Group. URBACT II May 2010.

community planning initiatives and to partner with local authorities in neighbourhood improvement programmes.

All efforts to manage poverty face the problem of how to deal with the interconnectedness of the major background factors. As URBACT research shows theoretically it is possible to distinguish two main approaches:

Sectorial interventions, constituting the ‘people based approach’ are not linked to any particular spatial level, but focus on improving the situation of individuals or households with low incomes and specific needs with no regard where they live social housing policy that makes affordable housing available in all parts of the city; specific efforts to increase the lowest levels of public services provision; education and school policy that promotes equal quality of education and social mix of students in all schools; mobility policy that is guaranteeing equal opportunities of access by public transport from all parts of the city to the job market and major facilities.

Area-based interventions, concentrating on specific (deprived) geographic areas, on the other hand, are essentially place-based policies. They do not focus on individuals but on a specific geographical unit, most often a neighbourhood. Typically, they include physical and social regeneration interventions: ‘hard’ measures, such as physical restructuring or upgrading programmes in specific areas (e.g. demolition, new infrastructure, regeneration of housing, etc.) and ‘soft’ measures, such as fostering skills, social capital and building capacity of people (e.g. work integration and training programmes, local festivals, etc.).

The main goal of these interventions is to improve the situation of the people living in the given areas. Area-based policies rest on the assumption that by focusing on places with specific problems, the situation of the people living in these areas will improve. If it is true that large portion of the disadvantaged people live in such selected areas and that they continue to stay there also after improvements, the problem of urban poverty can be eased with area based policies.

Area-based approaches have proven to be effective in initiating positive outcomes in some areas. Area-based programmes often serve as “laboratories” in which new forms of interventions and governance have been developed and tested, such as resident participation, cross-sectorial cooperation and planning within a strategic framework. The scope of area-based programmes is limited by the geographic boundaries of programme areas.

This raises concerns that problems are simply displaced, rather than solved (i.e. disadvantaged people moving out of the areas that are undergoing a regeneration process). Sometimes the effectiveness of the programme is limited by that fact that the real causes of problems are situated outside the neighbourhood. It has been argued that it is difficult to break long-lasting cycles of deprivation with these comparatively small programmes which operate with small budgets and in relatively short time-frames.

Combining an area-based approach with a people based approach remains a challenge in many cities, not least because the relevant funding instruments are often incompatible. Nevertheless, to achieve real integrated urban development, both must be implemented together

3. Implementing urban policies and strategies to face poverty and social exclusion: The main challenges.

The different challenges associated to the implementation of social inclusion policies not always can be identified separately. There are diverse links between them and there is an overlapping between the different challenges. As we can observe in this section there are issues that affect more than one. Thus, for example, the implementation of the integrated approach not always can be differentiated of the stakeholder involvement neither of the decision making process. Likewise, social innovation and the reshaping of public social policies fitting the new phenomena of urban poverty and social exclusion, is a cross-cutting issue affecting different challenges. In other words, a clear delimitation between the different implementation challenges does not always exist.

3.1. Fostering the integrated approach.

3.1.1. Linking the URBInclusion topic with the challenge.

Cities have to move towards a more holistic model of sustainable city development, in which they overcome seemingly conflicting and contradictory objectives. Economic growth has to be reconciled with the sustainable use of natural resources, global competitiveness must be inclusive and favour a local economy, and attractiveness to the global social and economic elite must not exclude less favoured groups.

We should assume that actions and projects interrelated and combined within an urban strategy will produce more effective and efficient outcomes allowing to break the above mentioned vicious circle of poverty and exclusion.

Even though integration is usually incorporated into urban strategies, plans and projects as a key feature of the implementation methodology, it often remains a formal declaration of political intents and does not find any concrete application or impact in the real life. Cities belonging to URB-Inclusion Network are aware that integrated approach has to be converted into an “operational” challenge that should drive the practical implementation and management of urban sustainable development. Moreover, integrated approach has different dimensions: horizontal, vertical and territorial. All of them should be captured.

Applied cohesion policy—integrated social urban development

Neighbourhood Management Scheme, Berlin. An example of horizontal and vertical integration.

“Districts with Special Development Needs—Socially Integrative City Programme” to revitalise disadvantaged neighbourhoods and foster social integration.

Following the reunification of the city, social segregation has increased and the inhabitants in the concerned areas have suffered from unemployment, dependence on state aid and further issues arising from a lack of social and ethnical integration. Currently 34 neighbourhoods are included (originally 15). Neighbourhood management is at the heart of this strategy.

- On-site-offices: neighbourhood management teams are contracted

-Integrative Action Plan: every programme area is elaborated on and regularly up-dated

-Structured participation, Neighbourhood Councils, empowerment, “helping people to help themselves”

-Neighbourhood fund, intensive involvement of citizens participating in neighbourhood juries

-A multitude of small and middle-sized projects within the different focus areas

-Networking embedded in cross-departmental work, administrative steering groups.

A monitoring system was launched in 1998 and since that time it has been refined and improved.

More than € 200 m have been invested since 1999, by ERDF funds, the federal programme Socially Integrative City and the state programme Socially Integrative City and the state of Berlin.

http://ec.europa.eu/regional_policy/en/projects/germany/berlins-neighbourhood-management-project-brings-decision-making-on-social-development-to-the-local-level

Considering that cities should focus their strategies of combating poverty at neighbourhood level, the analysis of the urban area has to be made taking into account its interrelations with the whole city and with the metropolitan area.

This territorial dimension of the integrated approach requires a clear understanding of the territorial links and the allocation of urban functions between the deprived neighbourhood and the whole urban agglomeration. This is what is called the “territorial integration”. It has a special significance when we are dealing with urban concentration of social exclusion.

Ensuring the integrated approach is a huge effort due to the extension and diversity of the involved stakeholders. Likewise, the integrated approach is expressed in the fact that different city council departments should participate actively in the strategy design and in its implementation.

Without concerted efforts and incentives to bring the policy ‘silos’ together, the departments might retreat back into their own professional domains. Central governments often exacerbate departmentalism by passing funding and policies down through a vertical delivery system so that at local level one department or one agency ‘owns’ the funding. This happens in nearly all of the policy fields. The Structural Funds are also culpable through having a separate ‘regional fund’ and a ‘social fund’ which operate independently of each other and are managed by different managing authorities often at different levels of government. It is much harder to achieve policy coordination when funds are operated independently in this way.

In the social cohesion and anti-poverty policies vertical integration becomes very relevant considering that the main policies and resources are located in central and regional governments.

All the involved cities agree that implementing the integrated approach is a very complex issue within the local authority. People work usually in departments with a sectorial vision. The adoption of an integrated approach requires a huge effort of sharing and cooperation that needs at the same time a radical shift in mental models and in professional culture. Regarding social inclusion and combatting poverty the need for an integrated approach is based on the assumption that the factors producing exclusion should be tackled simultaneously, to produce synergies and complementarities.

Actions plans fostered by some cities encourage the development of social solutions enabling to produce both social and economic impact at local level. Urban regeneration is in itself an integrated issue. Social solutions imply economic solutions and revitalization of public spaces and buildings.

Externalities and indirect outcomes produced by a specific policy in other domains is a particular and relevant issue that requires the adoption of an integrated approach. Several policies can generate positive or negative impacts in social cohesion in the cities.

The integrated approach is also related with the *urban commons* concept. Commoning, the collective ownership and management of resources, is currently being reimagined across social, political and economic debates as a response to the challenges faced by all European cities today.³

At the same time, the area-based approach is often articulated, both with a sectorial approach regarding different dimensions related with poverty like employability, education, health care, housing, citizens' empowerment, social economy, and with a demographic approach, regarding different social groups like ethnic minorities, migrants, women, youth, older people, long term unemployed, Roma people, etc. Some cities include physical regeneration actions or economic initiatives linked to social inclusion measures, for instance dealing with the recovery of public spaces and public buildings allocating social and cultural activities.

As it was already mentioned the integrated approach have to ensure that interventions should never be limited only to deprived neighbourhoods, but should be part of policies for the wider functional urban area. In this way the spatial externalities of the area-based interventions can be handled, i.e. the mobility of the disadvantaged households can be considered in the context of the local housing market.

3.1.2. Regarding the implementation challenge, the following issues should be faced by the URBinclusion partners.

- > Improving horizontal coordination between different sectors in local administrations, who work together and pool sectorial budgets to achieve objectives that have been defined together. Integration between welfare departments and between them and other sectors as economic development, culture, environment, mobility and so on.
- > Finding ways to better coordinate and integrate area-based and people-based policies
- > Addressing vertical integration taking into account that several welfare policies and resources are controlled by the national and the regional governments.

³ Bologna, a Laboratory for Urban Commoning. <http://bollier.org/blog/bologna-laboratory-urban-commoning>. Designing the Urban Commons (London) <http://designingtheurbancommons.org/>

- > Analysing and understanding the impact of several urban policies like economic development, mobility, physical regeneration, environment, etc. in social inclusion. Forecasting and integrating externalities.
- > Addressing the territorial integration of policy challenges faced by municipalities within metropolitan areas, taking into account the relevance of the functional areas to tackle social inclusion challenges. The integration between the deprived neighbourhoods and the whole cities is an important challenge too.

3.2. Maintaining involvement of local stakeholders and organizing decision-making for delivery

3.2.1 Linking the URBinclusion topic to the challenge

Organizing and ensuring effectiveness of participatory public policies becomes a real challenge for local government. Partner cities want to discuss and to develop operational tools addressing several aspects linked to stakeholder's involvement: communication and dialogue, solving conflicts, enlarging participation to those people that usually don't participate, building capacities to participate in public life, developing accountability and responsibility, etc.

Securing and fostering co-creation, so that ownership of the solution lies with the citizens involved and living in the area. The goal is that the solutions are integrative in themselves, i.e. the spaces developed have multiple uses and are frequented by many of the groups and individuals who live in the neighbourhood. The solutions have to incorporate the groups' initiatives and proposals.

Changing posture from doing for citizens to doing with them, at the same time moving from a management to a coordination role, seems to be a key point to foster a new participative approach.

It requires a strong impulse from the municipal administration to change from a dominant posture to a more nuanced partnership with citizens and to share responsibility. A faith in citizens' power of initiative and letting them be an integral part of the implementation of city policies, should be ensured. And civil servants should assume a new role as connectors within the city, demonstrating empathy and the capacity to understand all the other stakeholders.⁴

⁴ François JEGOU. Social Innovation in Cities. URBACT. April 2015. www.urbact.eu

AMERSFOORT. Rethinking civic participation with citizen driven initiatives.

The city leaders acknowledged that the municipality could no longer provide the level of services seen in the past city administration, citizen-driven initiatives were blooming. Amersfoort's leaders started to see this social empowerment as a new asset, and envisaged the possibility of re-engaging the administration in delivering public services in collaboration with citizens. As a good example, a new collaboration between the city administration and citizens started around a new street market in 2011 for local food products. After the success of this initiative, the citizens involved in the market formed a group together with other food activists and bid for the Dutch Capital of Taste Award inspired by popular empowerment and engagement in unusual citizen-driven projects, Amersfoort city leaders saw an opportunity to develop a new model of collaboration with the population. In 2013 they promoted *Samen-Foort*, ('Forward Together'). The success of these kind of initiatives and the growing recognition of the interest that all stakeholders in the city showed in them pushed Amersfoort's city leaders to declare 2014 as the Year of Change. The Year of Change is a year of collective rethinking and preparation of the reorganisation of the city administration's practices and management structure, which is being implemented progressively from 2015 onwards in order to facilitate this new model of collaboration between the city's population and its administration.

In short, the role of a city council is to provide the adequate incentives for the development of effective collaborations among all stakeholders in the urban policies and specifically in the social inclusion domain, that is, to set the conditions for an "inclusive" approach to the identification of policy priorities. But cities do not have control over many of the deep-rooted causes of poverty and social exclusion, as these are set out at the national and international level (i.e. global macro-economic trends). Cities have limited control over the structure of welfare policies, which are typically set at national level. Therefore, a strong cooperation and coordination with national governments becomes a key issue for good partnerships.

But cities can contribute by promoting better policy coordination between city departments dealing with different issues, building partnerships with NGOs, the private sector, local communities and citizens.

In some countries and in relation to aspects of poverty and exclusion, NGOs are integrated in new governance regimes; in some cases they may even situate at the core of new governance arrangements. This seems to be the case where emphasis is laid on governing through (self--governing) networks, on openness and 'pluri-formity' in making and implementing policy, on the virtues of client participation in service delivery (co-creation and co-production) and on the interplay between formal and operational policies.

Some cities are already moving towards tailor-made approaches, offering more integrated and personalised services and support (i.e. bringing services closer to communities and the creation of *one-stop-shop type centres*)⁵. This model contributes to the efficiency and effectiveness of social protection systems. 'One-stop shops' simplify the organisation, enhance delivery and increase take-up of services. This approach improves accessibility of user-friendly information, coordination among different levels of government and capacity that could reduce the administrative burden on both customer and provider.

⁵ The Liverpool City Council is a good example of one-stop-shops:
<https://www.thelivewelldirectory.com/Services/2294/Liverpool-City-Council>

The new form of delivering social policies contrasts with traditional welfare approach based in a passive and top down way of delivering social services. On that respect, it deals with the adaption of the 'active inclusion' strategy for an urban sustainable development.

Cities should foster for the production of collaborative services. In order to optimize or to integrate the supply of public services or in order to meet new emerging social needs, through the direct involvement of the final-user of a service in the process of planning, infrastructuring and provisioning.

To create services that are more personal with less funding available will require delivery models that embrace citizens more actively. Engaging citizens in public services is about unlocking their knowledge, skills and personal experience. When combined with the training and expertise of professionals, volunteers can create better experiences for service users. Successful public services will increasingly find their role as creating connections between people, rather than reinforcing divisions.

We should consider that poverty undermines people's skills to engage with and participate in policy making. If life becomes a day to day struggle to survive, there is no energy left to engage with democratic processes. The democratic processes often seem very remote and irrelevant for the poor and they think that their concerns and voices will not be listened.

French Cities in the Making: the "Habitat Participatif" Movement

Over the last fifteen years, France has witnessed a resurgence of interest in residents-led housing projects as a response to the difficulties that a growing number of households encountered in getting access to housing due to the economic, financial, and real estate crisis. In particular, middle-income households – until then protected by their level of education and social integration – have seen their chances to get access to decent and affordable housing, especially in major cities and towns, seriously undermined. Grown out from the mobilisation of groups of residents, the *habitat participatif* movement has also acquired a national and institutional dimension due to the creation of national networks and the involvement of social housing promoters and other institutional players. The dialogue among the different stakeholders culminated, after a long process of public consultation and discussion, in the legal recognition of the *habitat participatif* in the *Loi ALUR*. On the one hand, the law defined *habitat participatif* as a "citizens-based initiative that allows individuals to associate, if necessary with legal persons, in order to participate in the definition and design of their individual dwellings and common spaces. Emphasis is placed on sharing and solidarity, since the *habitat participatif* is meant to promote "the construction and the supply of housing, as well as the development of collective spaces, under a logic of sharing and solidarity between inhabitants. *Habitat participatif* represents more than a means to get access to housing by way of sharing common spaces and services; rather, the values it promotes and its structure deeply affect the role individuals play within the community and in the city.

<http://www.urbanisme-puca.gouv.fr/seminaire-l-habitat-participatif-les-derniers-a1048.html>

Modernisation of social policies requires systematic introduction of ex-ante result orientation in financing decisions and a systematic approach of the role social policies play in the different

stages in life: from education via work/unemployment to sickness and old-age. In particular, the modernisation of social policies entails giving activation measures a more prominent role. This enables people to actively participate to the best of their abilities in society and the economy.

Resources for social policies are not limited to those from the public sector. A non-negligible part comes from people and families. In addition, non-profit organisations provide social services on a substantial scale. These range from homeless shelters, support for the elderly, people with disabilities, to advice centres on social benefits in general. Social enterprises can complement public sector efforts, and be pioneers in developing new markets, but they need more support than they are receiving now

Accessible information, such as on job search services, unemployment benefits, child allowances, healthcare, or student grants, is essential for equal opportunities and citizens' participation in the economy and society. New forms of delivery should facilitate citizens' access to such information, including persons with disabilities and the elderly. Further, local authorities should provide people with more accessible information on their social rights.

Social innovation is another key ingredient of the new ways of delivering social policies. It takes place really when the mobilisation of the institutional and social forces reach the human needs and at the same time increase the power of the especially excluded groups.

New capacities and changes in the social relations towards a new system of more inclusive and democratic governance is needed. It is expected that previously passive and silent social groups, arise awareness of the social nature of their needs and rights achieving new capacities to articulate collectively their needs.

Local authorities and their local partners should boost the creation of capacity for social innovation backing new organisations and adapting the already existent, including the support to the independent organisms of the third sector as well as the creation of units in the public sector. Social innovation also contemplates new mechanisms in the domain of social exclusion and poverty through renovated procedures to establish new rapports between the public sector and people experiencing poverty. For instance, understanding the behaviour of those people affected by poverty in the daily life and what initiatives would they will like to develop joining other people and local organisations.

We should have access to a better and deeper understanding of the motivations, values, and expectations of those people experiencing poverty and exclusion. It deals with building a new narrative of transformation associating people's resources with those of the community and the public sector.

Experts by Experience in Poverty and in Social Exclusion. Innovation Players in the Belgian Federal Public Services

Experts by experience in poverty and social exclusion are social inclusion professionals that have experienced different forms of poverty and exclusion. It deals with including people living in poverty in the management of the policies which concern them. They are at the heart of a new and inspiring methodology. Among other things, they contribute to better frontline reception and better identification of the needs and sources of misunderstandings between administrations and people living in poverty. Participation is the true origin of this new function, because, regardless of our level of responsibility, we have to understand that the fight against poverty is not possible without the direct and constructive involvement of people who, themselves, actually live in situations of poverty. It is a matter of principle, but also, a question of effectiveness. Innovation, participation and commitment are the keywords for this project, which is unique of its kind in Europe. The experts by experience are recruited on the basis of a full-time employment contract in the FPPS Social Integration, The general objectives laid down for this project were: the integration of the human dimension of poverty within the federal public services, Improvement of accessibility to the federal public services for all citizens, in particular for those people who were in a poverty situation, in order to contribute to the realization of fundamental social rights for all.

http://www.mi-is.be/sites/default/files/documents/goede_praktijkenboek_engels_def.pdf

Social Innovation is an essential element of social investment policy since social policies require constant adaptation to new challenges. This means developing and implementing new products, services and models, testing them, and favouring the most efficient and effective. “Social policy innovators” need an enabling framework for testing and promoting new finance mechanisms, for instance, and measuring and evaluating the impact of their activities.

3.2.2. Regarding the implementation challenge, the following should be faced by the URBinclusion partners.

- > The city leaders should adopt a new role for their administration in which it behaves as a broker, ensuring that all parties are around the table, encouraging them to take part and sharing with them the burdens of public action.
- > Boosting a user approach, experimenting with new forms of collaboration with citizens, taking risks by giving them assignments and so on. Municipalities should reconnect with citizens, restarting from users’ needs and finds to achieve a better position to think up more appropriate administrative mechanisms and design more user-friendly and cost-efficient public services, introducing a co-creation and co-production approach in the field of social policies.
- > New arrangements of cooperation with community groups, with social economy organizations and with inhabitants to deliver social services in a shared way.
- > Searching for new ways to identify social needs and for a new understanding on how people experience poverty

3.3. Setting up efficient indicators and monitoring systems to measure performance

3.3.1. Linking the URBinclusion topic with the challenge.

Measuring results in the field of social inclusion and poverty is particularly complex due to the combination of factors that are influencing both the problem and the result. It doesn't deal only with performance indicators. Many will say that they already have 'key performance indicators'. But performance indicators are efficiency indicators (measuring the output per input ratio) and as we know from history being more efficient about doing the wrong actions does not always produce a good result. We are less comfortable in framing the objectives that we are trying to achieve and specifying what result would constitute success.

Cities have to reflect on: 'What is the changed situation in the future that we wish to achieve? How will we measure that we have achieved it?' Indicators have to refer to a future desirable neighbourhood configuration based on a set of results and outputs that we can control and manage.

It deals, so, with decision making in the public sector. Cities need to identify which results were caused by their own actions and which by those of others. Measuring the reduction of social exclusion and poverty in specific urban areas needs a strong evaluation framework to measure impacts and outcomes. We should be able to identify how social policies addressing the multiple dimensions of poverty work in reducing poverty. It is essential to get a preliminary understanding at city level of:

- 1) How low income, unemployment, health, education ethnic background, public spaces, social housing, etc., explain poverty; and, consequently,
- 2) How cities interpret and analyse the causality relations when poverty factors are clustered and interrelated.
- 3) The existing monitoring systems of our cities only track statistical data, and lack indicators to capture qualitative results.

Cities consider that it is inherently difficult to measure the impact of integrated interventions in deprived urban areas specifically due to the diversity of the local community. Increasing poverty levels have determined an extremely variable and multifaceted reality and monitoring mechanisms currently in place in many cities do not fit for purpose.

Usually, the lack of credibility of public policies in the field of social exclusion, can be understood because public programs implementing social policy show a lack of credible evidence on what really works and what doesn't, without demonstration of the causal relations between policies and results. Social innovation especially in the form of social experimentation could become a very strong tool in this domain.

A coherent set of indicators to measure situations and monitor developments of urban poverty (which means including specific spatial items), comparable to the AROPE--indicator at the level of the general population should be adopted. To steer the national policies and actions on a European scale, the key indicators to monitor the progress towards the five targets of the European 2020 strategy should be used.

Indicators should be developed at the lowest appropriate level. The discussion around indicators should be introduced in the local groups, composed by neighbourhood associations, private stakeholders and the local authority, participating in the implementation of urban sustainable development strategies. Indicators exclusively owned by their users have to be re-formulated and co-produced in a logic of inclusiveness. In any case, we should not forget that appropriate indicators at a very local level are not always available.

There is also a lack of understanding of the timescales of measurability – for some people experiencing poverty, it is a much longer process of moving from intervention to impact. Once the policy is terminated, it can be updated and used to document lessons learned about what really happened.

Likewise, cities agree that the introduction of an integrated, horizontal management system, in particular for the coordination of the cooperative effort of local stakeholders, can contribute as a source of data and information for the evaluation process.

Lastly, even though adaptation to local variables and determinants is key for the effectiveness of any evaluation system. Cities should work together on this issue continuously exchanging views and trying, as much as possible, to identify indicators and evaluation protocols that can make the heterogeneous reality of deprived neighbourhoods in Europe somehow comparable and facilitate the delivery of cross-city, cross-regional and cross-countries studies. Universities and research centres can provide a valuable contribution in this direction.

The New Deal for Communities Programme

The New Deal for Communities (NDC) Programme is one of the most important Area Based Initiatives (ABIs) ever launched in England. Announced in 1998 as part of the government's National Strategy for Neighbourhood Renewal the programme's primary purpose was to 'reduce the gaps between some of the poorest neighbourhoods and the rest of the country'. The NDC Programme is delivered in 39 defined neighbourhoods. In order to moderate these cumulative, inter-related, problems NDC Partnerships were therefore set up to:

- Design and implement strategies to help regenerate these areas over ten year
- Achieve change across the Programme's six outcomes, three primarily relating to place (crime, community and housing and the physical environment) and three people (education, health and unemployment)
- Maximise the positive synergies across outcomes, which might, for example, arise for worklessness and crime as a result of major housing refurbishment schemes
- Engage intensively with local residents in order to improve the quality of decision making

The Programme was premised on, and the evaluation therefore informed by, a particular theory of change. This theory of change, had implications for the design of the national evaluation. In order to assess the success of the Programme, the evaluation analyses change data across these 39 areas and to benchmark that change against what was happening elsewhere. Moreover, in order to highlight and explain change across the Programme, it was also important to ensure that consistent data was obtained from each, of what was a relatively small 'population', of 39 neighbourhoods. In addition as the Programme was seeking to create change in relation to six defined outcomes, the evaluation explores and help explain, change with regard to each of these and also to identify inter-relationships across outcomes. And finally the design of the Programme meant that the evaluation would need to examine the effectiveness of a delivery model based on close partnership working with other agencies, and a strong commitment to community engagement.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414648/NDCevaluationphase2_0315.pdf

3.3.2. Regarding the implementation challenge, the following issues should be faced by the URBinclusion partners.

- > Improving a monitoring system that should capture the complexity of an area based approach where different policies, services and stakeholders are involved.
- > Differentiating between output and outcome evaluation, measuring the complex process from exclusion to inclusion.
- > Ensure the participation in the monitoring and evaluation process of the different stakeholders involved in social inclusion issues.
- > Defining new monitoring procedures including innovative and creative actions with inhabitants and local organizations, beyond the traditional bureaucratic and administrative monitoring of the public sector.
- > Measuring achievements that could be associated to the implementation of the integrated approach and to the involvement of local stakeholders. How to measure their added value.

3.4. Moving from strategy to operational action-plan

3.4.1. Linking the URBinclusion topic with the challenge.

This challenge has a strong dependency of other challenges, for instance, with the integrated approach and with involving stakeholders. The depth of those challenges has made it difficult to move to operations. Likewise, the diverse nature of the community, the continual flux in populations, people moving around and how poverty is affecting different social groups in the community, makes operational aspects of any strategy more difficult to implement.

It deals with engagement of stakeholders from inside and outside the local authority in the extent that an action plan needs that those compromises become operational responsibilities, including decisions, management and monitoring of actions.

The challenge is shaped by a combination of the magnitude of complex relations, the different levels of public authority, professional and personal skills and the construction of viable organizations with necessary decision power.

We should not forget that urban poverty is crossed by different public policies where diverse public and private stakeholders are involved. Often, poverty has to be faced not only by a municipality but a set of local authorities sharing the same problem in a functional urban area. This makes the operationalization of strategies even more complex.

In fact, the strategic approach has to be “translated” into operational language of projects and continuous tasks and services carried out by several units (departments) of a local authority and external entities representing different approaches. That requires implementing suitable structures and information system (“common language”) to develop proper coordination and complementarity of activities in an open, transparent participatory sequence of actions.

On the other hand, the participatory approach demands prior educational and promotional activities to ensure the participation of the widest possible range of stakeholders in the implementation process and to reduce the traditional aversion and resistance to changes in the public sector. This leads to developing integrated procedures for public-private partnerships in the implementation processes.

The long-term view has to be real framework of the operational actions to be implemented. Coherence between strategic goals and practical operations and projects to be implemented should be ensured. Not always these links are clear showing that the implemented actions really contribute to the strategic goals and the expected results.

A huge effort to endow local managers with the strategic vision becomes one of the core elements that should be reinforced. Usually local managers and civil society volunteers are more concerned with short term results and with managing specific activities and services and not with sustainability and long term strategies.

Moving from operational action plans to strategy is the other side of the coin that should also be considered. Often, local agencies and services deliver several services and implement diverse activities without having a general strategy that enclose them in a coherent way.

Achieving a real success in the long term requires very effective and efficient structures, organizations and procedures of decision making, within the municipal institution and beyond. In short, new approaches, mobilizing users, boosting proactive methods, are needed to ensure that people experiencing poverty become real participants in building their own solutions.

SucceS Sustainable Uplifting Client Centred Employment Support. Kortrijk (Belgium)

The very nature of the project is to reach out into the local community of jobless and disadvantaged people. The SucceS approach represents an important effort to transform the way in which job creation, employment and welfare agencies deal with this problem in an attempt to turn around a chronic condition. The methods adopted to break through barriers to employment shall provide valuable information and experience for local authorities and service providers. This happens literally by targeted knocking on doors, but also by using existing social events and community entry points to make contact with key client groups and individuals. The project organises both fringe and formal events and activities to draw people in to develop a new relationship towards job opportunities and (re)engagement with the labour market. Basic premise of the project - to take support services designed to help access employment into the communities and to client groups with most needs – is a new practice for the city. The ongoing work of static services represented by welfare centres, job centres, citizens advice offices, interim offices are so complemented by an active approach to engage with their missing target groups. Outreach, activation and ongoing accompaniment are for the partner's innovative ways of connecting with an excluded sometimes self-excluded population.

The main challenge for the project was to make contact with and actively involve people who did not necessarily wish to be approached by authority or who had mentally and physically disengaged from the day to day rhythm of work and even social contact. In this the option to visit households was a major and essential step.

One of the main challenges is associated to the participation in an urban integrated strategy of a myriad of delivery partners that are engaged with particular actions and services and that are far of a clear understanding of the whole and long term strategy. When NGOs, community organizations and external structures of the municipality are delivering different interventions, bridging and linking all these activities becomes a crucial challenge. Different delivery partners have to deal with different issues, different schedules and organizational culture.

Identifying possible legal restrictions could be an important issue when strategies become operational. Legal restrictions could avoid social innovation measures linked with new forms of management, when local people is going to be included in monitoring and evaluation or when the implementation of actions require the organization of a public call for grants.

3.4.2. Regarding the implementation challenge, the following issues should be faced by the URBinclusion partners.

- > Designing and boosting new kind of organizations and agencies within the municipality with decision and management integrating different policies, strategies and departments to intervene in disfavoured urban areas. .

- > Assuring the involvement of all kind of stakeholder in the implementation process facilitating the capacity building of inhabitant's participating in the projects.
- > Linking strategies, programs and operation in a coherent and balanced way.
- > Assuring the contribution of the implemented actions to the strategic objectives through performance indicators.
- > Managing flexibility to introduce those changes that are needed due to the complexity of social issues and changes taking place in the local context. Changes and updates should be introduced avoiding contradictions with the strategic goals. Tools of reprogramming are needed.
- > Managing in an integrated and coherent way different rhythms, schedules and financial requirements of each action included in the integrated strategy, taking into account the dependence of regional, national and European funds on poverty issues.
- > Managing conflicts between the different organizations involved in the operational management.
- > Towards new innovative procedures to ensure that the foreseen beneficiaries are the real ones. Searching new ways to identify needs and capacities of the different social sectors experiencing exclusion and ensuring that they actively participate in the implemented actions.

3.5. Enhancing funding of urban development policies through financial innovation

3.5.1. Linking the URBinclusion topic with the challenge.

Cities acknowledge that the traditional grants culture is changing and want to understand and to foster some of the new financing mechanisms which are being developed and introduced. Sustained austerity within public finances means that cities need to think differently about how to fund their activities. This is in part driven by a need to do more with less but is also in recognition of the fact that a grants culture can create dependency whereas other more innovative financing methods may lead to greater and more sustainable impact. The challenge is related to the ability to use diverse and complex instruments for financing projects in the current budgetary situation, dealing with high levels of debt and limitations in formal and legal tools posed by the public finance system.

Nevertheless, the challenge is not only explained by the economic crisis. Funding for direct service delivery is limited, often favouring knowledge exchange, transfer etc. The rigidity of many funding options does not complement the challenging projects that may arise from new strategies.

Delivery of plans require funding that is: flexible, medium to long-term, allows service delivery as well as exchange of practice. The challenge is also related to the capacity of local authorities to establish new cooperation links with the third sector organizations and social economy, designing and fostering new financial tools like community funds, crowd funding mechanisms, mobilizing local people and local networks.

Micro-finances supporting new community services and activities is a crucial dimension. Often, the pursuit of funding is reactive rather than proactive. During the formulation of strategies, they should include tracks on how they can be funded. We need to think more innovatively on how funding can be sourced but also on how services and projects can be delivered.

Some cities have established strategies and good practice of using co-operative models and social enterprises as a different way to deliver service. Cities are interested in exploring new funding options that will support their strategies in this way.

Some European cities are also studying and analysing the implementation of a local/social currency to be tested in some areas of the city. The experiences of local or complementary currencies are increasing across Europe, as we can see for example in Bristol, Nantes, and Toulouse, Sardinia or the REGIOGELD currencies in Germany. Local currencies aim to enforce their communities promoting local activities and facilitating access to credit to microenterprises. A local currency can also be used to pay social aids to the most vulnerable population.

SOCIAL CURRENCY. THE BRISTOL POUND.

The Bristol Pound is one of the many local, alternative and complementary currencies that have emerged across Europe. With the growing problems with the financial and monetary system, doubts and mistrust increase as well as their negative, local effects. Local money, complementary to our current currencies, can contribute to a strong and resilient local economy and “has the potential to strengthen local communities, by enhancing relationships, and offering an alternative reward for services, and by enhancing a local identity” (Boonstra et al. 2013: 5). However, implementing and maintaining a complementary currency requires a lot of work, as the example of the Bristol Pound shows. The Bristol Pound was launched in September 2012 and both individuals and organisations can exchange GBP sterling for Bristol Pounds at a rate of 1-1. The resulting Bristol Pounds can be either a digital deposit or paper pounds issued by various cash point traders across the city. The social impacts have also been very positive. The act of using Bristol Pounds typically makes people feel more connected to their community and the city.

At European level Member States still make insufficient use of more innovative approaches to financing, including by using participation of the private sector and financial engineering through instruments such as micro-finance, policy based guarantees and Social Investment Bonds which should strive for budgetary savings.

As laid out in the Social Business Initiative⁶, social entrepreneurs play a crucial role in promoting social inclusion and investment in human capital. Social businesses need however easier access to private finance, to help support their activities and allowing them to expand. The Social Business Initiative launched by the European Commission in 2011 identified three strands of action to make a real difference and improve the situation on the ground for social enterprises:

1. Improve the access to finance
2. Give more visibility to social enterprises
3. Optimise the legal environment

In addition to proposing a support fund for social enterprises as part of the Programme for Social Change and Innovation starting in 2014, the Commission has also proposed a regulation setting

⁶ http://ec.europa.eu/internal_market/publications/docs/sbi-brochure/sbi-brochure-web_en.pdf

out a European Social Entrepreneurship Fund label to help investors easily identify funds that support European social businesses and access key information about the social entrepreneurship funds.

Social Impact Bonds, which incentivise private investors to finance social programmes by offering returns from the public sector if the programmes achieve positive social outcomes, are amongst other avenues to be explored.

SOCIAL IMPACT BONDS in ROTTERDAM

In December 2013, the municipality of Rotterdam signed a social impact bond worth €680 000 with investors ABN Amro and Start Foundation and provider Buzzinezzclub. Investors will be paid returns up to 12% per year if Buzzinezzclub is successful in helping 160 unemployed young people without basic qualifications to find work or go back to school.

To raise money for the implementation of initiatives promoted by citizens, associations, enterprises, to solve specific local urban problems some cities plan to coordinate local task forces in order to analyse if and how to launch a crowd funding and crowd sourcing platform. For the success of the platform it would be critical to sign previously an agreement with the third sector and main local stakeholder's committing to promote urban development so that to have good chances that platform will be used by all local actors to collect resources and engage citizens.

Crowd funding helps communities to come together to invest in their own spaces and places and /or to improve the environment where they live. This is often called 'civic crowd funding'. Civic crowd funding appears to be the ideal antidote to diminishing municipal budgets. Like conventional crowd funding, civic crowd funding provides a web-based venue for project designers who solicit donations from individuals and organizations. It focuses on community-development rather than product-based proposals. It describes "collective cooperation, attention and trust by people who network and pool their money together, often via the Internet, in order to support efforts initiated by other people or organisations.

CIVIC CROWD FUNDING: The Future of Paying for Community Projects

Civic crowd funding, is a joint venture between citizens and the local government to benefit their town or city. Sites like [Citizinvestor](#), [Neighbor.ly](#) and [IOBY](#) are providing a platform for governments and citizens to suggest community projects for the town and then raise the money to fund it. The process is simple. Like ordinary crowd funding, an idea is posted to one of the sites by either the government or an individual. People can then donate funds to the project online, assisting the government with the cost. Civic crowd funding has been operating on a small scale, but nonetheless, it has been executed with great success. Between 2010 and 2014 there were 1,224 civic campaigns with a total of \$10.74 million raised averaging about \$6,357 per project. The greatest success though is that on Kick-starter, a popular crowd funding website, 81 percent of projects labelled "civic" were fully funded.

<http://nationswell.com/civic-crowdfunding-community-projects-citizens-governments/#ixzz4Xqrib4LN>

3.5.2. Regarding the implementation challenge, the following issues should be faced by the URBinclusion partners.

- > Designing and boosting civic crowd funding platforms involving municipalities, third sector organizations and citizens to collect new financial resources for the community projects.
- > Lobby funders to reduce the short-term nature of funding which often stifles innovation and real change in poverty reduction and in deprived neighborhoods.
- > Looking for innovative solutions to diversify financial resources. Establishing new agreements with the private sector to address social goals, particularly considering the ISB (Impact Social Bonds) approach.

3.6. Setting up Public Private Partnerships for delivery

3.6.1. Linking the URBinclusion topic with the challenge.

The rise of impact investing, the growth of social enterprises, the professionalization (concerning forms of governance, management and ways of production) of third sector organizations and a growing community of traditional businesses committed to making a positive difference to their social and environmental surroundings has led to the creation of a complex ecosystem of actors committed to using their different skills and networks to overcome entrenched social issues.

Over the years some private organizations and groups have proved to be very effective in supplementing the roles played by the public sector. NGOs and community groups have in many instances demonstrated their capacities in reaching the poor and disadvantaged with a variety of services, ranging from motivational to educational and health-related activities.

Even private businesses and corporations have established reputations in providing quality services that respond to market needs in several welfare services. In some cases, they have co-operated with governments in providing effective and efficient management of government-financed or subsidized services. In other cases, the private sector (both for-profit and non-profit) has addressed market needs by providing services that supplement government services. Under appropriate circumstances, forming partnerships between the public and private sectors can open up opportunities for additional resources, improved service coverage, and enhanced quality in services

In applying the concept of public-private partnerships, we look for public and private collaborations that can provide quality welfare services more efficiently, effectively and equitably. Through appropriate arrangements, partnerships are expected to utilize and explore the combined strengths of the partners that are involved. This is not to diminish the respective role of either public or private sector.

The role of the government is important, but the function of the private players that are also involved in financing and providing the services cannot be excluded in the overall development strategy to improve welfare services.

The fact that welfare services as health, education, employment, social housing, are generally classified as public goods means that the exclusive reliance on market and community initiatives will not result in social efficiency and equity. To protect the needs of all, governments have a unique role to play and they need to work closely with all committed players, profit-oriented organizations, NGOs, to assure that no one is left out of the process. To this end, the local government needs to create an enabling environment and establish an appropriate mechanism to control quality, and ensure transparency and accountability for the delivery of the required services.

There is no single institution or policy that can effectively address social ills, which is why a collaborative and systemic approach is needed. The starting point is the recognition that citizens – as well as private organizations and institutions -are both a depository of collective common wealth (or assets) and of common liabilities (current and future), and that both are largely quantifiable in terms of current and future value and related costs, savings and returns.

Mapping the different issues affecting a specific community, their various components and often interdependent relations, the stakeholders concerned and the possible solutions which can be put in place, means organizing new inter-sectorial and inter-organisational partnerships, developed around shared outcomes linked with social inclusion issues. It deals with assessing the value of available goods and services of public interest for all the stakeholders involved in the partnership, as well as the costs associated to maintaining, scaling -up, adjusting or replacing those same goods/services as required by a changing situation. As well it allows -us to build new funding and action models to drive systemic change.

Re-Vive: the Ekla project

In Brussels, the Ekla project aims to decontaminate and redevelop a 6,200sqm former industrial zone in Molenbeek, next to the city's West station, to become one of the three most important intermodal hubs for public transportation in Brussels. Belgian company Re-Vive, specialized on urban brownfield sites development, has allocated €32m to build 53 apartments for affordable housing (to be built by the public local supplier Citydev), 40 apartments for social housing, 50 student housing units suited for students in need of financial support, a primary school, day nursery, retail spaces and a social innovation hub and offices. Once completed, the buildings will be sold to end investors (impact investors or social funds). To this end, Re-Vive has been working together with regional investment agencies and funds such as Citydev (Brussels) on the affordable housing front, or for the school. The neighbourhood is characterized by both poverty and unemployment, with a large immigrant community; however, its inhabitants are also young and very entrepreneurial: the social innovation hub will build on this potential by offering not only office space, but also business support. The use of the building as a hub for cultural events and exhibitions before the opening of the construction -site allowed Re-Vive to establish a trusted relationship with local artists, who acted as intermediaries with the local community, which was instrumental to attract the attention and support of local authorities.

