



# GREEN JOBS FOR SOCIAL INCLUSION



This publication has received financial support from the European Union Programme for Employment and Social Innovation “EaSI” (2014-2020).  
For further information please consult: <http://ec.europa.eu/social/easi>

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# GREEN JOBS FOR SOCIAL INCLUSION

<b>INTRODUCTION</b>	<b>4</b>
<b>AMSTERDAM</b> SOCIAL CLAUSES IN PUBLIC PROCUREMENT FOR SUSTAINABLE EMPLOYMENT	10
<b>ANTWERP</b> FIGHTING POVERTY AND UNEMPLOYMENT WHILE REACHING CITY CLIMATE TARGETS	12
<b>BARCELONA</b> INCLUSIVE EMPLOYMENT – MAINTAINING PARKS IN BARCELONA	14
<b>BERLIN</b> SOLAR TECHNOLOGY FOR REENGAGING DISADVANTAGED YOUTH	16
<b>BIRMINGHAM &amp; NEWCASTLE</b> LOCAL STRATEGIES TO IMPLEMENT NATIONAL ENERGY EFFICIENCY SCHEMES	18
<b>BRUSSELS</b> GRANTS TO CREATE JOBS AND IMPROVE THE LOCAL ENVIRONMENT	22
<b>GLASGOW</b> GREENING THE COUNCIL AND BOOSTING EMPLOYABILITY	24
<b>GOTHENBURG</b> A CIRCULAR ECONOMY ENTERPRISE AS THE FIRST STEP INTO THE LABOUR MARKET	26
<b>OSLO</b> COST SHARING AND MULTI LEVEL COLLABORATION FOR SOCIAL INCLUSION	28
<b>RENNES METROPOLE</b> INCLUSIVE EMPLOYMENT THROUGH PUBLIC PROCUREMENT	30
<b>TAMPERE</b> MAKING HERITAGE HOUSING MORE ENERGY EFFICIENT	32
<b>ZAGREB</b> ENGAGING THE LONG TERM UNEMPLOYED BY GREENING PUBLIC SPACES AND TRAINING	34

# INTRODUCTION

Unemployment continues to be Europe's major challenge. The crisis has led to budget cuts and it has made the socio-economic integration of people who have low educational attainment, low skills, a history of long-term unemployment and who are vulnerable even more difficult. At the same time, environmental degradation, climate change and unsustainable development are amongst the most serious threats that our society has to address; the environmental and health costs often outweighing the gains from economic activity.<sup>1</sup>

In tackling these threats we must also seize the opportunities they can offer. The green sector is among the most promising for Europe's economic development; it has grown even during the crisis and is estimated to generate 20 million jobs by 2020.<sup>2</sup>

The job creation potential of the green economy also brings with it opportunities to help reduce poverty. Assisting vulnerable people to gain the necessary skills and work experience to access jobs in the green sector is an investment with high potential return and a promising tool for social inclusion.

Europe's major cities are committed to climate mitigation and adaptation measures, promoting circular economy and improving the environment for the well-being of their residents. Cities are also committed to boosting economic development and implementing a range of programmes to create jobs at local level. To bring the two together targeted interventions are needed with an active role for local government – to ensure that those people furthest from the labour market can also benefit from job opportunities in the green economy.

As EUROCITIES Declaration on Work<sup>3</sup> underlines, the right mix of demand and supply side policy interventions is needed to connect disadvantaged and vulnerable people to employment opportunities. This mix needs to make sense in the context of our local labour markets at the city and metropolitan area level. Specific measures are needed to promote access of vulnerable groups to the green economy; activation policies and skills development need to be linked to local job opportunities and local economic development initiatives. Addressing all aspects of the labour market comprehensively will ensure the effectiveness and sustainability of these interventions and can eventually create inclusive labour markets.

Local governments contribute directly to achieving the Europe 2020 targets. In this particular area, by focusing on green jobs for social inclusion cities contribute to 4 out of 5 targets:

- increasing employment
- reducing school dropouts
- lifting people out of poverty and climate change
- lower greenhouse gas emissions, more renewable energy, and an increase in energy efficiency.