3.7. Setting up smart public procurement

3.7.1. Linking the URBinclusion topic with the challenge.

The new EU public procurement system⁷ allows public bodies to pursue socially responsible public procurement and set a positive example to encourage enterprises to make wider use of social standards in the management, production and provision of services. This includes the following:

- The awarding of a contract will no longer be dependent on price alone if a company commits to helping integrate disadvantaged persons

Public purchasers can choose the tenders that provide more social advantages, such as a company employing the greatest number of long-term unemployed or disadvantaged persons to perform the contract. The awarding of a contract can also take into consideration if the employee working conditions of a contract go beyond legal requirements, are intended to favour the promotion of equality between women and men at work, increase participation of women in the labour market, and/or help better reconcile employees work and private lives.

Under a new 'social clause', public authorities will need to ensure the respect of obligations in all public procurement procedures. These include national or EU social and labour rules, applicable collective agreements and/or international law. Tenders may be excluded if they do not comply with social or labour law obligations.

- Reserved tendering procedures for companies that promote the integration of disadvantaged persons

Under the new rules, contracting authorities will be able to restrict some tendering procedures for all types of work, services and supplies to 'sheltered workshops' and social enterprises. To participate in reserved procurement procedures, 30% of the company's employees must be disadvantaged.

Contracting authorities will also be able to reserve the right to participate in award procedures for social services for a period of up to three years. These include certain health and social services; certain education and training services; library, archive, museum and other cultural services; sporting services; and services for private households and non-profit companies with a public service remit based on employee participation.

The opportunities to promote social inclusion within the public procurement system can be included in a public contract at four different stages of the procedure, during:

- the definition of the subject-matter of the contract and technical specifications
- the qualitative selection of the undertaking (exclusion clause or selection criterion)
- the choice of the most advantageous tender (award criteria)
- the performance of the contract (conditions of performance)

⁷ More details on the EU procurement and concessions directives can be found here: http://ec.europa.eu/growth/single-market/public-procurement/rules-implementation/index_en.htm

The new public procurement rules provide a 'light touch regime' with a higher threshold to social services, health services, cultural services, educational services, certain legal services, and hotel and restaurant services. For these services, the EU public procurement rules will only apply to contracts above €750 000 (compared with €209 000 for other services).

In some instances, the traditional procurement process has been opened up and moved away from a purely monetary approach (getting the cheapest service) to focus increasingly on quality criteria (purchasing innovative products and services) (Adams 2014).

This has been the focus of a Danish pilot project, [Innovation on the shopping list](#), coordinated by Mind Lab and the Business Innovation Fund. Based on the experience of civil servants, it is presenting the long-term benefits of using public procurement differently in order to reorient the way municipalities and regions purchase services in the welfare sector. It has developed a practical tool to enable cities to envisage how they could transform their public procurement procedures.

Purchasing power can also stimulate new economies, as in the example of open data collaborations, but this raises particular issues in a complex regulatory world of procurement. Cities will need to find new ways to allow experimentation and innovation prior to committing to final purchases, but without giving privileged advantage to particular companies.

United Welsh Housing Association: Splitting contracts to enable SMEs to participate

In two housing refurbishments in Cardiff, United Welsh piloted a direct management approach – purchasing the materials and procuring local SMEs on a labour-only basis. The value of each contract was therefore much smaller and viable for local SMEs to bid for. This maximised opportunities for local businesses and workers, provided the client with better control of the development process, and produced a 20% cost saving. There is a widely accepted approach for including social/community benefits within contract conditions. Where an appropriate policy has been adopted these requirements can form part of the subject of the contract and be used in awarding the contract. This method is more robust than using a voluntary charter or corporate social responsibility approach where the contractor, rather than the client, decides what to deliver and what information on outcomes to provide.

<https://www.jrf.org.uk/report/tackling-poverty-through-public-procurement>

4. Provisional Conclusions

- > A new context of social exclusion and poverty is challenging our European cities. Social and urban cohesion are at stake because poverty is growing or, at least not reducing, despite the financial crisis is decreasing. Poverty affects new social sectors and produces urban segregation.
- > At the same time, and as this document shows, a myriad of initiatives, projects, local networks and new stakeholders are creating an ecosystem of innovation in the field of social exclusion with new answers to the mentioned problems: associations and community groups at

neighbourhood level, firms, urban authorities, NGOs, and individual citizens, are creating a new scenario responding positively to social exclusion and poverty in cities.

- > European cities are committed in findings new models, approaches and methods that allow the delivery of new welfare services in a more efficient and effective way. Likewise, they share the idea that a “democratization” of the services delivery is needed, through an active involvement of people experiencing poverty.
- > Strategies and local plans of cities are usually focused in different social exclusion fields: employment, education, poverty, homelessness, social housing, etc. Most of them focusing their actions in specific urban areas where poverty is clustered, while others are more oriented to a people approach.
- > One of the main challenges that cities should face is the integration of social inclusion and poverty policies with other urban development dimensions. Social inclusion is linked with physical regeneration of deprived areas, with economic development, with mobility, with environmental issues. Impacts in all these dimensions will have positive or negative impacts in social inclusion.
- > New forms of partnerships and cooperation with civil society organizations, with community groups and with private sector, are needed for a shared delivery of welfare services. It deals with innovative procedures to identify emergent social needs and to create solid bonds with people experiencing poverty and exclusion. Monitoring and performance measurement are, as well, key ingredient of this new approach.
- > Cities have to transform their strategies in operational interventions, searching for new organizational structures and networks, coordination and shared management with community and institutional stakeholders, assuring coherent links between strategies and operational actions.
- > Financial alternatives to boost community projects, beyond the traditional financial sources and structures becomes a key dimension of the new social policies at local level.

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II. PARTNERS PROFILES

PARTNER PROFILE

BARCELONA

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators



Barcelona (BCN) is the capital of Catalonia, representing 0.3% of the territory of Catalonia and concentrates 21% of the Catalan population. It is one of the densest cities in Europe with an area of 100 Km² and 1.6 million inhabitants⁸. Barcelona is the central nucleus of the Metropolitan Area of Barcelona, a region amongst the first ten European urban agglomerations in terms of population and employment⁹.

The city is made up of 10 districts and 73 neighbourhoods¹⁰ (as can be seen in Figure 2).

The city has undergone a strong increase in immigrant population over the last decade. Currently **the foreign residents represent 16.3% of the total population**. The immigration is very diverse with a total of 150 different nationalities living together in the city¹¹. This migratory phenomenon

⁸ Spanish National Institute of Statistics (INE) and Barcelona City Council Annual elaboration, 2015.

⁹ www.citypopulation.de (2015).

¹⁰ Barcelona City Council, Technical Programming Department, Presentation of the city 2016.

¹¹ Barcelona City Council, Department Of Statistics, Annual report, 2015.

has contributed to a certain **rejuvenation of the population**, with an increase in the population under 14 years and a reduction in the index of ageing (over-65s over under-14s)¹².

Barcelona generates **30% of the GDP of Catalonia** and employs **34% of the workers**. As with other large cities, BCN has become specialised as a **city of services**, a sector which employs 89.5% of the workers. The **weight of industry has decreased** (from 15% in the year 2000 to 7.4% in 2015). The weight of construction is less than those of other similar economies¹³.

The business fabric shows a structure similar to the whole of the Catalonia region: **dominance of the micro-companies** (more than 95% have less than 10 workers) and with little presence of companies with more than 200 workers¹⁴. There is a strong predominance of companies from the service sector, highlighting the presence of **commerce and repairs (19%)** and from **professional, scientific and technical activities (18.7%)**.

Barcelona is **one of the main destinations for urban tourism in Europe** and a focus of attraction for tourists and business visitors: **8.3 million visitors and 17.6 million overnight stays in hotels** in 2015¹⁵. The airport of Barcelona is the **tenth European airport in number of passengers** and 73.3% of the passengers correspond to international transit¹⁶. Furthermore, **2.5 million cruise-ship passengers pass** through the city, converting the city into the N^o 1 destination for cruise-ship passengers in the Mediterranean¹⁷, highlighting the importance of the tourism sector for the economy of the city.

With regard to employment, **Barcelona registers higher employment rates than the Catalan and Spanish average**, although it should be noted that the financial crisis has had a major impact on the labour market. The number of registered workers decreased between 2007– 2012 showing signs of growth again between 2013 and 2015.

Registered unemployment has also undergone a strong increase since the start of the crisis. In the city there are more than **89,000 unemployed people** and the **Unemployment Rate is 13.3%**, below that of Catalonia and Spain. The economic uncertainty is also reflected in the growing weight of temporary employment, which represent 85% of the contracts¹⁸. However, in terms of salaries and labour costs, Barcelona is a **competitive city in the international context**, ranking 30th in the UBS bank ranking of 71 cities according to salary level¹⁹. Furthermore, according to The Economist Intelligence Unit, Barcelona is in the 29th position in the level of human capital quality amongst 120 cities in the world.

Finally, Barcelona can be considered as a **city with medium level incomes**. However, during these years of crisis, the weight of low incomes has noticeably increased. In recent years, a process of **widening of territorial inequalities** has been observed.

The most notable contrast of the levels of income (figure 5) can be seen between the neighbourhoods of Les Corts and Sarrià-Sant Gervasi – higher level – and Nou Barris a lower level.

¹² Spanish National Institute of Statistics (INE) and Barcelona City Council Annual elaboration, 2015.

¹³ Source: Social Security National Institute (INSS), General regimes and self-employed. Quarterly issue, 2015.

¹⁴ Spanish National Institute of Statistics, Central Company Directory (INE-DIRCE) and Barcelona City Council Annual elaboration, 2015.

¹⁵ Barcelona City Council, Tourism Area, and Spanish National Institute of Statistics (INE) Quarterly report, 2015.

¹⁶ Source: AENA.

¹⁷ Port de Barcelona, Monthly report, 2015.

¹⁸ Dept. of Enterprise and Employment (GC), Dept. of Statistics, AB. Monthly

¹⁹ UBS. Annual

The neighbourhoods of the district of Sant Martí are heterogeneous, while Gràcia and Sants-Montjuïc present a much more compact income profile per neighbourhood.

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

The target area of the Integrated Strategy for Urban Sustainable Development (addressed by the present project) within the city of Barcelona is the Besòs area, the most deprived area of the city. It is located in the north-eastern part of the city and is composed of ten different neighborhoods as can be seen in Figure 2.



Figure 2. Identification of the target area at City, District and Neighbourhood perspectives (respectively), Barcelona Integrated Sustainable Urban Development Strategy, 2015

The total area itself has a population of 114,000 inhabitants and it requires urgent intervention in order to reduce poverty and to foster social inclusion. It has some of the **lowest family incomes in the city**, at around **40% of the average in Barcelona** (considering the Barcelona average as 100%). The **unemployment rate in this area is also 43% higher than the city average (12.3%)** with subsequent social effects that this brings.

When comparing key statistics for Barcelona City and the Besòs neighbourhoods other key differences emerge. There is a **higher % of immigrants in the area (29%)** in comparison to the Barcelona average (22.2%). Furthermore, there is a **large difference in the levels of education of the population** as 13.35% of the population in the Besòs District do not have any studies at all, in comparison to 7% of the population when considering the city's average figures.

Regarding the housing stock in the district, the **cost of housing is considerably lower (2,501 €/M²)** than the average in Barcelona (3.188€/M²). As can be seen in Figure 7, the **Besòs District features the smallest housing stock**, in comparison to the Barcelona (over 40% of housing stock is less than 61m² in size). It is also the area of the city with one of the **highest occupancy rates per house/flat**.

In conclusion, the main problems that affect the local population in the Besòs area include the following:

- Lower income rate.

- High rates of school failure and school dropout.
- Attractiveness of vulnerable population due to low cost housing.
- High unemployment rate.
- Ageing: more social services and health care are needed.

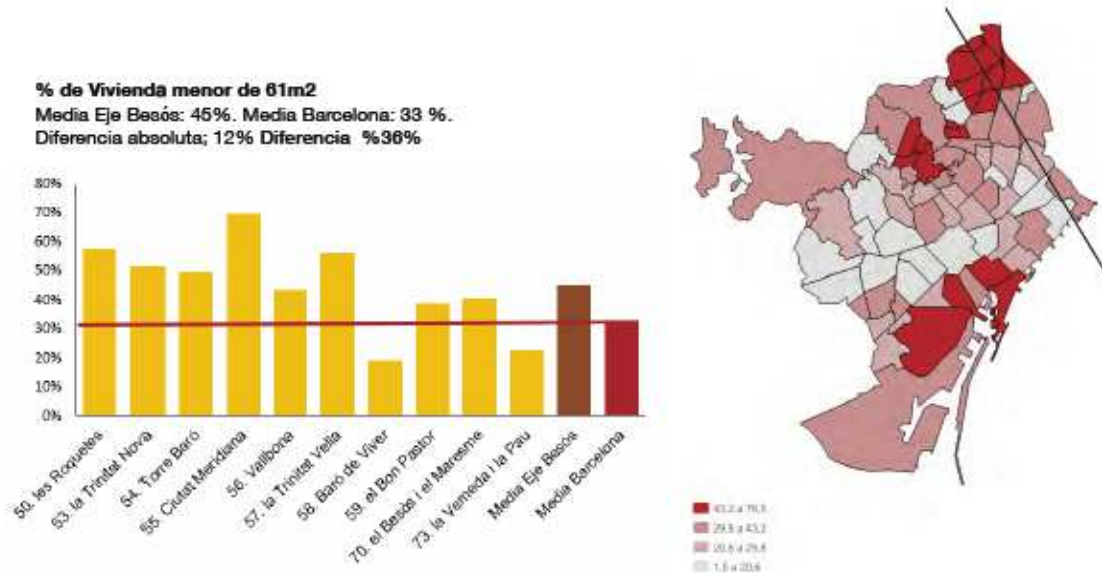


Figure 3. % of housing stock less than 61m2, Barcelona City Council Statistics Portal.

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

- [About the Strategy](#)

Title-name: Barcelona Integrated Sustainable Urban Development Strategy (EDUSI)

- **The Policy challenge:**

The **Integrated Sustainable Urban Development Strategy (EDUSI)** of Barcelona is composed of two key pillars: the social inclusion strategy (put forward by the Social Participation Department of the City Council) and the strategy for sustainable use of resources and energy transition (put forward by the Ecology Department).

Considered the core objective of URB inclusion, in this project we will focus on the first pillar.

The social pillar of the EDUSI, in turn, has to be thoroughly positioned in a wider and more complex framework of policy interventions that we address hereafter as **“Social Inclusion Strategy in the Besòs Area”**.

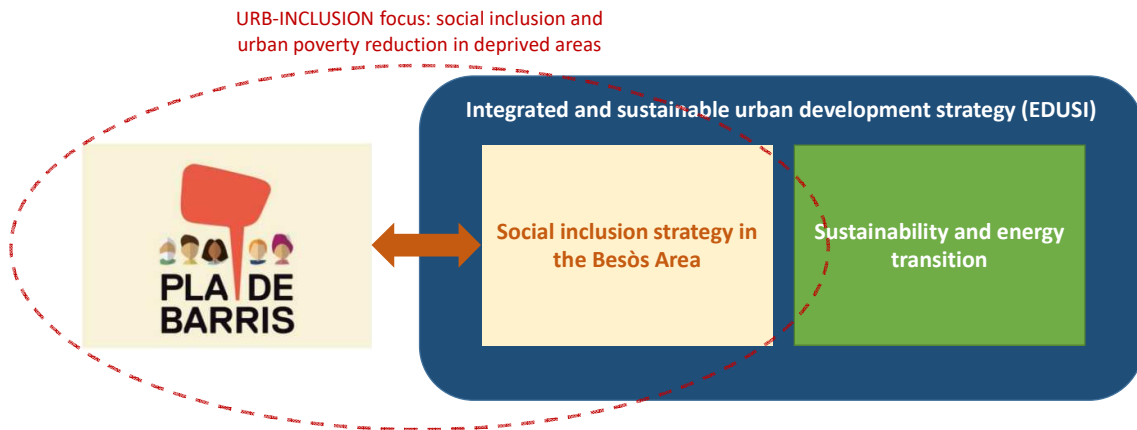


Figure 4. The strategic approach of Barcelona City Council towards social inclusion policy challenges

The “**Social Inclusion Strategy in the Besòs Area**” configures the territorialisation of two fundamental intervention frameworks²⁰ in the city of Barcelona i.e.:

- 1) **The “Neighbourhoods Plan”** (Pla de Barris): the Plan is an extraordinary policy intervention funded by the City Council and aimed to reduce disparities between the districts of Barcelona, favouring access to income, services, urban quality and welfare for all citizens. The total budget resources are 150 million Euro and the Besòs area will be the primary beneficiary of the designed actions.
- 2) **The Shared Strategy for an Inclusive City**: This Strategy, represents the roadmap for institutions and social entities committing to work collaboratively to face social aspects of the financial crisis and, in general, towards a city more inclusive. At the moment the City Council is working on the design of the new version of this strategy (Strategy for Social Inclusion and Reduction of Social Inequalities (2017-2027)) with the ambition to cover a 10-years timespan, longer than the political mandate.

On one hand, the “Neighbourhoods Plan” has started focusing its action on a number of territorial “master” projects (i.e. the “*projectes motor*”) identified as the most impactful project ideas raising during the collaborative design process of the Plan. These projects are being put in place in three neighbourhoods: Trinitat Nova, Baró de Viver I Bon Pastor, El Besòs I el Maresme.

On the other hand, the “**Social Inclusion Strategy in the Besòs Area**” spirit leverages the **co-production logic behind the Citizen Agreement for an Inclusive Barcelona** translating it into a specific territorial setting.

The *Citizen Agreement* is the space of interaction and shared action for welfare and social inclusion of Barcelona; it is composed by almost 600 institutions and organizations (NGO, professional associations, universities and companies) and the City Council. It represents a singular experience, as a result of the collaborative capacity to tackle problems and shared challenges between de City Council, the organizations and the citizens. It connects efforts and resources of the city in order to solve social needs of Barcelona and makes easier the establishment of agreements, the generation of opportunities, the coordination of projects and the definition of shared goals.

In this sense, the participatory approach adopted by the Citizen Agreement is the natural foundation for structuring the URBACT Local Stakeholder Group (ULSG). For its innovative

²⁰ Barcelona City Council, Area of Social Rights, Directorate of Innovation and Strategic Services & Department of Social Participation, *The Inclusion Strategy of the Area of Social Rights in the Besòs Area*, January 2017.

character, the Citizen Agreement “represents a different model of governance based on a new decision-making process where local government and civil society organisations act together with a common strategy. One of the powerful outputs of this program is the creation of several action networks to carry out concrete welfare policies”²¹.

In general, **the goal of the “Social Inclusion Strategy in the Besòs Area” is to work intensively in those areas that show relevant inequalities in essential aspects of life to combat segregation and achieve greater equity** among all citizens in the access to universal and democratic rights.

Thus, once identified the core area to be addressed (i.e. the Besòs), the main challenge has been defined as the reduction of poverty and the promotion of social inclusion in its neighbourhoods, being the most deprived and with lower income urban area of the city. This challenge will be faced tackling the main factors that explain social exclusion and poverty like unemployment, low education, health inequalities, and low level of participation in public life. The inter-connectedness of those factors leads to a vicious circle of poverty and becomes very visible at the spatially concentrated levels of the Besòs neighbourhoods of Barcelona. The policy measures applied will be a combination of extraordinary interventions settled by the Neighbourhoods Plan and a longer term strategic planning of actions designed in the framework of the Social Inclusion Strategy 2017-2027.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	<p>It is the area of the city with one of the highest occupancy rates per house/flat, presumably from the same family although this could be due to groups of immigrant workers living together.</p> <p>Even though there are no data available specifically for the Besòs area yet, It is also worth to say that in 2015 more than 38% of the houses assigned to vulnerable citizens/families in conditions of “social emergency” were in the three districts of Nou Barris, Sant Andreu and Sant Martí²².</p>
Health	<p>The Besòs neighbourhoods have some of the lowest family incomes in the city, at around 40% of the average in Barcelona (considering the Barcelona average as 100%). This has knock-on effects with regards to health, especially amongst children with high levels of obesity (inverse nutritional pyramid in comparison to the Mediterranean diet) and teenage pregnancies. With regard to the latter, there is a high percentage of pregnancies amongst 15-19 year olds.</p>
Education	<p>There is a large difference in the levels of education of the population as 13.35% of the population in the Besòs area do not have any studies at all, in comparison to 7% of the population when considering the city’s average figures. There are also high levels of school failure and drop out. It is significant to mention for instance that the absenteeism</p>

²¹ Brandsen, T., Cattacin, S., Evers, A., Zimmer, A. (Eds.), Social Innovations in the Urban Context, Nonprofit and Civil Society Studies, 2016, DOI 10.1007/978-3-319-21551-8_134.

²² Barcelona City Council, Direcció de Control de Gestió i Sistemes d'Informació. Habitat Urbà. Institut Municipal d'Urbanisme-Bagursa, <http://www.bcn.cat/estadistica/catala/dades/anyari/cap16/C1608030.htm>.

	rate at secondary school in the year 2014-2015 was 2,29% in the district of Nou Barris (more than double of the Barcelona average, 0,77%).
Unemployment	The unemployment rate in this area is also 43% higher than the city average (12.3%) with subsequent social effects that this brings. In fact, the problems that derive from unemployment (as can be seen from the perception study carried out in the neighbourhood) are those that are considered to be most important in the area, producing low household income and the risk of social exclusion.
Public spaces. Deprivation and exclusion of uses.	With regard to public space, and particularly parks and other green spaces, the Besòs neighbourhoods is slightly under the city average with 22.1% of the land dedicated to these uses in comparison to the city average of 24.1%.
Lack or weakness of the retail sector in deprived neighbourhoods.	There is a lack of commercial activity in the Besòs neighbourhoods. The introduction of shops, bars and restaurants is particularly difficult here, as a large area of the neighbourhood is made up of housing blocks which do not incorporate spaces for commercial activity at ground level..
Others	In the 1980s, there was a strong social stigma in the city as a whole with regard to some of the Besòs neighbourhoods, with people considering it to be the “sewer” of the Besòs river, surrounded by some of the worst areas of the city. This stigma still exists today, despite significant improvements over the past 30 years.

- **What are the objectives of integrated strategy / action plan?**

It is important to mention that, in terms of inspiring principles and governance structure, the Integrated Urban Sustainable Development Strategy (EDUSI) of Barcelona has two main dimensions:

- Making Barcelona a city more cohesive and inclusive through the reduction of socio-economic inequalities
- Making Barcelona a city more efficient and sustainable through the implementation of policy measures aimed to a better resource management.

Indeed, the main objectives of the integrated urban strategy are the following:

- Promoting ICT through interventions in local electronic administration, modernising electronic administration and municipal public services, taking into account inequalities between men and women.
- Boosting sustainable urban mobility, urban clean transport, public transport, improving roads networks, electric, pedestrian and cycle mobility developing the use of clean energies.
- Integrated actions for urban revitalisation, improvement of the urban fabric and its environment.
- Promoting protection and development of the cultural and natural heritage of the urban area.
- Physical, economic and social regeneration of the Besòs area.

As a consequence, the ERDF thematic objectives covered by the integrated urban strategy include the following:

- TO2: Enhancing access to, and use and quality of information and communication technologies (ICT),
- TO4: Supporting the shift towards a low-carbon economy in all sectors
- TO6: Preserving and protecting the environment and promoting resource efficiency
- TO9: Promoting social inclusion, combating poverty and any discrimination.

Considering that and taking into account the scope of URBinclusion we will focus hereafter on TO9 and all policy actions to be undertaken to reduce urban poverty in the above mentioned area and enhance equality.

- **When was the integrated strategy designed? What period does it cover?**

The integrated urban strategy submitted to the Urban Axis of ERDF article 7 for the period 2016-2020, was elaborated during 2015 in parallel with the elaboration of the “Neighbourhoods Plan”, thus it is part of a longer and more complex process of design of policy interventions based on several city council decisions that had been implemented previously, specifically in the Besòs area, and are currently ongoing. The period covered by the EDUSI budgeted resources spans from the 4th trimester of 2016 to the end of 2019.

- **What are the main actions /measures included in this strategy / action plan?**

The main actions included in the EDUSI are:

1. Set of actions to reinforce education to avoid school failure and early school leavers.
2. Reinforcing the Local Employment Plans in the Besòs neighbourhoods, focused in the following sectors: circular economy, mobility, sports, social economy and retail sector.
3. Increasing the social support to the most disfavoured population residing in the area.
4. Purchasing and recovering used dwellings for rental properties for the most vulnerable people at risk of social exclusion.
5. Reduction of the technological gap by increasing the capacities of the firms and citizens, improving productivity and reducing the risk of social exclusion and improving employability amongst the more vulnerable population.
6. Increasing pedestrian and cycling mobility.
7. Implementation of urban measures to reduce traffic, boosting sustainable mobility, guiding the urban design towards the recovery and adaptation of public spaces and streets.
8. Articulating different urban interventions along the Besòs River: bringing more added value to public spaces for sports, leisure and citizens interconnections.

- **What are the main expected results of the strategy?**

- Reduction of the unemployment rate in the target area, balancing it out with the overall city rate.
- Reduction in the school failure and desertion rate in the target rate.
- Increase in the local average household income.
- Reduction in the number of people at risk of social exclusion.
- Increase the resilience towards climate change.
- Reduction of the digital gap between this area and the rest of the city.

- Increase in the economic development based on local commerce, circular economy, social economy and new services reaching new social needs.
 - Improvement in the Besòs urban environment and urban-natural heritage along the Besòs river.
 - Increase in the number of people practising sport for a more healthy life.
 - Reduction in the use of private cars in the area.
- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

EDUSI focuses in the Besòs area, composed of ten neighbourhoods in the north-eastern part of the city where 114,000 inhabitants live. It is an area with most inequalities with regard to the Barcelona average. Regarding household income, the local rate is around 40% comparing with the average rate of Barcelona (100). The unemployment rate is 43% higher than the city average.

The area is also geographically segregated from the city centre, with a high concentration of low income population and many social problems. The proposed interventions will be implemented at different scale: some will be carried out in specific neighbourhoods whilst others will be implemented in the entire target area.

- **What financial resources have been allocated to your integrated strategy / action plan?**

Approximately 43 million Euros²³ will be allocated to the proposed measures. This total can be divided into the following subsections:

Measure	Budget (Euros)	Secured funding
Reduction of the technological gap by increasing of the firms and citizens capacities, improving productivity and reducing social exclusion risks and improving employability amongst the more vulnerable population	4.140.000	Yes. 50% of the City Council contribution
Increasing pedestrian and cycling mobility.	3.000.000	Yes. 50% of the City Council contribution
Urban measures to reduce traffic, boosting sustainable mobility, guiding the urban design towards the recovering and adapting public spaces and streets	2.325.000	Yes. 50% of the City Council contribution
Different urban interventions along the Besòs River: bringing more added value as a public space for sports, leisure and citizens interconnections.	4.788.000	Yes. 50% of the City Council contribution

²³ Source: EDUSI.

Set of actions to baste the education phases avoiding the school failure and reducing the school desertion.	3.360.000	Yes, Yes. 50% of the City Council contribution
Reinforcing the Local Employment Plan in the Besòs neighbourhoods focused in the following sectors: circular economy, mobility, sports, social economy and small commerce.	1.920.000	Yes. 50% of the City Council contribution
Increasing the social support to the most disfavoured population residing in the area.	2.976.000	Yes. 50% of the City Council contribution
Purchasing and recovering used dwellings for the rehousing and rent of the more vulnerable people at risk of social exclusion.	960.000	Yes. 50% of the City Council contribution
Barcelona Neighbourhoods Plan (mainly focused in social inclusion actions)	Around 20.000.000 euros (2016-17)	City Council resources ²⁴
Total	43,469,000	

²⁴ This amount has been largely increased due to the parallel design and approval of the “Neighbourhoods Plan” (Pla de Barris).

- About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>Barcelona EDUSI has been drawn starting from an integrated analysis and diagnostic of problems and assets existing in the area. Different challenges affecting sustainable development were identified on the basis of this analysis. To face these challenges an integrated approach is going to be applied considering that the proposed solutions to those challenges should be addressed in an interrelated way. The analysis of the urban area has been made taking into account its interrelation with the whole city and with the metropolitan area.</p> <p>The integration challenge became even more central since the approval and launch of the Neighbourhoods Plan acting as the operational umbrella covering all exceptional municipal policy measures undertaken to reduce inequalities in the city.</p> <p>In detail, we have identified two key dimensions of the integrated approach that Barcelona want to promote and apply:</p> <p><u>A. The interdepartmental coordination.</u> The interconnectedness of factors underlining social phenomena, and specifically, urban poverty and exclusion, calls for a coordinated work carried out transversally by the different municipal departments, both in building diagnostic tools and indicators, identifying priorities and leveraging multiple efforts and shared resources. This need asks for identifying suitable mechanisms that put together the following departments and find a consensus about the allocation of responsibilities:</p> <ul style="list-style-type: none"> - The Area of Social Rights (Social Services, Housing, Education, Public Health). - The Area of Ecology, Urbanism and Mobility - The Area of Employment, Economy and Strategic Planning (and particularly the municipal company “Barcelona Activa” in charge of the design and execution of employment policies). - The municipal company “Foment de Ciutat” that is the 	

	<p>entity in charge of the definition and execution of the different Neighborhood Plans.</p> <ul style="list-style-type: none"> - The three municipal districts involved. - The Area of Entrepreneurship, Culture and Innovation, and specifically, under its umbrella: <ul style="list-style-type: none"> o The Municipal Institute of Culture - The Area of Citizenship Right, Participation and Transparency (Sports and Community Participation). <p>Establishing effective collaboration links between all these different departments will allow to:</p> <ul style="list-style-type: none"> • Formulate a comprehensive analysis of the different interrelated factors that explain social exclusion and create the vicious circle of poverty (lack of income, housing, education, employment, participation in civic life, etc.) • Define interrelated interventions and correspondingly aligned evaluation methodologies in order to make information usable and comparable • Take policy decisions in terms of urban planning, environmental and mobility management ensuring that they generate consistent and synergic impacts in favour of social inclusion and poverty reduction, as in the spirit of the EDUSI. <p><u><i>B. The metropolitan coordination:</i></u></p> <p>One of the challenging elements of the Social Inclusion Strategy for the Besòs area is its territorial nature, since it focuses on a wide area (covering 3 districts and 11 neighborhoods) characterized by a peculiar geographical configuration due to the Besòs River and its channels in particular. In addition, the near city of Santa Coloma is also carrying out its own EDUSI on the other side of the river. Thus, the space object of the Social Inclusion Strategy is clearly metropolitan and, for this reason, the strategy has to ensure mechanisms of coordination and mutual understanding among the following territorial actors:</p> <ul style="list-style-type: none"> - The Barcelona City Council (i.e. the above mentioned Areas and the three districts involved); - The City Councils of the near cities of Badalona, Santa Coloma and Sant Adrià that share, to a large extent, the same social problems and priorities; - The Consortium of Besòs²⁵ which is responsible for the urban planning and management as well as the execution of ordinary urban maintenance actions; 	
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²⁵ "The Consortium is constituted by the municipalities of Barcelona and Sant Adria de Besòs as Founders. The municipalities of Santa Coloma de Gramenet, Moncada and Reixac adhere as full members of the Consortium, which involves the extension of its territorial scope of action" (Source: Statute of the Consortium of Besòs, Chapter 1, Article 2).

	- The Metropolitan Area of Barcelona.	
<p>Maintaining involvement of local stakeholders and organizing decision-making for delivery</p>	<p>The URBACT Local Stakeholders Group (ULSG) will be the central tool that will be used to ensure the involvement of local stakeholders and to establish decision-making structures to facilitate the delivery of results.</p> <p>In order to be successful in achieving the expected impacts the ULSG must incorporate two key categories of stakeholders:</p> <ol style="list-style-type: none"> 1) Stakeholders affiliated to the Citizens Agreement, that is, as mentioned above, a platform involving more than 600 community organisations working to build a more inclusive city and ensure better quality of life for all citizens; 2) Stakeholders affiliated to the Network <i>Barcelona + Sostenible</i> composed by more than 500 organisations and companies sharing the goal of making Barcelona more sustainable. These entities have been proactively engaged in the definition of the Citizen Commitment to Sustainability 2012-2022, a broadly supported document which defined principles, objectives and lines of action to move towards a better city, prosecuting the work carried on in the previous ten years (2002-2012). <p>These two stakeholder categories reflects the two different axis the EDUSI is built upon, as explained above.</p> <p>The ULG will be organized in such a way as to facilitate decision making and discussion in an efficient and result-orientated fashion. The City Council will build on the extensive experience it has in involving citizens in public issues through their participation in the elaboration of the Municipal Action Plan.</p> <p>The key challenges that we envisage are:</p> <ul style="list-style-type: none"> • To give prominence to all social actors involved promoting participatory initiatives to foster pluralism and co-responsibility. • To strengthen the role of community actors and their proactive engagement in decision making processes in the Besòs area, which is substantially lower than in other areas of the city. The importance of community-based intervention is the fact that allows to build a layer of local empowerment. • To promote new procedures facilitate co-creation, co-production and co-responsibility with third sector organizations and social economy. Social enterprises and community organisations have to play a crucial role, aligning its interventions 	

	<p>with those of local authorities and achieving new agreements to co-deliver social services addressing social exclusion and poverty.</p>	
<p>Setting up efficient indicators & monitoring systems to measure performance</p>	<p>Measuring the reduction of social exclusion and poverty in specific urban areas, needs a strong evaluation mechanism to measure impacts and outcomes. We should be able to identify how social policies addressing the multiple dimensions of poverty work in reducing poverty. How low income, unemployment, health, education ethnic background, and housing, etc., explain poverty, how to analyze the causality relations when poverty factors are clustered.</p> <p>Moreover, the processes of social change occur in the medium and long term. Therefore, we are facing the challenge of building a robust and comprehensive assessment framework including:</p> <ul style="list-style-type: none"> - <i>management indicators</i> (related to the evaluation of the actions and programs implemented); - <i>Process indicators</i> (e.g. participation, information availability and usability, co-creation, etc.); - <i>Impact indicators</i> (e.g. reduction of income inequality, reduction of digital breach, etc.). <p>In this area, in Barcelona some challenges are:</p> <ul style="list-style-type: none"> - To provide the Besòs area with a new model for information collection and processing, improving the existing local statistical services. The Besòs area does not correspond to any existing administrative entity and therefore does not possess its own data or statistics. It is not only about aggregating data coming from the different neighbourhoods but to provide newly elaborated and consolidated data. - To find a consensus with all different stakeholders on the set of variables to be monitored and the indicators used to assess them. This implies a shared vision on the objectives to be accomplished and, as far as possible, an alignment between timelines of different interventions to allow for comparison and cross-analysis. - To provide tools and an adequate skillset to municipal technicians in charge of the collection and elaboration of data. - To obtain reliable information about the effectiveness of the programs often affected by the mobility of the inhabitants of these territories that are used to leave as soon as their living conditions get improved. 	

Optional challenges pre-identified by URB INCLUSION partners	
<p>Moving from strategy to operational action-plan</p>	<p>The most ambitious objective that the Social Inclusion Strategy of Barcelona aims to is to create robust and trustworthy mechanisms of governance pursuing full alignment and synergic interrelation between the policy measures and programas put in place by the City Council and the actions carried out by the third sector actors.</p> <p>To do that in each district involved (Nou Barris, Sant Andreu and Sant Martí) it has been constituted a Network for Territorial Action (<i>Xarxa d'Acció Territorial</i>) which will represent the collaborative space for local co-creation. Each Network will be formed by municipal operators at district level, entities and organizations engaged in social and/or community programs and actions and, where applicable, representative of other areas of the municipality who are leading interconnected initiatives of social inclusion in that territory.</p> <p>Building upon this three district Networks, the ambition is to create a 'Board of the Networks for Inclusion in the Besòs area' (<i>Taula de Xarxes per a la Inclusió e l'Eix Besòs</i>) which will be the umbrella space for dialogue and coordination among the districts ensuring that the thematic projects are aligned and the territorial actions are carrying out having in mind a shared vision.</p>
<p>Enhancing funding of urban policies by exploring financial innovation.</p>	<p>Barcelona is studying and analyzing the implementation of a local/social currency to be tested in some areas of the city.</p> <p>Complementary to this, Barcelona has been announced as one of 18 winning cities of the European-wide Urban Innovative Action (UIA) project. The project, B-MINCOME (Combining guaranteed minimum income and active social policies in deprived urban areas of Barcelona) will receive €4.85 million over the next 3 years to develop a pilot program on a Minimum Guaranteed Income.</p> <p>Thus, B-Mincome project will offer also the opportunity to test and validate the effectiveness of the introduction of a social currency in the Bèsos area, as a policy measures that can fulfill different aims.</p> <p>The payment of the monetary aid contemplated by the project B-Mincome in social currency will allow a very innovative experiment in channeling of public social expenditure and analyze its Impact on the well-being of its recipients and their networks.</p>

	Finally Barcelona is starting to boost new schemes based on the Social Impact Bonds approach , incentivising private investors to finance social programmes by offering returns from the public sector if the programmes achieve positive social outcomes	
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- **Urbact Local Group**

The ULG will include representatives from the following organisations/groups:

- Elected representatives from different areas associated to the challenges identified (Social Rights, Environmental protection, Mobility, City Planning, Housing, Youth, Elderly).
- Elected representatives from the target areas (Nou Barris, Sant Andreu, Sant Martí).
- Representatives of the Neighbourhood Plan (Urban Environment, Social Affairs, Education, Economy, Employment).
- Other organizations associated to the challenges identified (Institute of Childhood, IMEB (Barcelona Municipal Institute of Education), Education Consortium of Barcelona, IMSS (Local Social Services Institute), Ministry of health, Barcelona Activa, Housing Management, Management Services Cooperative, Social Solidarity and Consumption, IBE (Barcelona Sports Institute), ICUB (Barcelona Cultural Institute), Community Action Services Management, Citizenship and Immigration Rights Management Services, Director of Risk Prevention Services, Department of Urban Ecology).
- 10 social inclusion organisations as part of the Citizen Agreement (*Acord Ciutadà*) for an Inclusive Barcelona.
- 10 organisations in the field of sustainability and ecology in the context of Sustainable Barcelona Network (Barcelona + Sostenible).

The ULG will be coordinated by the Director of Strategy and Innovation in the Department of Social Participation (Social Services Area).

- **Capacity building**

What specific capacity building needs have been identified by the partner?

In terms of capacity building, the most challenging task will be to translate the strategic cross-sectoral approach based on the Social Inclusion Strategy to the persons who will be leading the implementation process at district level. For this reason, the Department of Social Rights has planned to support each district with one dedicated operator who will be accompanying the local managers in all the phases of the implementation.

- **URBACT PROGRAMME INDICATOR**

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

The sustainable and integrated urban development strategy of Barcelona, located in the Besós area, has been submitted to, and recently approved by, the Central Government call for the urban axis based on ERDF article 7 on sustainable urban development

- **Does your city take a sectorial approach to implementing a strategy/action plan? Sectorial approach**
 1. My city predominantly delivers action plans through individual departments.
 2. My city sometimes delivers action plans by involving several departments.
 3. My city mostly delivers action plans by involving several departments.
 4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
 5. My city always has multidisciplinary teams working across departments to deliver an action plan.

- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**
 - My city never applies a stakeholder participation approach to the implementation of an action plan.
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- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
 1. My city never uses a results framework when implementing a strategy or action plan.
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PARTNER PROFILE

COPENHAGUE

J. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators that all partners should consider:

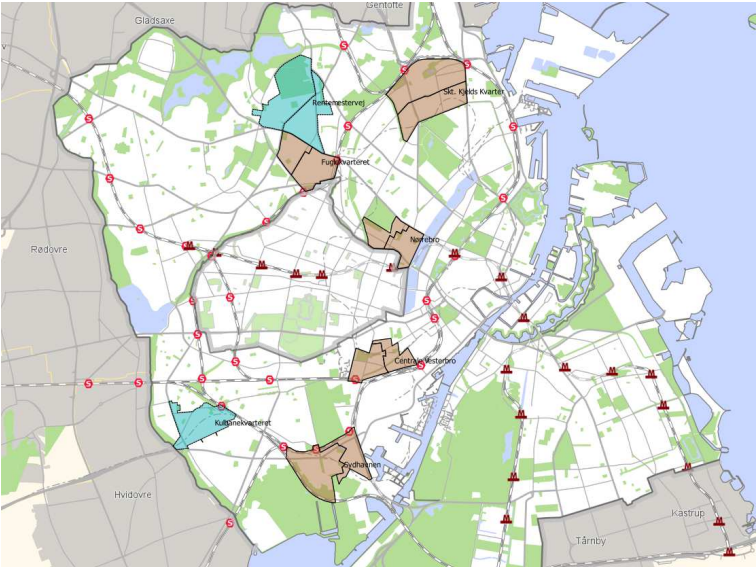
	Sydhaven	CPH	
Spatial area	1,1 km2	10 km2	
Location relative to functional area	10-15 min to city center by public transport		
Population	11.000	600.000	
Age:			
- Age 0-18 yrs	15,0%	17,7%	
- Age 19-29 yrs	24,8%	25,6%	
- Age 30-39 yrs	20,6%	19,7%	
- Age 40-49 yrs	13,1%	13,2%	
- Age 50-64 yrs	15,0%	13,5%	
- Age 65+ yrs	11,6%	10,4%	
Outside workforce (pensioners etc.)	22,1%	17,1%	
Unemployment	8,8%	5,9%	
Only primary school of education	32,0%	21,3%	
In an educational programme	18,9%	22,7%	
Low income	28,6%	30,6%	
Housing			
- Small dwellings (below 60m2)	48,0%	30,2%	
- Public housing	53,0%	20,1%	
Crimerate (conviction in percent of pop)	2,3%	1,2%	
Lifexpectancy (yrs)	74,8	77,3	
Living alone (1 pers pr household)	70,6%	64,2%	

Copenhagen is a green city. It is the city of many bicycle paths. It is the city where you can dive straight into the harbour, if you fancy a dip. Throughout the world, we are known for our sustainable solutions that combine growth with positive development for the environment and for the climate. But reality is that the city's economic growth is falling behind those of the cities we usually compare ourselves with. We have therefore set the ambitious goal of creating 20,000 new jobs in the private sector by the year 2020, with an annual GNP growth of 5%.

One of the most important reasons for us to want economic growth is the consequences that a lack of growth would have for the residents - creating greater inequality in the city. A lack of growth means fewer jobs. And fewer jobs especially affect the situation of people with low or moderate incomes and the unemployed. Low growth will primarily impact the districts with a high concentration of public housing and the districts home to people with modest incomes.

Copenhagen is a city with a large share of the country's homeless people, people with substance abuse problems, people with mental illnesses and people who are unemployed. Copenhagen has room for all kinds of people, including those who do not fit the mould of the average wage worker. But the growing social inequality is a challenge for Copenhagen, and we will confront it. Inequality in the city is very evident today by the fact that residents of the city's wealthier neighbourhoods live much longer than the residents of the disadvantaged neighbourhoods.

Differences in income, health and inclusion in the workforce weaken coherence in the city – some groups of people risk being excluded from the community. We will therefore plan the city well, invest in housing for all income groups and mix different forms of housing to ensure that the city is not divided into neighbourhoods for the wealthy and neighbourhoods for low income groups. We



must also work to physically connect old districts and new urban areas with roads, paths and public transport. This way, we can sustain a coherent Copenhagen.

In Copenhagen, we need growth in order to develop the city. The aim is to ensure a city with room for everyone. We will make sure that this growth is responsible, sustainable and benefits all of the residents in Copenhagen.

In 2011 Copenhagen adopted a policy for deprived areas, where Integrated Urban Renewal

Initiatives are located. The map above shows the designated neighbourhoods that covers some 15 km², approximate 150,000 inhabitants and 90,000 dwellings.

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

- Social housing stocks
 - o Copenhagen: 20,1%
 - o Sydhavn: 40,2%
- Health related data
 - o Data from Socio-Economic Map
- No education
 - o Copenhagen: 21,3%
 - o Sydhavn: 32,0%
- Segregated neighbourhoods.
 - o Seven identified in Copenhagen. Sydhavn is part of one.

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Title-name: Expanding participation and increasing social inclusion in urban and commercial life in the South Harbour district (Sydhavnen)

- **Policy challenge:**

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Unemployment	Unemployment rates in Sydhavnen are above Copenhagen averages, and especially low skill workers are increasingly excluded from the new and emerging industries. Industries that require manual labour are declining, and those industries (e.g. service, retail, construction etc.) that offer these jobs are not hiring locally.
Public spaces. Deprivation and exclusion of uses.	The central square – Mozarts Plads – in Sydhavnen is closing down due to construction of a new Metro line. This square was the main gathering place for poor and excluded citizens, and we had successfully constructed the place to be inclusive. But now that it's closing down, tension in the neighbourhood is raising: How do these people relocate in an inclusive way?
Lack or weakness of the retail sector in deprived neighbourhoods.	The local retail sector has been declining for several years with foreclosures and loss of workplaces as a

	result. This affect poor people in several ways: It's increasingly difficult to reach quality retail with a reasonable price level. For people with low mobility this is a special challenge. The nearest shopping areas are miles away, and they do not cater to or invite the poverty segment. It also reduces the job and educational opportunities for local residents, and underlines the deprived and unattractive urban life.
Poverty threats	The governmental pressure on poor people is rising these years. The demand on self-sustaining in the social policy is a very concrete threat in this neighbourhood, where 20% of the population is on welfare. There is a high risk that many of these will not be able to stay in their flats and there by experience further social exclusion. Combined with the falling jobs and educational opportunities', gives the individuals a bleak outlook.

- **What are the objectives of your integrated strategy / action plan?**

The vision for Sydhavnen is to achieve a coherent and safe neighborhood. A neighborhood that is socially and culturally inclusive, that strives for a sustainable economy and job-creation.

In a co-creative process, Sydhavnen has developed a Neighborhood Plan (Kvarterplan), which comprises a vision, three main thematic targets and action plans according to each target area.

The overall objective for our Kvarterplan is to reduce poverty, promote job creation, social cohesion and a vibrant urban life in a carbon free future.

These overall objectives are integrated in the three thematic targets, as described below:

1. LIFE BETWEEN BUILDINGS addresses the urban spaces, roads and parks in Sydhavnen. Today the neighborhood is divided by large roads and many unsafe pathways. The urban spaces themselves are characterized by low quality in functions and maintenance. We want to turn these deficits to assets: We'll organize the social life actors (landlords, shopkeepers, NGO's etc) which will enable local anchoring of the projects, provide new job and education opportunities for local citizens and sustain a stronger community. We'll also focus on climate adaptation and mitigation in the urban space design which consequences are dearer to poor people than rich. Last but not least, we'll co-create the urban spaces with all the actors to ensure a social inclusive process and result.
2. ENERGY AND RESOURCES addresses the buildings and waste/water management. Most of both residential and commercial buildings are old with outdated installations, poorly isolated and often a neglected waste management system. This is not only bad for the environment but also for health and economy. We have formed an Energy Forum Sydhavn – a network of Universities, energy companies and local actors in an educational program to reduce energy and water consumption, better waste management and better housing comfort. We're also engaged in refurbishing to better insulate, upgrade energy infrastructure and converting from carbon based

energy to renewable energy sources. Here as well, we'll provide new job and education opportunities for local citizens. As a part of the resource target is conversion from a linear to a circular economy – converting waste to raw material. In the neighborhood we've got all the facilities and actors combined. This is special important to excluded and poor citizen, because in a more circular economy we can provide both jobs and lower the household costs.

3. SOCIAL AND CULTURAL LIFE addresses community building, cultural experiences and livability. Scattered around the neighborhood is cultural institutions, community centers and civic organizations, but many of them are low on resources and there is little co-operation. We've organized several working groups to address safety, cultural co-ordination and refurbishment of cultural buildings. Among other issues being poor is isolation from public life and social interaction. With these initiatives, we're providing the poor and excluded citizens with new opportunities to participate in cultural and social activities like theater, community cooking, sports, scouting, urban gardening etc.

The Integrated Urban Renewal Initiative, a large-scale national attempt to improve deprived urban areas through a holistic initiative based on public participation and public-private partnerships. The initiative began in 1997. In Copenhagen a Integrated Urban Renewal Initiative is organized locally with a secretariat, a locally elected steering committee and associated working groups.

In addition to the framework defined by an Integrated Urban Renewal Initiative called *Områdefornyelse Sydhavnen*, the Municipality of Copenhagen has developed a vision for its Technical and Environmental Administration. There is a central focus on co-creation and public participation in the vision for 2025. The vision contains three guideposts that define the direction of the work in *Områdefornyelse Sydhavnen*. These are:

- "A living city" in which all users are more actively involved in developing sites and facilities. A particular issue is to systematically engage groups who do not participate of their own accord, to secure that they are heard.
- "A city with an edge" involves supporting the uniqueness of various neighbourhoods and bringing the city's diversity to the fore, while securing that all types of people have the possibility to live in Copenhagen. There is an additional focus on strengthening links between the city areas.
- "A responsible city": This entails sustainability, an environmental and resource focus. The goal is to adapt the city to deal with the effects of climate change.

Particularly the first and second guideposts require not merely local involvement but innovative approaches to integration and social inclusion of marginalized and poverty stricken groups.

- **When was the integrated strategy designed? What period does it cover?**

The Neighborhood Plan was developed in 2014/15 and covers the years 2015-2020. The area in question, Sydhavnen, is in the third year of the 5-year implementation process.

An Urban Life and Commercial Strategy was designed in 2016 as part of the Neighbourhood Plan, and covers 2017-2020. This strategy is specifically focusing on the poverty challenges, described in section 2 "Policy challenges".

- **What are the main actions /measures included in this strategy / action plan?**

Combating poverty and social exclusion in Sydhavnen through better commercial and public life comprise the following main actions:

- Providing new job and educational opportunities in shops and other commercial business – both by widening the opening hours (higher turnover for the owner) and through partnerships between shop owners, the municipality and NGOs in mentoring program and shared workforce (three or more shops share an employee, guided by NGOs)
- Focus on circular economy which creates new job and educational opportunities throughout the larger Sydhavn area and provides a low price market that reduces living costs.
- Redesign of main streets and plazas to include more and more diverse activities - social, cultural and commercial. The redesign and construction will include unemployed and socially excluded citizens through social clauses and partnerships.

- **What are the main expected results of the strategy?**

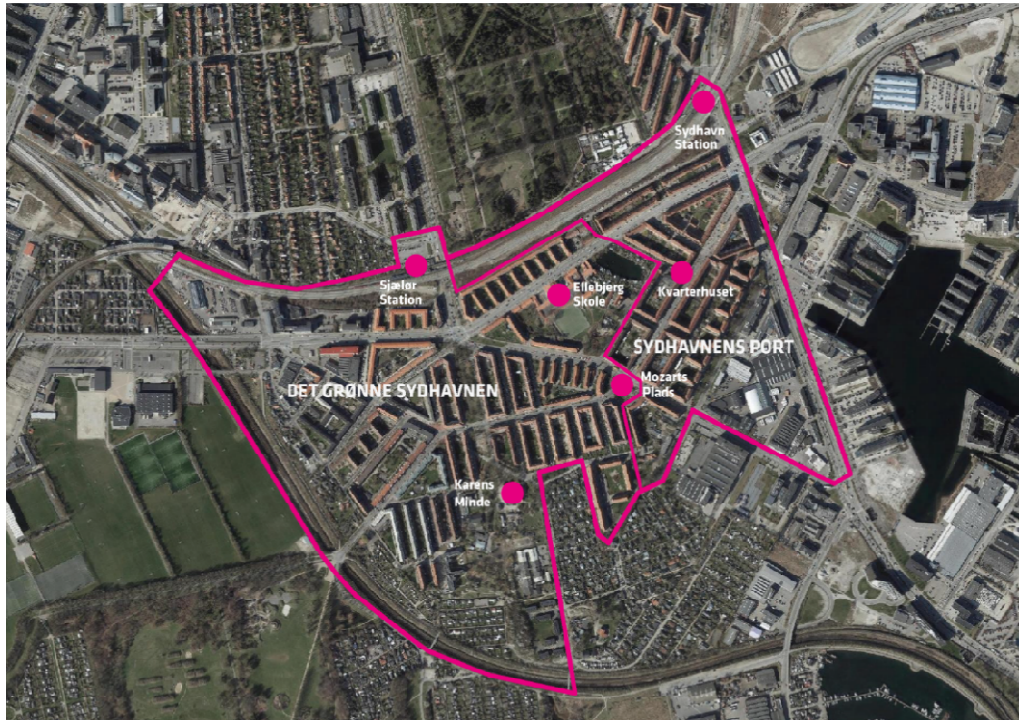
We expect results comprising the following approaches:

- **Organization and participation will be increased.** Poor and socially excluded citizen will take part in the design and realization of the different projects and initiative, thus empowering them to increased network and communal participation. The networks and decision-making organizations are to be constructed from the bottom and will comprise three levels: The Place (e.g. a square, park etc.), The Neighbourhood (e.g. urban commercial life network) and the wider local area (e.g. Innovation District Sydhavn, Kgs. Enghave Local Council etc.)
- **New jobs and education.** By producing and promoting new industries, retailers and leisure companies within the framework of a circular economy, more local citizens will have access to jobs and educational opportunities.
- **A holistic communal approach will be adopted.** By including *all* citizens in the design and production of new urban spaces, the neighbourhood will produce more social capital – bonding, bridging and linking. Thereby create a more secure, vibrant and tolerant neighbourhood.
- **New financing models and partnerships are established in the area.** These results will also produce new (at least in Copenhagen) financing models, with local partnerships, social clauses and social bonds, among others.
- **An Inclusive vibrant urban life.** More people across the socio-demographic strata will use the urban space, and not just for moving from one place to another. More people will play a game of chess, watch a performance, have a coffee or just a stroll thru the park.

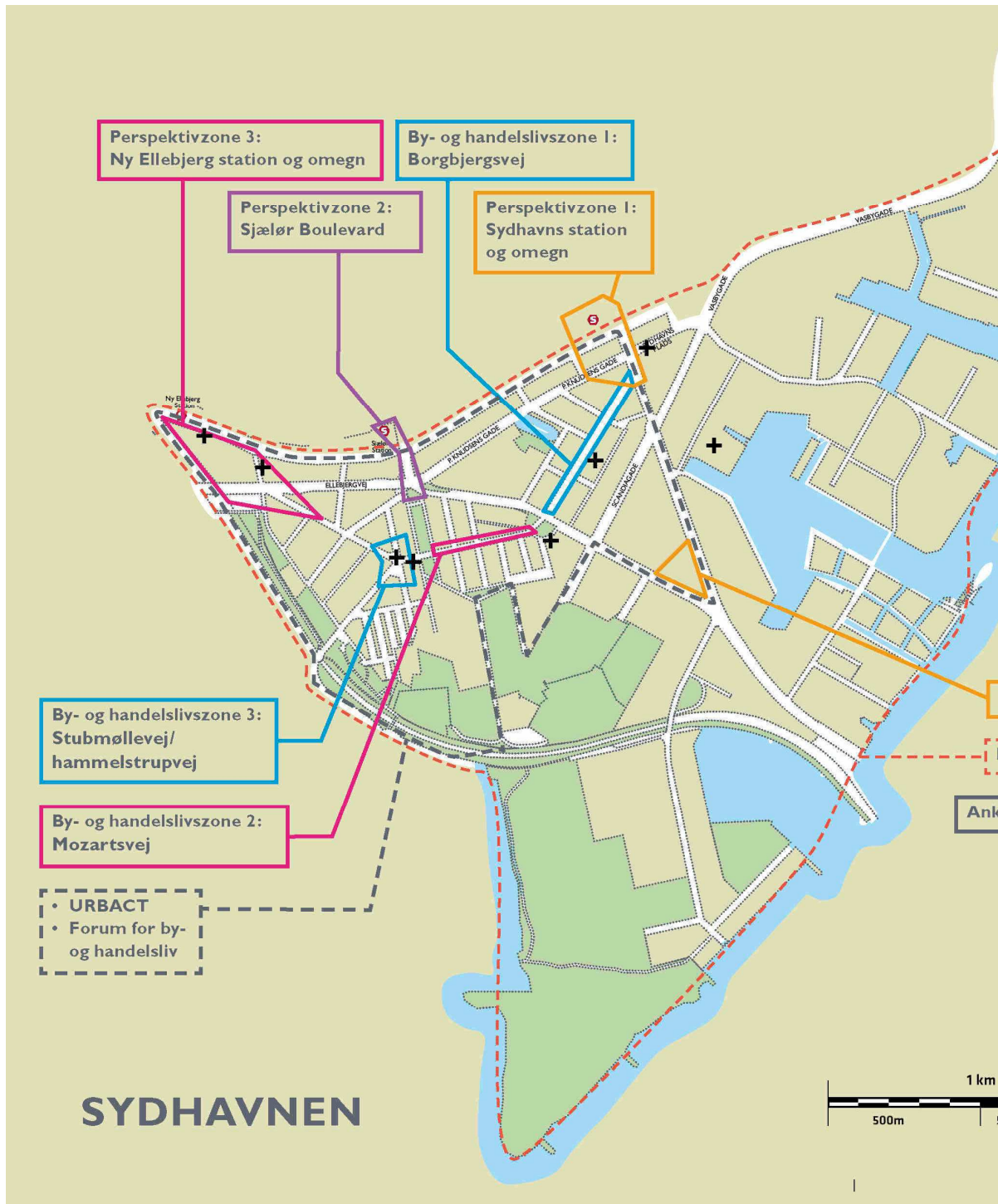
- **What is the area that the strategy / action plan covers? (Neighbourhood, municipality, grouping of municipalities)**

The strategy covers the Sydhavnen neighborhood in Copenhagen.

Sydhavnen is a residential neighborhood from the inter-war period, located in the southern part of the City of Copenhagen. The district is clearly defined by water, green areas and industry. Sydhavnen has a characteristically large percentage of non-profit housing, and small dwellings account for the major part of the housing stock. On top of that, Sydhavnen has more than 100 retail and leisure facilities concentrated around the two main shopping streets; Mozartsvej and Borbjergsvej. (Map below)



Another characteristic feature is the large arterial roads that contribute to splitting up the district even more. In socio-economic terms, Sydhavnen has a large percentage of residents on transfer income, and relatively heavy social problems such as substance abuse. In terms of resources, Sydhavnen has already a local council, several community facilities, a strong circular economy potential (everything from waste management systems and facilities, designers and upstarts to shops and other retailers), proximity to large parks and wetlands, the new harbor developments, Aalborg University Copenhagen and a coming Innovation District (map below).



- **What financial resources have been allocated to your integrated strategy / action plan?**

Action	Estimated budget	Funding secured (yes/no)	Funder (ERDF, ESF, Regional, National)	Committed (yes/no)	Evidence/reference (commitment letter, council decision, etc.)
Life between houses	€ 2,7 millions	yes	1/3 National 2/3 Municipality	Yes	Letter of commitment, internal record no :

					2015-0083012
People and culture	€ 1,4 millions	yes	1/3 National 2/3 Municipality	Yes	Letter of commitment, internal record no : 2015-0083012
Urban and commercial life	€ 0,8 millions	yes	1/3 National 2/3 Municipality	Yes	Letter of commitment, internal record no : 2015-0083012
Local administration	€ 1,7 millions	yes	1/3 National 2/3 Municipality	Yes	Letter of commitment, internal record no : 2015-0083012

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>Our strategy deals with integrated approach regarding the impacts that we're are trying to achieve combining actions in the commercial, physical regeneration, job creation and social inclusion.</p> <p>The integrated approach is also a potential pitfall; it is very easy to forget the most vulnerable and excluded citizens – after all that's one of the reasons they are at the brink of society.</p> <p>A main challenge will be to insist their inclusion in the realizing of the strategy.</p> <p>On the other hand, we're quite convinced that a focus on the basic structures; better commercial environment, physical regeneration and communal organization is vital to create sustainable social structures that'll include the</p>	1

	excluded and provide new job and educational opportunities.	
Maintaining involvement of local stakeholders and organizing decision-making for delivery	<p>A classical problem is the anchoring of social interventions. Thus we have a strong focus on ensuring the organizational setup.</p> <p>Networks at place level will be offered both economical and professional support for a period of two-three years. One very effective tool is events and other temporary experiments to keep the plan alive, and ensure attention.</p> <p>Networks at neighborhood level will focus on strategic themes like circular economy, branding, start-ups, social clauses, financing models etc.</p> <p>Networks at broader city part level will work on sustaining the cooperation between larger anchor companies, the university, the municipality and local actors like the local council.</p>	1
Setting up efficient indicators & monitoring systems to measure performance	<p>Data collection is difficult and costly, often old and not necessarily geographically accurate.</p> <p>We'll be monitoring in four different ways:</p> <p>1) Numeric output:</p> <ul style="list-style-type: none"> • Urban spaces regenerated • Urban life (no. of people in the streets) • New jobs and participants in educational program • New shops and business <p>2) Unexpected output:</p> <ul style="list-style-type: none"> • When embarking a new journey, you don't know for sure what you'll achieve or encounter. We'll keep an open eye <p>3) Perceived outcome:</p> <ul style="list-style-type: none"> • Quantitative questionnaires on <ul style="list-style-type: none"> ○ Liveability ○ Urban life ○ Social inclusion ○ Safety ○ Quality of retail and commercial life <p>4) Reflexive outcome:</p> <ul style="list-style-type: none"> • Qualitative interviews with central stakeholders • Focus groups among network partners • Public seminars 	3

Optional challenges pre-identified by the URB INCLUSION partners		
Moving from strategy to operational action-plan	<p>A combination of the magnitude of complex relations, the different levels of authority, professional and personal skills and the construction of a viable organization with necessary decision power.</p> <p>We want to learn from other cities on this issue. Copenhagen has tried to foster this dimensions of planning and urban implementation taking into account the complexity of making decision in a context of changes and complexity of integrated strategies.</p>	1
Enhancing funding of urban policies by exploring financial innovation.	<p>Very little a priori knowledge of the possibilities is at hand locally. The pursuit of funding thus is reactive rather than proactive and there needs to be greater planning during the implementation of strategies on how they can be funded.</p> <p>Funding for direct service delivery is limited, often favoring knowledge exchange, transfer etc. The rigidity of many funding options does not complement the challenging projects that may arise from new strategies and partnerships.</p> <p>We want to try and test methodologies that will result in success but the inability to demonstrate innovation prevents eligibility for funding.</p> <p>Delivery of plans require funding that is:</p> <ul style="list-style-type: none"> • Flexible; • Medium to long-term; • Allows service delivery as well as exchange of practice. <p>Copenhagen is interested in exploring new funding options that will support our strategy in this way.</p>	1

3. URBACT LOCAL GROUP

The ULG will be an integrated part of the neighborhood network. This approach will ensure, that the ULG will be able to assist the Integrated Urban Renewal Initiative in realizing our strategy.

The chairman will be Susan Hedlund, member of City Council, manager of the community center “Kvartershuset” in South Harbor and longtime resident. We expect to form a ULG of 12-15 from NGO’s, shopkeepers, experts, social housing, municipality and local citizens.

The NGOs will be the local employment centers (Sydhavnscompagniet and Opzoomers), that specialize in preparing and mentor vulnerable citizens in entering the employment market.

The social housing association has centralized their commercial rental across nine different estates which enable them to participate pro-active in promoting social inclusion in their rental policy.

The mayor retail player in Sydhavnen is COOP (the largest retail company in Denmark), and they have a dedicated policy on social inclusion.

Experts from Aalborg University Copenhagen, Copenhagen University and Roskilde University are also engaged in research projects concerning URBinclusion in Sydhavnen, and they will also participate in the ULG.

The municipality will be represented by the Integrated Urban Renewal Initiative and employment department.

Local citizens will be recruited through open calls.

The composition will ensure that all perspectives are represented, and the ULG will comprise the necessary decision power to ensure the fulfillment of URBACT requirement. The ULG will also ensure the dissemination of results and findings at both local and central level.

4. CAPACITY BUILDING

The community and its actors lack knowledge of financing models and possibilities.

There is no tradition for innovative job creation.

Actors are isolated from one another, they lack experience with cooperation and networking across different levels of authority, and of professional and personal strata.

There is a low capability of engaging and coping with municipal and other authorities.

There is a need for better contact among local citizens, in order to model and practice social inclusion of local citizens in work and training.

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

NO

- **Does your city take a sectorial approach to implementing a strategy/action plan?**

6. My city predominantly delivers action plans through individual departments.

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 - **My city always applies a stakeholder participation approach to implementation of an action plan.**
 - **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
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PARTNER PROFILE

GLASGOW

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators

Glasgow is the largest municipality in Scotland and 4th largest city in the UK.

The 2015 population for Glasgow City is 606.340; an increase of 1, 1 per cent from 599.640 in 2014. The population of Glasgow City accounts for 11, 3 per cent of the total population of Scotland. In Glasgow City 23, 9 per cent of the population are aged 16 to 29 years. This is larger than Scotland where 18, 2 per cent are aged 16 to 29 years. Persons aged 60 and over make up 18, 5 per cent of Glasgow City. This is smaller than Scotland where 24, 2 per cent are aged 60 and over. Since 1989 Glasgow City's total population has fallen overall. Scotland's population has risen over this period.

Regarding the main economic activities jobs are distributed as follows:

Economic Activities	% of Jobs
Human health and Social work activities:	17,8
Administrative and Support Service	13,3
Wholesale, retail sale and repair	12,0
Education	7,8
Accommodation and food service	7,5
Professional, Scientific and Technical activities	7,0
Public administration	6,0
Financial and insurance	5,8
Manufacturing	4,3
Construction	4,0
Information and communication	3,8

Source: ONGS annual population survey

Govanhill is located in the South East of the city with a population of c 16,000

Govanhill neighbourhood



2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

Social Housing Stock:

In 2015, of the 297,070 households in Glasgow, 106,950 were social housing, owned and managed by the city's housing associations. This is a reduction of 4.5% since 2007.

Health Data:

- Estimated male life expectancy at birth in the city increased by 5.2 years (from 68.2 years to 73.4 years) and by 3.8 years for females (from 75 years to 78.8 years) over a 22 year period (from 1991-93 to 2013-15)
- The likelihood of a 15 year old Glaswegian living to their 65th birthday has increased over this period to 75% for boys and 85% for girls (in period 2008-12)
- For Glaswegian men, life expectancy at birth is 3.8 years less than in Scotland as a whole and Glaswegian women are predicted to live for 2.3 years less on average (in period 2013-15)
- There are wide geographic (and socio-economic) health inequalities exemplified by a 15 year gap in male life expectancy at birth across Glasgow's neighbourhoods and an equivalent 11 year gap in female life expectancy (in the period 2008-12)

- Male life expectancy is approximately 13.7 years lower in the 10% of most deprived areas of Glasgow compared to the 10% of least deprived of the city; the equivalent gap for women has widened over the last two decades to 10.7 years (in the period 2010-12)
- Glaswegian men and women have the lowest health life expectancy in Scotland compared to other local authorities. The predicted period of life spent 'not in good health' is 16.7 years for men and 20 years for women (in the period 2009-2013)
- 24% of working age adults report having a disability (2012)
- Mental well-being has been consistently lower in Glasgow than in other Scottish cities

School Drop-Out Rates

- In Glasgow we measure educational attainment, there is a wealth of data here http://www.understandingglasgow.com/indicators/children/education/school_attainment/scottish_cities

Labour market data

- Unemployment rate in Glasgow is 7, 7 % while in Scotland is 5, 4% and in Great Britain it is 5,1% (2015)

Migration Levels

- Glasgow's migrant community increased by 119% between 2001 and 2011.
- On average in 2013-15 there was a net inflow of 1,343 people into Glasgow City per year, meaning that more people entered Glasgow City (28,774 per year) than left (27,431 per year). The 16 to 29 year olds age group accounted for the largest group of in-migrants into Glasgow City. The largest group of out-migrants was also the 16 to 29 year olds.

Segregated Neighbourhoods

- Glasgow does not contain what we would class as spatially segregated neighbourhoods. Some neighbourhoods could be classed as segregated by poverty

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

3. About your strategy

- Title-name Govanhill Action Plan

- **Policy challenge**

- Language, Literacy and Employment:

Govanhill is an extremely ethnically diverse neighbourhood, and is historically a first point of settlement for many who are new to Glasgow or Scotland. Approximately 40 per cent of

Govanhill's community is made up of minority ethnic people²⁶. Pupils at schools in Govanhill have 57 different home languages – and in one primary school, English is the home language of just 4 per cent of pupils. This presents clear challenges in meeting the education needs of pupils. Adults also face barriers to accessing services and support; community participation and employment due to language and literacy issues.

Unemployment levels in Govanhill are slightly higher than across the city. However, unemployed people living in Govanhill are more likely to have qualifications than those in other parts of Glasgow. Clearly people in Govanhill are facing other barriers to employment – one of which is often language and literacy issues.

Language barriers can mean that people are more vulnerable, and more likely to take on jobs where they are exploited and poorly treated. And language barriers can stop people making use of the skills they have. However, people in Govanhill speak a wide range of languages – and there will be opportunities for people to use these language skills in employment.

- Children and Families

Govanhill is a youthful population – and is becoming more so. There are many young children and families living in the area however, data from 2009²⁷ demonstrates that at least 31 per cent of children in Govanhill are living in poverty, compared to a Glasgow average of 34 per cent and a Scottish average of 19 per cent.

This is calculated based on children living in families in receipt of certain benefits, however many new migrants (particularly Roma communities) may not be in receipt of these benefits, and so won't be counted within these figures. Given the large scale of recent migration from Eastern Europe, and the variable access and uptake of benefits among these communities, it is likely that in 2014 the proportion of children living in poverty in Govanhill is considerably higher.

Research exploring experiences of Roma people in Govanhill found that Roma children faced particular issues – including low attendance at school; poor educational attainment; issues around integration at school; literacy issues; and low take up of school meals. There is evidence of improvement, but these issues still give cause for concern.

- Promoting a Positive Image

Govanhill is an interesting, unique and diverse area. But much of what is written and said about Govanhill focuses on its problems – and 'good news' stories can be accused of glossing over the significant underlying problems in the area. One reason that there has been a focus on the problems is that this is often the way that an area gets attention and funding. But there are many positive and successful initiatives and activities in Govanhill, which can be lost under the negative publicity for the area. At a recent gathering of over 200 community members in Govanhill, the need for positive high profile stories about the area was highlighted as a key priority.

- Housing and Physical Environment

Some of the main challenges in Govanhill relate to the housing system. Govanhill has a high proportion of private rented properties provided at low cost – which attracts many people to the area, particularly people coming to Glasgow or Scotland for the first time. There is a particularly

high concentration of private renting within 13 blocks in the south west of Govanhill. This high concentration of private rented properties creates challenges across the area:

- **High turnover** - While many people stay in Govanhill long term, some settle in Govanhill as a first base, and move on to other areas. This means that there is a turnover of different families and communities with a temporary connection with the area.
- **Private landlords** – There are over 2,500 private landlords in Govanhill. A significant number are not looking after their properties through routine maintenance and repair; and there are further concerns that some landlords are exploiting vulnerable people and breaching their rights. This is an area which is hard to regulate and take action on, within current powers.
- **Overcrowding** – In many cases, large, extended or multiple families are living in private rented housing. This leads to difficult living conditions for many and issues with relations between neighbours and perceptions of antisocial behaviour – in an already densely populated area.
- **Segregation** – It is believed that there could be around 2,500 Roma people living in the 13 blocks with particularly high private renting levels – and few in other parts of Govanhill. This creates issues around segregation and clear distinctions between the quality of life in this particular area, and other areas of Govanhill.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	The major housing issue relates to the private rental market, with many properties below tolerable standard and tenants vulnerable to exploitation.
Health	Poverty related health continues to be a factor within Govanhill. A dedicated EU health team within the health board is helping to address this and making progress especially in family and ante-natal health and wellbeing.
Education	Improve language, literacy and educational attainment levels of young people. Give them every opportunity to have a good start in life and have the language and skill levels to progress through education, training and employment.
Ethnic minorities.	Improve the language levels of the ethnic minority community.
Immigrants / Refugees	Greater engagement of new migrants, ensure they are part of decision making structures and have access to the same level of service as everyone in the community. Many new migrants, especially Roma, are suffering higher levels of poverty and social exclusion than many other

	communities and it has been a great challenge to improve their situation.
Unemployment	Unemployment levels in Govanhill are not significantly higher than other areas of the city however there are issues around low pay and people working in the grey economy, especially from new migrant communities.
Public spaces. Deprivation and exclusion of uses.	Public space and the condition of the space is consistently an issue within Govanhill. High concentration of people results in pressure on public space and refuse. Some of this is being addressed through the housing programme.
Crime and un uncivil behaviours.	The perception of crime in Govanhill is high, higher than the official statistics would suggest. Concentrated population levels and high levels of poverty have resulted in the community feeling unsafe and less connected with their community than they should be.
Community ties. Addressing the “commons”.	The strategy aims to improve people’s connectivity with their local area and make them feel proud to live there rather than defensive of the poor perception it has from the outside. The community have a sense that they cannot influence what happens around them or take part in decision making structures.
Lack or weakness of the retail sector in deprived neighbourhoods.	No major issues. Govanhill has a thriving independent retail sector.

• **What are the objectives of the integrated strategy / action plan**

The objectives of the plan are to create a resilient community within Govanhill and make it an attractive place to live and work. It hopes to do this by overcoming some of the major challenges around housing and the physical environment, challenges associated with language, literacy and employment, high levels of poverty experienced by children and families and creating a more positive image of the neighbourhood.

This Action Plan focuses on a small number of priority outcomes which can be achieved through partners in Govanhill working jointly together. The Plan recognises that there are many other valuable activities ongoing in Govanhill – and does not attempt to draw all of the existing activities, initiatives and programmes together in this document. The aim of these priority outcomes is to agree a collective approach to tackling the most complex issues – and to do this over the short, medium and long term.

The priorities identified are intended to:

- focus on the most complex and challenging issues in Govanhill;
- focus on the areas where joint working can add the most value;
- bring together approaches around people, place and economy – in a joined up way; and

- Encourage agencies to think about using their mainstream budgets (and pooled and additional resources) differently, to tackle these priorities.
- **When was the integrated strategy designed? What period does it cover?**

The strategy was designed throughout 2014 and 2015 with goals for the short, medium and long term.

- **What are the main actions /measures included in this strategy / action plan?**

There are 4 main areas of focus for this strategy. For the purpose of URB-Inclusion we will be focusing on **Outcomes 2-4**:

Outcome 1: Govanhill has a sustainable housing market		
Focus: The outcomes are for Govanhill as a whole – but there will be a degree of focus on the blocks where the market is least sustainable		
Outcome	Specific aim	Key areas of activity
Govanhill has a mixed and balanced housing tenure	The blocks targeted reflect wider Govanhill patterns of ownership – a mix of social rented, owner occupied and private rented properties – with private renting levels reduced.	Encourage Scottish Government to recognise the targeted blocks as a national priority – an area which requires special status and funding to address
		Work with the Scottish Government to agree in principle support for an innovative and radical approach to re-developing this area –housing renewal strategy including investment for newbuild social housing and reconfiguration of properties to meet the needs of specific client Groups(vulnerable/elderly.).
		Reach out to the local community and work closely with the Govanhill Service Hub to agree a vision for the area in the future
		Work with property factors and owners on the need to carry out pro active maintenance for properties in common ownership.
		Develop a programme for acquisition of properties.
		Embed opportunities for employment and skills development for local residents/community benefits
People are aware of their housing options	People are supported to move into suitable alternative housing situations – either temporarily or permanently -	Agree a programme of housing options appraisal on a ‘close by close’ basis – working with social landlords and others to explore alternative housing options for families, both in Govanhill and beyond
		Work with partners to ensure that housing options appraisal includes all aspects of life – including schools, employment,

		support, etc.
People have access to high quality housing across all tenures	People coming to Glasgow to live for the first time understand the range of housing options available to them	Raise awareness of social rented housing among all communities entitled to access it – perhaps through a targeted outreach programme supporting people into suitable alternative accommodation
		Raise awareness of reputable private landlords in Govanhill and in other parts of Glasgow
		Produce information in a range of formats for private rented tenants new to the area, to inform them of their rights and how to access support – working with Govanhill Law Centre and others
		Proactive engagement specifically with the Roma population which is almost entirely housed in the private rented sector in Govanhill – with dedicated outreach workers from and for this community
People live in homes which are the right size for their family	People currently living in targeted blocks do not experience overcrowding.	Explore living preferences of families experiencing overcrowding within targeted blocks – and work with families to explore housing options
		Carry out a revised social survey to try and determine the extent of the current problem.
		Explore availability of larger properties in Govanhill and across the city – and assess whether there is a need for larger social rented properties to be built in the Govanhill area.
		Investigate the issues of adequate bin provision and address the problems of bulk refuse
		Tackle effectively issues to prevent the spread of insect infestation.
		Ensure profile and preferences of existing families are taken

		into account when redeveloping the area
Private landlords take their role seriously and responsibly	Both before and after redevelopment of the area, the quality of private landlords in the area increases	Work with Scottish Government on new legislation to use special powers to regulate private landlords in south west Govanhill Continue to engage with landlords to encourage best practice and compliance with legal requirements Addressing fire risk in overcrowded closes
People consider their housing options as part of their wider quality of life and life choices	People living in the blocks targeted receive the employability, health and social care support they require in an integrated manner and at a stage which prevents problems from escalating	Health, social work, Jobs Business Glasgow and others to support activity specifically in these blocks, to address issues arising from the programme.

Outcome 2: Children in Govanhill have a good start to life	
Outcome	Key areas of activity
Children are born healthy and with a good birth weight	Reduce levels of still birth and infant mortality by 15% through Healthy Mums, Healthy Babies approach and joint work under One Glasgow by Health, Social Work and Education
Children meet all expected developmental milestones up to age eight	Using the universal assessment for children initially carried out by Health Visitors, 85% of all children have reached expected development milestones by 30 months and thereafter 90% of children reach development milestones in the Strengths and Difficulties Questionnaire by the start of primary school.
Vulnerable families are able to cope	Use different ways of working with families, building on the Family Centre being developed in Govanhill Nursery
	Targeted packages of education, care, family support and specialist interventions which are planned to meet the individual needs of children and their families
	Additional resources allocated to home link workers and EAL teachers for schools with diverse and /or vulnerable communities
	Adapting existing parenting support programmes to suit needs of diverse Govanhill community – such as adapting Triple P
	Piloting use of Language Line and Happy to Translate for parents, to ensure they are able to access information from schools and early years establishments
Vulnerable Roma children are	Development of a family literacy approach (link to outcome 3)

supported and protected	Promote access to free school meals for Roma children – through raising parent awareness and / or developing a unique approach to how Roma children access free school meals
	Support and protection of between 120 and 130 children who are identified as vulnerable in the Roma community.
	Promote improved attendance at school for Roma children – through working with parents and trusted groups and organisations
	Implement the key recommendations for children aged 0 – 8 from the Romanet Action Plan
	Employing Roma workers as mediators, assistants or home link workers in early years and primary establishments – and supporting people to take up these opportunities

Outcome 3: Govanhill communities are literate and informed	
Outcome	Key areas of activity
People are literate and fluent in both English and their home language (where appropriate)	Jointly make the case for as much ESOL support in Govanhill as possible, tailored to meet the specific needs of the community.
	Raise awareness of ESOL opportunities among people arriving in Govanhill – and promote access to intensive ESOL programmes
	Promote ESOL alongside raising awareness of the wider range of services available and how to access these – through an integrated package of information and support
	Link ESOL and literacy both for home language and English
People can match their language and literacy skills to employment opportunities	Link local residents to opportunities for employment which would make use of their language skills – such as acting as interpreters, mediators, support workers, local businesses etc.
	Link local residents to opportunities for skills development and employment through physical regeneration and maintenance of the area – such as initiatives like the Govanhill Environment Employability Initiative
People have the language and literacy skills they need to progress in education and employment	Work to ensure additional EAL support in nurseries and primary schools
	Provide opportunities for children and young people to support children who are younger or newly arrived, such as buddying, mentoring and young interpreters.
	Introduce family based literacy and ESOL projects – working in early years and primary establishments with both children and parents
	Work with employers to encourage investment in ESOL support for applicants and employees
	Support parents to access and understand the education system – such as enrolment and transitions – to build

	the basis for strong learning opportunities for children
People are able to access information about the range of services available in Govanhill – and access the services - to support them and their families	Produce information in a range of languages and formats – including more use of pictures/ video/ online information
	Introduce community mediators to support communities to access appropriate services
	Employ workers with specific language skills across partner organisations – and share this resource across partners

Outcome 4: Govanhill is a strong, resilient, proud and connected community	
Outcome	Key areas of activity
People feel proud to live in Govanhill	Establish a Govanhill Partnership website which highlights strengths as well as issues in Govanhill
	Collectively share and promote good news stories through Govanhill Partnership – and share these with communities across Glasgow and beyond in a co-ordinated way
	Continue to attract innovative and unique community approaches to Govanhill – such as Sistema
	Ensure good news stories cover all communities – reflecting the diversity of Govanhill
People feel a strong connection with the area and community	Develop a central bank of information about positive community activity in Govanhill – events, groups etc – to reflect the wide range of community skills, achievements and investment in their neighbourhood
	Make best use of existing community facilities – including libraries and other buildings – to encourage community activity during the day and evening to bring people together
	Carry out an audit of empty buildings/properties in the area to see if they can be brought back into use.
Govanhill is a safe place to live, work and play	The Partnership will formally adopt a strategic commitment to information sharing on safety across Govanhill.
	Partners will identify vulnerable people living in the area and address any safety concerns through working with the appropriate agencies.
	Partners will work closely with the community, through organisations such as GOCA and Govanhill Community Development Trust(GCDT) to make Govanhill a safer and more prosperous place to live..

	As part of the Action Plan, partners should work with the community to identify appropriate safe places for informal meeting, particularly for young people.
People feel they can influence and inform the decisions that are taken in their area	Develop a clear Community Engagement strategy for Govanhill Partnership
	Continue ongoing engagement activity with communities across 'people', 'place' and 'economy' strands
	Ensure there is a clear and strong route for communities to influence the work of Govanhill Partnership on an ongoing basis
	Continue to pilot approaches such as 'participatory budgeting' where appropriate

- **What are the main expected results of the strategy?**

As mentioned in previous sections, we expect the strategy to deliver a marked change in the local area with an improvement of the physical, economic and social resilience of the neighbourhood and its residents.

Results are expected in 4 areas:



- **Govanhill has a sustainable housing market** – With a mixed and balanced housing sector with high quality housing across all tenures; including a properly regulated private rented sector.

- **Children in Govanhill have a good start to life** – With children born healthy and meeting expected developmental milestones; with families who are able to cope; and vulnerable Roma children supported and protected.

- **Govanhill communities are literate and informed** – With people being literate and fluent in both English and their home language

(where appropriate); with language and literacy skills well matched to employment and other opportunities; and with communities able to access information about the range of services available in Govanhill to support them and their families.

- **Govanhill is a strong, resilient, proud and connected community** – With people feeling proud to live in Govanhill; feeling a strong connection with the area; and feeling that they can influence and inform the decisions that are taken in their area.

- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

The area is Govanhill. Located on the South East of the City, it is the most ethnically diverse community in Scotland with over 40% of its c 16,000 residents being from a minority ethnic community.

- **What financial resources have been allocated to your integrated strategy / action plan?**

The Scottish Government and Glasgow City Council have allocated £7.2m to a major housing programme which will see the purchase of properties from the private rental market that are below tolerable standard. These properties will be refurbished and handed over to the local community based housing association for social renting. Housing management arrangements will be put in place for blocks of apartments who do not currently have this option.

4. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>Glasgow is highly experienced in the integrated service delivery model and also as a model to deliver on strategies and plans. For this particular strategy, there is a commitment to an integrated approach. However despite high levels of investment and integrated working, there continues to be high levels of poverty and deprivation. Govanhill has fallen behind other parts of the city in terms of economic growth.</p> <p>This is partly due to the diverse nature of the community and the wide range of organisations delivering services.</p> <p>There is an integrated approach but there needs to be a more cooperative approach. Our strategy hopes to develop a stronger pool of existing resources and use these resources more effectively.</p> <p>Furthermore, the integrated approach adopted thus far, has either by design or default, excluded certain members of the community. This once again goes back to the diverse nature of the community and challenges around language and literacy, once of the key focus areas of our strategy.</p>	2
Maintaining involvement of local stakeholders and	As a local authority, we are heavily reliant on NGO's and other stakeholders to deliver key areas	1

<p>organizing decision-making for delivery</p>	<p>of service and strategy.</p> <p>Maintaining the involvement of stakeholders can be difficult without formal structures that ensure greater partnership working. We have done this successfully in other areas of the city through our Cooperative Development Unit however the challenge is how this could be replicated in Govanhill. Very often, decision making and delivery in Govanhill is seen as very top down rather than bottom up. As a result, it is hard to maintain the involvement of stakeholder.</p> <p>The community themselves are a vital stakeholder and our ability to engage with the community has not always been successful. Again, this is due to the diverse nature of the community and the challenges they face on a day to day basis.</p>	
<p>Setting up efficient indicators & monitoring systems to measure performance</p>	<p>We need new and innovative ways to monitor performance.</p> <p>We want to make a more resilient community, how do you monitor this?</p> <p>It can be very difficult to measure movement along a pathway that requires long term investment.</p> <p>We also have the challenge that the perception of the neighbourhood from within and outside is poor. There is an issue with people feeling safe and secure and despite interventions, we find it difficult to change this and to measure if there is any change.</p> <p>Therefore for the purpose of URB-Inclusion, Glasgow must find new ways of developing indicators and monitor changes in feelings, perceptions and behavior.</p>	<p>3</p>
<p><i>Optional challenges pre-identified by the URB INCLUSION partners</i></p>		
<p>Moving from strategy to operational action-plan</p>	<p>The challenges of moving from strategy to plan are connected to many of the mandatory challenges above.</p> <p>The primary challenge is resource, both financial and human resource. The strategy is looking at transformational change and building resilience, both of which are long term processes and require long term resource commitment. Stakeholders are often keen to be part of the strategy and planning however the commitment of allocating resources can be difficult and challenging, especially for</p>	

	<p>smaller organisations. When the challenge is deep and ever changing, the resource needs are difficult to determine.</p> <p>The funding is almost always short-term, which is not suitable to implement more long term change.</p> <p>It is about formalizing integrated approaches but in a more co-operative way, that pools resource rather than creates competition.</p> <p>For Glasgow, the depth of the challenge has made it difficult to move to operation. The diverse nature of the community and the continual flux in populations, people moving around etc has meant that operational aspects of any strategy are more difficult to implement.</p> <p>The needs, resource requirements and policies of different stakeholders can be complimentary during development of a strategy, but moving them to operation can be difficult.</p>	
<p>Enhancing funding of urban policies by exploring financial innovation.</p>	<p>A key component of our strategy is how to we attract different types of funding that helps us achieve more long term goals. The current public sector squeeze on finances means we need to look at new and innovative ways of funding our activity, or changing our role – should we be acting as more of an enabler for local NGO’s to operate? How to we streamline funding to reduce the competition between NGO’s and achieve better synergy?</p> <p>How do we lobby funders to reduce the short-term nature of funding which often stifles innovation and real change in a diverse and challenging neighbourhood?</p> <p>These are all key challenges for us.</p>	

5. URBACT LOCAL GROUP

- Glasgow City Council Development and Regeneration Services
- Glasgow City Council Education Services
- Glasgow City Council Social Work Services
- Govanhill Housing Association
- Govanhill Community Development Trust
- Jobs and Business Glasgow
- Friends of Romano Lav - NGO
- The Space - NGO

- Crossreach – NGO
- Community Renewal – NGO

6. CAPACITY BUILDING

We are yet to undertake a needs assessment of capacity building however an area that is commonly reported is communication and engagement and ensuring a more bottom up approach for strategy and project development. Local NGO's are good at this however it does not always transfer across stakeholders.

7. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

No

- **Does your city take a sectorial approach to implementing a strategy/action plan?**
 - My city predominantly delivers action plans through individual departments.
 - My city sometimes delivers action plans by involving several departments.
 - My city mostly delivers action plans by involving several departments.
 - My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
 - **My city always has multidisciplinary teams working across departments to deliver an action plan.**
- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**
 - My city never applies a stakeholder participation approach to the implementation of an action plan.
 - My city rarely applies a stakeholder participation approach to implementation of an action plan.
 - My city sometimes applies a stakeholder participation approach to implementation of an action plan.
 - My city often applies a stakeholder participation approach to implementation of an action plan.
 - **My city always applies a stakeholder participation approach to implementation of an action plan.**
- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
 - My city never uses a results framework when implementing a strategy or action plan.

- My city rarely uses a results framework in the implementation of strategies or action plans.
- My city sometimes uses a results framework when implementing a strategy or action plan.
- **My city often uses a results framework when implementing a strategy or action plan.**
- My city always uses a results framework for all the strategies or action plans that it delivers.

PARTNER PROFILE

KRAKOW

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators that all partners should consider:

- Functional area (area established for implementation of the Integrated Territorial Investments ITI) 1275 km²: 326,8 km² including Krakow and 948,2 km² of suburban area.
- Number of participating municipalities: 15 with population: 1,03 million.
- Location of the partner city relative to functional area (core, peripheral, etc.)



- Population size of Krakow: 761 069 inhabitants
- Demographic profile – age, gender, ethnicity:
 - Pre-working age: 120 953, Working age: 471 743, Retirement age: 168 373
 - women: 406 115, men: 354 954
 - ethnicity: homogenous (nationality and religion): Polish
- Economic profile –per capita GDP, key industry sectors:
 - Gross Domestic Product for the city of Krakow in 2011 amounted to 45,6 billion zlotys (which accounted for approx. 3% of Polish GDP) - 60.1 thousand zlotys per capita.
 - Employment level according to Municipal Labour Office in Krakow: Registered unemployment rate in 2015: 4,5 %
- Business entities according to selected NACE sections (data from 2015):
 - Total, including: 130 233 (100%)
 - trade; car service: 28 945 (22%)
 - professional, scientific and technical activity: 18 295 (14%)

- construction industry: 11 416 (9%)
- Industry: 9 961 (8%)
- health care and social assistance: 8 803 (7%)
- real estate activities: 8 659 (7%)
- other services: 8 441 (6%)
- transportation and storage: 7 948 (6%)
- information and communication: 7 281 (6%)
- administration and support activities: 4 799 (4%)
- accommodation and catering: 4 504 (3%)
- financial and insurance activities: 4 410 (3%)
- education: 4 381 (3%)
- activities in the field of culture, entertainment and leisure: 2 390 (2%)

8. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

• **Social housing stocks**

In Azory there is no social housing stocks! At the end of 2015 the Municipality of Krakow owned 2 290 flats having status of social housing. Housing needs in Krakow are unmet. In 2015 the number of applications for housing assistance for the purpose of low income was 604. Only 121 of them were accepted and realised.

• **Health related data**

- The percentage of residents within 500 m equidistant from:
- Offices POZ (basic healthcare): 100% (the city average 67%)
- Social welfare centres providing day care for the elderly: 0% (average: 20%)

The percentage of residents within 500 m equidistant from:

- Kindergartens – 64, 7% (AVG 70%)
- Elementary schools – 82, 8% (AVG 67%)

Total unemployment rate (registered unemployed in the population of working age): 5.9% (4.5%)

Long-term unemployment rate (registered unemployed without work for more than one year within the number of working age population): 3.1% (2.2%)

- Beneficiaries of social welfare:
 - Total: 6.9% (4.6%)
 - Cause of poverty: 3.9% (2.1%)
 - Cause of long-term or serious illness: 2.9% (2.5%)
 - Cause of disability: 2.2% (1.4%)

Operators (economic activity) per 1000 population: 116 (184)

Changing the number of operators 2010-15: 2.7% (15%)

The number of crimes per 1,000 population: 5.6 (10)

The number of crimes per km²: 80 (22)

Aggregated social deterioration index:

12 partial indicators are used to measure the social problems and enable the delimitation of problematic (crisis) areas:

- Depopulation
- ageing community
- Unemployment:
- Social housing problems
- Percentage of people benefiting from social assistance
- safety

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Title-name of the strategy: Local Action Plan for Azory housing estate

- **Policy challenge:**
- Local Action Plan for Azory housing estate is an integrated urban strategy that has to be operationalized at the local level. The essence of revitalization is to apply integrated, rather than selective and random interventions in the most affected parts of the city such as Azory. This requires unprecedented level of coordination and interdisciplinary cooperation and an effective management system.
- The Local Action Plan is the result of 2,5 year works within the USER project and the Local Support Group constituted of local stakeholders. The subject of this USER project was more spatial planning issues. However during diagnosis making and ULSG meetings it was clear that social problems are an important issue in that area. Despite they were not the main problematic of the LAP elaborated in the frame of the USER project they occupy a very important place in our LAP.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	n/a
Health	Poor accessibility to services, especially social infrastructure and leisure time, the deficit offers for different age groups resulting in low activity of local communities
	Challenge: Development of social infrastructure especially: public toilets which would enable elderly and children to stay longer outside their homes.
Education	Poor accessibility to services, especially social infrastructure and leisure time, the deficit offers for different age groups resulting in low activity of

	local communities
	Development of social infrastructure (culture clubs and developing after school activities for children and teenagers but also for elderly people who is a group which still want to learn new things)
Unemployment	<ul style="list-style-type: none"> • Social and professional integration of inhabitants at risk of social exclusion. • Supporting local entrepreneurship, as a lever of development of the revitalized area,
Public spaces. Deprivation and exclusion of uses.	<p>Challenges:</p> <p>Improvement of public space in terms of functionality, aesthetics and safety</p> <p>Transforming, in technical and spatial terms, a degraded, dysfunctional urban space by adapting it to modern requirements and standards. Aesthetic and comfortable public space is a factor stimulating the human senses and acting positively to his well-being, reflecting the nature, history and identity of the place and local community.</p> <p>Initiating the process of regeneration, as a continuous process of change, to improve the quality of life of the local community through collective-solving problems, that affect daily lives of residents (constructed in early 60' the housing estate architecture neglected people with disabilities, there's a serious need of liquidate physical barriers that hamper people to move from their homes (no lifts in the houses) and around the district (a lot of stairs without handrails or ramps for wheelchairs).</p>
Crime and un uncivil behaviours.	<p>There are a group of people not adhering to social norms (eg. hooligans), intensifying the phenomenon of small crime and alcohol and drug addiction, which reduces the feeling of safety, increases the devastating use of common goods (destruction of property), causes a decrease in satisfaction with life settlements.</p> <p>Challenge:</p> <p>Crime prevention in areas of the city with the risk of social pathologies, work of street workers and social workers</p>
Community ties. Addressing the "commons".	<p>Intensive process of generational segmentation (ageing society and at the same time a growing number of young people - landlords - unwilling to integration). Level of social capital is assessed as low. Dominate superficial relations among neighbours. Deeper, based on the feeling of community are very rare. This results in anonymity and lack of integration of inhabitants.</p> <p>Challenge:</p> <ul style="list-style-type: none"> • Creating favourable conditions for strengthening the sense of identity of local residents, • Support and advice to social groups and initiatives working for revitalization initiatives, to support actions aimed at participation of

	citizens in the revitalization process
Lack or weakness of the retail sector in deprived neighbourhoods.	<p>Challenge:</p> <p>- Re-creating of, dominated by the commercial functions, city space and transforming it into a multi-functional, technically and socially integrated space that encourages visitors to stay in it by creating an attractive and inspiring environment with favourable conditions for various activities, interaction and integration of different groups of users, enabling a multi-level exchange between members of the local community.</p> <p>Challenge:</p> <p>Attracting new investors and business (Azory is rather an “urban dormitory”, inhabitants go to work outside the district).</p>
Integration	<p>Challenge:</p> <p>Integration of social groups which are less advantaged, social integration of minorities, development and support of social networks’</p> <p>Enlarge the number of activities for different groups of age.</p> <p>Strengthen the cooperation of people from different social groups in the frame of existing organisations (in PAL meet people with different histories of life, they cooperate and act in common goal, they learn how to respect each other)</p>
Housing	<p>Traditional block of flats from 60’s and 70’s dominate</p> <p>Challenge:</p> <p>Adjustment to modern standards of housing and the quality of life of residents</p>

- **What are the objectives of the integrated strategy / action plan?**

The overall objective of LAP was to develop small and large scale projects which will transform Azory housing estate into a place for all residents to experience a good quality of life, access local services and enjoy a high quality physical environment.

The challenge is to open the district to other places of the city of Krakow and to make of this area an integrated part of the city, as well as to serve as a development area for the future job, education and housing sector and to serve as a natural link between the centre and the periphery. This could be done through an amelioration of transport system especially by the Tramway line which is planned and figures in the LAP and City Budget.

The planned tram line is crucial for the future of the Azores, hitherto cut off from the city centre and the main railway line convicted on insufficient communication bus and an individual (car), which is the source of one of the basic problems of functional and spatial settlements - the problem of parking. One of the main goals of the actions undertaken by the USER project and the Local Action Plan is to promote several qualities of the district, strengthen the promotion of its values and to illustrate the potential of the district to attract new investments and new inhabitants.

For that purpose we need to implement projects developed by the Local Support Group to achieve a good quality public space and resolve problems pointed by the users of Azory

housing estate. Just like in the USER project we still want promote Azory as a district having a lot of strengths and can be an attractive place to live for local residents and new inhabitants as well as locate new business. A good cooperation between city units, housing cooperatives and local stakeholders could result in reducing management costs.

Another goal of this Local Action Plan is to find ways to ensure that the available policies and associated funds support the implementation of developed projects, and to assure to be in line with strategic programmes and projects already implemented in the City of Krakow.

A very important issue is to create the local civil society, to involve the city inhabitants in the public activities for the city development and to increase the social participation of the city inhabitants in improving the quality of life in their neighbourhood. The objective of this LAP is to bring together the various local players to find a way to act together creating vibrant and successful mixed-use district, ensuring that the users are able to access existing and new opportunities arising as a result of LAP implementation.

- **When was the integrated strategy designed? What period does it cover?**

The process of revitalization in Krakow is characterized by continuity, both functional and historical. It's like this since 2008, when the Council of the City of Krakow has adopted local revitalization program. The amendment to Revitalization Act for the City of Krakow was adopted on 7th of December 2016. This is a medium-term strategy (for about 15 years) which can be actualised several times.

The amendments includes: verification of areas intended for regeneration, detailing for their analysis, identify problems and barriers, diagnosis of the causes and determine the appropriate scope of activities, updates of operational objectives in terms of efficiency and effectiveness in the light of the current diagnosis and standards, analysis of the financial framework resulting from budgetary considerations and the possibility of external financing.. Concrete revitalisation projects from this Act can be included in the city Budget and Financial Forecast and to be implemented.

The diagnosis with indicators from this Act can be the basis of actualisation of smaller programs, especially concerned big housing estates such as Azory.

The ERDF/ESF funds in Malopolska dedicated to urban regeneration are expected to launch in early 2017.

The LAP for Azory doesn't have a time frame as the actions are various: big investments like the Tramway construction and small initiatives: social actions and interventions.

- **What are the main actions /measures included in this strategy / action plan?**

For the selected areas of intervention following key actions are expected:

- Actions aimed at disadvantaged inhabitants: especially elderly people, which have usually a very difficult financial situation and cannot afford a number of paid activities. They quickly become excluded from normal life and become lonely and forgotten. The only existing Activity Centre for elderly people offers a lot of activities for 60+ people, but they have at their disposal only a 37 m2 premises. That's why it's important to find a place they

can move and enlarge the activities offer and number of people which could adhere to this Centre.

- Actions aimed at children and teenagers from dysfunctional families from the area (actions at schools and culture houses and sport clubs to propose them interesting occupations) – undertaken by schools and PAL.
- Local Activities Program (PAL) carried out so far under the ESF is aimed at the unemployed and disadvantaged. Currently works as MOPS (Municipal Welfare Social Centre) own project in partnership with NGOs financed through municipal budget and covering 15 different local target areas and social groups. Its aim is to increase the ability of residents and the local community to solve problems independently. The project uses the instruments of active integration such as: local animation, street work, family therapy and individual counselling specialist and professional competence workshops and others. PAL, that will provide a path to a model solution - a Local Activity Center linking the social work with a formula cultural activity and the animation of local initiatives mix. The objectives are: strengthening citizen participation in solving their own problems, integration and self-organization neighbourhood, civic education, incubation activities local leaders and initiative groups, strengthening local identity by social and cultural projects.
- Actions connected to safety: cooperation with street workers and City Guards, investment projects such as lightning, wild greenery liquidation, actions against football fans and vulgar graffiti's.
- Actions undertaken by Psychological Crisis Intervention Centre (for families with problems, women, children, teenagers, unemployed, disabled....)
- Actions undertaken by Prevention of Addiction City Centre which is an organizational unit of the Municipality of Krakow which focuses on issues concerning addictions to psychoactive substances and alcohol. By conducting trainings and classes among children and the youth in schools the staff of the Centre (trainers, psychologists...) observe an urgent necessity of taking early intervention against primary and lower secondary schools' students who held a narcotic and alcohol initiation. The same observations are made and notified to the Centre by teachers and parents of the school pupils.

- **What are the main expected results of the strategy?**

Main expected result of the project would be:

- Enable the start of the Local Activity Center (in a pavilion belonging to the Municipality). It could become a centre for versatile social integration in terms of institutional activities supplemented with formula self-organizing community implementing the idea of "co-space" ("local community space"). The Centre will be based on the cooperation of the Municipal Social Welfare Centre (in the frame of the Local Activity Programme which is being implemented in Krakow), the Psychological Crisis Intervention Centre, including local NGOs, housing associations, private entities... inhabitant's representatives etc
- Acquisition of additional premises (rooms or other space) for social activities (also for NGOs, informal groups...)
- Starting a network of educational institutions and non-public sector organizations and residents as co-organizers and co-participants, the process of activation of local communities by organizing training and participatory workshops
- Initiate the network of self-help neighbourhood

Main objectives are:

- Local Action Plan is the result of a joint working group of people who worked for the duration of the project to improve the quality of public space settlements in Azory. It pointed out the problems, possible actions and financing options to achieve the objectives.

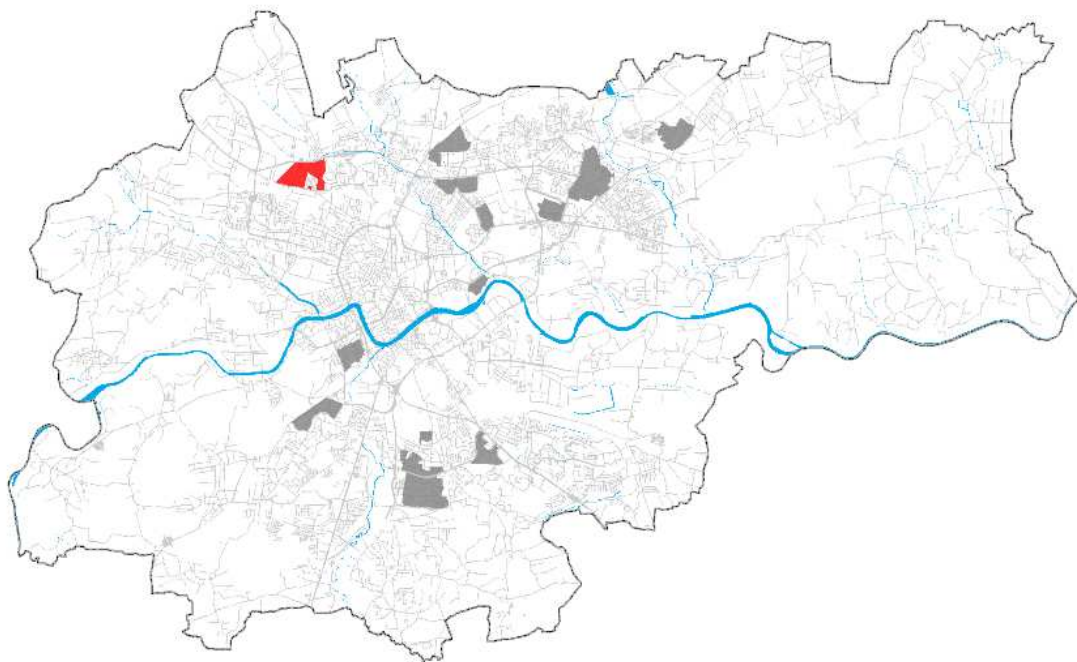
LAP for Azory are part of a larger project of revitalization of this deprived area, which at this stage takes the form of a pilot project involving the practical verification of the possibility of developing a program of rehabilitation using participatory methods - with the direct participation of citizens.

- The essence of these measures was the common work of the representatives of the municipality and its institutions with residents taking the form of meetings and workshops, during which was developed a common position on possible measures to improve the quality of public space settlements. The final document - Local Action Plan was created to gather in a single document a coherent strategy with interdisciplinary but complementary activities. LAP for Azory is only the beginning, and at the same time ready it contributes to a future rehabilitation program for the housing estate, covering a number of other areas, for which should be taken corrective action to contribute to the changes of the quality of life of inhabitants in difficult life situation. Such a document is at the same time necessary to obtain funding for specific projects.
- The future plans are the constant activation of the local community which started with the realization of the USER project, creation of PAL and the launch of participatory budgeting. Funds for projects developed in the frame of LAP can be found, depending on the scale of the project in the budget of the municipality or the district and collected from European funds. In addition, now we shall looking for private sponsors who might be interested in cooperation with the Municipality of Krakow and the local community, and recognize that it is worth to finance joint projects developed according to worked out together Local Action Plan for the Azory housing estate.
- The essence of the project is to build possible actions first of all based on the formula of social self-organization. A key component of the project is therefore a sort of an active local "movement", whose task would be to animate ongoing events, such as: concerts, shows, exhibitions, competitions, etc. Its formula could be institutionalized in a NGO-manner, or provided as an "open space" for different informal groups. The project would be implemented in stages.

- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

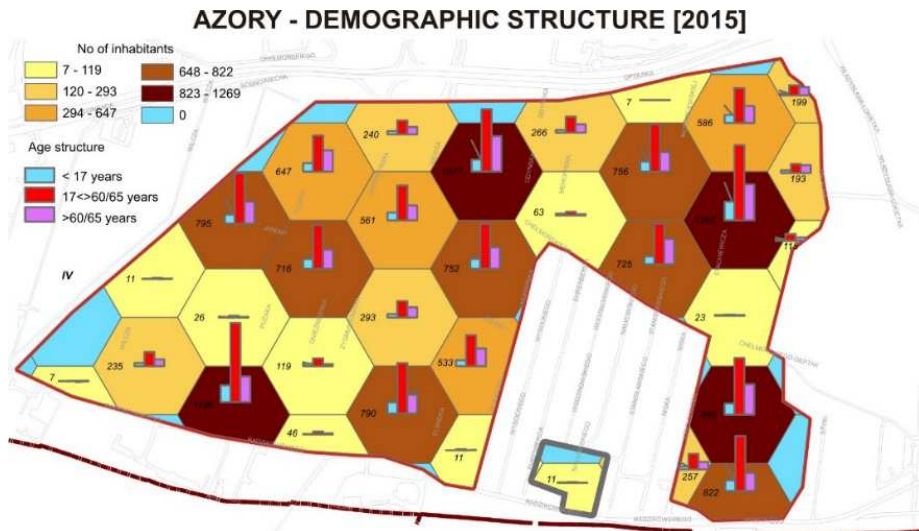
The Local Action Plan concern the area of the Azory housing estate. It is a quarter in Krakow with mainly inhabitable function. There is no many enterprises or services, rather small shops, that's why the Local Support Group should be represented mainly by local residents themselves or through residential community or housing cooperatives.

The Azory housing estate is located in in the IV Prądnik Biały district and is one of the biggest residential housing estates built after 1945 in Krakow Azory have been built on the area of the Bronowice Wielkie, the former suburbs of Krakow. It is located near the strict city center, about 4km from the Main Market..



By the mid-1960s, this area was dominated by single-family housing (currently almost 15% of the area), yet after the construction of the Azory housing estate containing 72 blocks of flats, the area became dominated by multi-family housing (over 30% of the area).

The analysed area of the housing estate is domiciled by 15,300 residents, which constitutes 2.05% of the Krakow's population.



Selected indicators for Azory area:

The percentage of people claiming benefits from Municipal Welfare Social Centre (MWSC) – 0,06%

The average monthly income of persons receiving benefits from MWSC- 205 zł

The percentage of people of working age without work – 0,05 %

The percentage of buildings built before the 1970s – 36,67%

The number of parking spaces per 1 inhabitant – 0,06

Distance from public transport (bus) – 60 m

Distance from public transport (tram) – 1150 m

Number of trading buildings – 18

Green areas per inhabitant – 2,9 m²

Problems in the district pointed out in the Diagnosis of the Local Action Plan:

The main identified problems included:

Shape, layout of the space

- No isolated 'local center'
- Commercial services are dispersed and generally limited to few grocery stores and small shops and businesses
- Mainly the function of a dormitory
- The use of space hostile to the elderly and disabled

Transportation layout and parking spaces

- need of modernization and adaptation of the transport layout to real needs
- Lack of sufficient number of parking places and resulting appropriation of the common spaces and green areas for this purpose.

Intermingling of public and private space

- Various ownership forms, which results in a conflict visible in the space, arising from various methods and possibilities of administering the area.

Maintenance costs

- High costs due to poor technical condition of the space and the facilities and devices, deteriorating condition of the buildings and municipal infrastructure
- Inefficiency in managing and using the space,
- Lack of an effective financial management system

Safety, exclusion

- Various pathologies and conflicts that originate in the social issues (hooliganism of football fans, unemployed, groups of teenagers, alcoholism)
- Traffic safety,
- Exclusion or limitation of functioning of the elderly

Governance

- Conflicts in the management of common space: particularly at the junction of various ownership forms, management methods or visible functional shortages, (parking places or grid of commercial services).

• **What financial resources have been allocated to your integrated strategy / action plan?**

- **Current financing of the existing PAL** (Local Activity Program and Local Activity Point) (programme and organization of the PAL as well as the infrastructure for the activities: educational groups, therapy groups, trainings of streetworkers etc...) - (for the whole programme for the City: 9 286 000 PLN, 2 210 950 EUR) for year 2017 – City budget
- **Tramway to Azory district.** The project implementation period is 2015 – 2021.
- Total value of the project is 57 444 440 PLN - secured in Multiannual Financial Forecast (this year 1 572 941 PLN in city budget for preparatory works e.g. public procurement and contracts).
- **Bicycle paths passing through Azory** (along the streets: Conrada and Opolska) The project implementation period is 2016 – 2018. Total value of the project is 8 716 370,68 PLN, including 7 408 915,06 PLN from Regional Operational Programme for the Małopolska Region for 2014-2020 (in the frame of Integrated Territorial Investments, 4.5.1) – secured in city budget.
- **Thermomodernisation of the cultural center “Dworek Białoprądnicki” in Cracow.** In this historic building we have culture offer for the whole district. The project implementation period is 2017. Total value of the project is 1 500 000 PLN, including 731 707 PLN from Regional Operational Programme for the Małopolska Region for 2014-2020 (in the frame of Integrated Territorial Investments, 4.3.1) – secured in city budget. Furthermore will be realized Modernization of the theatre of the cultural center “Dworek Białoprądnicki”, secured in city budget – 220 000 PLN in 2017.
- **Other local investments:**
 - Lighting in Wyspiańskiego Park - 500 000 PLN secured in city budget (2017).
 - Plantings in Kosciuszko Park - 250 000 PLN secured in city budget (2017).
 - Modernization of the garden nursery No. 118 – 100 000 PLN secured in city budget (2017).
 - Reconstruction and modernization of sport fields – 950 000 PLN secured in city budget (2016-2018).
- **Social projects**
 - "In the prime of life" is addressed to dependent residents of Krakow who due to old age, health condition or disability require care or assistance in connection with the inability to independently perform at least one of the basic activities of daily living and their formal caregivers. The main objective of the project: The creation of 100 places providing daily care and mobilization in the form of services in the community for dependent persons over 60 and their carers facts, including those who require specialized care and therapy after stroke or suffering Alzheimer or

other teams dementia. The project implementation period: 01.03.2017 – 28.02.2020. Total value of the project is 9 450 490,21 PLN, including 8 760 604,42 PLN from Regional Operational Programme for the Małopolska Region for 2014-2020 (in the frame of Integrated Territorial Investments, 9.2.2 Scheme B). Financing agreement was signed on 30.11.2016.

- “The extension of psychological support to people and families in difficult situations and crises” is addressed to families and individuals at risk or experiencing a crisis situation, living in the city of Krakow. The project aim is widening service offered by the Crisis Intervention Centre in Krakow, as well as increasing availability of psychological assistance provided in the context of crisis intervention. Extension of the offer includes the creation of new products for children, youth, parents and families, and seniors. Support will include 810 people, reducing the risk of social exclusion, which is a negative consequence of the unresolved crisis.

The project implementation period: 01.01.2017 – 31.12.2019

Total value of the project is 780 150,84 PLN, including 723 199,82 PLN from Regional Operational Programme for the Małopolska Region for 2014-2020 (in the frame of Integrated Territorial Investments, 9.2.2 Scheme C).

Financing agreement was signed on 29.12.2016.

In addition there is secured money in city budget for district IV (for local investments) in amount of 1.301.630 PLN (302.700 EUR)

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>The challenge: to develop proper coordination of LAP (our strategic programme) implementation and realisation of several multidisciplinary activities planned in LAP for Azory.</p> <p>The challenge will be to build an “open-space” operational environment (multitasking). The main problem will probably be the cooperation of different public institutions carrying so far their tasks in a narrow, specialized sectoral manner.</p> <p>Challenge: to “personalize” the stakeholders’ engagement in local, territory-based strategies and projects</p>	1

	<p>Challenge: to make councilors and departments' directors as well as the head managers of the city get interested by the project and persuade them to cooperate in an integrated manner</p> <p>Challenge: to implement an open, transparent process of a participatory decision-making to ensure the participation of the widest possible range of stakeholders and to reduce the natural social phenomenon, of aversion and resistance to any changes.</p>	
<p>Maintaining involvement of local stakeholders and organizing decision-making for delivery</p>	<p>In Poland there is a mandatory requirement for public consultation preparation, implementation and monitoring of the process of revitalization, including activities both formal as well as an interactive dialogue with the residents.</p> <p>The stakeholders want something concrete to be made in the frame of the project. They can be disappointed if the result of the project is only theoretical.</p> <p>Challenge: Creating conditions for self-organization, activation and integration of the local community, the reconstruction of neighborly relations and interfaces to support social action as well.</p> <p>To make the stakeholders understand the idea of a project and make them interested by the project and keep the dynamic of the meetings. On the other hand, the participatory approach demands prior educational and promotional activities to ensure the participation of the widest possible range of stakeholders and to reduce the natural social phenomenon, what is the aversion and resistance to changes. This leads to developing integrated procedures for public-private partnerships to improve processes of implementation</p> <p>Challenge: Running a participatory local development process by creating space for dialogue within the community together with the authorities and institutions.</p> <p>In fact, in social participation dominates "formal" mainstream – social consultations are treated as mandatory program mainly limited to formal consultation. There is no deep dialogue with co-decision elements preceded by a diagnosis of social needs and based on interactive tests</p> <p>Challenge: To persuade the local community, (individuals and formal groups) to be involved into projects dedicated to addressing local problems. This</p>	<p>1</p>

	campaign should be done through the implementation of educational and promotional programs.	
Setting up efficient indicators & monitoring systems to measure performance	<p>Challenge: the introduction of an integrated, horizontal management system, in particular the coordination of cooperation of stakeholders (and especially in our case institutions such as), as a source of data and information.</p> <p>Challenges: implementing a management structure with an effective system of implementation and with efficient information system in order to develop a proper coordination of works and complementarity of activities.</p> <p>Challenge: broad education in project management and "through projects" among all stakeholders - both institutional and other participants and beneficiaries of ongoing projects</p>	2
Optional challenges pre-identified by the URB INCLUSION partners		
Moving from strategy to operational action-plan	<p>The revitalization Program represents a strategic approach that has to be "translated" into operational language of projects and continuous tasks carried out by several units (departments) of the City Hall and external units representing different specify and approaches. That requires implementing suitable structure and information system ("common language") to develop proper coordination and complementarity of activities in an open, transparent participatory sequence of actions.</p> <p>In addition a very important issue in the Municipality of Krakow will be to delegate a unit (or department) responsible for the implementation management of this strategy (because different actions are in the competition of different departments and there is no clear division of tasks and cooperation between them).</p> <p>Challenge: to run a functional link between the formulations of rational, feasible goals and the financial system - the transition from budget into the system of integrated bundles of projects.</p>	1
Enhancing funding of urban policies by exploring financial innovation.	<p>The city of Krakow offers the financing rather to concrete projects than to whole integrated strategic plans. The challenge will be to find financing to the programme not only to separate projects.</p> <p>The funds for revitalisation are very limited (probably</p>	2

	<p>it will be only one call for proposals for regeneration projects in the frame of Regional Operational Funds for Malopolska Region and the needs are huge and some of the projects won't be ready for the calls. The LAP is designed for many years and the City budget is designed only for one year. It's very difficult to find funds for multiannual projects).</p> <p>Probably it will be difficult to find funds for the financing of the strategy. It will be easier to find funds for different projects from different sources.</p> <p>Challenge: The ability to use diverse and complex instruments for financing projects in the current budgetary situation, high levels of debt, limitations in formal and legal tools of the public finance system</p> <p>Challenge:</p> <ul style="list-style-type: none"> • Overcoming the constraints of rigid public finance system through the wider use of different variants of public-private partnership • Launching initiatives based on the principles of social economy 	
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3. URBACT LOCAL GROUP

Who are the key stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organizations /agencies, NGOs, civil society, private sector, etc.?

Taking into consideration the **nature of problems/challenges in the neighborhood(s) we want** invite following actors to take part of our ULG:

- representatives of the selected departments of the Municipality responsible for the functioning of the municipal and council infrastructure (The Directorate of Infrastructure and Transport, City Communication Company, Architecture and Urban Planning, Environment Department, Housing Department...)
- councillors of the City Council of Krakow and councillors of the District Council (District number IV)
- leaders of local communities (representatives of the residents, acting actively in the statutory bodies of housing cooperatives, housing associations, social organisations active within the housing estate area, etc.)
- representatives of the commercial entities acting within the housing estate area
- representatives of the units and institutions of social infrastructure, such as schools, universities, welfare homes, culture homes, sport organisations
- representatives of the Municipal Social Welfare Centre, street workers
- Psychological Crisis Intervention Centre
- Local Activity Point and Senior Activity Centre
- representatives of the institutions responsible for safety (Police, City Guards, Fire Services)
- Experts: representatives of professional organisations or associations, experts from University (Sociology Institute)

4. CAPACITY BUILDING

What specific capacity building needs have been identified by the partner?

- At individual level
 - Community capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the "process of learning and adapting to change". The participatory approach demands prior educational and promotional activities to ensure the participation of the widest possible range of stakeholders and to reduce the natural social phenomenon, what is the aversion and resistance to changes. This leads to developing integrated procedures for public-private partnerships to improve processes of implementation
 - The acquisition of individual competencies include education and personal participation in social / civic life. We can learn that for example during the workshops, or during trainings at public consultations, or through the inhabitants' activity at elections or participatory budget process, etc.
- At institutional level
 - Acquisition of competences by public institutions at the same time by individual employees and at the level of organization - structure, management processes, procedures designed to maximize efficiency notably by creating platforms of communication with residents (building a "common language"), creating space for co-decision, with residents, mutual exchange of knowledge and skills, building with the inhabitants structures of cooperation and not just collaboration, "de-institutionalization" of existing formal procedures
 - It should not involve creating new institutions, rather modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management.
- At societal level
 - Community capacity building at the societal level should support the establishment of a more "interactive public administration that learns equally from its actions and from feedback it receives from the population at large." Community capacity building must be used to develop public administrators that are responsive and accountable.
 - Acquisition of social means socialization, cooperation, co-creation of civic institutions, creating conditions for turning atomized local communities:
 - Activation of social groups at risk of exclusion, with specific activation measures;
 - shaping civic attitudes and pattern of responsibility for their environment among residents;
 - developing methodologies to enable active participation of all groups of stakeholders (public, socio-economic and private) with concrete actions

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**
 - Poland belongs to the group of countries that have decided to implement sustainable urban area development programmes entirely through ITI.
In practice, ITI will be carried out in Poland under two legal forms: either ITI Associations or ITI Partnership Agreements, established or signed by the municipalities, respectively.
 - ITI Associations, just like in Krakow, are composed of: Councils composed of all the member municipalities' representatives, with legislative powers;
 - In order to implement the ITI instrument, it is mandatory to elaborate the ITI Strategy. That is the fundamental document under which support is granted for actions/priorities adopted in the ITI formula, within the Regional Operational Programme (ROP).
 - Strategy goals ITI, besides the measures of the ROP, will be supported also within the priorities of the Operational Programme Infrastructure and Environment. Amount of funds: 465,78 mio euro, including 236,06 mio. euro from the Malopolskie Region ROP and 229,72 mio. euro from the Operational Programme Infrastructure and Environment – POIS.
 - As part of the Strategy there is a list of projects which, with the funding of the Regional Operational Programme of the Malopolska Region for 2014-2020 will be implemented by each commune of the Association. The list of projects is prepared by each of the communes according to the available allocation based on programming documents of the Regional Operational Programme of the Malopolska Region for 2014-2020 (and in accordance with the resolutions of the Board of Association of Metropolitan Krakow). The Strategy includes also complementary projects to the ITI, which will be funded from other sources, not regional.
 - Projects in the frame of ITI are connected to following subjects e.g. : thermo modernization, low emission, professional education, care services (for example for people 60+ which are dependent of care) and crisis intervention, economic activity zone, low emission urban transport, waste and sewage treatment. The important is that not all the ITI projects are from the list we wrote above. Some projects e.g. professional education, care services and crisis intervention are competition projects but have allocation dedicated to ITI area
 - Revitalization is not directly connected with ITI. Krakow prepared a Revitalization Program in order to apply with projects in the frame of the 11 Priority Axis (RPO). Calls for proposals will be launched next year (march or april 2017).
 - For the subject of Revitalization (urban regeneration) has been dedicated the 11 Priority (Axis) of this program named Revitalization of regional space . There is not direct connection between 11 Priority Axis and ERDF article 7, but the link between 11 Priority Axis and ITI is that the projects connected with social inclusion which will be implemented in the frame of ITI will be included in Revitalization Program (which is updating now). Furthermore both 11 Priority Axis and ITI projects are contained in Regional Operational Programme of the Malopolska Region 2014-2020 (ROP).
 - This axis will support projects appropriate for the ERDF. However to ensure complementarity between the social activities and the social infrastructure for the revitalized areas the support for social projects will be carried out in priority axes financed by the ESF. This approach allows to link infrastructure investments with activities for social purposes. The infrastructure can be financed and implemented only in cases when they are diagnosed as solving social problems.