Taking an integrated, place-based, city perspective on our Europe 2020 targets is part of a broader EU urban agenda; an agenda that recognises the role cities play in fostering a smart, sustainable and inclusive Europe and empowers them to help reach our targets on employment, social inclusion and the environment.

<sup>1</sup> 'Green Jobs: Towards decent work in a sustainable, low carbon world', International Labour Organisation: <http://bit.ly/1JsPOYI>

<sup>2</sup> Commission staff working document: Exploiting the employment potential of green growth (2012): <http://bit.ly/1FjLJCE>

The impact on the volume of employment (in percentage points) may however be more modest as new green jobs replace those that disappear as a result of shifting towards a low carbon, climate resilient, and resource efficient economy or other global and technological developments.

<sup>3</sup> EUROCITIES Declaration on Work: <http://bit.ly/1wj5fIX>

## WHAT ARE ‘GREEN JOBS’?

There is no clear-cut definition of ‘green jobs’ but in the broadest sense the term applies to all employment and entrepreneurial opportunities that arise through any action to prevent, limit, minimise or correct the negative impact of human beings on the environment. The jobs are mainly related to combating climate change, production of energy from renewable sources, reducing carbon emissions, increasing energy efficiency, waste and water management, improving air quality, and restoring and preserving biodiversity.

Green jobs tend to stay local as they are not easily outsourced. The green economy has also shown to be resilient to business cycle changes. Developing the green economy stimulates demand for both high and low skilled labour.

## KEY FINDINGS

In this publication ‘Green jobs for social inclusion’, we present a number of examples of how cities are combining the objective of becoming greener with social and labour market inclusion of vulnerable groups. We demonstrate how public intervention at the local level can help people with low employability profiles gain employment.

The examples cover a range of activities in a variety of areas, from energy efficiency, waste management and greening public spaces, to circular economy, upcycling and green construction (see table 1 for overview). They also illustrate different models: initiatives run by the city directly, and others implemented in partnership with private and third-sector organisations.

**TABLE 1:**  
**TYPES OF INTERVENTION BY CITY**

INTERVENTION	CITY
Maintenance of green public spaces in the city	Barcelona Oslo Zagreb
Training young people in solar technologies	Berlin
Greening of public administration	Glasgow
Recycling, upcycling, and the circular economy	Gothenburg
Road construction and renovation of public space (environmentally friendly methods)	Amsterdam
Improving energy efficiency of buildings (also combating energy poverty)	Birmingham Newcastle Antwerp
Supporting the development of green enterprises	Brussels
Waste management Greening local businesses	Rennes Metropole
Improving the energy efficiency of buildings	Tampere

## TARGET GROUPS

The city practices have a focus on training, skills development, and creating employment opportunities for a range of target groups including:

- Young people
- Unemployed (including long-term unemployed)
- People with disabilities
- Older workers
- People discharged from the Armed Forces
- People inactive on the labour market

Most target groups have low employability profiles, such as people with low educational attainment or no qualifications, little or no work experience or a long history of unemployment. Some are highly vulnerable, such as people with disability, mental health issues or a history of drug abuse; others are receiving social benefits on a long term basis. Most of the young people targeted by these programmes have dropped out of school or are disengaging from the education system. Many fall into the category of NEETs (not in employment, education or training).

## SUCCESS FACTORS

We have identified three main factors that contribute to the success of these city initiatives to create green jobs for social inclusion at the local level. They are:

- 1. Combining demand and supply side interventions**
- 2. Linking the interventions to local employment opportunities**
- 3. Tailoring activation measures to the specific needs of people**

### 1. COMBINING THE DEMAND AND SUPPLY SIDE INTERVENTIONS

Implementing the right mix of demand and supply side labour market policy interventions is key to improving their effectiveness. This means that an intervention does not solely focus on developing people's competences, skills and motivation (supply side intervention) but also aims to create a tangible route into the labour market (demand side intervention). See table 2 for an overview.

On the demand side, there are two different approaches taken by the cities presented in this publication to create employment opportunities: (1) intermediate labour market (ILM) initiatives and (2) local job creation.