- Several projects included in ITI (ZIT) concern the subject of URB-INCLUSION project and Azory area and some of the projects connected to social problems and social inclusion will be financed from RPO. And all these projects were described as postulated in the LAP for Azory.

- **Does your city take a sectorial approach to implementing a strategy/action plan?**
 - My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.

- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**
 - My city often applies a stakeholder participation approach to implementation of an action plan.

- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
 - My city sometimes uses a results framework when implementing a strategy or action plan.

PARTNER PROFILE

LYON MÉTROPOLE

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators that all partners should consider:

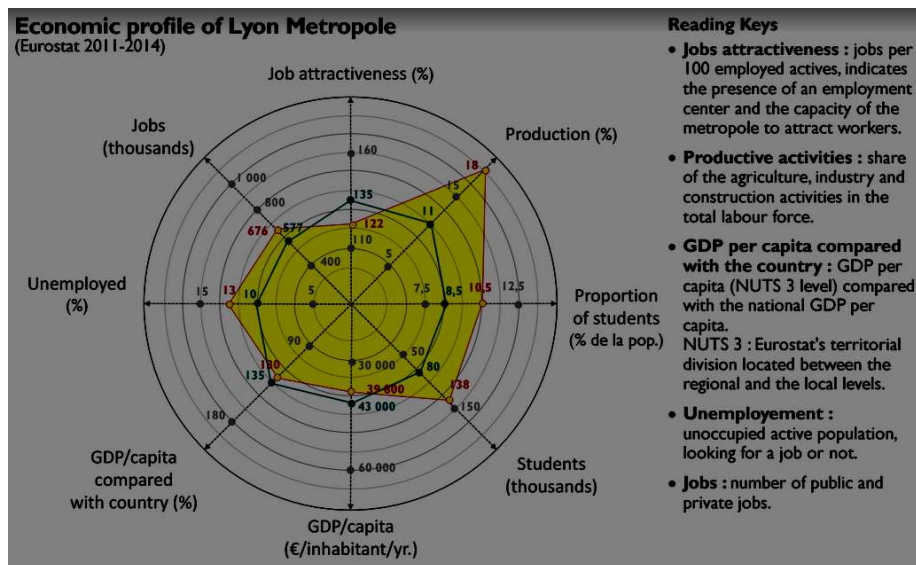
- Size of the metropolitan or functional urban area where the city is located :
533.7 km²



- Location of the partner city relative to functional area (core, peripheral, etc.)
Lyon Métropole is one of the 15 French “métropoles” defined by law, aggregating 59 municipalities from the same urban pole.



- Population size of partner city
1,336,994 inhabitants
- Demographic profile –age, gender, ethnicity
Ageing index (share of population >65 y.o. over population <20 y.o.): 60
52.3% of the citizens are women
Ethnic data are forbidden in France
- Economic profile – per capita GDP, key industry sectors
GDP per capita: 43,300 euros
Key industry sectors: medical industry; biotechnologies; chemistry; motors and trucks; video games. However, 70% of jobs belong to the services sector (for profit and not for profit, about half-half).



- Employment levels
Employment rate: 72.3% of population at working age.
Unemployment rate: 9.6% (27% in deprived areas)

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

- Social housing stocks: 148,500 social housing units (50% in deprived areas including 31% in “Quartiers Prioritaires de la Ville”)
- Health-related data:
 - Disable people receiving pension for handicap: 3%
 - Share of population over 75 y.o. living in institution: 9.8%
 - Share of population over 75 y.o. living on their own: 41.2%

Share of population receiving CMU (social healthcare): 8.2% (+2 pts above national score)

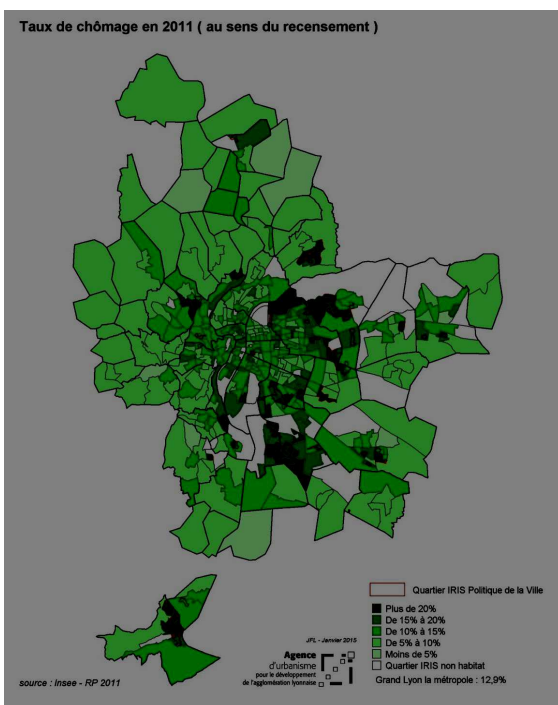
Mortality rate: 7.3 per 1000

- School dropout rates:
2% of population between 11 and 17 has dropped out of school.
25% of the population in the Métropole has no diploma; 42% in deprived areas
- Migration levels: 9.1% of the population is migrant in the city of Lyon (born in another country); migration balance of the Métropole is +0.8% for 1999-2009.
- Percentage of derelict land/brownfield: unknown. Not a big issue any longer, after urban regeneration of industrial zones.
- Segregated neighbourhoods.

37 priority areas for community development policies, representing 159,860 habitants.

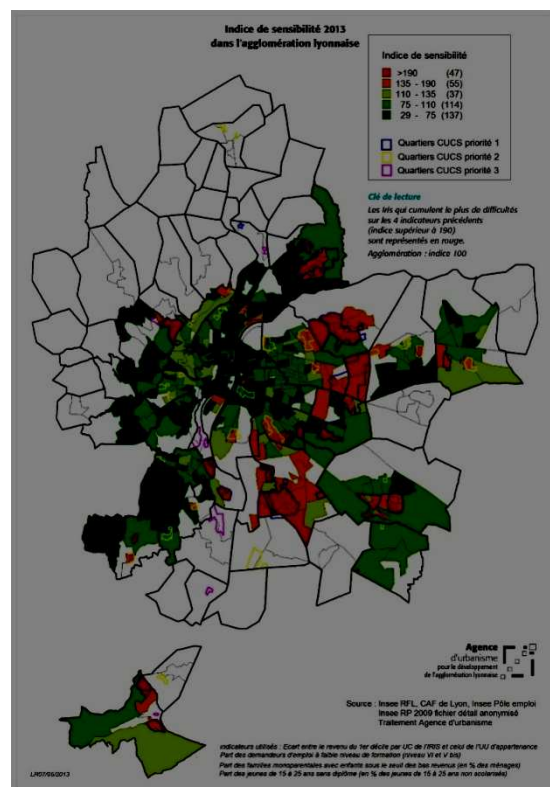
The Conférence Territoriale des Maires "Portes du Sud", which is the URBinclusion implementation area represents 19.5% of the population in this priority area (31,150 inhabitants), who are among the most impoverished of the urban agglomeration.

Unemployment rate



poverty)

“Sensitivity index” (anti-social behaviour +



	Estimation chiffres clefs	Nouvelle géographie QPV	Ancienne géographie		Grand Lyon Métropole
			Zus	Cucs	
Démographie	Nombre d'habitants	159 860*	179 500*	264 000*	1 310 100
	Population moins de 20 ans	33%	31%	29%	25%
	Population de 75 ans et plus	6%	6%	6%	8%
	Taille des ménages	2,6	2,4	2,3	2,2
	Famille de 4 enfants et plus	9%	8%	7%	3%
	Population immigrée	29%	26%	24%	14%
	Population étrangère	21%	18%	17%	9%
Logement	Part de locataires HLM	66%	51%	45%	20%
	Population installée depuis moins de 5 ans dans le même logement	31%	34%	36%	38%
Précarité / revenus	Bas revenus en 2013 (Caf) en % des ménages	36%	31%	28%	16%
	Part des familles monoparentales avec enfants sous le seuil de bas revenus	10%	8%	7%	4%
	Part des allocataires percevant le RSA	26%	23%	19%	8%
Formation / actifs	Sans diplôme	39%	34%	30%	17%
	Bac + 3 et plus	6%	11%	13%	21%
	Actifs ouvriers - employés	73%	64%	60%	45%
Mobilité	Taux de motorisation	64%	62%	63%	73%
	Part des ménages sans voiture	36%	38%	37%	27%
	Part des actifs travaillant à l'extérieur de la commune de résidence	61%	55%	56%	59%

Communes	Quartiers Prioritaires de la Politique de la ville (QPV)
Bron	Parilly
Bron/Vaulx-en-Velin	Terrillon/Chénier
Décines	Pramet
Givors	Centre
Givors	les Plaines
Givors	les Verres
Grigny	Valbon
Lyon 3	Moncey
Lyon 5	Socurs Janin
Lyon 7	Cités sociales Gerbani
Lyon 8	Menzoz
Lyon 8	Moulin à vent
Lyon 8/Vénissieux	Etats-Unis/Langlet Santy
Lyon 9	Duchère
Lyon 9	Loucheur/Gorge de Loup
Lyon 9	le Vergoin
Meyzieu	le Mathislan
Meyzieu	les Plantées
Neuville	la Source
Oullins/La Mulatière	la Saute
Pierre-Bénite	Hauts Roches
Rillieux-la-Pape	Ville nouvelle
Saint-Fons	Arsenal/Carnot-Parmentier
Saint-Fons/Vénissieux/	Minguettes/Clochettes
Saint-Genis-Laval	les Collonges
Saint-Priest	Garibaldi
Saint-Priest	Bel Air
Saint-Priest	Bellevue
Vaulx-en-Velin	Grande Ile
Vaulx-en-Velin	Sud
Vénissieux	Duclos/Bard
Villeurbanne	Bel Air/les Brasses
Villeurbanne	les Buers nord
Villeurbanne	Saint-Jean
Villeurbanne	les Buers sud
Villeurbanne	Monod
Villeurbanne	Tonkin

Other indicators related to poverty

11 indicateurs concernant la précarité			
	Lyon	Grenoble	Saint-Étienne
Précarité monétaire			
Indicateur 1 : Part des ménages vivant sous le seuil de bas revenus (Source : RFL 2011)	19,7	18,3	23,5
Indicateur 2 : Part des allocataires CAF touchant un minimum social (Source : CAF 2012)	18,3	17,4	22,7
Indicateur 3 : Part des ménages dépendant à plus de 50 % des aides sociales (Source : CAF 2012)	26,8	25,6	28,8
Précarité liée à l'emploi			
Indicateur 4 : Part des actifs ayant un emploi sans diplôme (Source : RP 2009)	10,9	10,7	12,7
Indicateur 5 : Part des jeunes de 15-24 ans inactifs ou chômeurs (Source : RP 2009)	11,8	10,3	8,3
Indicateur 6 : Part des chômeurs de catégorie A parmi les actifs du RP (Source : Pôle emploi 2011 et RP 2009)	10,4	8,9	11,5
Indicateur 7 : Part des chômeurs à basse qualification parmi les chômeurs (Source : Pôle emploi 2011)	27,6	27,7	34,9
Indicateur 8 : Part des chômeurs de plus d'un an parmi les chômeurs (Source : Pôle emploi 2011)	34,9	33,4	39,5
Fragilités familiales			
Indicateur 9 : Part des ménages constitués d'une personne de 75 ans et plus vivant seule (Source : RP 2009)	7,3	7,4	9,8
Indicateur 10 : Part des familles monoparentales (Source : RP 2009)	8,9	8,7	8,3
Indicateur 11 : Part des familles à bas revenu ayant 3 enfants et plus (Source : CAF 2012)	34,7	31,5	39,3

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Important contextual element: Greater Lyon merged with the Department in 2015, giving rise to Lyon Métropole. This is a union of two regional authorities with different scopes and competencies.

Historically, Greater Lyon was in charge of "hard" competencies, such as urban planning, housing, waste management and water supply.

The Department took care of human aspects, such as social action, child welfare, gerontology and disability.

The merger of the two authorities provided an opportunity to break down the closed partitions between governmental policies, allowing greater dynamism and better coordination. The idea was to put urban development at the service of human development.

It also provided an opportunity for vertical integration and coordination between the inter-community and municipal levels.

This effort will be illustrated in the context of this project over a territorial area composed of five municipalities that are particularly affected by urban poverty: the Conférence Territoriale des Maires "Portes du Sud".



Removal of barriers will concern the following themes and actions:

Innovation in the production and management of social housing

- Empowerment and living together (community life, do-it-yourself training, pooling among lessors, etc.)
- Financial innovation (separation of land and buildings, contribution of equity, partnerships with private foundations, etc.)
- Employment and social insertion policy (career pathways through social housing professions, etc.)

Updating of public services for social action

- Research and action on the updating of career possibilities based on the professional challenges encountered by social workers
- Work with partners on the school dropout rate
- Education through learning from peers and social action

Economic insertion and/or circular economy in the area of economic development

- Multipurpose structures based on local participation (ECS,VRAC, etc.)
- Social insertion clauses in public contracts
- Integrated and inclusive career pathways

Each axis will be worked according to three implementation "challenges":

- Integrated approach (partnership / removal of barriers)
- Financial innovation
- Civic participation

A local urban group will be comprised of metropolitan services and territorial players (municipalities, public services, civil society).

A more limited "steering group" made up of Lyon Métropole services will ensure continuity of commitments made in the URBACT context and will focus on breaking down the barriers between Departmental and Greater Lyon services.

Title-name

Break down the barriers between urban policy and social support policy to promote human development.

- **Policy challenges**

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	Temporary use of social housing to meet atypical needs
	APPEL: integrated system for preventing expulsion (justice, social, housing)
	Financial and regulatory innovation: easements for social balance, VEFA break-up, residential cooperatives
Health	Broaden the scope of housing solutions and access to services for the elderly

Education	Combat against school dropout
Unemployment	Shared social lessor platform that proposes professional pathway offers to lessees; Public contracts as drivers of professional insertion for individuals who are furthest from employment; Social insertion structures through economic activity to welcome and train the long-term unemployed
Public areas. Deprivation and exclusion of uses.	Research and action on updating social work professions based on difficulties encountered in the field
	Urban renewal and recomposing of the housing offer in priority neighbourhoods
Community ties. Addressing the “commons”.	Study of the impact of Social Balance Easements in terms of neighbourhood practices
	Separation of land and buildings so that lower-income families have access to ownership
	Area for the creation of social support: circular economy and solidarity
Lack or weakness of the retail sector in deprived neighbourhoods.	Bulk produce, social support grocery, workers' gardens, etc.: access to healthy food in deprived neighbourhoods
Other	Evolution in social housing assignment policy

- **What are the objectives of the integrated strategy / action plan?**

The integrated strategy and action plan objectives aim to use goal-oriented means to improve living conditions for residents, in particular the most unstable, reinforce social cohesion and promote economic development through job creation.

These objectives are listed under URBACT theme T09: social inclusion and the combat against poverty (social balance, economic insertion, combat against school failure, combat against rupture in the social action dialogue, housing for the elderly, etc.).

In the new and singular institutional context of integrating urban and social policy, the hybridisation of public policy should provide an opportunity to update services for residents in order to make them more appropriate for the set of needs; they should be understood as a set of integrated services for a territory, including urban development, public facilities (housing), living conditions and education.

- **When was the integrated strategy designed? What period does it cover?**

Regulations required Lyon Métropole to establish two documents presenting a program covering the social aspect. These were a gerontological plan for services for the elderly and a plan for early childhood support.

Lyon Métropole wants to include these obligations within broader and more integrated objectives that are established in partnership with the institutional environment and civil society.

Currently being drawn up, the **Metropolitan Solidarity Project** will be the reference for all social, medico-social and health policies for the Métropole for the next five years. It is the axis that hybridises public policies with an integrated and goal-oriented approach motivated by social reasons. The process is being finalised after a very intensive phase of obtaining consensus and building a strategy of social development. This phase began in 2015 and will be concretised in May 2017.

It is a central planning document that will serve as a reference for the present project. It is backed by several other plans on more specific topics, in particular:

The **Metropolitan City Contract** includes 37 neighbourhoods that are eligible for urban policy applying to underprivileged neighbourhoods and 29 neighbourhoods under "active supervision". The strategic orientations of this City Contract are the anchor for urban area neighbourhoods. The idea is to give priority to greater mobilisation of public policies related to common law.

This document is built on three pillars: employment and economy, social cohesion and improvement of living conditions and urban renewal. Transversal axes have also been defined: youth and the combat against discrimination and sustainable development. At the crossroads of urban and social action, the **Local Action Plan for the Lodging and Housing of the Underprivileged** (PLALHPD) is a mandatory document that Lyon Métropole must co-produce with the State and that implies closer cooperation among those who are in charge of housing and those who provide personal services to ensure the right to housing for all.

The integrated strategy of the Metropolitan Solidarity Project gathers these documents together and integrates the relevant services and actors through urban development plans (Local Urban Planning and Local Habitat Programme), which have also been prepared in an integrated manner in a sole document whose preparation included a major consensus phase that began in 2014 and ended in September 2016. Institutional validation is currently being carried out.

The metropolitan program for social insertion through employment, which was adopted in December 2015 and continues until 2020, aims to use community skills to promote professional insertion, in particular for recipients of the minimum social income (RSA) and for the support of structures promoting social insertion through economic activity. In this respect, the strategy of urban development including housing represents a strong axis of mobilisation for social insertion and employment.

• **What are the main actions /measures included in this strategy / action plan?**

- Social insertion through economic activity, with the creation of a shared platform for the Public Housing Centre (a coordinated strategy to promote the hiring of the unemployed who live in the neighbourhoods concerned) and the development of social insertion clauses in public contracts.
- Initiatives to improve the attractiveness of school facilities and measures to prevent school dropout (Saint-Fons, Vénissieux) and Edumix, which concerns educational rehabilitation through the participation of schools (Vénissieux, Saint-Fons).
- Research and action to update the public social action professions.
- Housing for the elderly and combat against isolation in the context of the Public Housing Centre.
- Civic participation through actions planned for in the City Contract, as well as in the production, implementation and evaluation of programme documents.
- Deployment of an integrated approach and transversal actions for social improvement, in cooperation with the main institutions and organisations of civil society, as part of the Metropolitan Solidarities Project.

- **What are the main expected results of the strategy?**
 - Reduction of unemployment among the young and RSA recipients in underprivileged neighbourhoods that are the object of urban policies (identified using objective criteria).
 - Reduction of inequality in education and training (lowering of the school dropout rate and improved access to IT and communication technologies).
 - Heightened feeling of security in the neighbourhoods concerned.
 - A more transversal approach to deploying social support actions with the main institutions and partners.
 - Reduction of isolation and a feeling of solitude among the elderly.

- **What is the area that the strategy / action plan covers? (Neighbourhood, municipality, grouping of municipalities)**

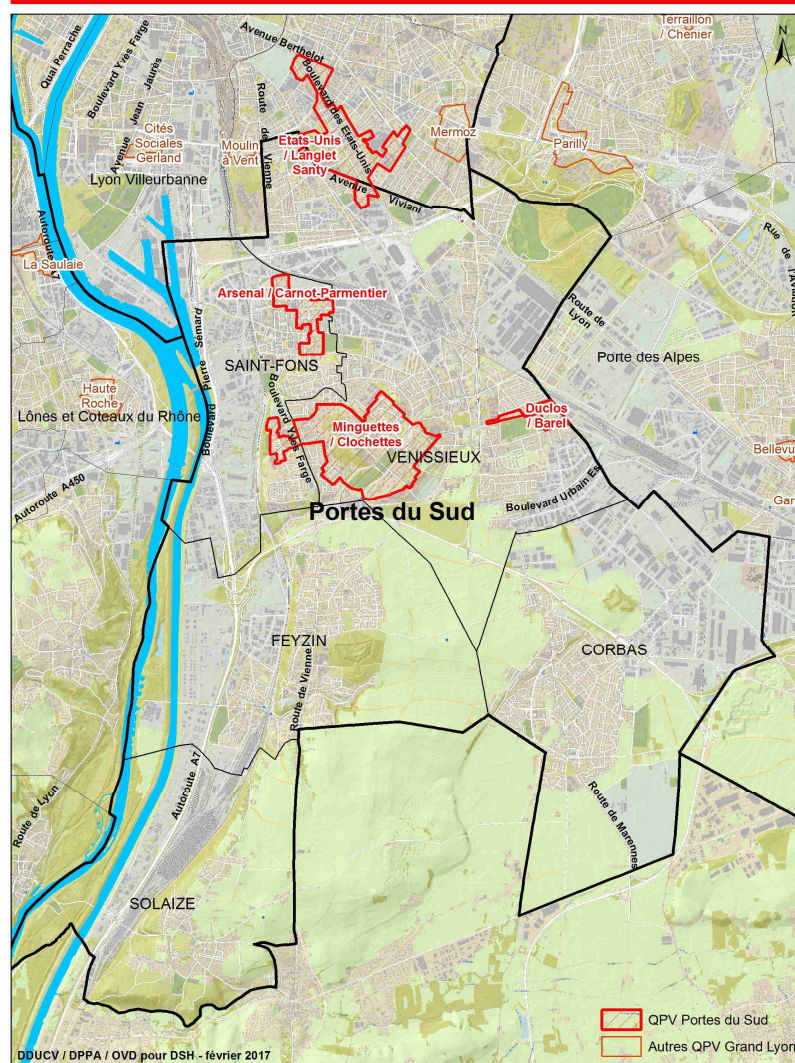
The neighbourhoods concerned by the urban policy for disadvantaged neighbourhoods are defined according to objective social criteria. On the Lyon Métropole level, there are 37 priority neighbourhoods representing 160,000 inhabitants (12% of the total population).

In these neighbourhoods, unemployment is two to three times higher than the urban agglomeration average and affects the young in particular. The rate of minimum income recipients is three times higher. The school dropout rate is 19.5% in these neighbourhoods, as compared to 12.3% in the urban agglomeration.

The "Portes du Sud" group of municipalities includes 25% of the people in these neighbourhoods, which are among the most impoverished in the urban area. It is also a resilient territory, where residents and actors confronted with special difficulties have invented new means of social support and new professional stances.

Because of the concentration of urban poverty found in the "Portes du Sud" neighbourhoods and the emergence of resilient initiatives there, Lyon Métropole has chosen the area as a priority zone for city policy.

Portes du Sud



• What financial resources have been allocated to your integrated strategy / action plan?

Annual funding:

- Specific housing funds at the urban agglomeration level:
- Public Habitat Centre economic platform (professional careers allowed by social housing): €222,000 at the urban agglomeration level, or **€43,290** (19.5%) over the “Portes du Sud” territory
- Housing for the elderly: €354,000 at the urban agglomeration level, or **€69,030** over the “Portes du Sud” territory
- Local actions (GSUP): €1.5 million at the urban agglomeration level, or **€292,500** over the “Portes du Sud” territory
- Housing/lodging for the underprivileged: **€354,000 + €975,000**
- Specific funding for housing actions concerned by the URBACT project is €930,000 for the urban agglomeration, including **€232,000** for priority neighbourhoods in the “Portes du Sud” zone.
- Funding of research action on the updating of the social action professions: **€88,000**

(entirely for the “Portes du Sud” territory).

- Financing of work on school dropout: **€80,000** (1.5 full-time availability; €20,000 for studies), mainly over the “Portes du Sud” territory.
- Funding for a reduction in unemployment:
- Metropolitan Programme of Social Insertion through Employment: Lyon Métropole provides funding for social insertion structures for a total of €6,521,907 over the territory, including **€867,039** for the "Portes du Sud" area.
- Local social development: €61,000€, or **€11,895** for the “Portes du Sud” area.

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 highly relevant, 2 very relevant, 3 relevant, 4 less relevant)?
Mandatory challenges		
Ensure an integrated approach in the delivery of the strategy and the related actions/projects	<p><u>Challenge</u> : the compartmentalisation of the actions and the public schemes has a negative impact on their operational efficiency and their adaptation to the needs and social aspirations</p> <p><u>Objective</u>: Ensure proper coordination between social solidarity policies related to personal assistance and those related to infrastructures. Develop integrates services over the "Portes du Sud" area, including renewed social action, community development, economic development and housing, such as the “Espace Créateur de Solidarités »</p> <p><u>Expected results</u>: new services that are more integrated, more diversified on the ground. And a political leadership more integrated with less red tape impacting the services</p>	1
Maintaining involvement of local stakeholders and organise decision-making for delivery	<p><u>Challenge</u>: the top down logic contributed to the stagnation of the services offered as they have not followed the evolution of social needs. The end users as well as the employees are frustrated though they are the experts that could define the desired evolutions</p> <p><u>Objective</u>: The involvement of local actors is key to the proposed approach. Concretely: social workers and users are the drivers behind an updating of social action. The cooperation of local actors is also key to integrating social, urban,</p>	2

	<p>housing and circular economy projects.</p> <p><u>Expected results</u> : a new list of skills for social services. A similar approach of evaluation/transformation of the services in other urban and economic fields.</p>	
<p>Setting up efficient indicators and monitoring systems to measure performance</p>	<p><u>Challenge</u> : the poor quality of the evaluation of public policies in France contributes to their low improvement</p> <p><u>Objective</u> : In spite of numerous means of evaluation, the issue of the quality and effectiveness of public policies must still be worked on. The production of effective indicators and evaluation methods is part of this project's operational objectives as good as for local services</p> <p><u>Expected results</u> : definition of indicators and efficient assessment methods that are neither static nor confining</p>	2
<p><i>Optional challenges pre-identified by the URB INCLUSION partners</i></p>		
<p>Moving from strategy to operational action-plan</p>	<p><u>Challenge</u> : “the loss of signal” between the documents linked to planning and the operational realities impacts the coherence of the latter and induces a democratic issue around the respect of the political guidelines</p> <p><u>Objective</u> : The recognition of a bottom-up approach must not interfere with the relationship between all-over strategy and operational actions. The relation between concrete initiatives and the Metropolitan Solidarities Project must be continually worked on; this will provide an opportunity to call things into question and make vertical integration between local communities move forward.</p> <p><u>Expected results</u> : the coherence between the actions and the planning documents will be checked during the whole process and afterwards.</p>	1
<p>Enhancing funding of urban policies by exploring financial innovation.</p>	<p><u>Challenge</u> : Public funding is more constrained than previously.</p> <p><u>Objective</u> : find new resources to both the operational aspect and the investment. Allowing solidarity private investment. Optimisation of the usage of European funding. Encouraging the community to share in a search for private co-funding (foundations, etc.) and adopting innovative forms of investment (social impact bonds, etc.) are part of the project's operational objectives.</p> <p><u>Expected results</u> : Significant additional funding for local actions.</p>	1

3. URBACT LOCAL GROUP

The ULG will be composed of Lyon Métropole services and local actors in the territorial area concerned, including municipalities, local public services for social support and education and civil society (social housing, social support, learning from peers and neighbourhood associations, etc.).

A "steering group" made up of the various Métropole services will ensure that commitments are fulfilled in the URBACT context throughout the programme and will work toward breaking down barriers between the approaches of services in the Department and in Greater Lyon.

4. CAPACITY BUILDING

The need to reinforce civic competencies has been identified for both local residents, so that they may have greater influence on the decisions that concern their daily life, and for the "front office" of field workers in the community, whose services do not always fit the needs and expectations of residents. These workers must also be able to have room to manoeuvre so that they are better able to handle public requirements and the expectations of residents.

Several actions planned aim to increase the power of local residents to act. These include research and action on updating the social work profession (based on a collection of user viewpoints), the circular economy and learning from peers, self-managed systems to provide access to better food and the pooling of building administration by social housing bodies.

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the Article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play.**

Lyon Métropole was identified as one of the FEDER operational programmes. Because of this, the entity benefits from Integrated Territorial Investment (ITI) programmes.

These programmes fund, for instance, thermal renovation in social housing and, through a rebound effect, can contribute to generating local employment and therefore to a decrease in unemployment in the neighbourhoods targeted by this programme.

However, since this is not the main goal of these programmes, and to be clear about the projects proposed in the context of URBACT, Lyon Métropole has chosen to propose targeted objectives outside the ITI scope and FEDER funding.

- **Does your city take a sectorial approach to implementing a strategy/action plan?**
 1. My city predominantly delivers action plans through individual departments.
 2. **My city sometimes delivers action plans by involving several departments.**
 3. My city mostly delivers action plans by involving several departments.
 4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
 5. My city always has multidisciplinary teams working across departments to deliver an action plan.

- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**
 1. My city never applies a stakeholder participation approach to the implementation of an action plan.
 2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
 3. **My city sometimes applies a stakeholder participation approach to implementation of an action plan.**
 4. My city often applies a stakeholder participation approach to implementation of an action plan.
 5. My city always applies a stakeholder participation approach to implementation of an action plan.

- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
 1. My city never uses a results framework when implementing a strategy or action plan.
 2. **My city rarely uses a results framework in the implementation of strategies or action plans.**
 3. My city sometimes uses a results framework when implementing a strategy or action plan.
 4. My city often uses a results framework when implementing a strategy or action plan.
 5. My city always uses a results framework for all the strategies or action plans that it delivers.

PARTNER PROFILE

NAPLES

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

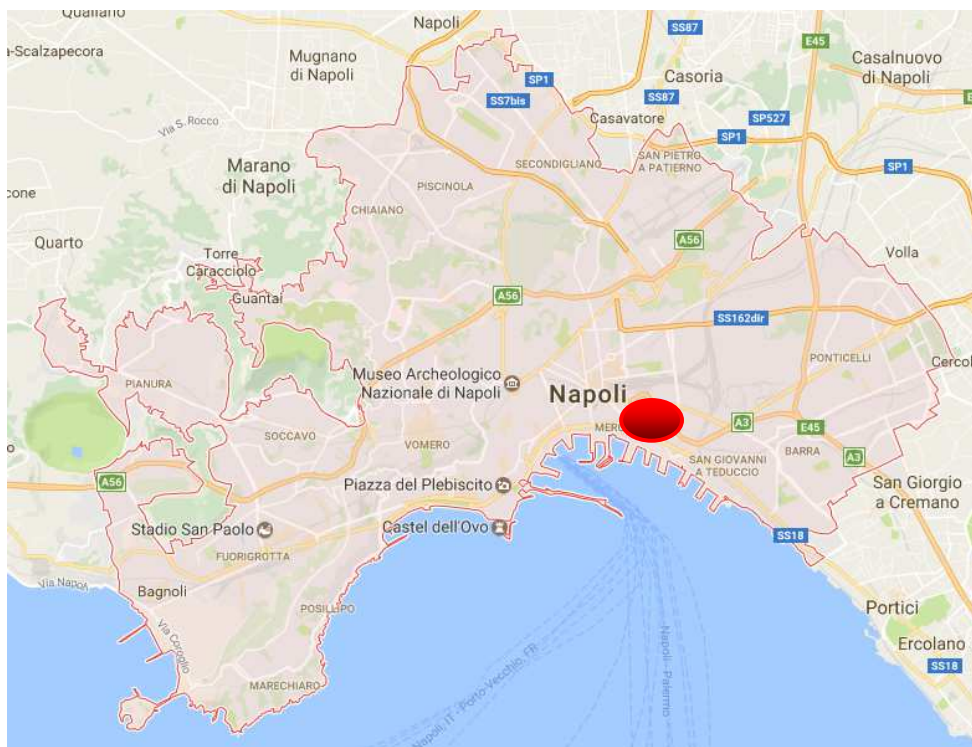
1. Key generic indicators

The Municipality of Naples is the Capital of the Metropolitan City of Naples, established by the Law 56/2014, that includes 92 municipalities and has a population of 3,128,700 inhabitants, distributed over 1,171 km², with a density of 2,700/km² (2014). Basically, the Metropolitan City was conceived for improving the performance of local administrations and to slash local spending by better coordinating the municipalities in providing basic services (including transport, school and social programs) and environment protection.

The Municipality of Naples, in particular, covers an area of 117,27 km² and, according to national census data, its urban population has decreased from 1.200.000 inhabitants in 1970 to 974.074 in 2016, with a current density of 8178.2/km².



1. Administrative boundaries of the city of Naples (the red circle indicates the target area)



Latest data highlight that 52, 3% of the population are women (509.088), while 47,7% are men. Demographic data per age are:

- Range 0-14, 145.282 inhabitants (15%);
- Range 15-65, 643.851 inhabitants (66%);
- Range 65+, 184.941 inhabitants (19%).

Foreigners residing in Naples at January 1, 2016 are 52.452 and accounted for 5.4% of the resident population. The largest group of foreigners is from Sri Lanka, with 25.7% of all foreigners in the area, followed by Ukraine (15.9%), China (9.9%), Romania (4.4%), Pakistan (3.7%), Philippines (3.7%), Bangladesh (3.0%) and Poland (2.55%).

Under the economical point of view, the GDP per capita registered in 2014 was €15,838 (national value: €23,870)

Naples is suffering financial instability and has been declared in *pre-bankrupt* emergency state in 2013. The difficult economic situation is leading to relevant cuttings in public expenditure, which produces a sort of impasse in public investments, not only for the valorisation of the built heritage but also for the investments in social policies.

The economy of Naples and its closest surrounding area is based largely in tourism, commerce, industry and agriculture; Naples also acts as a busy cargo terminal, and the port of Naples is one of the Mediterranean's biggest and most important. Moreover, Naples used to be a busy industrial city, though many of the factories have been closed since the early 1990's and relevant signs of economic reconversion are not yet to be found. The high unemployment rate (22,1% in 2016) and the low annual average growth rate (+0.2 between 1950-2000) testify the lack of city's economic dynamism. Naples was infact included in "the list of the 100 slowest growing large cities 1950-2000" (http://www.iied.org/urban/Urban_Change.html).

For the challenge of the URB-inclusion project, the city of Naples has chosen to focus its attention on the area of **Porta Capuana** that takes its name from the ancient East-Side gateway to the city (*porta*, in fact, means *door*). The gateway and the defensive walls were

fortified and expanded starting from 1484 under the Aragonese domination and Porta Capuana, which faced the street to Capua and Rome, was the most important city access at that time. Porta Capuana neighbourhood is part of the “IV Municipality” (fourth administrative district) of the city of Naples and its *core* is restricted by Via San Giovanni a Carbonara, via Foria, via Rosaroll, Piazza San Francesco - and includes the remains of the Aragonese walls and two large complexes already convent (San Giovanni a Carbonara and Santa Caterina in Formiello).



2. Core of the Porta Capuana Area



3. Porta Capuana gateway

The area is very close to the access points for the ancient best known and visited centre (Porta San Gennaro, Via Tribunali), to significant buildings and monuments of great cultural and tourist interest (Castel Capuano, Madre Museum, area of SS. Apostoli and

Donna Regina) and is highly accessible, especially to metropolitan rail transport hubs (metro lines 1 and 2 in Piazza Garibaldi, metro line 2 in Piazza Cavour).

The monumental entrance, which has two piperno stone towers and renaissance marble decorations, directly led into the open space occupied by the ancient fountain of Formiello, later moved, where the ancient underground aqueduct guaranteed the vital water supply to the city.

4. Overview of Porta Capuana



The IV Municipality has a density of 8178.2 inhabitants per km², higher than the city average and, in particular, the area of Porta Capuana (San Lorenzo district) with 32.926 has the highest population density in the city - over a surface of 1,4 km² - followed by the neighbouring Vicaria district with a density of 22.711 inhabitants per km². 46.755 people live in the core area of Porta Capuana, 53% of them are women - 47% are men, the distribution of population by age groups is show in the following bar:

Foreigners residing in the district are 4.087 and accounted for 8.5% of the resident population. The largest group of foreigners is from China, with 20.8% of all foreigners in the area (852 people), followed by Ukraine (14%), Srilanka (8.8%), Dominican Republic (4.9%) and Romania (4.1%). Anyway, the presence of Chinese is estimated to be almost four time higher than the official data, if compared to the birth and death register.

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

- Life expectancy: men 77,6 / women 82,6
- School dropout rate (City): 21,8%
- Children and young people (0-18) beneficiary of assistance from the Social Services aimed at combating early school leaving
City of Naples: 1027
IV Municipality: 114
- Children and young people (0-18) "marked" by the Judicial Authority:

- City of Naples: 466
- IV Municipality: 59
- Minor accepted by a single parent:
 - City of Naples: 1425
 - IV Municipality: 143
- Growth rate (births –deaths + migration): -4,4%
- Migration rate:
 - City of Naples: - 4,7%
 - Porta Capuana: + 1,3
- Unemployment rate (City): 22,9%
- Users of shelters for homeless (City average): 866 (Men: 652, Women:214)
- Green Areas (average):
 - City of Naples: 5,4 sqm/inhabitant
 - Porta Capuana: 0,3 sqm/inhabitant

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Title-name: USEAct

- **Policy challenge:**

The city’s action plan, elaborated within the USEAct project (URBACT II), focuses on three deprived urban neighbourhoods of the historical centre, identified within the plan as “Porta Medina”, “Porta Capuana” and “Porta del Mercato”. In spite of their very central location, just at the borders of the city centre corresponding to the Greek-roman foundation town, these neighbourhoods are considered among the most degraded areas of the city according to major urban, social, environmental and economic indicators.

The local policy challenge that the city’s action plan addresses is **the social inclusion and combating poverty in these deprived urban areas**. The reuse and re-functionalization of inner urban areas, such as the recovering of urban public spaces, is considered a key strategy to achieve different – but interrelated - objectives at the same time: reinforcing social interaction and stimulating social initiatives to solve community challenges; enhancing social entrepreneurs, social economy and the employability of young people and long term unemployed; promoting sustainable urban growth and innovative land-(re)use management models by reducing land consumption. All these themes are among the European key strategies for the cities’ sustainable development and their growth.

In spite of having the same policy challenge, each of the three areas interested by the strategy has its own physical characteristics due to a different historical background and a unique social mix, with a diverse dynamic in the participatory process. All this is leading to a different timing and challenges in the implementation phase. Therefore, Naples’ city council decided to focus the URB-Inclusion project only on one of these areas: “Porta Capuana”. In this neighbourhood, the designed actions are already being implemented and the local community is welcoming the sharing of experiences with European partners at this stage.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	The demand for social housing in Porta Capuana has ancient roots and is now getting increasingly important with the growth of the number of homeless people, immigrants, asylum seekers and refugees that are traditionally temporarily settled in this area also because of the presence of social services which do exist but are no more sufficient to respond the increasing demand.
Health	Improving health conditions in the area is another primary policy challenge for the administration. In particular our goal is to guarantee partnerships and coordination across the health services, refugee settlement agencies and non-government organizations present in the area of Porta Capuana. Not less important is the challenge to fight health inequality between the different social groups living in the area and especially the differences, variations and disparities in health achievements of individuals and groups.
Education	Various challenges are being faced by the education system but the biggest ones relate within combating early school leaving and promoting youngsters' vocation: under this topics, the policy goal is to guarantee an integrated approach that may encourage the participation of young people in school activities and orientate their access to the job market. This approach, in fact, could also produce a strong impact on the battle to prevent crime and uncivil behaviours.
Ethnic minorities/immigrants	<p>The social inclusion of immigrants and ethnic minorities is part of an important debate on integration that is taking place across the city. Naples has dealt with migration and integration challenges for centuries but the actual social context imposes the need to revise the existing policies to find new solutions to the problems that are shown by the main social indicators. Employment rate, education and training, health, income and living conditions of ethnic minorities, in fact, show a performance generally below that of the majority of the population.</p> <p>For this, main challenges relate with reinforcing social interaction and stimulating inter-cultural social initiatives to solve community conflicts.</p>
Refugees	While many EU cities are focused on preventing arrivals of refugees and deflecting responsibility to the central state administrations, Naples has a strong welcoming tradition due to its multicultural background, based on respect for the newcomer's cultural identity and diversity. So, the challenge to be addressed under this topic is to find out new integration strategies to bring reciprocal benefits for refugee and/or communities.
Unemployment	Unemployment rates in the recession have risen the fastest among young people and those living in deprived areas of the city, such as Porta Capuana. Following the natural vocation of the area, the administration's goal is to enhance social entrepreneurs, social economy and the

	employability of young people and long term unemployed, through the support of handcraft, artistic and cultural “profit” activities.
Public spaces. Deprivation and exclusion of uses.	The reuse and re-functionalization of inner public and private urban areas, such as the recovering of urban public (open and inner) spaces, is considered a key strategy to achieve different – but interrelated - objectives at the same time (social, economic, environmental) and to promote sustainable urban growth and innovative land (re)use management models by reducing land consumption. Another policy challenge is the inclusion of the young people in the transformation and use of public spaces.
Crime and un uncivil behaviours.	Providing the area of qualified social services and new job opportunities is considered as a key policy challenge to reduce crime and corruption, the two main factors that prevent sustainable development. Crime and corruption cause the spread of uncivil behaviours among the society, in general, and are also preventing the boost of local economy. Beside this, another important issue relates with preventing and fighting against violence on women.
Community ties. Addressing the “commons”.	The city aims to promote participation and community development, for the implementation of the participated management of public spaces and buildings, with particular attention to the involvement of young people. Not less important for the city strategy is to stimulate a more extensive knowledge and enhancement of the historical centre of the city - UNESCO World Heritage Site: the largest “urban diffused museum” of Europe.
Lack or weakness of the retail sector in deprived neighbourhoods.	In the last decades, the role of Porta Capuana area has been modified as many economic activities have moved to suburban locations, leaving behind pockets of inner-city decay. Under this topic, the city aims to promote the cooperation between the retailers belonging to the neighbourhood, encouraging profit cultural, artistic and artisans’ activities.
Others	

- **What are the objectives of the integrated strategy / action plan?**

The general strategic objective of the city’s action plan in relation to “Porta Capuana” area is the **regeneration of the already mentioned deprived area of the historical center through creativity, innovation and "smart" solutions, energy efficiency and reuse of declassified and abandoned properties.**

Following from the general strategic objective, the three specific objectives of the city’s integrated action plan are:

- Promoting social and economic development;
- Improving context conditions for urban renaissance;
- Requalifying public/private building heritage and infrastructures.

Therefore bottom-up actions, proposed by the local stakeholders, are based on the idea that promoting social inclusion and combating poverty in deprived neighborhoods require an integrated approach that focus on sustainable urban development interventions and explore - new or improved - settlement opportunities for people, social activities and businesses in existing locations, without consumption of further land.

The actions were also based on a shared reflection on urban identity, intended as the historical vocation of the target area and on the deep understanding of context conditions. The stress on urban identity did not reflect a conservative approach. On the contrary, it was a preliminary condition to build innovative strategies, to find suggestions on how to transform the neighborhood into a more inclusive place, where the regeneration of buildings and public spaces is strictly linked to poverty reduction, creativity and new economic activities' development (Creativity hubs, Reuse, Economic attractors).

- **When was the integrated strategy designed? What period does it cover?**

The Local Action Plan was designed between 2013- 2015 within the USEACT - URBACT II program. Moreover, the proposed actions should be implemented in a period of 7 years (2014-2020), within the Naples' urban strategy of article 7 of ERDF OP.

- **What are the main actions /measures included in this strategy / action plan?**

Following, a list of the main actions/measures proposed in the Local Action Plan in relation to the area of "Porta Capuana":

1. **Public dormitory** (*Centro di Prima Accoglienza per le persone senza fissa dimora*), where Naples city council offers an emergency recovery service (day and night) to 110 homeless people, which are further oriented towards other social services and supported in the social reintegration path.
2. A **social laundry** within the current location of the public dormitory, with job integration of homeless people through the constitution of a cooperative;
3. **Permanent workshops on participation and community development**, with particular attention to the city districts' collective memory, for the implementation of the participated management of public spaces and buildings;
4. A **multifunctional centre**, including profit activities ("cultural coffee", an early childhood centre, an "essay" space), whose incomes could finance no profit activities (educational, training and leisure);
5. **Workshops addressed to young "makers"** (artisans and artists);
6. **Events and expositions in the public and private buildings** of this city district, connected to the activities of the stakeholders participating at the implementation of the Local Action Plan;
7. **"Shower service" at the "Real Albergo dei Poveri"**, one of the biggest building complexes of Europe, which is being restored at the moment, in order to host services for young people and for the urban poor. One of the services which is currently being implemented into the building complex is a space with public showers and toilets for homeless people, where a recovery center (*Centro di Accoglienza*) will be organized, to strengthen the presence of daily first assistance public service into the neighborhood.
8. **IARA project**. Within the National system for the protection of asylum seekers and refugees (SPRAR), the network of local institutions that is in charge of this topic accessed to the National fund for asylum seekers and, with the help of local associations and social cooperatives, organized "integrated reception" interventions. These include not only accommodation and meals, but also information, orientation and social and legal assistance, through individual programs for the socio-economic integration of the refugees. With the I.A.R.A project, the municipality of Naples offers all this to the asylum seekers during the administrative proceedings to get their status of refugees and, afterwards, to accompany them in the path from emergency reception to integration in the Italian social context. In 2016, 140 people benefitted from the project, which has one of the main reception points in the *Porta Capuana* area.

9. **Innovative projects to enhance the participation of young people.** Innovative actions are currently being implemented to enhance the participation of young people in using their spare time to transform and use public spaces. Public spaces and the seats of associations become meeting points for the young people, where they can spend their free time in a challenging way. Specific activities are proposed by the youth (music, break-dance, hip hop, parkour, dance theater, bike-repairing-ateliers, video making workshops, storytelling, photography, circus activities, rugby, juggling). The aim is to promote the creativity of the young people in order to enhance their competences, attitudes and knowledge, by providing them of concrete instruments to give visibility to their artistic Energy.
10. **ReGeneration project.** This project intends to draw a virtual and participated cartography of the “free time” places in Naples, starting from the mapping of different and creative ways to use and live the urban space by the new generations in *Porta Capuana* area.
11. **Socio-educational centers.** The reception in the daily socio-educational services is foreseen for minors who live in personal and family hardship and therefore need a strong educational support. These services are provided also in the immediate surroundings of *Porta Capuana* area (Istituto Salesiano Ernesto Menichini, Suore carità dell'assunzione - Casa Luisa, Poveri Servi Divina Provvidenza Istituto don Calabria, Figlie di S. Anna), where the following support after school hours is provided: lunch, provision of teaching support, materials for recreational activities, sports and leisure.
12. **Territorial Educational Workshops** (*Laboratori di Educativa Territoriale*). Daily centers (Istituto Suore di Carità dell'Assunzione, Associazione Obiettivo Napoli, Istituto Salesiano Menechini, Associazione Il Pioppo) where workshops are proposed (cultural, recreational, sports, learning support, trips and city tours etc...) by local organizations and associations. Competent educators are engaged to understand problems and needs of the minors, and to individuate the appropriate methodologies to support aggregation and socialization to avoid emargination and social exclusion.
13. **Anti-violence centers.** The Poles of "Anti-violence centers Naples - E.R.A - Anti-Violence Experience Network" - carry out prevention and fight against sexual and gender based violence against women, alone or with children, who are victims of violence and abuse. This project intends to implement a methodological approach that has activities that are territorially articulated, to ensure that the adopted measures are closer to the needs of women victims of violence. One of these poles, *ex Ospedale S. Maria della Pace*, is within the *Porta Capuana* area.
14. **UNESCO Big Project – historical city of Naples - Enhancement of Castel Capuano.** The project involves the restoration and refunctionalization of Castel Capuano, that only a few years ago was still the main court of the city of Naples. The project will allow the free opening to the public of the courtyards, the basement and the ground floor, in order to integrate the fabric of the building into the urban texture, rather than being a "barrier" as it has always been. Castel Capuano will host the "Museum of the rights and rules", that is also expected to activate educational workshops and other activities for the young people and the schools in general, with the aim to prevent crime and uncivil behaviors.
15. **UNESCO Big Project – historical city of Naples - Recovery of the “Aragonese” walls in Porta Capuana.** The restoration of “aragonian walls” in *Porta Capuana*, is an integrated action that is connected to the improvement of tourism and the development of social activities (increasing the endowment of sport facilities and afterschool spaces for children).
16. **UNESCO Big Project – historical city of Naples – Restoration and redevelopment of open public spaces.** The project involves the restoration and redevelopment of streets and squares in the area of *Porta Capuana*, and the development of social and cultural uses of these public spaces that belong to the UNESCO site (Naples Historical Center).

- **What are the main expected results of the strategy?**

Expected Outputs related to the specific objective 1- Promote social and economic development, are:

- Increasing youth employment;
- Improvement of city district's attractiveness, cultural innovation, social inclusion;
- Reviving the neighborhood overnight;
- Increasing the presence of tourists in the areas;
- Training of young people for local traditional handcraft activities;
- Economic growth for existing local retail and handcraft activities.

Expected Outputs related to the specific objective 2 - Improve context conditions for urban renaissance, are:

- Improving the participation in the community development, including the role of the young people;
- Participatory mapping of different and creative ways to use and live the urban space;
- Improving the presence of social services, territorially based, and different forms of support for the most vulnerable groups (immigrants, refugees, homeless, women victim of violence, young unemployed).

Expected Outputs related to the specific objective 3 - Requalifying public building heritage and infrastructures, are:

- Requalification of 75.000 sq. m. of public space (streets and squares);
- Renovation of Castel Capuano and the Aragonian walls for socio- cultural uses and as touristic attractors;
- Renovation of other public and private buildings for artistic and cultural events.

- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

As said in the first chapter, Porta Capuana neighbourhood is part of the "IV Municipality" (fourth administrative district) of the city of Naples and its core is restricted by Via San Giovanni a Carbonara, via Foria, via Rosaroll, Piazza San Francesco, including the remains of the Aragonese walls and two large complexes already convent (San Giovanni a Carbonara and Santa Caterina in Formiello).

The "Porta Capuana" neighbourhood corresponds to the aragonese expansion of the city started in the late 15th century, at the east side of the historical centre. Around the remains of the Aragonese walls, a dense and highly populated neighbourhood has developed, inhabited mostly by people belonging to the marginal sectors of the society - local poor people and immigrant groups. Nevertheless, the area is also characterized by the presence of a vibrant network of associations and individual actors (especially merchants, creative people, professionals and cultural institutions) working in participated regeneration projects. As an example, two large complexes, once convents (San Giovanni a Carbonara and Santa Caterina in Formiello), have been partly reused and are partly object of interesting regeneration proposals.

- What financial resources have been allocated to your integrated strategy / action plan?

Action	Estimated budget	Funding secured (yes/no)	Funder (ERDF, ESF, Regional, National)
Public dormitory (Centro di Prima Accoglienza per le persone senza fissa dimora)	€ 100.000	yes	Regional funds (Regione Campania L. 328/00 -Integrated system of social services)
Social laundry <i>Place:</i> Centro di prima Accoglienza via De Blasiis n.110	€ 200.000	yes	Operative regional program POR ERDF Campania Article 7 <i>Urban Axis ERDF</i>
Innovative projects to enhance the participation of young people	€ 80.000	yes	National funds
IARA project.	€ 1.630.333,78	yes	National funds
ReGeneration project	€ 20.000	yes	Municipality of Naples
Socio-educational centers	€ 360.000	Yes	Municipality of Naples
Territorial Educational Workshops (Laboratori	€ 720.000	yes	National funds (L.285/97)
Anti-violence centers	€ 98.735,78	yes	Operative regional program POR ERDF Campania
Social shower-room	€ 80.000,00	Yes	Rotary Club Naples and Municipality of Naples
UNESCO Big Project – Historical city of Naples- Enhancement of Castel Capuano	€ 5.000.000	yes	Operative regional program POR ERDF Campania Article 7 <i>Urban Axis ERDF</i>
UNESCO Big Project – Historical city of Naples Recovery of the “Aragonese” walls in Porta Capuana	€ 1.497.540	yes	Operative regional program POR ERDF Campania Article 7 <i>Urban Axis ERDF</i>
UNESCO Big Project – Historical city of Naples Restoration and redevelopment of open public spaces.	€ 600.000,00	yes	Operative regional program POR ERDF Campania Article 7 <i>Urban Axis ERDF</i>

<p>Private investments <u>Multifunctional centre, Workshops addressed to young “makers” (artisans and artists)</u> <u>Events and expositions in the public and private buildings of this city district,</u> <u>Permanent workshops on participation and community development</u></p>	-	yes	Private investments
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2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
<p>Ensuring the integrated approach in the delivery of the strategy and their related actions/projects</p>	<p>Thanks to past experiences in implementing programs in deprived urban areas, also in Naples it is now widely recognized that the multiple dimensions of poverty impose an integrated approach in order to promote effective policies to reduce poverty and social exclusion. Therefore the Naples’ Local Action Plan is based on an integrated approach that promotes the convergence of different actions, related to different sectors (socio-economic, environmental, cultural and governance) within an holistic perspective. How to further develop this approach, experimented up to now only in the definition of the strategy and actions, also in the implementation phase is an important challenge for our city.</p> <p>We have identified two key dimensions of the integrated approach that Naples want to promote and apply in the implementation of the Local Action Plan:</p> <p><u>The intra-institutional coordination.</u> Many efforts have been done in the last years to deal with urban poverty and exclusion, but most of them have been carried out by each department of the Municipality without an explicit and effective coordination with the others. There is a clear need to experiment a more effective governance that put together different departments and that is able to interconnect the different factors underlining social phenomena. In particular, the different departments of the Municipality of Naples which should work on the intra-institutional coordination are:</p> <p><u>E.</u> Urban planning Department <u>F.</u> Social Policies Department</p>	1

	<p><u>G.</u> Youth policies Department <u>H.</u> Culture and Tourism department <u>I.</u> Historical centre-UNESCO site Department <u>J.</u> Sport facilities Department <u>An open and inclusive decision making process</u> (see next paragraph).</p>	
<p>Maintaining involvement of local stakeholders and organizing decision-making for delivery</p>	<p>The objectives and the actions described in the Naples' Local Action Plan were identified "bottom-up", within a participatory process that included mainly territorial stakeholders. The central idea is that promoting the protagonism of local actors during the definition of strategy and actions is the only guarantee that these will respond to local aspirations and needs. Enhancing the active participation of the civil society was a key challenge addressed during the development of the local action plan; maintaining it also in the implementation phase is a key challenge for Naples city council, to be addressed in the immediate future.</p> <p>The involvement of local stakeholders and the participatory decision-making process will be reached through the activation of the URBACT Local Group (ULG). Fortunately, in the Porta Capuana area, we can count on a very active civil society, which is experimenting since a long time the cooperation of local actors on urban management issues. In particular, we will count on an established "core group", which is composed by the following subjects:</p> <ul style="list-style-type: none"> ▪ Studio Keller ▪ Palazzo Caracciolo ▪ Fondazione Morra ▪ Antica pasticceria Carraturo ▪ Aste e nodi - associazione ▪ I Carbonari ▪ Il cerchio infinito ▪ Agorà Cultura ▪ Intolab ▪ Cooperative amira ▪ Yalla! ▪ Dedalus ▪ I love Porta Capuana <p>This "core group" will evaluate the possibility of enlarging the participation to the ULG also to other local actors.</p> <p>In relation to the governance, the ULG will be coordinated directly by the Project Unit "URBACT Projects and Networks on Integrated Urban Development Policies" belonging to the Central Direction Urban Planning and Management - UNESCO Site of the municipality of Naples. A specific task of the Unit will be to develop mechanisms that interconnect the different sectors of the municipality and the local actors, in order to promote an open, inclusive and effective decision making process. The focus will be on developing new procedures that facilitate co-</p>	<p>2</p>

	<p>creation, co-production and co-responsibility with third sector organizations and social economy, that, at the moment, represent the most interesting innovation in addressing social exclusion and poverty challenges.</p>	
<p>Setting up efficient indicators & monitoring systems to measure performance</p>	<p>Monitoring and measuring the results and outputs of the local action plan through selected tools and indicators is recognized by Naples city council as a key challenge in the implementation phase. More and more sophisticated tools are being explored, such as the Multicriteria Spatial Analysis for example, that are considered useful instruments to assess complex urban problems, which are recognized to have multiple dimensions, interconnected causes and relevant spatial implications, as in the case of poverty reduction in deprived urban areas. These instruments allow to measure the impacts of the proposed strategies/actions before, during and after their implementation and can therefore support inclusive decision making processes.</p> <p>The objective should be to identify to what extent are policies – which address the multiple dimensions of poverty – effective in reducing poverty, by measuring their impacts and outcomes.</p> <p>Clustering poverty factors, analysing the causality relations, individuating the most appropriate indicators (management, process and impacts indicators) through a participatory process with the local actors, developing a new model for information collection and processing, improving the existing local statistical services and the skills of municipal technicians, are all specific objectives of the implementation of Naples’ Local Action Plan.</p>	<p>1</p>
<p><i>Optional challenges pre-identified by the URB INCLUSION partners</i></p>		
<p>Moving from strategy to operational action-plan</p>	<p>This challenge is relevant for Naples because - as it has been experienced in the past - when moving from strategy to operational plan, the identified actions could find some obstacles. Even if local action plans are supposed to be operational planning instruments, since they consider also in the strategic phase some aspects related to the implementation, the “impact with the reality” could lead to some modifications of the original actions. Therefore Naples city council recognizes the importance of keeping the protagonism of the different actors of the civil society also in the implementation phase, in order to ensure that - even with the necessary adaptations due to the impact with the local context - the proposed actions maintain their “nature” and keep pursuing the central objective, that is the promotion of social inclusion and poverty reduction in deprived urban areas.</p> <p>From the governance point of view, the key challenges that we envisage are:</p>	<p>1</p>

	<ul style="list-style-type: none"> ▪ the strong collaboration between the Urban planning Department and the Social Policies Department will be pursued, by creating a joined direction of the process; ▪ to promote new administrative procedures to facilitate the co-creation, co-production and co-responsibility with third sector organizations who play a crucial role in addressing social exclusion and poverty in the Porta Capuana area, achieving innovative mechanisms to co-deliver social services together with local authorities; ▪ To strengthen the role of community actors in the Porta Capuana area and their proactive engagement in the decision making process and in the direct implementation of the actions. 	
<p>Enhancing funding of urban policies by exploring financial innovation.</p>	<p>This is a central challenge in Naples. Because of the ongoing economic crisis, in fact, and of the resulting recent strong cuttings in public expenditure and of the paralysis in private investments, urban regeneration programs in deprived urban areas have almost completely stopped. Therefore, experimenting innovative solutions for the funding of actions related to social inclusion and poverty reduction in deprived urban areas is a fundamental topic in Naples.</p> <p>It could sound as a paradox, but in such a critical financial situation the city of Naples completely lacks of good practices –or even of a debate or explorations on – financial innovation. Our aim is to take as much inspiration as possible from the other partner cities who have already experimented innovative mechanisms for the funding of urban policies, such as the implementation of a local/social currency, combining universal economic support with the access to social services, to promote local trade and economic development related to proximity economy, cooperative economy, social and solidarity circuits, fair trade, circular economy. Moreover, this topic will be deepened through literature review, other good practices review and the consultation of experts.</p>	<p>1</p>

3. URBACT LOCAL GROUP

Who are the key stakeholders to be involved in the partner’s URBACT Local Group (ULG) in terms of city departments, local organizations /agencies, Ngos, civil society, private sector, etc.?

City Departments:

- Urban planning department
- Social Policies Department
- Youth Policies Department
- Culture and Tourism Department
- Sport Facilities Department
- Historical center - UNESCO Big Project Unit

Main local associations and cooperatives:

- I Love Porta Capuana
- Lanificio 25
- Made in Cloister / Studio Keller architettura
- Intolab
- Agorà Cultura/Politiche sociali
- Psy.com
- I Carbonari
- Il Cerchio Infinito
- Aste e Nodi
- Daedalus social cooperative

Civil society

4. CAPACITY BUILDING

What specific capacity building needs have been identified by the partner?

- Exchange on good practices, at European level, about self-sustainable and bottom-up initiatives dealing with the URB-inclusion challenge, with an impact on the regeneration of the neighbourhood.
- Theoretical, legal and administrative European frameworks related to the networks thematic objectives
- How to involve private investments in urban regeneration activities that aim to reduce poverty and social exclusion
- Testing innovative solutions for the funding of actions related to social inclusion and poverty reduction in deprived urban areas
- Creative communication of the participatory process

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

The City of Naples has been identified as an article 7 city for the ERDF OP. Our *actions* will be funded by the urban axis – named *Urban Development Strategy* - within the Regional Operative Program (Regione Campania). This Program foresees a dedicated funding strategy for the City of Naples that includes the possibility to integrate the Regional (ROP) and National (NOP for metropolitan areas) funding instruments. This will give the opportunity to go beyond traditional administrative boundaries, improving the co-operation and co-ordination between different levels of government, in order to achieve the given urban goals.

- **Does your city take a sectorial approach to implementing a strategy/action plan?**

My city sometimes delivers action plans by involving several departments.

- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**

My city rarely applies a stakeholder participation approach to implementation of an action plan.

- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**

My city rarely uses a results framework in the implementation of strategies or action plans.

PARTNER PROFILE

TIMISOARA



I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators that all partners should consider:

- Size of the metropolitan or functional urban area where the city is located
12.927 Ha (129, 27 km²)
- Location of the partner city relative to functional area (core, peripheral, etc.)
Timisoara is located in the centre of functional area.
- Population size of partner city
In 01.07.2015 the population size was 333.162
- Economic profile –per capita GDP, key industry sectors
Automotive industry has achieved a strong growth in recent years as a consequence of the need for technological development within existing industrial establishments, in the area of Timisoara focusing leading companies in this field (Lisa Dräxlmaier Group, Delphi Packard, Kromberg & Schubert, Contitech, TRW, Mahle, Dura, Continental etc.).

Electrical and electronics industry is a branch of industry with success in Timișoara, mainly due to investments in production activities of large enterprises with "high-tech" (Flextronics, Zoppas, ABB Rometrics, Luxten Lighting, Philips ELBA, etc.), which determined the development of domestic companies, suppliers or sub-contractors thereof. This development has reduced the migration of the young and specialized labour to Western Europe or North American.

Two other important areas in the service sector is the retail (Timisoara is recognized as the commercial pole) and transport and storage services. This is justified by well-developed infrastructure, high purchasing power and the availability and openness to a large consumer market.

- Employment levels:

County	Value of GDP Mld. lei (2013)*	GDP euro/inhabitant (2013 – est.)*	Fiscal value – mil. lei (2012)**	Average occupied population (mii - 2013)*	No. of employees (average) (mii - 2013)*	Average monthly income (2013)*	Unemployment rate (% - February. 2014)***
Timis	31,0	10.507	44.001	322,3	206,4	1.672	1,89

Source: Data processed from the site of National Institute of Statistics, TEMPO database

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

Following the completion of consultations public and private providers of integrated services (social, medical, educational, housing, labor employment etc.), social diagnoses were made for each vulnerable group with the following statistical data and identification of difficulties:

In the West Zone, 96.3% of the housing stock is privately owned, compared to 3.7% in state ownership. Entrepreneurs invest in housing with high comfort to the market price of one rather large, both buying and renting them. Public funds allocated for construction of houses for vulnerable groups, are lower than in the private funds, will be unable to buy or rent a home.

- *Social housing stocks:*

For 2015, the list of priorities of Timisoara City Hall are listed 536 persons entitled to them be attributed housing fund local state and social, to 6078 people in 2014, of which 2,809 social cases, 1,859 newlyweds 230 retirees, 842 evacuees, 338 raised in institutions for the protection of minors.

In 2015 were awarded 9.8% of housing applicants. Decreased number of people on the list of priorities compared to 2014 is due to change criteria for drawing up the list and procedure for allocating state housing fund housing and social housing.

The reasons for that were not assigned housing all applicants are related to:

- High costs of extending the existing social housing stock in response to growing local demand continues;
- High level of rent arrears accumulated and especially to public utilities;
- Insufficient estate under management or administration of the local authority which can be rented;
- Case nationalized or rundown buildings, lower quality was not invested for years, located in inaccessible areas and poorly equipped;

- *Health related data*

The report "The health status of the population in Timis County 2014" published by the Timis County Public Health Department records that county mental illnesses are the third as a cause of disease preceded only by cardiovascular disease and diabetes. In 2015, the

Psychiatric Clinic "Eduard Pamfil" 696 people were hospitalized. For the chronically ill, over 2015 were given 3286 consultations and were taken out 417 new cases. A total of 43 patients were under the Penal Code.

Specialized services identifies difficulties in the domain of mental health, namely "coverage yet insufficient complex needs care syndrome" revolving door "that the absence of alternative community care, stigmatization, segregation, late impermissibly than creating new and powerful Community structures of care" and "a bigger budget for reimbursement of necessary medical services beneficiaries of social services".

- *School dropout rates:*

According to data submitted by the County School Inspectorate, the situation of the student in the school year 2015/2016 is 40 512 41 918 pupils to the school year 2014/2015.

Regarding the situation of school dropouts in the 2015-2016 period, the number of students is 92 people, compared to 149 people in the school year 2014/2015, respectively compared to the school year 2013-2014 with a total of 41 students who dropped out. Pupils with special educational needs are integrative be in mainstream education (fewer) or in special schools and inclusive education centers. In 2015/2016 a total of 1231 students attended special school or inclusive education centers to 409 lea who attended mainstream schools. In 2015, students with special educational needs were 4.04% of all students.

- *Migration levels*

At the level of Timisoara, there are institutions, organizations / associations that are involved in the implementation of integration projects by providing forms of protection of foreigners legally residing in the Western Region. In 2015, a total of 1,423 asylum seekers benefited from accommodation in one of the detention and procedures centers in Romania, from which a total of 92 people in Timisoara.

- *Segregated neighbourhoods*

According to census data from 2011, Roma people represent 3.2% of the total resident population, who are relatively evenly distributed in the Territory of Timis County, with weights ranging between 1.1% and 8.8%.

Timisoara (Timis county seat) is the largest city in western Romania with a population stable at 01/01/2014, of 333 650 inhabitants (insse.ro, 2015), representing 45.06% of Timis County, 18.43% of the West Region and 1.68% of total population

Census in 2011 found the presence, in the City, has 21 ethnic groups and 18 religions nominated, with 81.36% of the total population of ethnic Romanian and 9.66% belong to other ethnic groups (Hungarians, Serbs, Germans, Roma, etc.). 8.98% of city dwellers have chosen not to declare their ethnicity.

Education is the key intervention to ensure the sustainability of the social inclusion of Romanian citizens of Roma minority.

At the county level, there is a local initiative group consisting of Roma people participating in public policy decisions.

- *Other indicators related with poverty*

Nationally people without incomes or with low incomes receive certain social benefits: social assistance in 2015 to 638 536 in June 2016; Family support allowance for 422 children in 2015 to 537 children in June 2016; home heating aid to 3559 families in 2015 to 3397 in June 2016

People with no income or low income receive food aid from the EU in 2013 a total of 8,500 people, in 2014 a total of 9,700 people.

In addition to social benefits, people with low incomes or those without an income benefit from social canteen-type social services. By June of 2016 benefited from such services to 793 people, compared to 879 people in 2015, 919 people in 2014.

A total of 611 people in a situation of social exclusion benefited from social assessment and intervention, as well as advice and information on various issues of daily life for 2015, compared to 614 people in 2016.

PART II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Title-name:

Increasing the capacity of social services to support employment measures and labor measures on vulnerable groups in the social economy.

The strategy of social services development in the city of Timisoara 2017-2022

• **Policy challenge:**

Western Region is the second richest region of Romania, after Bucharest, knowing lately rapid economic growth, with real wage growth. The performance of the region exceeds the national one, in terms of labor productivity in 2009 which is 11% higher than the national average.

Despite development, economic expansion has not generated many new jobs and has stressed the need to act to encourage entrepreneurship and support for start-ups. While in Europe the social enterprise sector represents 10% of all businesses and employ over 11 million people, in Romania and in the Western Region this sector is not yet sufficiently developed and regulated. Social Enterprises should play a key role in developing solutions to increase the number of jobs, facilitating access to training, boosting activities that solve social problems, which neither the state nor the markets can solve them.

Romania signed along with other nine countries, the statement from Bratislava called "social economy as a major player in providing effective answers to societal challenges existing in the EU and worldwide" which was signed on 1 December 2016. 10 representatives of the EU Member States (Cyprus, Slovenia, Romania, Italy, Slovakia, Luxembourg, Spain, Czech Republic and Greece).

Our strategy deals with all vulnerable groups, not only with unemployment. Our region is one with the lowest level of unemployment in the country. What we want to do in this project is to build a network of stakeholders involved in social economy (social enterprises).

Through operational plan to implement the development of social services strategy in the city of Timisoara, seventeenth overall objectives were formulated.

One of the challenges identified in the strategy that could respond URBinclusion refers to social services capacity to increase employment measures to support work and measures on vulnerable groups in the social economy. (General Purpose VI)

Through expert services of Public Social Service (SPAS), in collaboration with relevant institutions, public and private provision of social services, organizations representing the target groups, academia, etc.

By addressing each topic (see table below) will be able to achieve the strategy goal. For instance, by establishing social economy enterprises, people at risk of social exclusion out of public employment labor market, may hold a qualification by further study, obtained an income that can pay the rent for a subsidized local housing, access to integrated social services (medical, psycho-social, employment, etc.) people can become active members of the community.

In conclusion, the social economy contribute to the development of local communities, create jobs, involvement of people belonging to the vulnerable groups, create activities with social and / or economic activities, facilitating their access to community resources and services.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	<p>Lack of housing is one of the extreme forms of poverty that has expanded in recent years, although access to housing is a fundamental right. Guaranteeing access to this law remains a significant challenge to policy makers.</p> <p>Preventing and combating homelessness is an important element of the strategy (including national) that require finding appropriate and integrated responses.</p> <p>Entrepreneurs invest in the construction of housing with high comfort to the market price of one in which vulnerable people cannot access to buy or rent a house or an apartment. Local authorities cannot bear all the costs of building new social housing, local demand is growing for all categories of vulnerable people.</p> <p>The number of requests for social housing is greater than the number of homes under management of the local authority;</p> <p>The challenge are:</p> <ul style="list-style-type: none"> - Better communication regarding the availability of social housing, those with rents affordable and mechanisms for access to them; - An additional public funds locally for construction, rental social housing; - Costs for expansion of existing social housing stock by identifying European projects;

	<ul style="list-style-type: none"> - Identification of internal and external financial sources that nationalized houses or buildings damaged was not invested for years, it is in inaccessible areas and poorly equipped to be reconditioned and then distributed for habitation; - Providing support to vulnerable people who accumulate arrears in rent and utilities, not to be evicted from the apartment and stay on the street: committing them the importance of paying debts, etc. - The introduction of programs for the prevention of homelessness (particularly for highly vulnerable groups such as older people, people with disabilities, people with low income or no income, substance addicts) - Involvement of community members (especially from the private business sector) to become solidarity with those who are homeless or in case of losing the house (up a financial fund for solidarity) - Attractiveness of sheltered housing (including those for disabled people) for private providers of social services, representing the best solution for institutionalization;
Health	
	<p>Health is a problem in the Western region of the country, is considered a "black spot", an area that is not competitive area. The human resources are insufficient in the system, the infrastructure is unevenly distributed, the referral system to specialized services is weak, and continuity of care is not ensured.</p> <ul style="list-style-type: none"> - Vulnerable families living in poverty and have no access to medical insurance as primary healthcare services is restricted them (except emergency medical situations). - Continuity of medical care after discharge from hospitals, are not insured people suffering from chronic diseases. - Primary health services are not tailored to the needs of the poor and vulnerable. - There are a core network of primary health services expanded and strengthened and there is no Community Intervention Teams type community nurse, health mediator, to assist vulnerable people. - Not integrated medical and social services - services such as palliative is underrepresented in the community; <p>The challenge is:</p> <ul style="list-style-type: none"> - Integration of social services with the health services, especially for single people and families living in poverty, without health insurance; - Provision of home care services not only medical grade social type; - Building up and modernizing the types of social and medical units integrated at EU level through the implementation of a project with external financing; - Identification of external and internal sources to create mobile units to ensure access for people from underprivileged areas to basic health services; - Improved education and health promotion among the population, especially of the poor and vulnerable groups;

Education	
	<p>Access to education is a key component in providing social services and integrated system is a strategic priority.</p> <p>Although there was a decrease dropout, further action is needed in education reintegration of those who left school early, particularly among the Roma community.</p> <p>The legislation allows for the creation of small groups (8-15 students) to complete two levels: A second chance - primary education and a second chance - secondary education, twice a year: in February and October. It happens that there are not enough students enrolled, for which reason expects to start second half of the year with schooling.</p> <p>The challenge is:</p> <ul style="list-style-type: none"> - Those who have not completed primary school or secondary school educational services to follow 'second chance'; - Involvement of local committees support the Roma people to get involved in awareness campaigns for children, youth and parents that prevent early school leaving. - Identify financial resources to motivate adults to participate in educational programs; - Flexible schedule so as to motivate students to complete the module;
Ethnic minorities.	
	<p>Education is the key intervention to ensure the sustainability of the social inclusion of Romanian citizens of Roma minority.</p> <ul style="list-style-type: none"> - At the community level the NGOs representing Roma interests and issues people are underrepresented. Social service providers who have licensed for Roma people as target group no longer exist, for which their problems are solved only by local authorities. - The biggest problems facing are the lack of civil status documents (birth, marriage) to the third generation, lack of identity, lack of employment due to lack of schooling, lack of documents on homes that were built illegally on state land, evictions of families in the homes misused, lack of documents on release from prison, dependence on social benefits, etc. <p>The challenge are:</p> <ul style="list-style-type: none"> - How to make a diagnosis of social problems facing the Roma people, to intervene according to the needs identified; - Combining financial benefits with a requirement to benefit from community social services, counseling, information and guidance. - Community awareness by involving members of the ethnic group in information campaigns regarding their identity; - Removing barriers in the community and encourage social accountability of businesses to hire Roma people; - Involvement of more people from ethnic group in the activities of self-representation;
Unemployment	
	<p>Unemployment is the main cause of poverty for the working population and for the unemployed poverty risk is five times higher than for those who have a job.</p> <ul style="list-style-type: none"> - Poverty and social exclusion from the labor market go hand

	<p>in hand, especially the youth and women. For those who can work, getting a job is the safest route out of poverty.</p> <ul style="list-style-type: none"> - Most people do not have professional skills needed to succeed in the labor market in the region; - Not enough attention is given to vulnerable groups, which is an important resource for employment and economic growth; - Promoting labor market participation of Roma women, disabled, young people and the long-term unemployed, and those employed in agricultural activities with low productivity. - Employment and labor training agencies have the real capacity to carry out a diagnostic of opportunities and needs of the labor market, in particular as regards the formulation and delivery of programs at the micro / local level, which is needed; - Public community social assistance service only refers people without a job at employment and training agencies, without further monitoring his situation; - Public community social assistance service so far provided no accompanying measures for people from vulnerable groups to be assigned to social economy enterprises, having a clear methodology in this regard; - There is no database at the service of community social assistance of people who have been informed, guided about / to the social economy; - The existence of a small number of social economy enterprises in the community and in the west of the country, make not give attention to this field; - Examples of good practice are not sufficiently disseminated among local authorities nor among vulnerable groups; <p>The challenges are:</p> <ul style="list-style-type: none"> - The adoption of measures of type A second chance for those who have left school without a qualification; - Develop partnerships with relevant stakeholders in the community to increase access of vulnerable groups in the labor market; - Encouraging social responsibility to employ people from vulnerable groups; - Increasing employment of labor among vulnerable people through the establishment and development of social economy enterprises; - Encouraging the involvement of enterprises in the construction of society that is more inclusive Enterprises in promoting social responsibility; - Inform the community about the existence and importance of the field of social economy; - Identify funding opportunities to increase access of vulnerable groups in the labor market;
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• **What are the objectives of the integrated strategy / action plan?**

The purpose of development strategy of social services in the city of Timisoara 2017-2022 is that through social services to prevent social exclusion and poverty and provide additional

support for the inclusion and social participation for people experiencing difficulties in their daily lives.

To achieve the goal, objectives from local, county and international strategies were integrated into the Development **strategy of social services in the city of Timisoara 2017-2022**, which has 17 overall objectives, as follows:

The first four strategic objectives refer to public social services at the local level:

GO I: Increasing the capacity of the public service of social assistance to identify and assess the needs and circumstances requiring the provision of social services and specific intervention programs.

GO II: Improving the functionality of social services provided at the local level

GO III: Enhancing the degree of responsibility of the public service in providing social welfare

GO IV: Ensuring human resources, skills and professional skills of staff in the public service of social assistance.

(GO=General objective)

The following five objectives concern *the system of child and family protection*.

GO V: Increasing the capacity of social services for the access of everybody to primary and secondary education at quality level and literacy services

GO VI: Increasing the capacity of social services employment measures to support labor and social economy measures on vulnerable groups

GO VII: Increased risk assessment and prevention of child abuse in the family

GO VIII: Increasing the capacity of families to prevent child separation from family and the family to ensure the child's needs

GO IX: Identifying and providing support for children with parents working abroad

The elderly are part of the vulnerable groups mentioned in the Strategy, the following objectives:

GO X: Diversification and maintain active support services for older people to increase their quality of life

People with disabilities are assigned by the strategy a number of two objectives:

GO XI: Diversifying service / community for people with disabilities and to assist the family, the purpose of keeping people with disabilities in the community.

GO XII: Diversification of support and maintain Active people suffering from mental health disorders

Vulnerable groups who are at risk of social exclusion can be found with a number of five objectives:

GO XIII: Increased capacity and diversification of assistance to individuals and families living in poverty and risk of social exclusion

GO XIV: Ensuring an effective emergency support for homeless concurrently developing system capacity for social reintegration and early prevention

GO XV: Increase the capacity of young people leaving care protection system

GO XVI: Improve access to services for vulnerable groups living

GO XVII: The development of personalized social services, provided in the community for other vulnerable groups: people dependent on consumption of substances, victims of human trafficking, detainees, victims of domestic violence, persons with HIV / AIDS

By definition of law, "social economy contribute to the development of local communities, create jobs, involvement of persons belonging to the vulnerable group activities with social and / or economic activities, facilitating their access to community resources and services." Legislation on social economy is new (adopted by the Government in July 2015), and its methodological norms appeared in August 2016.

In practice, the social economy has proved to be an innovative solution to social, economic and cultural rights of persons belonging to vulnerable groups in the community, ignored by the public and private sectors environment. It can help solve the problems of employment and poverty which manifests itself among some broad categories of the population.

Social economy legislation, defines the objectives, the activities of general interest and called the class of persons belonging to vulnerable groups of people with minimum wage or no income to homeless people and / or people with various disabilities. Through its activities in the field, it is intended to achieve the following objectives:

- Strengthening economic and social cohesion;
- Employment;
- Development of social services;

• **When was the integrated strategy designed? What period does it cover?**

The development strategy of social services in the city of Timisoara, with the Operational Plan for its implementation was approved on October 31 2016 and covers a period of 5 years: 2017-2022.