**1. Intermediate labour market initiatives:** the majority of the examples are intermediate labour market (ILM) programmes. They work on the demand side of the labour market, creating a job or a work placement. The concept of the intermediate labour market (ILM) approach is based on the premise that there are people so far from the labour market that they have no chance to access it. The objective of ILM programmes is to provide a 'protected' working environment with the view of supporting people to gain real work experience to enable them to compete in the mainstream labour market.

**2. Local job creation:** Four of the examples demonstrate how a city can create new employment opportunities and support disadvantaged people in accessing them. Birmingham and Newcastle created new jobs by setting up energy efficiency programmes via private-public partnership. Tampere stimulated demand for jobs through awareness-raising and running a centre to demonstrate energy efficiency improvements for heritage housing. The Brussels Capital Region provided grants to new entrepreneurs who have ideas for sustainable businesses.

These demand side interventions are then complemented by well-matched activation and training measures (supply side interventions) helping people to gain specific skills and improve their chances of accessing the labour market.

For instance, the grant programme in Brussels is complemented by training and advice on running an enterprise. The work placements in Amsterdam, Antwerp, and Rennes Metropole are combined with both on-the-job training and educational programmes that allow participants to gain formal qualifications. The work placements in Amsterdam, Glasgow and Gothenburg include programmes to improve soft skills. Antwerp and Rennes Metropole’s programmes in addition offer job search advice and assistance, after people complete the programme. Almost all cities implement this intervention ‘mix’.

Another way to integrate demand and supply side policies can be seen in Barcelona, where on-the-job training and skills development measures are integrated with programmes to make a local public company more inclusive in their operations.<sup>4</sup>

Engaging with schools is also important. Berlin has an educational programme for reengaging disadvantaged young people in the education system and raising awareness of the job opportunities in the green economy. Likewise, Birmingham in addition to the local job creation and activation measures runs a career guidance programme for its young people to direct their education and employment choices towards the green economy.

**TABLE 2:**  
**TYPES OF INTERVENTION BY CITY**

CITY	DEMAND SIDE INTERVENTION	SUPPLY SIDE INTERVENTIONS
	<b>Intermediate labour markets</b>	<b>Activation and training</b>
Amsterdam Antwerp Glasgow Gothenburg Oslo Rennes Metropole Zagreb	<ul style="list-style-type: none"> <li>▪ Work placement</li> </ul>	<ul style="list-style-type: none"> <li>▪ on-the-job training</li> <li>▪ educational programme</li> <li>▪ developing soft skills</li> <li>▪ job search advice and assistance</li> </ul>
	<b>Local job creation</b>	<b>Activation and training</b>
Birmingham Brussels Newcastle Tampere	<ul style="list-style-type: none"> <li>▪ new jobs created by energy efficiency programme</li> <li>▪ grants for new entrepreneurs</li> <li>▪ stimulating demand by encouraging energy efficiency refurbishments</li> </ul>	<ul style="list-style-type: none"> <li>▪ targeted recruitment among disadvantaged groups</li> <li>▪ pre-employment training</li> <li>▪ educational programme</li> <li>▪ entrepreneurship and business development advice</li> </ul>

<sup>4</sup> This demand-side intervention does not create new job placements but by working with an employer, it ensures job retention.

## 2. LINKING THE INTERVENTIONS TO LOCAL EMPLOYMENT OPPORTUNITIES

The second success factor is the strong link between the programmes and local employment opportunities. Cities as the level of government closest to the people have an in-depth knowledge of their local labour markets. They can design programmes in line with local economic demand and prepare people for jobs that are available locally. The effectiveness of the demand and supply interventions is made stronger when they are grounded in local businesses and job market needs.

In the majority of cities people received training linked to the demand of the local green labour market. This is a proactive way to ensure a job to skills match and avoid any anticipated future skill shortages in the green economy. Examples of sectors in which people have been employed following the programmes include:

- eco-construction
- energy efficiency industry
- energy auditing and advice
- renewable energy industry
- 'green' enterprises
- green area maintenance / bio diversity management
- waste disposal and recycling industry.

A number of cities are also active agents in shaping the local economy and creating local jobs. Birmingham and Newcastle contractually ensure that the supply chains of their energy efficiency programmes, set up via public private partnership, remain local. Additional interventions support small and medium size enterprises to capitalise on the business prospects that arise from these programmes. The Brussels Capital Region contributes to creating jobs in the target area by supporting the development of green enterprises, which in turn creates more new jobs.

## 3. TAILORING ACTIVATION MEASURES TO SPECIFIC NEEDS

The third success factor of the programmes is linking the activation measures to the specific needs of the target groups. For example, Barcelona engages a specialised team to address the barriers to employment of people with disabilities and Berlin uses an innovative teaching method to reengage young people who have dropped out of school.

Some of the initiatives cater for the needs of more than one target group and design interventions accordingly. Many interventions also put a strong emphasis on addressing individual needs in a comprehensive way, taking into account people's personal situation, abilities, talents, interests and their employability profiles. For example, Gothenburg's rehabilitative employment programme includes an in-depth assessment of each person's obstacles to employment and creates a highly individualised pathway for those people to move forward.

## CITIES' TOOLS

### PUBLIC PROCUREMENT

Cities can leverage the power of public procurement to create inclusive labour markets. The cities of Amsterdam and Rennes Metropole use clauses in public procurement to create employment opportunities for vulnerable people. Amsterdam procures work from private companies on the condition that they reinvest part of the profits from the public contracts into programmes with an added social value, such as employability programmes for young people without qualifications. Rennes Metropole uses social clauses to set up partnerships with social enterprises and requires that companies who bid on city tenders create social inclusion programmes within their service delivery, such as 'back to work' programmes for long-term unemployed.

In Birmingham and Newcastle a ‘competitive dialogue process’ has been used with the business sector to bring benefits to the local community. In setting up public private partnership to improve the energy efficiency of homes, each city works closely with its respective bidders to ensure that the contracts create or maintain local jobs and that some of the job opportunities also reach disadvantaged people.

## PARTNERSHIPS

Cooperation with a range of other stakeholders is important in creating inclusive labour markets in the green sector. City administrations have a key role in creating and brokering these partnerships and in leading them in the right direction. Table 3 shows the variety of partnership work done by our city examples.

## CONCLUSIONS

The green economy represents an opportunity to tackle major societal challenges and can contribute to combating poverty and exclusion in a sustainable way. In this context, public intervention is important to help disadvantaged people access the labour market. The practice examples demonstrate that well-designed local authority programmes can increase the labour market opportunities of vulnerable people and people with very low employability profiles.

For local authorities, programmes that combine greening and social inclusion bring added value, particularly during periods of budgetary constraint and growing demand for services. Integrated programmes, such as the ones in this publication that address several objectives with one investment bring efficiency to local interventions. Given the longer term perspective of the sector, linking job seekers to local jobs in the green economy should continue to bring results as the sector is set to grow.

**TABLE 3:**  
**OVERVIEW OF PARTNERS INVOLVED IN THE PROGRAMMES**

PARTNERSHIP WITH	CITY EXAMPLES
Departments within the municipality	Antwerp, Barcelona, Glasgow, Rennes Metropole, Oslo, Tampere
Community groups	Antwerp, Birmingham
Local advisory services and public employment services / referral agencies	Birmingham, Brussels, Gothenburg, Oslo, Zagreb
Welfare and housing organisations	Antwerp, Newcastle, Oslo
Non-governmental organisations	Antwerp, Newcastle, Tampere
Social/non-profit enterprises	Antwerp, Rennes Metropole, Tampere
Trade unions	Oslo
Training and educational institutions and local schools	Amsterdam, Antwerp, Berlin, Newcastle, Tampere, Zagreb
Private businesses and expert / business associations	Amsterdam, Birmingham, Brussels, Newcastle, Oslo, Tampere
Regional or national government departments or agencies	Antwerp, Oslo, Rennes Metropole