Annual action plan on social services administered and funded from the local budget in 2017 was approved by the City Council in late December 2016.

• **What are the main actions /measures included in this strategy / action plan?**

The Strategy lays a total of 173 priority actions needed to achieve the 61 specific objectives. Regarding the proposed priority activity, increasing the capacity of social services employment measures to support labor and social economy measures on vulnerable groups, there are set out four measures with 10 priority actions.

The most important measures are those relating to increasing access of young people and adults, belonging to vulnerable groups, including Roma and persons with disabilities in employment measures labor. In this regard, it will act to:

Signing of a cooperation protocol with the Agency for Employment and Training Employment;

Identifying, evaluating and annual initial offering administrative support vulnerable people in the community to enter public employment service record of employment;

Identification and evaluation of persons eligible to be assigned to a social economy enterprise;

Provide accompanying measures to ensure employment and social for employees who belong to the vulnerable group;

Developing partnerships with other institutions and organizations in the community;

Identify funding opportunities to increase access of vulnerable groups in the labor market.

- **What are the main expected results of the strategy?**

The expected outcome of the strategy is that people from vulnerable group who access social services in the community, obtain them according to actual needs identified at a quality standard as high as possible and achieve the principle of "Participation of beneficiaries", that they participate in the formulation and implementation of policies with direct impact on them, to create individualized social support programs, are actively involved in community life through forms of association, or directly through voluntary activities carried out for the benefit of vulnerable people.

Through the pointed actions the following results are expected:

Partnerships with relevant stakeholders in the community to increase access of vulnerable groups in the labour market in order to provide prompt and practical interventions in socially;

Signing partnerships with relevant specialized institution in reference to vulnerable people to promote education primary and / or secondary 'second chance';

Signing partnerships with non-governmental organizations have developed social economy enterprises in the community;

Clarifying SPAS ability of identifying a single category of vulnerable group: homeless people, people with physical / natural, Roma people, people with low income or no income, etc., which become the target group in a pilot project in the future;

Organization of actions promoting social responsibility to encourage business involvement in building more inclusive societies;

Actions to inform communities about the existence, scope and importance of promoting social character of the activity of social economy;

Identify funding opportunities to increase access of vulnerable groups in the labour market;

Ensure activities of informing the vulnerable people about the social economy;

Involvement of more people from ethnic groups in the activities of self-representation;

- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

The strategy refers and covers thus the whole city community without distinction of any kind (positive or negative) group or specific area of the municipality.

Those eligible for social economy will be identified with public service partners who drafted social partnership agreements and non-governmental organizations with experience.

- **What financial resources have been allocated to your integrated strategy / action plan?**

Financial resources allocated for this year will be known after the budget approval at the national level. There can be no prediction at the moment, but the approval by the city council of the Annual Action Plan on social services administered and funded from the local in 2017 and its budget, could be considered an endorsement of financing from the local budget. The employment agency is financed by the national budget and the local authority only cooperate with this agency to help unemployed people finding jobs.

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/project	<p>The challenge is to create interventions for active inclusion, combining financial aid at ensuring social housing, with access to education and training, health services, activating the labor market preventing so the long term exclusion and enhancing the efficiency of social spending.</p> <p>Increasing the number of public-private partnerships and scale steps over the years remain a challenge and a priority for the Municipality of Timisoara, whose objective is to develop integrated social services.</p>	1 high relevant,
Maintaining involvement of local stakeholders and organizing decision-making for delivery	<p>The involvement of social stakeholders in the decision-making process, including annual development plans of social services become attractive and transparent.</p> <p>Supporting the involvement of social stakeholders can be achieved through recognition by local government have a role in the establishment and development of social enterprises and social enterprises insertion.</p> <p>One of the challenges is related to the economic environment to encourage involvement in the construction of a more inclusive locality, as well as promoting corporate social enterprises.</p> <p>It is necessary to make known the amenities that insertion social enterprises can benefit from the local government. For the provision of grants, it is important that local government authorities approve the necessary amounts in the budget considering the request of businesses and individuals carrying out activities of social economy.</p> <p>Supporting stakeholders and developing mechanisms to</p>	- 1 high relevant,

	<p>support employability and social enterprises to promote and support human resource development.</p> <p>The role of private providers, various NGOs in providing social services and development is as important as their subsidizing of local budget funds.</p> <p>Collaboration between the local authority and the social economy companies is a key point.</p> <p>Making some steps by the local authority in supporting the social economy:</p> <ul style="list-style-type: none"> - Recognizing the role of social enterprises and social insertion enterprises; - Develop the mechanism to support social insertion enterprises; - Promoting and supporting human resource development in the social economy field; <p>-The assumption of the role of facilitator by the public social welfare between the networks formed in the social economy field and local administration.</p>	
<p>Setting up efficient indicators & monitoring systems to measure performance</p>	<p>The systems of measuring the performance indicators will be established depending on the outcome indicators in the action plans undertaken in the social economy, mainly:</p> <ul style="list-style-type: none"> - Number of organizations representing the target group in the support network in social economy field; - Number of promotion actions; - Number local and international meetings, debates - Number of officials involved from the public administration; - Number of social economy enterprises involved in the community to share best practice; - No. of accompanied vulnerable people from the target group; - No. of attestations provided for social enterprises by the empowered institution; - No. of social marks awarded for social insertion enterprises; - No. of support mechanisms developed; - No. of information and counseling's centers established; <p>The difficulty of choosing the category that is considered extremely vulnerable: homeless people, people with physical / psychiatric disabilities, Roma people, and persons with low income or no income, etc.</p> <p>The mechanism of evaluation and certification of their classification in vulnerable groups.</p>	<p>1 High relevant</p>
<p><i>Optional challenges pre-identified by the URB INCLUSION partners</i></p>		
<p>Moving from strategy to operational action-</p>	<p>How can we clarify our role in supporting the social economy in the implementation of social programs?</p>	<p>1 high relevant</p>

plan		
Enhancing funding of urban policies by exploring financial innovation.	<p>The access of social enterprises to the facilities offered by the local authority;</p> <p>Identify other funding opportunities (EU and local businesses) to increase access of the vulnerable group on the labor market;</p>	2 very relevant,

3. URBACT LOCAL GROUP

Who are the key stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organizations /agencies, NGOs, civil society, private sector, etc.?

URBACT Local Group Membership:

- Local Authority, through the Public Service for Social Welfare;
- ECOSENS Association - the first social economy enterprise (established in 2015 within the project EU Support Structures Integrated Social Economy), Café Mutual;
- NEST Foundation, through the project SISES, establishment of a co-work and leisure space Embassy;
- Archdiocese of Timisoara - Social Service has developed a pilot laundry;
- CRIES Association - Resource Center for Ethical and Solidarity Initiatives, which promotes social economy and solidarity;
- Caritas Federation Diocese of Timisoara, which offers social services to vulnerable persons with diverse socio-medical needs in the community;
- Timisoara 89 Foundation, which provides social services to homeless adults;
- "For You" Foundation, which provides social services to people with developmental disabilities and their families;
- Evangelistic and Charity Association "Jesus, Hope for Romania" providing social services to young people who have left the Child Protection system;
- Maltese Services in Romania, from Timisoara, that provides social services in mainly for elderly;
- Maltese Youth in Romania, part of MSR, providing volunteer service to persons in difficulty;
- CRIS-DU Areopagus Association, which provides services to people with HIV-AIDS;
- Organization "Something to say", group of self-representing for people with physical and intellectual disabilities;
- Employment and Training for Labor County Agency, public institution subordinated to the National Agency for Employment;
- County School Inspectorate, decentralized specialized institution of the Ministry of Education and Scientific Research;
- Social Emergency Center for Homeless Persons with Social Canteen, specialized service of the Timisoara local authority that offers services for homeless people;
- Psychiatric Clinic "Eduard Pamfil" by Mental Health Center that addresses to adults with various mental health problems;
- Center for Prevention, Evaluation and Counseling against drugs for Timis county, territorial structure of the NAA;

Other associations of self-representing, community organizations representing the target groups who wish to be part of the constituted Local Group;

4. CAPACITY BUILDING

Increasing the capacity of social services to support employment measures and labor measures for vulnerable groups in the social economy, taking in account the challenges identified for the city of Timisoara.

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**
- **Does your city take a sectorial approach to implementing a strategy/action plan?**
 11. My city predominantly delivers action plans through individual departments.
 12. My city sometimes delivers action plans by involving several departments.
 13. My city mostly delivers action plans by involving several departments.
 14. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
 15. My city always has multidisciplinary teams working across departments to deliver an action plan.
- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**
 - My city never applies a stakeholder participation approach to the implementation of an action plan.
 - My city rarely applies a stakeholder participation approach to implementation of an action plan.
 - My city sometimes applies a stakeholder participation approach to implementation of an action plan.
 - My city often applies a stakeholder participation approach to implementation of an action plan.
 - My city always applies a stakeholder participation approach to implementation of an action plan.
- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**
 7. My city never uses a results framework when implementing a strategy or action plan.
 8. My city rarely uses a results framework in the implementation of strategies or action plans.
 9. My city sometimes uses a results framework when implementing a strategy or action plan.
 4. My city often uses a results framework when implementing a strategy or action plan.
 5. My city always uses a results framework for all the strategies or action plans that it delivers.

PARTNER PROFILE

TRIKALA

PART I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

3. Key generic indicators that all partners should consider:

In 1924, the city was administratively united with the surrounding settlements, which together constitute the Municipality of Trikala as an autonomous administrative and operational unit. Trikala is a modern city with an excellent street lay-out and many spacious squares. The Municipality consists of the city of Trikala and seven surrounding urban settlements Trikala covers a total area of 608.48 square kilometers, and according to the latest national population census (May 2011) has 81,355 residents, a number which has significantly grown during the last decades.



Fig.1: The Central Bridge in Litheos River.

The Municipality of Trikala is the biggest of the four Municipalities of Regional Unit of Trikala constituting its largest urban center which gathers all the basic economic, social, cultural and sports infrastructure and activities of the wider region having however and intense agropastoral characteristics. In the city of Trikala are various government structures, such as the Courthouse, the General hospital of Trikala, the School Permanent NCO, Higher Education Institutions, public utilities, cultural centers, transport and communications centers, central markets and shops, retail and coarse trade, sports centers recreational and leisure services.



Fig.2: The Medieval Castle of the city.



Fig.4: The driverless buses within the CityMobil2 Project.

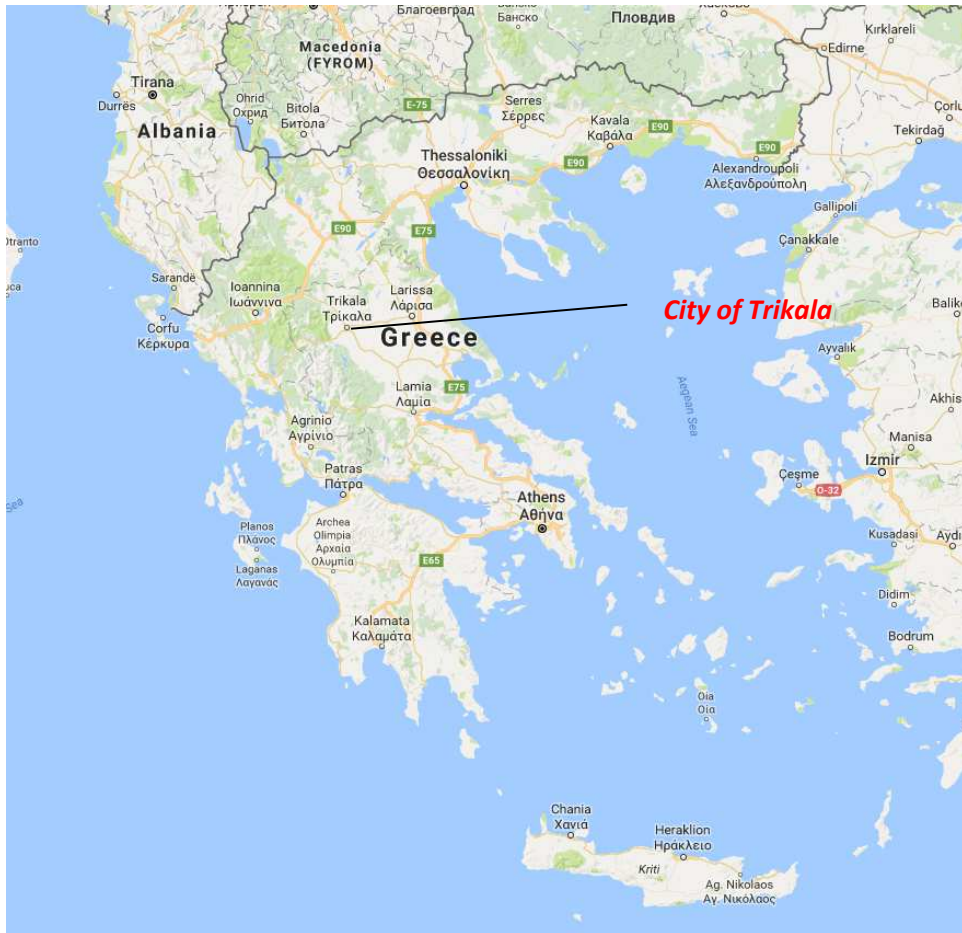


Fig.5: The City of Trikala in the Greek territorial space.

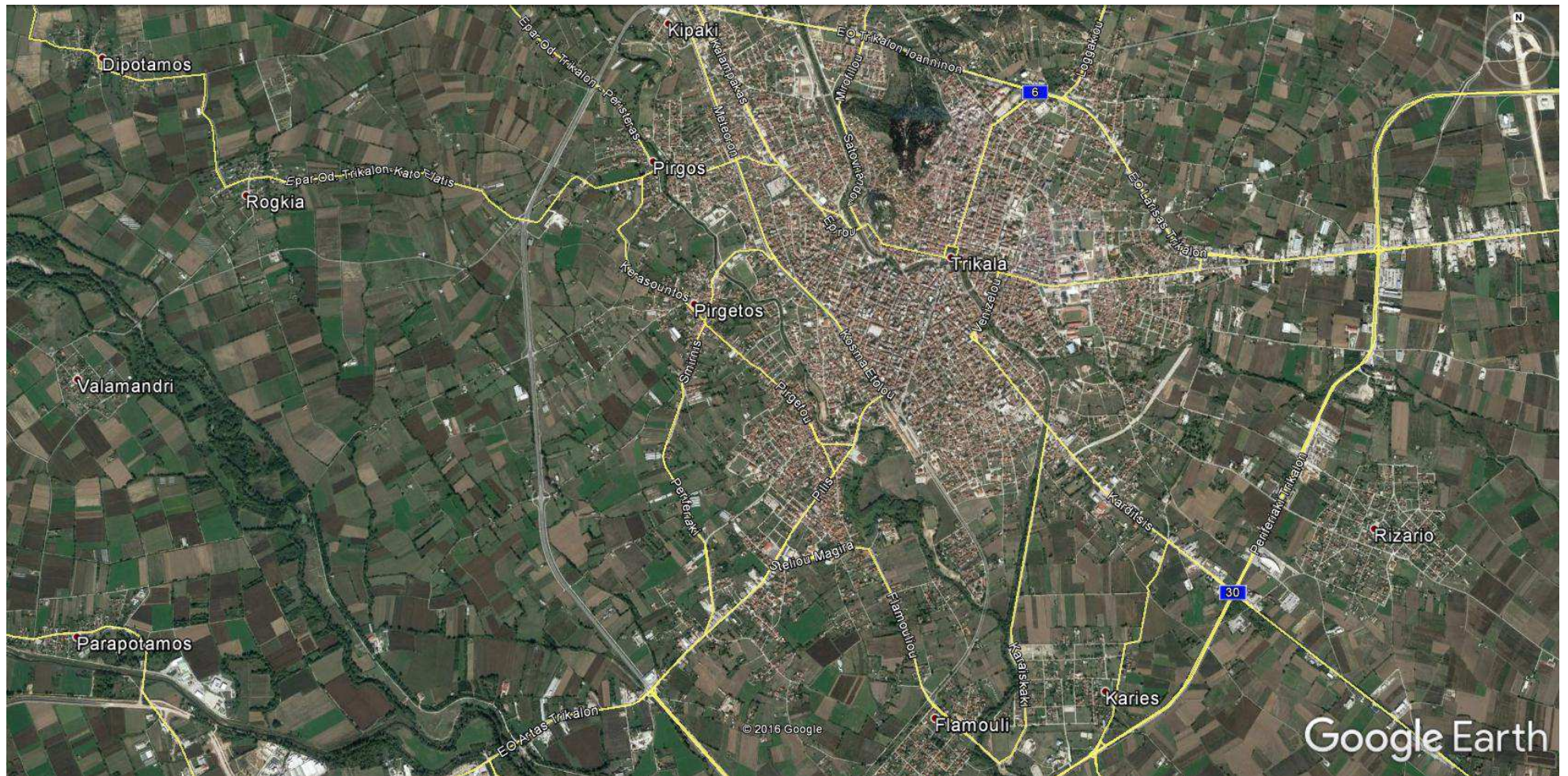


Fig.2: The residential area of Trikala City.

The permanent population of the Prefecture of Trikala is 131,085 residents while the urban area of Trikala city has a population of 61,700 (Greek Census Bureau, 2011). The regional unit population corresponds to the 1.3% of the total population of the country and to the 18.5% of the total population of Thessaly. If the population growth rate was same as in period 2001-2011 (+1.22%/year), the population of Trikala in 2016 would be: 65,511. However, local authorities estimate the actual population to be nearer 75.000, with approximately 85.000 people moving through the city on a daily basis.

In the category of special population groups including the ROMA, people with disabilities (special needs), homeless and foreigners (mostly coming from Albania, Bulgaria, Romania, Russia, Ukraine) in which are included the statutory financial refugees or immigrants. Recently (August 2016), a reception point (camp) for Syrian refugees, established in the suburban area of the city, with more than 400 people. The total number of persons belonging to these specific groups amounts to 6.44% of the total population of the Municipality of Trikala.

More specifically, in the table below is presented the number of individuals of each population group and the amount of it in the total permanent population of the Municipality of Trikala.

<i>Special Groups of Population</i>	<i>Inhabitants</i>	<i>Percentage (%)</i>
Roma	1.100	1,35
Disabled	1.863	2,29
Homeless	44	0,05
Financial refugees or immigrants.	2.239	2,75
TOTAL	5.246	6,44

Table 1: The synthesis of the population special groups

In relation with the economic activity of the Municipality residents a rate of 12.04% is engaged in agriculture, livestock and forestry, 17.31% in activities of secondary sector and 70,65 % in the tertiary sector (trade, tourism, services).

The per capita GDP for 2012 at Trikala, based on elements of Hellenic Statistical Service, amounts to 11.435,00 €, when the National per capita GDP amounts to 17.507,00 €. The GDP of Trikala for the period 2000-2012 showed a continuous increase from year 2000 to year 2009, on which reached its maximum value which was 13.905,00 € for the Regional Unit of Trikala, while the National per capita GDP was 21.642,00 €.

To the following table the unemployment rate is presenting for the last 15 years.

<i>Year</i>	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<i>Unemployment.</i>	17,4	7,7	6,6	10,1	8,8	8,9	7,4	7,1	7,9	8,7	16,2	18,6	20,3	19,7	22,1

Table 2: Unemployment rate per year for the last 15 years

Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

Social Structures for elderly people

- Homecare for elderly people (10 structures) with 909 beneficiaries.
- Elderly Day Care Center with 25 beneficiaries.
- Elderly Open Protect Structures (14) with 1.244 beneficiaries.

Social Solidarity Structures

- 15 nurseries with more than 516 beneficiaries.
- 1 creative center for disabled children, with 50 beneficiaries.
- 3 children' creative centres, with 687 beneficiaries.

Tackling Poverty Structures

- Social pharmacy.
- Social grocery.
- Social restaurant.
- Homeless daily care centre.
- Social dispensary.

1.287 beneficiaries

Social Housing Stocks

In the municipality of Trikala there is a structure for homeless hosting, in which 57 people can make their overnight stays, during the nights with bad weather conditions.

Moreover with the Residential Rehabilitation Program, 9 families have been hosted.

Health Related Data

2.500 residents of Trikala City, who belong to social vulnerable groups, have access to the health care system, possessing the relevant health card.

Derelict Land/Brownfield

The arable lands in the Municipality of Trikala are 22.580 Ha. From these 1402.4 Ha, (6,7%) correspond to derelict land/brown field.

Segregated Neighborhoods

To the administrative boundaries of the Municipality of Trikala, three distinctive areas can be nominated as segregated:

- Seismoplikta
- Kipaki
- Kokkinos Pirgos

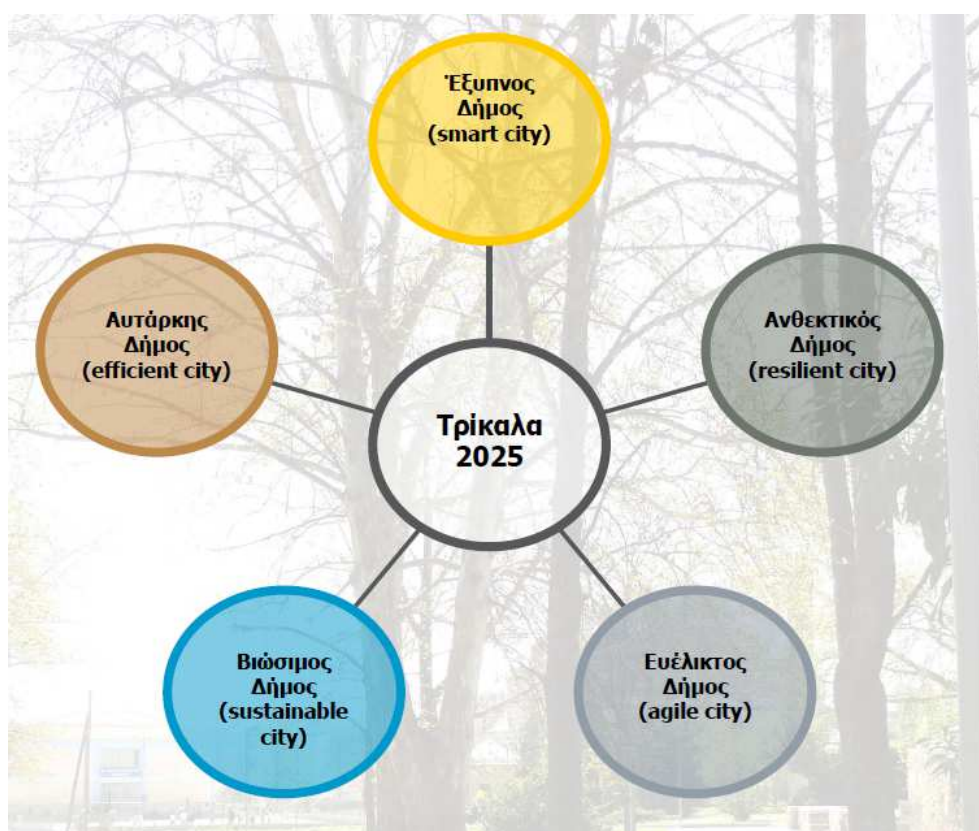
PART II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

Title-name: *Trikala 2025: “Trikala Smart & Resilient City”*

- **Policy challenge:**

The local policy challenge of the Municipality of Trikala (MoT) focuses on an “Open City” accessible to all the citizens. For this purpose, many technical and social infrastructures are being created by the MoT in urban and suburban areas.



Concerning the main objectives of URB-Inclusion Project which focus in social inclusion, we will concentrate to the social pillar of the city strategy. More specifically **we will focus to the reinforcement of the tackling poverty structures, the exploitation of e-health services for elderly people and the linking of the vocational training in dynamic sectors of local economy, in order to confront the high rates of unemployment.**

Long-term unemployment and low employment opportunities for youth and young adults are one of the major challenges in the local strategy. At the same time, poverty and social exclusion have risen over recent years, as in most European cities, affecting particularly the working age population and, by extension, children. Although some of these challenges may have recently eased slightly, they remain substantial and need to be tackled urgently.

Regarding the social infrastructures the MoT has a pioneer role in Regional level to the establishment and functioning of many social structures, in order to tackle poverty in local level. Women victims of violence are the users of an ad hoc Advisory Support Centre at local level. All these social benefits are

intended to alleviate the vulnerable groups giving them simultaneously the opportunity to participate to the city's social life.

POVERTY AND SOCIAL EXCLUSION TOPICS	Policy challenges to be addressed within each topic
Social housing	Residential facility for homeless, refugees and unemployed.
Health	Reducing early and unnecessary hospitalization, promote social inclusion of the elderly as well as independent living.
Education	Provide an ongoing vocational training for the high educated and long term unemployed, in dynamic sectors of local economy.
Ethnic minorities	Integration and social inclusion of ROMA population.
Immigrants / Refugees	Social inclusion of the refugees who live in the reception camp, nearby to the city centre.
Unemployment	Long-term unemployment and low employment opportunities for youth and young adults. Linking the dynamic sectors of the local economy, with the unemployed and their vocational training.
Public spaces. Deprivation and exclusion of uses.	Urban regeneration in the urban and suburban areas. Open space areas.

- **What are the objectives of the integrated strategy / action plan?**

One of the objectives of the Municipality of Trikala is the **reduction of social exclusion and the smooth social integration of vulnerable social groups**, such as:

- Unemployed and economically weaker citizens (due to the economic crisis in our country),
- Elderly people. One of the main elements of the local strategy, is to prolong and support the independent living of older adults in their living environments and responding to real needs of caregivers, service providers and public authorities, through the deployment of an innovative and user-led large scale pilot based on the IoT technologies.
- Refugees. The MoT has successfully hosted refugees two times in the recent past (2 weeks the first time and 4 weeks the second time), activating mainly voluntary groups of its community. This action plan was a point of debate at European level and considered as a model of good practice. Nowadays a reception camp for refugees, mainly Syrians, established and operates to the suburbs of the city. To this end, the MoT focuses to foster the integration of the refugees to the local society.
- Roma. In the MoT there are two big settlements of Roma (Kipaki and Kokkinos Pirogos) making imperative the need of implementation social inclusion programs. Cooperating with governmental bodies the MoT has operated the Socio-Medical Centre for Roma providing medical services (children dental care and women test pap) and education concerning both of them a key-enabler to their social inclusion. Moreover, another inspiring project for Roma children was the “Culture Houses” whose aim was to provide corresponding education to the student by enhancing skills through creative programs and methodologies. Furthermore they had the chance to be trained on their rights and their obligations regarding their engagement in community and employment.

Apart from the existing social structures which the Municipality operates, a new one will be added soon. *The Social Information Centre* will provide information and support the beneficiaries, in order to achieve the inclusion and integration of them.

- **When was the integrated strategy designed? What period does it cover?**

The local strategy: “Trikala 2025: Trikala Smart & Resilient City”, prepared and adopted by the local authority since 2016. The selected “social” actions within the URB-Inclusion project refer to the period 2017-2018, which is also the time framework of the project.

- **What are the main actions /measures included in this strategy / action plan?**

The action plan about the social policies and inclusion, which is a part of the local strategy, includes the following actions:

- Reinforcement of tackling poverty structures.
- Social Information Centre. Social Supporting & Medical Centre for ROMA.
- Consulting & Supporting Centre for Women Victims of Violence.
- ACTivating InnoVative IoT smart living environments for AGEing well. Horizon 2020- call “Information Communication Technologies.
- Educational Network for cultural projects implementation and direction.

- **What are the main expected results of the strategy?**

The main expected results of the integrated action plan can be summarized as follows:

- To be served as many beneficiaries as possible (from the social vulnerable groups) in order their social exclusion to be reduced and to integrate smoothly in the city's social life,
- Promotion of independent living, the mitigation of frailty, preservation of quality of life and autonomy of older adults in smart living environments,
- Tackling the unemployment which mainly affects young people and women,
- design and develop high quality and innovative tools and training courses for training and coaching for the unemployed and
- Support local actors in fostering the idea and practice as a tool for sustainable development, through familiarizing themselves with the dynamic sectors of local economy.

- **What is the area that the strategy / action plan covers? (neighborhood, municipality, grouping of municipalities)**

The action plan covers all the urban and rural area of the Municipality, including deprived areas and the areas where live the vulnerable social groups such as Kipaki, Kokkinos Pirgos, Seismoplikta (the derived neighbourhood of Agios Oikoumenios), aiming the recovering of them that can improve social interaction.

- **What financial resources have been allocated to your integrated strategy / action plan?**

Action	Estimated budget	Funding secured (yes/no)	Funder (ERDF, ESF, Regional, National)	Committed (yes/no)	Evidence/reference (commitment letter, council decision, etc.)
Confrontation poverty social infrastructures (social pharmacy, social restaurant, social grocery, homeless centre).	500.000	YES	ESF Regional	Yes	Region Council Decision
Social Information Centre. Social Supporting & Medical Centre for ROMA	427.680	YES	ESF Regional	Yes	Region Council Decision
Consulting & Supporting Centre for Women Victims of Violence	232.500	YES	ESF Regional	Yes	Region Council Decision
ACTivating InnoVative IoT smart living environments for AGEing well. Horizon 2020- call "Information Communication Technologies	250.625	YES	ERDF	Yes	EU Grant Agreement
Educational Network for cultural projects implementation and direction	48.070	YES	ESF	Yes	Ministerial Decision

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
Mandatory challenges		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	The strategy to develop a long term action plan is very recently adopted from the Local Authorities in Greece. Actually, this is obligatory since 2008. As a consequence, fundamental complications and obstacles came out rendering the efficient delivery of results a very demanding procedure for all the Municipalities. MoT, on the one hand has to find innovative processes and tools for the	1

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
	<p>proper collaboration between its departments and on the other hand has to ensure the strong focus on the strategy plan for the whole duration, avoiding any deviations.</p> <p>More specifically, we identify two major challenges to be addressed towards the goal of having an integrated approach in the delivery of the strategy:</p> <ol style="list-style-type: none"> 1. <u>The flawless collaboration between the existing MoT structures and departments</u> An integrated approach adopted from all the different MoT structures and departments is a very challenging objective. A plethora of diverse groups of people working for the Municipality already exists in MoT, working separately until now. This challenge demands the identification of suitable mechanisms and the definition of those hooks that will interconnect the following departments and allocate tasks towards a unique goal: <ul style="list-style-type: none"> - Department of Planning & Programming - Department of Social Affairs and Solidarity - IT Department Moreover, the efficient establishment of strong collaboration links between the MoT structures will enable the delivery of concrete outcomes taking advantage of the heterogeneous activities made from each separate department and until now remain hidden. 2. <u>The undistracted development of a long term action plan throughout the URBinclusion years.</u> As mentioned earlier, the long term action plan concept has been very recently adopted resulting in an “inexperience” to follow up the initial goals and indicators. In URBinclusion, MoT needs to show perfect alignment with the overall plan and time schedule in order to meet the goals applied 	

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
	<p>at the very beginning of the existing strategy.</p> <p>Finally, despite of a comprehensive action plan that has been developed by MoT, which is part of a fifth year period operational and integrated programme (2015-2019), in order to obtain long-term improvements of economic, environmental, social, demographic and climatic conditions, within the implementation of the URB-inclusion we will focus to adopt successful implementation methods and techniques, by the other partners Cities.</p>	
<p>Maintaining involvement of local stakeholders and organizing decision-making for delivery</p>	<p>The active and on-going involvement of the local stakeholders is a key element of a successful decision making process.</p> <p>Through the URB-inclusion implementation there will be an effort to involve the majority of the local stakeholders; it is a challenge to do so in an effective, result-oriented way. The first crucial step of this procurement will be the mapping of the local stakeholders, who are familiar with the main project topic.</p> <p>A big challenge for moving forward is the engagement of those local groups of beneficiaries and the assurance of their active involvement. The MoT should create or use existing tools for bringing local stakeholders together, enabling them to express their needs, as well as for supporting and leading them to spread out and achieve actions and projects. Participatory processes should play a major role here, as we need to find the best practices for engaging locals through technology or other means.</p> <p>Moreover the City of Trikala, will foster the local stakeholders involvement in public activities, through different participatory actions, such as the discussion, organization of events, capacity building, etc.</p>	<p>2</p>

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
	With the collaboration of the other partners Cities and the know-how exchanging, the best defined and effective methods will be adopted.	
Setting up efficient indicators & monitoring systems to measure performance	<p>As previously described, the inherent absence of long term action plans from Greek Municipalities rendered a well-structured strategy a utopia.</p> <p>The effectiveness of an action plan is characterized by the achievement of the objectives that were defined in advance. As a result we need to find the proper indicators for measuring social exclusion, poverty, unemployment and welfare. Both quality and quantity measures will be used to evaluate the action plan/ services in term of: effectiveness, usefulness, satisfaction of the user, easy to use, quality of the service, impact on the quality of life.</p> <p>This is a very challenging task for MoT as there is not already such a tool in order to measure and monitor these data. For example:</p> <ul style="list-style-type: none"> - We have to measure the level of welfare of elderly people - We have to measure the level of independence in elderly people's life - We have to measure poverty of specific groups of people - We have to measure education in Roma youth - We have to measure social inclusion of Roma people - We have to measure integration of refugees. <p>Within, the framework of the URB-inclusion project, a monitoring and evaluation system will be set up, which will allow the ongoing monitoring of the key performance indicators.</p> <p>The key performance indicators should be agreed in advance and include cost-benefit in social public policies, comparing different solutions, including those solutions shared with the other partner Cities.</p>	1

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
<i>Optional challenges pre-identified by the URB INCLUSION partners</i>		
Moving from strategy to operational action-plan	<p>A well-defined strategy does not necessary means an operational action-plan. Moving from a strategy to an operational action plan requires detailed specifications.</p> <p>One of the key challenges in this transition is the disconnection of the strategy with the resources that will be used in the operational action-plan of the Municipality. Namely, the strategy has been defined long ago without taking into account the current limited budget of the MoT. There is a big time-gap between the design and the actual implementation of the activities and the developments. We have to study carefully the current resources of the Municipality and draw a feasible action plan for the next years, eliminating any possible risks.</p> <p>A detailed risk management plan, which will be adopted by the MoT, will be an effective solution to anticipate risks, local conflicts and possible delays.</p> <p>An ongoing evaluation process of the action plan, will be the solution for the immediate and timely adjustment of it.</p>	2
Enhancing funding of urban policies by exploring financial innovation.	<p>The adoption of innovative financial instruments, will be a key element of the project successful in local level, due to constraints in our budget.</p> <p>In order to overcome the intensive social and financial crisis, new and more effective funding tools will be investigated, such as crowdfunding and/or deployment of the ESF resources.</p> <p>In addition, we plan to adopt public participatory budgeting that will facilitate the integration of citizen's needs and opinions to the MoT budgeting, promoting the democratic innovation. This way, we will enable bottom-up approaches in</p>	1

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
	The creation of the MoT budget decreasing unnecessary costs and expenses.	

3. URBACT LOCAL GROUP

Who are the key stakeholders to be involved in the partner’s URBACT Local Group (ULG) in terms of city departments, local organizations /agencies, Ngos, civil society, private sector, etc.?

To Trikala ULG, the following key stakeholders will be involved:

- ✓ The City Council
- ✓ The Development and Programming Department
- ✓ The Directorate of Social Welfare & Solidarity
- ✓ The Municipal Development Agency, e-Trikala s.a.
- ✓ The University of Thessaly
- ✓ Sineirmos Non Profit Organization (responsible institution for the social structures to tackle poverty)
- ✓ The NGO “Prasini Kivotos”
- ✓ The Municipal Volunteers Group
- ✓ Social Enterprises

4. CAPACITY BUILDING

5. URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

City strategy has been developed in the framework of Programs which is called ESPA 2007-2013 and ESPA 2014-2020. Its initials mean "National Strategic Reference Framework" and they are being essentially a framework for the programming of European Financial Funds at National Level. In the framework of the European Program City Mobil 2 in Municipality of Trikala (MoT) operated the most successful pilot use of “the bus without driver” in the world . Six vehicles circulated into the urban fabric made in total 1.490 routes covering 3.580 km and carrying 12.138 passengers.

- **Does your city take a sectorial approach to implementing a strategy/action plan?**
 16. My city predominantly delivers action plans through individual departments.
 17. My city sometimes delivers action plans by involving several departments.

18. My city mostly delivers action plans by involving several departments.

19. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.

20. My city always has multidisciplinary teams working across departments to deliver an action plan.

• **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**

- My city never applies a stakeholder participation approach to the implementation of an action plan.

- My city rarely applies a stakeholder participation approach to implementation of an action plan.

- My city sometimes applies a stakeholder participation approach to implementation of an action plan.

- My city often applies a stakeholder participation approach to implementation of an action plan.

- My city always applies a stakeholder participation approach to implementation of an action plan.

• **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**

10. My city never uses a results framework when implementing a strategy or action plan.

11. My city rarely uses a results framework in the implementation of strategies or action plans.

12. My city sometimes uses a results framework when implementing a strategy or action plan.

4. My city often uses a results framework when implementing a strategy or action plan.

5. My city always uses a results framework for all the strategies or action plans that it delivers.

PARTNER PROFILE

TURIN

I. DATA RELATED TO THE POLICY CHALLENGE. Issues to be tackled by the partnership in the framework of URBinclusion.

1. Key generic indicators

The **City of Torino** with a population of **896.773** inhabitants is one of the 14 metropolitan cities in Italy. The metropolitan area, called also public transport authority area (PTA area) includes Torino (the main city) and the 31 municipalities. The Metropolitan ring has a surface of **708 sq. km** and a **Resident population of 683.461 inhabitants**. So the **total Metropolitan area** has a population of around **1.580.000 inhabitants**.

DEMOGRAPHIC PROFILE – AGE, GENDER, ETHNICITY

In 2014 in Torino there were **447.067 family units**.

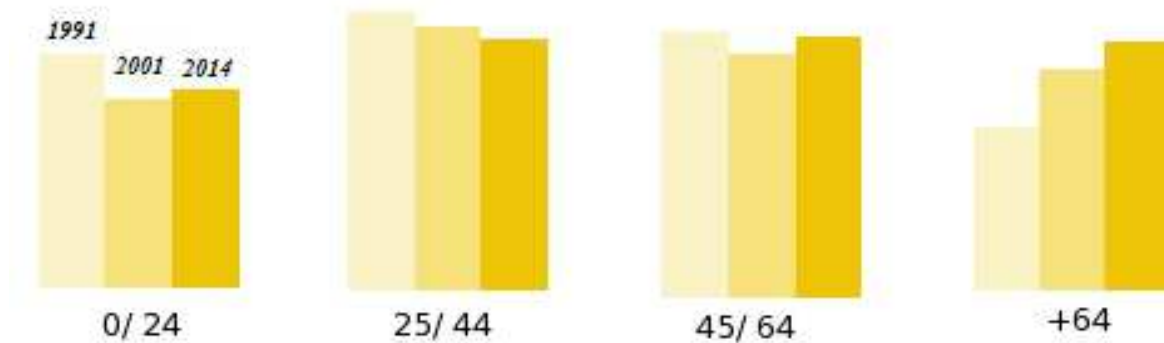
The average age is **46, 1**.

Around **136.232 residents** arriving **from other countries**.

Ethnicity: around 71.000 Europeans, around 35.000 Africans, 15.000 Asiatic, 14.000 Americans, 24 from Oceania, 35 stateless people.



Resident population for age groups



Foreign residents around 16%+. Foreigners in Torino are increasing significantly between 1990 and 2012, following there was a progressive decrease.

LOCATION OF THE PARTNER CITY RELATIVE TO FUNCTIONAL AREA (CORE, PERIPHERAL, ETC.)

The City of Torino is located in the core of the FUA, this means that could influence all the other peripheral cities, creating impact with new social innovation services in deprived areas to fight new urban poverties. The peripheral smallest cities are really connected to the city of Torino that influence their evolution and their inhabitants.

ECONOMIC PROFILE – PER CAPITA GDP, KEY INDUSTRY SECTORS

GDP per capita is around 39.073 (ISTAT).

Since the 1990's Torino has been following a path that has transformed it from an industrial capital - a sector which continues to play a fundamental role - into a pole of innovation, culture and improved quality of life.

The sector of services (trade, tourism, business services and services to individuals) today represents about 63% of the total. Trade remains the largest sector (almost 26% of total registered enterprises), followed by business services (24%).