**AMSTERDAM USES PUBLIC PROCUREMENT TO SUPPORT ITS YOUNG PEOPLE AT RISK OF EXCLUSION TO OBTAIN A FORMAL ENGINEERING QUALIFICATION AND WORK EXPERIENCE. IT COMBINES TRAINING MEASURES WITH CREATING JOB PLACEMENTS SPECIFICALLY FOR THIS TARGET GROUP.**



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#### KEYWORDS

public procurement, 'social return' clause, education and work programme, young people, public private partnerships, reintegration

# SOCIAL CLAUSES IN PUBLIC PROCUREMENT FOR SUSTAINABLE EMPLOYMENT

## CONTEXT

In 2013 Amsterdam's youth unemployment reached 24%. Currently there are 32,000 young people in the city without any work. These young people do not have a secondary education, vocational or third-level qualification, or previous work experience. As a result they have little chance of gaining permanent employment.

Amsterdam also has the ambition to improve its sustainability and become greener. The city's objective is to cut CO<sub>2</sub> emissions by 40%<sup>5</sup> by 2025 through energy savings, increased use of sustainable energy, and using the energy from fossil fuels more efficiently.

## SOLUTION

Amsterdam has a pioneering approach in its public procurement to maximise the social value of the money spent by the city. The 'social return' clause requires contractors to add activities to their tender that create employment, training or work experience placements for job seekers, young people without qualifications or work experience, and other vulnerable groups. The clause also specifies a minimum percentage of the profit earned by a contractor in each tender that needs to be invested in these activities. Procurers are free to specify exactly how they will fulfil the clause requirements but the goal is to have an impact that lasts beyond the duration of the project, both for the target group and the company.

## EXAMPLE

Rutte, which is a road construction company, is one example of how the clause works. The company has a strong sustainability philosophy and contributes to Amsterdam's CO<sub>2</sub> emissions reduction target by greening its operations, saving non-renewable resources and limiting its construction site waste.

Rutte incorporated an education and work programme in civil engineering as part of its tender for constructing and renovating roads and squares in the city. The programme lasts two years and after participants graduate guarantees them a six month full-time contract. The programme is dedicated to people aged between 18 and 25 who are on social welfare and who have no formal qualifications, lack work experience, come from a difficult background or have some form of disability.

<sup>5</sup> Compared to the 1990 baseline.



## CHALLENGES

Many candidates for the education and work programme have had problems remaining in formal education or sustaining jobs. Before enrolling in the programme the candidates first go through a reintegration course. For three months, the candidates work on a cultural heritage preservation project at the Forts of Amsterdam. They learn basic employment skills such as arriving on time, following rules and regulations, as well as basic construction and renovation skills. At this stage they still receive welfare support.

Only after the successful completion of this reintegration phase do the participants start the work and employment programme and receive a salary.

To ensure that the participants stay motivated to complete the programme, the company's craftsmen also act as counsellors. They build trusting relationships with the participants and are available to discuss any obstacles the young people may experience including ones in their private lives. The craftsmen can also link them with relevant organisations should they need professional help. The craftsmen follow special courses to prepare for this role and to learn how to deal constructively with any difficulties that may occur.

The participants of the programme study one day a week and work four days at Rutte, where they get on-the-job training guided by the company craftsmen. On the job the participants gain first hand experience in environmentally friendly methods of running a business. For example they gain knowledge in preventing damage to the environment and their health while working with silica dust, a highly hazardous material, which occurs in the process of grinding and polishing stone and concrete.

The study component of the programme is developed and delivered in partnership with a training institution SPG Amstelland. The course gives participants the opportunity to gain certificates to work in civil engineering, including:

- a basic 'health and safety' certificate,
- a 'safety in work terrain' certificate, on how to erect roadblocks in a safe way,
- an 'earthwork' certificate, on how to connect drains, and
- a 'safety, health and environment' certificate on working safely on sites with health and environmental risks.



## IMPACT

The public-private partnerships arising from the 'social return' clause in public procurement bring both social and environmental sustainability into the city's activities.

Ten young people have taken part in Rutte's education and work programme so far. Seven have almost completed their education and will soon start their six month contract. The programme provides jobs and income to disadvantaged youth improving their future prospects on the labour market. In the past two years the city of Amsterdam has saved €100,000 in welfare costs, since the participants earn a wage instead of claiming benefits.

The indirect social benefits of the programme are that the participants are able to take better care of their families, and this prevents an intergenerational transfer of poverty and saves future welfare costs.

## FUNDING

The programme is funded by Rutte. The 'social return' clause stipulated that the company had to spend a minimum of €388,197 on the activities with a social added value. To date the company has spent an additional €55,854 towards the programme; as it was found to be a very good way of meeting their staffing needs.

The city administration funds the reintegration component of the programme.

ANTWERP  
BELGIUM



ANTWERP IS RUNNING AN ADVICE AND DEMONSTRATION CENTRE FOR RESIDENTS TO IMPROVE ENERGY EFFICIENCY OF HOMES. IT IS WORKING WITH A SOCIAL ECONOMY ASSOCIATION TO COMBAT ENERGY POVERTY AND PROVIDE OPPORTUNITIES FOR DISADVANTAGED GROUPS TO GAIN SKILLS AND WORK EXPERIENCE IN THE GREEN ECONOMY.



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#### KEYWORDS

energy efficiency, social economy, EcoHouse, Levanto, collaboration, zero interest loans

# FIGHTING POVERTY AND UNEMPLOYMENT WHILE REACHING CITY CLIMATE TARGETS

## CONTEXT

In Antwerp 17.5% of the city's population is unemployed or economically inactive with low skills and poor prospects of finding a job.

Energy costs are increasingly becoming a burden for many households in Antwerp. Outdated appliances or delayed renovation mean that poorer households are often in a worse condition. Reducing energy consumption and improving the energy performance of buildings can benefit household finances and the environment. The city needs to work with all residents on its goal of becoming climate neutral by 2050, and vulnerable groups may require special assistance if they lack sufficient financial resources to invest in energy efficiency measures in their homes.

## SOLUTION

EcoHouse is an advice and demonstration centre for sustainable building and living run by the city of Antwerp. It is open to the general public, with a substantive part of its work focused on more vulnerable groups. EcoHouse in partnership with Levanto, a social economy association, conducts energy audits using trained staff on work experience placement, and offers both short and long term solutions for saving energy and money.

The short term solutions include:

- advice on how to change behaviour to save energy, and
- free installation of simple energy saving products such as energy saving light bulbs.

For more advanced solutions EcoHouse prepares a personalised plan for investing in energy saving infrastructure, which is based on the energy audit. For example, installing roof insulation or new energy efficient heating devices. It then provides support to residents in implementing these solutions.



Low income households that would not qualify for a loan at a commercial bank can also receive a special zero interest loan. EcoHouse can help them find and negotiate with contractors and coordinate the works. These services are offered to people on low income, and social assistance recipients; be they home owners or tenants.

The work experience placements organised by Levanto, in partnership with Antwerp's grid operators, are reserved for people who have been unemployed for at least one year and either did not attend or did not finish high school. They receive an individual training programme for the first six months to strengthen their chances on the open labour market. The programme comprises of two equal parts; on-the-job training with a personal trainer, and a customised education component based on the individual's aspirations, interests, qualifications and preferences, which also includes obligatory classes. On passing the required technical tests they are able to carry out energy audits without the trainer.

After working for Levanto for one year, the employees are assisted in finding another job that fits their qualifications and interests.

## IMPACT

In 2014 20,737 audits were carried out. The estimated average saving potential per audit is 78 kWh of electricity, 130 kWh of gas, 2034 litres of water and 85 kg of CO<sub>2</sub> emissions per year. Changes in behaviour alone can save between 10-20% on energy consumption.

Levanto helps 1,970 people annually to strengthen their employability. After the programme people are able to enter a range of technical jobs in the building and energy industry. Others find jobs as energy auditors or advisors.

These measures contribute to reducing energy poverty; improving quality of life and helping the city meet its climate change targets.



## CHALLENGES

In the beginning it was difficult to reach the target group of low income households with the programme of energy saving measures. People living in poverty often struggle so much with daily challenges in life that they are not easily convinced to look into investment with long term returns. It was also found that traditional means of communication such as newsletters, especially ones using terms like 'energy audit' and 'infrastructural energy savings investments', had little impact and a discouraging effect.