EMPLOYMENT LEVELS

30% of workers are in the industry sector, 69% in the services sector

Unemployment Rate 11, 9% - Youth Unemployment 44,9%

2. Indicators more related with the URBinclusion topics (social inclusion and urban poverty)

SOCIAL HOUSING STOCKS

Total Housing heritage in the city is composed by 500.524 units, of which 67% for economic activities, 3, 6% are social housing buildings (17.895 accommodations). From 2012 to 2014 12000 applications were submitted to City of Torino for public residential buildings request, but only 11% of the applications got assignment. More than 360 apartments in temporary residences, solidarity condominiums, collective residences and solidarity cohabitations have been provided for the citizens to face the increase of evictions in 2015. In the last twenty years have been released more than 28,000 building permits for residential building and were made approximately 180,000 new rooms.

SOCIAL SERVICES AND HEALTH RELATED DATA

In 2013 in Turin around 70.000 people are sustained by the Social Services of the city (8% of the city population - 12376 underage people, 36836 adults, 21.110 elders). From 2004 to 2015 spending on social and health activities by banking foundations has been increased from 53,9 to 65,8 millions of Euro. The number of people assisted by voluntary organizations in Turin between 2007 and 2012 grew by 83%. The City is participating to the network "Healthy Cities O.M.S." , in this context Health is considered having a strong influence on social cohesion, security, quality of life, to foster social and economic development. The strategy of the city foresees the involvement of different stakeholders (Public Administration, public and private, profit and non-profit organizations) to identify, design and implement new strategies with a participatory planning process that connects and integrates different contents to develop Social and Health Plans.

SCHOOL DROPOUT RATES

In Torino the early school leaver's rate is roughly around 20% and one of the aim of the City is to reduce it at 10%. Several projects are facing this challenge with the aim to fight school dropout.

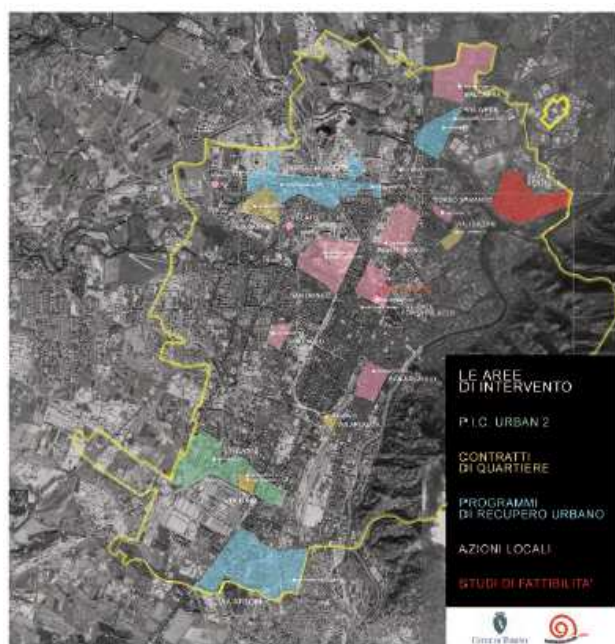
MIGRATION LEVELS

Migrants are in total 136.262 (71.452 females and 64.810 males), around 15,2 % of the inhabitants. The largest age group is 25-49 years, with around 73.000 residents.

The immigration is in the last years decreasing due to the economic crises that has caused a strong reduction in resources for targeted policy of integration for foreigners of the Metropolitan City of Turin.

PERCENTAGE OF DERELICT LAND/BROWNFIELD

Between 1995 and 2015 over 90 areas have been transformed into services for the city; some peripheral neighbourhoods have been involved in regeneration projects with the creation of new innovative service co-managed by citizen and third sector.

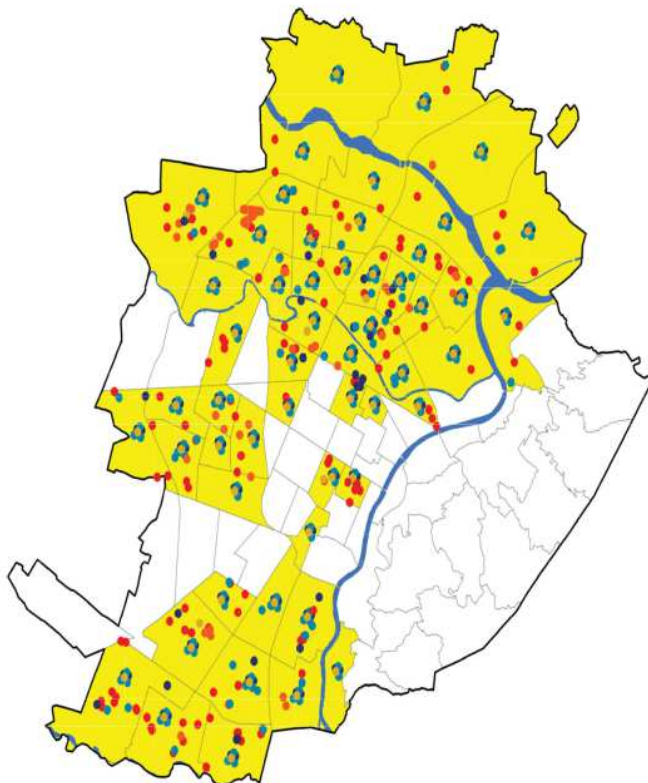


Map of main urban regeneration programmes in urban poor areas (from 1993)



Piazza Foroni Market – Urban Barriera

SEGREGATED NEIGHBOURHOODS



The yellow area represented in the map shows the districts of the city affected by the actions of AxTO – 44 actions for the Turin suburbs. Areas in which at least one of the three identified indicators below describes a greater discomfort to the city average.

- Level of job unemployment;
- School attendance rate;
- Deterioration of housing stock

The identification of urban poor areas has been realized in order to submit “AxTo” project (national call in August 2016 funded with 1.200.000 euros) in order to fight deprivation of disadvantaged areas.

Main measures are: are building maintenance, infrastructures, green and soil interventions, widespread support for the establishment of innovative micro enterprises, cultural production and social planning of the urban community.

HIGH EDUCATION IN TURIN

Main training areas: engineering 25%, economy 10%, political science 9%, medical science 9%. Women registered 51% - Foreign people 4, 2%

There has been a reduction from 2005 to 2015 of scholarships available from about 10.000 to 6.400, meanwhile the Piedmont Institute for High Education Right has provided 2.366 beds in student residence (+ 142% compared to 2002).

In the last 10 years the number of foreign students increased by 73%.

II. INFORMATION RELATED TO THE PARTNERS IN THE PERSPECTIVE OF THE NETWORK ACTIVITIES FOR PHASE 2.

1. About the strategy

The City of Turin plans to undertake strategic development visions that affect residents’ lives. In each sphere (economic, political, social, territorial) problems are constantly changing. In the City of Turin the durable jobs crisis is penalizing particularly young people, who try to find a first or a new job, and adults unemployed. It is the cause of new urban poverty, which involves the economic but also the social sphere, with new needs to be met, reduction of civic participation and territorial identity, loss of trust in public authorities and uncertainty about the future.

This precarious situation affects people and social groups who were unrelated to these phenomenon until few years ago. The new urban poverty is represented not only by a “state” but also by a “process” toward marginalization and exclusion.

It is thus necessary to adopt an integrated approach looking at the city as a whole; a territorial approach linking general policies to specific deprived areas; a project framework that includes participation, association and partnership.

Title-name: SOCIAL INNOVATION SERVICES IN DEPRIVED AREAS

- **Policy challenge**

As indicated above, the City of Turin has faced urban/social challenges through urban regeneration projects in the past years for mainly one reason: to recover dismissed urban fabric and regenerate social and economic dynamic; today the emergence is different, the urban poverty is much more spread, liquid, not polarized in one specific area, brownfield areas are not so relevant as in the previous programming period of EU funds. Therefore Torino strategy IAP in Urb-Inclusion intends rather, in the near future, to use the resources to fight new urban poverty, which means that target

group are people at risk of exclusion, through the promotion of new urban welfare models, stimulating the participation of citizens in public life.

Community projects can support these people, enabling to stay active and to improve their quality of life. At the same time, they also can contribute to the development of the territory, through its active participation in the society.

The IAP expects to find also new form of partnerships, this also means in terms of strategy to pave the way towards the change of the role of public authorities in facilitator/broker/partner of social innovative solutions.

Thus the core activities of Torino IAP, composing NOP-Metro Torino - Axis 3, are oriented to strengthen civil society, community development and local associations by **“Supporting co-creation and co-management of new social innovation services in poor urban areas”** earmarked by social fragmentation, and weak civic participation to local community development.

New innovative services are efficient if they grow within a strong community, if they are coherent with the needs of the territory and if they intercept a large number of users.



The Torino IAP is at the moment not particularly focused on a specific social problem characterizing a specific urban area, the topic/challenge will be identified by local communities by proposing ideas, projects of social innovations addressing urban local problems with a perspective of long-term sustainability.

The strategy will operate widespread to include the whole peripheral urban territory, which has similar features in Turin. It is related to local capacity of the third sector to activate inclusion processes aimed at supporting people in critical periods of their life (i.e. temporary economic and/or social deprivation situation).

The topics will be coherent with thematic objective 9 of cohesion policy and National Operational Programme Metro SF 2014-2020, which provides an exemplificative list of social issues (such as immigrations, refugees, urban poverty, and unemployment). Taking in account the limited resources allocated and the importance to adopt an open innovation and bottom up approach, as requested by national government, specific deprived urban areas have been identified as eligible for funding, (see

the map below) and these areas have been selected for the following reasons: 1) level of unemployment, 2) school attendance rate, 3) deterioration of housing stock.

- **What are the objectives of the integrated strategy / action plan?**

The objectives are:

- to develop new social innovative services to face social local problems with a perspective to be sustainable over long term period by engagement of local people
- to support community welfare with the aim to create open/local communities of residents and local actors fostering active citizenship and giving efficient answers to local challenges
- to activate generative processes of social innovation to meet social needs of the deprived areas, to reduce social exclusion



- **When was the integrated strategy designed? What period does it cover?**

In 2016 the City of Turin start designing the strategy dialoguing on the measures composing the Integrated Action Plan “NOP Metro AXIS 3” (period of implementation 2016-2020) with no profit organisations, social innovators and Community hubs operating in urban poor areas.

Furthermore, Torino has adopted Torino Social Innovation programme (TSI); a policy which was launched in 2012 with the aim to promote the development of social innovation solutions and social enterprises to face pressed and unsatisfied social needs.

This programme, integrated with projects on Urbact II (My generation@work) and Urbact III (Boostinno), is now closing and will be redesigned covering the period 2017-2020.

- **What are the main actions /measures included in this strategy / action plan?**

The strategy is composed by different integrated actions funded by different resources (local, national, European). Currently the actions having already allocated resources are funded by AXIS 3 of Operational National Programme Metro Torino (art. 7 - ERDF reg.)

The third Axis of the NOP Metro Torino – AXIS 3 is split into 3 different measures:

Measure 1- Activation of social innovation services

Tackling forms of new urban poverty in deprived areas of the city through the financial support to scaling up of innovative services created with the participation of local communities. Social innovation services should be designed to respond to social needs in a new and more efficient way, involving the local citizenship.

This measure will be activated in 2017.

Financial resources: € 1.285.000, 00

Measure 2 - Development and promotion activity of a civic crowd-funding platform

To promote the development and management of a civic crowd-funding platform to encourage new forms of collective funding headed to all the local social and cultural stakeholders in order to foster the matching between supply and demand of social innovation and the endorsement of communities for the funds collection.

This measure will be activated in 2017-2018.

Financial resources: € 50.000,00

Measure 3 - Mentoring, coaching and training service, support to the realization of social innovation projects

Supporting the creation and development of sustainable projects about social innovation. Coach and training activity to support the development of ideas into projects, will be provided to produce social, cultural and occupational value in the long run. The tutoring activities are being conceived to foster the creation of changing communities.

This measure will be activated in 2017.

Financial resources: € 165.000,00

- **What are the main expected results of the strategy?**

Measure 1- Activation/development of social innovation services

20 selected proposals; 10 proposals could be financed and accompanied for the scaling up

Measure 2 - Development and promotion activity of a civic crowd-funding platform

A new civic crowd funding/civic engagement platform enabling to support fund/resources raising coming from no profit organization located in Torino for new initiatives in poor areas

Around 10 project will be funded adopting civic crowd funding platform

Measure 3 - Mentoring, coaching and training service, support to the realization of social innovation projects

Around 20 social innovation projects developed to tackle social needs of deprived neighborhoods

- **What is the area that the strategy / action plan covers? (neighbourhood, municipality, grouping of municipalities)**

Some suburbs areas of the city are deeply affected by the urban problems listed above, but the whole city deals with this phenomenon. The Municipality has designed a network of multipurpose centers “Community Hubs” (one in each peripheral district), cultural and relational spaces aimed at promoting strategic actions for the district, to carry out projects involving the citizenship with bottom-up initiatives (also with the tool of the “Pact of collaboration for the use of commons” of the City of Turin) and to stimulate civic participation.

The IAP will be, in any case, developed in peripheral neighbourhoods of Torino with a high percentage of unemployment, immigrants and low income people (main deprived areas are located in northern areas of the city).

Furthermore, the IAP will be complementary to

- AxTO (it has been submitted to national call in order to fight the deprivation of peripheries by testing social innovative initiatives and promoting new entrepreneurship enabling to produce both social and economic value). Considering the financial resources, AxTo made the choice to support widespread projects to encourage the active citizens participation in deprived areas.
- Torino UIA : supporting the co-creation and co-management of public services (it is focused on development of urban commons by adopting collective approach with local communities)

- **What financial resources have been allocated to your integrated strategy / action plan?**

Three actions are covered by allocated financial resources

- Measure 1: Supporting social innovation services for community welfare in urban poor areas, budget € 1.200.000,00 (NOP – AXIS 3, 100% ESF)
- Measure 2: development and management of civic crowdfunding/engagement platform, budget € 50.000,00 (NOP – AXIS 3, 100% ESF)
- Measure 3: services for creation, support and development of entrepreneurial social innovation projects, budget € 250.000,00 (NOP – AXIS 3, 100% ESF)

2. About the implementation challenges

Implementation challenge	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city (1 high relevant, 2 very relevant, 3 relevant, 4 less relevant)
<i>Mandatory challenges</i>		
<p>Ensuring the integrated approach in the delivery of the strategy and their related actions/projects</p>	<p>Torino Action plan has been designed under the umbrella of integrated approach led by NOP managing authority, which has as a task to check the coherence with local and national strategic framework, ensuring integration of different typology of activities and promoting the convergence of resources on same target group.</p> <p>To do that a national thematic group on urban inclusion has been set up for all Italian 14 metropolitan areas beneficiaries of art, 7 ERDF.</p> <p>This thematic group works as a peer learning context for the cities also.</p> <p>At local level the integration approach is ensured by the setup of governance model enabling different departments to work together for same challenges faced by NOP METRO.</p> <p>For the NOP Metro AXIS 3 on urban inclusion the departments involved are:</p> <ul style="list-style-type: none"> -Social services -Urban regeneration -Social Innovation, Economic Development, Labour Affair (AXIS 3 coordinator) -Youth and Migration <p>The main challenges are</p> <ul style="list-style-type: none"> - Involve regional authority to play a collaborative active role - To engage the internal departments in a right way in the implementation phase - To have a profitable dialogue not only with NOP managing authority but all national departments committing on Urban Inclusion themes such second welfare, social innovation policies, urban regeneration...) <p>Innovation and Smart City Dpt. is responsible for overall coordination and in particular it manages the work table of the Axis 3, with Social Services and Urban Renewal Depts.</p>	2
<p>Maintaining involvement of local stakeholders and organizing decision-making</p>	<p>The involvement of local stakeholders will guide our action, with the active participation of all actors of the territories (stakeholders, citizens, third sector – in particular the Community Hubs of Turin) to try potential solutions to problems in order to have an impact on inhabitants.</p> <p>The Challenge is to break the barriers reducing the</p>	1

for delivery

participation of local society to the design and management of local and sustainable social services.

To define the IAP, each measure is designed by local group composed by public actors, no profit organisations, social innovators, and expert of community building.

Regarding specific issues embracing the second welfare sphere the authoritative approach is replaced by a collaborative one that considers citizens as potential change makers, agents of virtuous circular processes of commoners' welfare. Meanwhile, the public sector evolves from being a service provider to being an enabler and a partner.

In fact, the three NOP measures aim to build decision bottom-up.

Consequently, the LSG will be always open to new entry, to new subjects who want cooperate, because it will be based on the design and implementation of the project.

In the City of Turin, mostly in peripheral areas, lack of job opportunities leads to live in precarious conditions. Furthermore, loss of social cohesion ensures that there are no opportunities and many individuals and families risk a double disadvantage within the socio-relational connections.

This challenge will be implemented through:

- Supporting the development of vibrant communities of social innovators in peripheries (it can be achieved by an action funded by NOP Metro Torino – AXIS 3)
- Supporting the generation of social innovative ideas to face local social problems
- Supporting crowd funding activities
- Supporting social innovative start-ups
- Promoting the scaling up of social innovative services in order to improve social impact, efficiency, economic sustainability

The innovative social services, to fill the needs of which we have written before, will be based on the following concepts:

- creation/implementation of community welfare (active civic participation, co-design and co-management of services, impact on citizens of the area involved);
- reciprocity (beyond the traditional aid dependency mind-set, because each citizen engaged in the process should be active taking the responsibility of it, so as to foster social and occupational reintegration)
- generative process (the interaction between the various actors involved creates new relationships and new models of social and economic

	<p>development which represents shared value)</p> <ul style="list-style-type: none"> - financial sustainability (the new services should have the ability to sustain themselves in the long term) - proximity (the new services have to stay near the citizens, in the same territory) <p>The challenge is to fight new urban poverty, which includes people who live in a precarious condition, both social and economic, with risk of marginalization and social exclusion (low-income individuals, short time unemployed people, people with a weak local social network). Stimulate a convergent approach towards specific social challenges, shared by both local politician and society, ensuring integration of actions/resources. This will be achieved as a result of projects designed and implemented by local communities, and new forms of interaction with public institutions to face specific problems in urban poor areas.</p>	
<p>Setting up efficient indicators & monitoring systems to measure performance</p>	<p>The challenge is to promote the culture of evaluation as a base to design and to implement a policy targeted to make measurable change. NOP-Metro foresees a monitoring and evaluation system in order to measure the progress results regarding :</p> <ul style="list-style-type: none"> - social impact - economic impact - involvement of stakeholders - governance - efficiency - integrated approach <p>For this purpose the “Theory of change” methodology can be one of evaluation model to apply. For Torino the challenge is adopt in a systematic way an evaluation model helping the local authority in designing, implementation phase and analysis long term impact of the public policies.</p>	<p>3</p>
<p>Optional challenges pre-identified by the URB INCLUSION partners</p>		
<p>Moving from strategy to operational action-plan</p>	<p>In 2016 the City of Turin has already designed the 2 of 3 measures of NOP in collaboration with potential beneficiaries and relevant stakeholders of third sector, but the civic crowd funding platform requires more analysis and to be shared with the local stakeholders and thematic experts.</p> <p>The NOP measures’ resources are already allocated. In first part of 2017 we are defining all procedures and documents to start the activities, trying to adopt innovative and flexible instruments in order to reduce administrative burden, to have user friendly “touch points”.</p> <p>Thus it will be also crucial to launch the operational action</p>	

	<p>with an appropriated promotional campaign targeted to potential beneficiaries and adopting communication tools to maintain an open and transparent dialogue with the beneficiaries.</p> <p>The main objective is therefore to collect “approval” from the local actors on crucial details, to have a constant dialogue with potential beneficiaries in order to change what it doesn’t work during implementation phase and create a trustful and transparent relation with P.A.</p>	
<p>Enhancing funding of urban policies by exploring financial innovation</p>	<p>The challenge is to enhance innovative financial instruments to collect different typologies of funding from different sources.</p> <p>In particular, the City of Turin intends to build up a financial platform with a territorial dimension, which means that it involves all local ideas and projects concerning Social Innovation that need financial resources. It will take part of a wider framework of innovative ICT tools to engage the citizen in e-government action in line with the activities that Torino is testing as partner of European project “Wegovnow”.</p> <p>Torino will study also the opportunity to give public grants to the best projects supported by the platform.</p>	

3. Urbact Local Group

The following Departments of the Municipality: Development, European Funds and Innovation Dep., Urban Regeneration Dep., Social Services Dep.

The Third Sector with different NGO, Cooperatives and Associations dealing with poverty and social exclusion. Representatives of Confcooperative and Legacoop. Hub for the development of Social Enterprises. Community Hubs in particular deprived neighborhood as physical and relational spaces to promote the involvement of citizens to participate in decision making and generating ideas, solving specific problems and finding new solutions.

Urban Local Support Group meetings have taken place to dialogue to potential beneficiaries of the initiatives to identify challenges, tools and strategies of intervention (10th of November with representatives of the Community Hubs, 17th of November 2016 with municipality Departments and 7th of December with representatives of Legacoop and Confcooperative).

4.Capacity building

The City of Turin needs to exchange best practices and share information about innovative strategies and polices to combat poverty and social exclusion in urban contest.

5.URBACT PROGRAMME INDICATOR

- **Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

Yes, Turin is one of the Italian metropolitan areas identified by national law. Thus, it is one of the targets of the program addressed to urban areas, program that - in Italy - is focused, as explained, on metropolitan urban areas.

The METRO NOP represents the prosecution and evolution of the territorial policies and strategies managed in the last 25 years, and among the others it is worth to mention: Urban I, Urban II, Territorial Integrated Programs (PTI - Piano Territoriali Integrati), Urban Refurbishment Programs (PRU - Programmi di Recupero Urbano), the Urban Integrated Development Programs promoted by Regions by means of ERDF 2007-2013 (the Piedmont Region, for instance, in the period 07-13, by means of ERDF ROP identified a specific intervention axis addressed to urban integrated development).

Building on this past experience, the new strategy 2014-2020 has been developed. The most important "teachings" taken into account to build the new strategy are the following:

- Foster integration, avoid scattering: foster integration by means of a thematic and focused approach, based on real and concrete needs, avoiding the "temptation" to define "omni-comprehensive" (and thus generalist) plans. This approach implies also the need to take into account, since the beginning the feasibility of interventions in order to prevent possible future implementation problems.
- leverage local government level: provide local government entities with full operational roles, due to their capability to represent, understand and collect territorial needs (place-based and bottom-up approach)
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- **Does your city take a sectorial approach to implementing a strategy/action plan?**

21. My city predominantly delivers action plans through individual departments.
22. My city sometimes delivers action plans by involving several departments.
23. My city mostly delivers action plans by involving several departments.
24. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
25. My city always has multidisciplinary teams working across departments to deliver an action plan.

- **How would you describe the approach of your city to maintaining participation* of relevant local stakeholders in the implementation of an action plan?**

- My city never applies a stakeholder participation approach to the implementation of an action plan.
- My city rarely applies a stakeholder participation approach to implementation of an action plan.
- My city sometimes applies a stakeholder participation approach to implementation of an action plan.
- My city often applies a stakeholder participation approach to implementation of an action plan.

- My city always applies a stakeholder participation approach to implementation of an action plan.

- **How would you define your city's performance in using a results framework** in the implementation of a strategy/action plan?**

13. My city never uses a results framework when implementing a strategy or action plan.
14. My city rarely uses a results framework in the implementation of strategies or action plans.
15. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.

*

III. THE SYNTHESIS

1. Policies and strategies to foster social inclusion. The focus of URBinclusion cities.

As already stated, implementation challenges should be related to anti-poverty and social inclusion policies fostered by local authorities. To understand how the implementation challenges will be addressed the policy challenges are crucial components. They explain how the implementation challenges should be faced, why they are important to the move from planning to implementation and how they are influenced and shaped by the policy.

All the 9 cities are dealing with social exclusion and poverty but from very different starting points and focusing different dimensions of social exclusion. It is important to outline the main components of social exclusion that are faced by the partners. Considering the partner profiles included in the second part of this study, we can summarize the following issues related with urban poverty that the cities are addressing through their integrated strategies.

Basically social policies faced by URB INCLUSION adopt different approaches:

1. Area based approach. Facing social exclusion in deprived urban areas and segregated neighbourhoods where poverty is clustered, where social and urban segregation are articulated.
2. People and sectorial approach. Where the policies are focused on vulnerable groups experiencing social exclusion or poverty:
 - Social housing
 - Ethnic minorities (ROMA people)
 - Unemployed people
 - Elderly people
 - Immigrants and refugees
 - Homeless
3. Cross-cutting and holistic approach, combined with the previous approaches facing topics as the following:
 - The commons
 - The social economy
 - Social Innovation

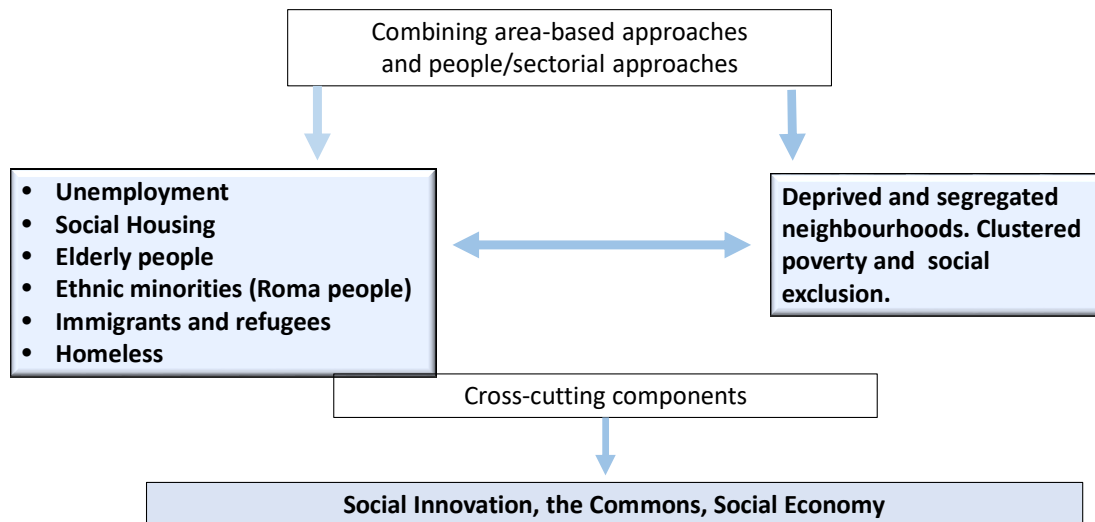
In the following diagram we can see the whole focus of the network regarding policy challenges addressed by the partners.

Most of the cities are tackling several issues at the time. Not all the action plans have a territorial or area-based approach, and some of them having an area-based approach are at the same time tackling several of the people and sectorial approaches. So, combination of approaches is a key aspect

That's why the relations among different approaches (area-based, demographic groups, and sectorial policies) should become one of the main issues within the implementation challenges to be tackled by the URBinclusion cities.

Policy challenges faced by the URBinclusion cities

The main focus: **social exclusion**
(including poverty and inequalities as interrelated issues)



We should consider that the focus of an area-based approach is a specific urban area, preferably a deprived neighbourhood where poverty is clustered but where other problems are interlinked with resident's poverty. This are the cases of **Copenhagen** (integrated strategy to foster commercial, urban and social life in Sydhavnen) and Krakow (tackling different dimensions to improve the Azory neighbourhood).

Strategies that link social inclusion with other urban development dimensions are a key point. Interventions in all these dimensions will have positive or negative impacts in social inclusion.

Finding new models, approaches and methods that allow the delivery of welfare services in a more efficient and effective way, is a starting point of the network. That's why several cross cutting issues, as social innovation, social economy and the commons, are included by several cities to address their policy challenges. During our visits to the partner cities we have checked that a myriad of initiatives, projects, local networks and new stakeholders basically belonging to the social economy are creating a sort of "ecosystem of innovation" in the field of social exclusion.

When NGOs, community organizations and external structures of the municipality are delivering different interventions, complementing public sector efforts, bridging and linking all these activities becomes a crucial challenges. This issue deals with different implementation challenges, mainly with integrated approach but also with "moving from strategy to operational plans" and with "involving local stakeholders".

2. Implementation challenges. Objectives, issues, solutions.

As it was established in the kick off meeting, beyond the three mandatory challenges, the network is going to address two optional challenges: “Moving from strategy to action plan” and “Enhancing funding of urban development policies through financial innovation”.

Within each one of the five challenges, several issues and problems were identified and shared by all the partners. Likewise, several strategic objectives that were agreed between the partners during the initial phase are pointed ensuring so a common framework for all the URB INCLUSION cities. The possible desired solutions are proposals adopted by different cities and by the whole network in some cases that should contribute to achieve the strategic objectives along the network life

1. Fostering the integrated approach

Problems/issues:

The vicious circle of poverty and exclusion require integrated approaches. Often the factors producing exclusion are not tackled simultaneously, impeding a real reduction of poverty.

Urban strategies should link social inclusion with other urban development dimensions as a key point. Interventions in different dimensions will have positive or negative impacts in social inclusion.

The lack of vertical integration becomes very relevant considering that the main policies and resources on social inclusion are located in central and regional governments. Likewise the territorial integrations is a key dimensions in metropolitan and functional areas beyond the administrative boundaries of local authorities.

Currently municipal departments don’t participate actively in the whole strategy design and in its implementation. The silos approach is dominant.

Likewise, externalities and indirect outcomes produced by a specific policy in other domains have to be considered. Several policies can generate positive or negative impacts in social inclusion in the cities. Currently there is a Lack of integration: physical improvements without social measures. Who is benefitting of each policy should be clear avoiding marginalisation through gentrification and exclusion of vulnerable population

Fostering the Integrated approach	
Strategic Objectives at network level	Desired solutions (at city and network level)
<ol style="list-style-type: none"> Combining the area based approach and the people /sectorial approaches. Vertical integration in metropolitan or functional areas and regions. 	<ul style="list-style-type: none"> Ensure proper coordination between social policies related to personal assistance and those related to physical regeneration. Building multidisciplinary teams, overcoming the problems to work together. Increasing capacities in team building for civil servants, and NGOs members’ involved in social inclusion policies.

<p>3. Building /reinforcing interdepartmental cooperation at city level.</p>	<ul style="list-style-type: none"> • Building metropolitan links and integrating social policies mainly with neighbour local authorities. • New ways of dialogue and collaboration with regional and national units and departments tackling social exclusion. • Setting up one-stop shops to foster the integrated approach in deprived areas (clustering services for different excluded groups living in the area)
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2. Involving local stakeholders and organizing decision-making for delivery

Problems / issues

From doing for citizens to doing with them should be the main transformation to be introduced in the current local public policies. Direct involvement of final-users of a service in the process of planning and delivering is needed. Across spheres of government, structures and systems must be put in place to ensure that service providers can process citizen’s experiences and can work in collaboration with civil society actors to formulate and implement meaningful responses to critical challenges. The role of a city council should be the provision of the adequate incentives for the development of effective collaborations among all stakeholders in the urban policies and specifically in the social inclusion domain, that is, to set the conditions for an “inclusive” approach to the identification of policy priorities. In the other hand, the most difficult and excluded population are not prepared to participate in decisions, they are just passive users of social services. Social innovation is needed, helping the emergence of new narratives of transformation associating people’s resources with those of the social economy and the community and the public sector. Co-creation and co-productions becomes key dimensions and cities are not always well prepared to face it.

Involving local stakeholders and organizing decision-making for delivery	
Strategic Objectives at network level	Desired solutions (at city and network level)
<ol style="list-style-type: none"> 1. Restarting from users’ needs to achieve a better position to think up more appropriate administrative mechanisms and design more user-friendly and cost-efficient public services. 2. Boosting tools and procedures to facilitate co-creation, co-production and co-responsibility with third sector and private organizations. 	<ul style="list-style-type: none"> • Mapping local stakeholders. (Discovering the “hidden agendas”, local-no local interests, understanding interests, etc.) • Setting up community governance platforms and spaces boosting co-creation • Testing new services through living labs, community labs, civic platforms, etc. • Reshaping the relations between social workers and users as drivers of a new strategy of social action. • Designing and implementing new strategies and actions to involve the private sector.

<p>3. Ensure representation of those that not participate by themselves.</p>	<ul style="list-style-type: none"> • Testing effective tools as events and other temporary experiments to keep the plan alive, and ensure attention. • Projects designed and implemented by local communities, need new forms of interaction with public institutions
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3. Setting up efficient indicators and monitoring systems to measure performance

Problems/issues

Evaluating as a long-term processes measuring real transformations, moving people from exclusion to inclusion or reducing inequalities, becomes a huge challenge for social public policies. New approaches of measurement are needed, distinguishing clearly between outputs and outcomes, understanding and interpreting the causality relations explaining poverty and exclusion. Cities should agree on indicators regarding poverty reduction. How cities interpret and analyse the causality relations when poverty factors are clustered and interrelated. Participatory monitoring of public policies at local level is needed. There is a clear need to define new monitoring procedures including innovative and creative actions with inhabitants and local organizations, beyond the traditional bureaucratic and administrative monitoring. We have to measure achievements linked to the implementation of the integrated approach and to the involvement of local stakeholders. How to measure their added value? We should not forget that appropriate indicators at a very local level are not always available.

Setting up efficient indicators and monitoring systems to measure performance	
Strategic Objectives at network level	Desired solutions (at city and network level)
<ol style="list-style-type: none"> 1. Designing and developing systems, models, tools and indicators to measure the progress of social inclusion at local level. 2. Choosing the right outcome indicators regarding social inclusion issues. 3. Searching relevant spatial data to allow efficient and effective evaluation processes. 4. Ensure the participation in the monitoring and evaluation process of the different stakeholders involved in social inclusion issues. 	<ul style="list-style-type: none"> • Introducing the issue of indicators in the local groups, composed by neighbourhood associations, private stakeholders and the local authority, Indicators have to re-formulated and coproduced in a logic of inclusiveness. • Creating structures and tools to ensure collection and maintenance of data along time. • Creation of a monitoring and evaluation system in order to measure the progress results regarding: social impact, economic impact, involvement of stakeholders, governance efficiency, integrated approach. • Developing indicators and monitor changes in feelings, perceptions and behaviour. • Monitoring in four different ways: quantitative, unexpected, perceived and reflexive outcomes • Involving specialized experts and researchers

5. Capacity building of local stakeholders, civil servants, local politicians in the field of monitoring and evaluation.	
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4. Moving from strategy to operational action-plan

Problems / Issues

The strategic approach has to be “translated” into operational language of projects and continuous tasks and services carried out by several units (departments) of a local authority and external entities representing different approaches. That requires implementing suitable structures and information system (“common language”) to develop proper coordination and complementarity of activities in an open, transparent participatory sequence of actions.

Clarifying confusion around implementation approaches is needed when several stakeholders are involved. Usually there is a huge difficulty to coordinate different institutions, organizations and groups that are sharing a common strategy but several operations and interventions.

We have to ensure that the synergies among the actions are kept throughout the implementation phase. The implementation process has to show if and when there are effective outcomes and results of actions benefitting the beneficiaries.

Often implemented actions are in the hands of scattered bodies (different policy instruments) fighting and competing to control parts of the action plan, unwilling to work in an integrated manner.

Often the responsibilities are not well established: which role for the Municipality when a very participative approach is at stake?

We should not forget that urban poverty is crossed by different public policies where diverse public and private stakeholders are involved. Often, poverty has to be faced not only by a municipality but a set of local authorities sharing the same problem in a functional urban area. This makes the operationalization of strategies even more complex.

Moving from strategy to operational action-plan	
Strategic Objectives at network level	Desired solutions (at city and network level)
<ol style="list-style-type: none"> 1. Designing methodologies and procedures to guarantee the coherence between the strategy and the action plan. 2. Managing flexibility to introduce those changes that are needed due to the complexity of social issues and changes taking place in the local context. Changes and updates should be introduced avoiding 	<ul style="list-style-type: none"> • Creating new kind of organizations and agencies within the municipality with decision and management functions integrating different policies and departments. • Alignment and synergic interrelation between the policy measures put in place by the City Council and those carried out by the third sector. • Crating conditions to ensure responsibility and engagement of stakeholders during the

<p>contradictions with the strategic goals. Tools of reprogramming are needed.</p> <p>3. Managing in an integrated and coherent way different rhythms, schedules and financial requirements of each action included in the integrated strategy, taking into account the dependence of regional, national and European funds on poverty issues.</p> <p>4. Clarifying the role of the third sector organizations in the implementation process.</p>	<p>implementation phase of the strategy.</p> <ul style="list-style-type: none"> • The relation between concrete initiatives and the Metropolitan/city strategy must be continually worked on. • Fostering new administrative procedures to facilitate the co-creation, co-production and co-responsibility with third sector organizations. • Reduce administrative burden in the implementation process. • Endow local managers with the strategic vision to avoid short term results approach.
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5. Enhancing funding of urban development policies through financial innovation

Problems / Issues

Cities acknowledge that the traditional grants culture is changing and want to understand and to foster some of the new financing mechanisms which are being developed and introduced. Sustained austerity within public finances means that cities need to think differently about how to fund their activities. This is in part driven by a need to do more with less but is also in recognition of the fact that a grants culture can create dependency whereas other more innovative financing methods may lead to greater and more sustainable impact.

The rigidity of many funding options does not complement the challenging projects that may arise from new strategies. Delivery of plans require funding that is: flexible, medium to long-term, allows service delivery as well as exchange of practice. The challenge is also related to the capacity of local authorities to establish new cooperation links with the third sector organizations and social economy, designing and fostering new financial tools like community funds, crow funding mechanisms, mobilizing local people and local networks.

Enhancing funding of urban development policies through financial innovation	
Strategic Objectives at network level	Possible and desired solutions (at city and network level)
<p>1. Setting new cooperation links with the third sector organizations and social economy, designing and fostering new financial tools like community funds, crow funding mechanisms, mobilizing local people and local networks.</p>	<ul style="list-style-type: none"> • Fostering Civic crowd-funding platform to encourage new forms of collective funding headed to all the local social and cultural stakeholders. • Implementation of a local/social currency to be tested in some areas of the city. • Social Impact Bonds , which incentivise private

<p>2. Looking for innovative solutions to diversify financial resources. Establishing new agreements with the private sector to address social goals</p>	<p>investors to finance social programmes by offering returns from the public sector if the programmes achieve positive social outcomes</p> <ul style="list-style-type: none"> • Searching financial resources for social innovation.
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3. Some guidelines to face the implementation challenges at network level. Exchanging, learning and producing new knowledge.

The exchange format and the shared learning and capitalization process, will be diverse and plural regarding different criteria and methodologies. We should take into account that not all the partners are facing the same issues within each challenge, that not all the partners have the same background on the different challenges and that not all the challenges have the same priority for each one of the partners.

These conditions require a very flexible, diverse and creative process of exchanging and learning. We should take in consideration the different needs and priorities of the different URB INCLUSION partners ensuring so that all of them get a real added value by participating in the network.

Basically the learning and capitalisation process regarding the implementation of strategies will consider the following dimensions:

- > **Sharing the process of producing the OIF** (Operational Implementation Framework) in each city as the basic working instrument and roadmap to address the implementation challenges at local level. This common framework will help comparison and shared learning between the partners.
- > **Field visits** to the host cities and presentation of practices and plans during seminars and workshops. These visits will highlight faced challenges by the cities, remarking obstacles, difficulties and solutions.
- > **Peer review.** Reviewing urban practices linked with social inclusion will be focused in reviewing the strategies of the less experienced cities by the most experienced ones in a process of interactive analysis and learning on different dimensions of exclusion and implementation.
- > **Capturing and exploiting the lessons learnt** through thematic seminars on the different implementation challenges and building a collection of good practices of the “lighthouses cities” and from outside URB INCLUSION.
- > **Increasing capacities of local teams.** Training activities will allow local managers and stakeholders to improve their knowledge on those topics that need external and specialized

experts at European level, organizing thematic seminars including training ad hoc sessions and conferences at network level.

- > **Bringing knowledge and experience from outside URBinclusion**, inviting other European cities with powerful background on implementing strategies in the field of social inclusion and urban segregation.
- > **Fostering exchanges and sharing practices between members of Urbact Local Groups** through workshops of ULG members of the different partner cities, including NGOs, professionals, politicians and the academic sector.
- > **Making a strong and interactive linkage between the local and the transnational level of URBinclusion**, ensuring that knowledge and findings produced through transnational exchanges feed the local processes and that local practices and implementation processes enrich the transnational activities.