Offering easy to implement solutions that bring immediate gains helped attract interest. The city created a simple and attractive voucher with information on free energy saving products, together with tips on how to change behaviour and save money straight away. Creating a more user-friendly application system for the audit also encouraged more people to apply.

Reaching out to people through organisations significantly boosted the response rate to the programme. Today EcoHouse works in partnership with a range of welfare, housing, education, migrant, and community organisations, and across city departments. This intense collaboration is considered one of the project's key success factors.

## FUNDING

The project receives financial support from the Flemish regional government's department of social economy under the 'energy savers' programme for employing vulnerable people in energy saving social enterprises. Antwerp's grid operators, Eandis and Infracore also provide financial support to the project, since Flemish law obliges these companies to help people, mainly vulnerable groups save energy by providing services and grants. The Belgian federal government funds the zero interest loans through the Fund for Energy Saving. The city of Antwerp coordinates the project and administers the loans. It also provides publicity and other services in the EcoHouse.

The project also receives support from a federal programme for labour market reintegration, which offers grants and lowers labour tax on contracts offered to vulnerable people.



BARCELONA  
SPAIN



**EVERY CITY HAS PUBLIC PARKS AND GARDENS TO MAINTAIN. IN BARCELONA'S CASE, THIS CORE ACTIVITY IS COMBINED WITH CREATING A MORE INCLUSIVE LABOUR MARKET. SUCCESSFUL COLLABORATION BETWEEN THE TEAM SPECIALISING IN EMPLOYMENT OF PEOPLE WITH DISABILITIES AND THE MUNICIPAL PARK COMPANY HAS HELPED PROVIDE SUPPORT TO INDIVIDUAL EMPLOYEES AND MADE THE COMPANY ITSELF MORE RESPONSIVE TO THEIR NEEDS IN ITS OPERATIONS AND MANAGEMENT.**



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#### KEYWORDS

integration, green spaces, disability, social value, inclusion

# INCLUSIVE EMPLOYMENT- MAINTAINING PARKS IN BARCELONA

## CONTEXT

'The Parks and Gardens Municipal Institute' (PGMI), the public body in charge of maintaining the city's green spaces, requested support from the city of Barcelona to improve the integration of people with disabilities into its workforce. As many as 8.3% of all PGMI employees are people with intellectual, physical, sensory or mental disabilities. The company wanted to be more inclusive, but the management lacked the knowledge, skills and resources to support these people in the work place.

## SOLUTION

The 'management assignment' is an innovative collaboration project between two of Barcelona City Council's public bodies: the PGMI and the 'employment advisory team' (EAL) of the Municipal Institute for People with Disabilities, which specialises in job placements for people with disabilities on the open labour market.

To improve how PGMI responds to the individual needs of its employees with disabilities, the project team carries out observational visits assessing their work situation and then provides tailored training to each person based on their specific work tasks and responsibilities. The EAL team establishes individual action plans to improve each employee's current work situation. These are regularly monitored and adapted according to developments.

The 'management assignment' is not just about employment; it aims to improve the overall quality of life of people with disabilities by addressing, where necessary, psychological well being and stability, relationships and social skills, and financial and housing issues. If required, the team can help connect people to mental health or social services, NGOs or family intervention organisations. The project team works with an extensive network of professionals from other services including the city's healthcare and social services, and justice departments. Through this EAL officers gain an in-depth understanding of the persons' needs and challenges.

The 'management assignment' project also shapes the company's organisational processes. As a result it is becoming more inclusive and building the skills of the management staff in working with people with disabilities.

This includes:

- creating reception protocols for workers with disabilities who join the company or change their work location, to ensure that people receive the induction and support they require,
- improving internal collaboration between departments of PGMI to better meet the needs of these employees,
- helping PGMI to ensure that the training provided to all its staff also caters to the needs of their employees with disabilities,
- clarifying health and safety issues and helping managers overcome concerns they may have in letting these employees carry out different tasks—this ensures the work becomes less repetitive and improves the wellbeing of workers,
- providing workshops on managing relationships, and
- training and advising management in dispute mediation, coupled with an ongoing evaluation process to move towards conflict prevention and reduce the need for dispute mediation.



## IMPACT

In the past five years 64 employees with disabilities received support from the project. This led to a substantial improvement of the working environment in PGMI, which is reflected in a significant decrease in sick leave days of employees with disabilities related to either illness or work related accidents,

increasing participation of employees with disabilities in company training. It also increased participation of employees with disabilities in company training and increased the ability of people with disabilities to take on more diverse tasks in the company, as a result of the individual training and of working with management.

A 2012 social impact study by the Municipal Institute for People with Disabilities calculated that for every €1 invested in the programme, €1.38 euro in social value was created. This arises from:

- savings made by the Spanish and Catalan authorities on social security, unemployment, illness benefits and social services,
- tax revenues earned by the central government, and
- greater independence, empowerment and personal wellbeing, more purchasing power and fewer expenses experienced by people with disabilities and their families.

In addition to these calculations, PGMI identified other less quantifiable benefits, such as improvements in the working environment and public recognition of a commitment to the rights of people with disabilities. The project also helped improve the quality of the parks maintenance work, due to a more skilled PGMI staff and improved operational effectiveness.

As a result of the project, PGMI took on a full time occupational therapist to oversee the inclusion of employees with disabilities.

## CHALLENGES

It took some time for the EAL to gain the confidence of the management of PGMI and for PGMI to see the EAL

as a positive collaborative partner. This was gradually achieved by open communication and by creating a better understanding of the needs and perceptions of those PGMI managers with responsibility for employees with disabilities. Once established, the PGMI management and EAL worked together on the strategies so that the PGMI management had ownership of the project's goals.

## FUNDING

The project is funded by PGMI, which allocates €46,903 annually for the occupational coach and for the management and coordination work carried out by the EAL psychologist. The Municipal Institute for People with Disabilities also makes a small contribution to cover the remaining human resource costs.



## FUTURE PLANS

The future aim is to reduce the need for direct intervention by the EAL, which will prove that the PGMI team is able to implement EAL guidelines independently across the company.

The Municipal Institute for People with Disabilities plans to apply this model in other public authority institutions to improve the integration of workers with disabilities.

BERLIN  
GERMANY



**BERLIN HAS DEVELOPED A PROGRAMME TO ENCOURAGE YOUNG PEOPLE TO ENTER VOCATIONAL TRAINING IN GREEN AND SUSTAINABLE TECHNOLOGIES. THE MAIN TARGET GROUPS FOR THE PROGRAMME ARE THOSE WHO ARE DISENGAGING FROM THE EDUCATIONAL SYSTEM OR LACK DIRECTION ABOUT THEIR FUTURE. BY USING AN INNOVATIVE METHOD TO REENGAGE THEM, THE PROJECT HELPS BUILD CONFIDENCE, MOTIVATION AND EDUCATIONAL COMPETENCES, AND PROVIDES A ROUTE INTO THE GROWING GREEN ENERGY SECTOR.**



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#### KEYWORDS

young people, education, reintegration,  
solar technology, renewable energy

# SOLAR TECHNOLOGY FOR REENGAGING DISADVANTAGED YOUTH

## CONTEXT

A high number of young people in Berlin fall out of the education system: around 8% from high school and 30% from vocational training. A lack of goals and a sense of having no future can have serious social consequences for young people including violence or criminal behaviour. In the case of poorly integrated youth with a migrant background it may even lead to radicalisation.

Preventing school dropout is very important in securing the future of young people and preventing problems within wider society. It can be very difficult to reintegrate these young people back into the education system since many of them live in disadvantaged neighbourhoods and experience various problems, for example drug and alcohol abuse, social difficulties, low confidence, low personal management skills or poor parenting at home.

## SOLUTION

The Adapting and Installing Vocational Training for Renewal Energy (AIRE) network provides 15 year old secondary school pupils in deprived city districts an opportunity to build a small remote controlled solar car model. This requires acquiring and developing a range of technical skills. A hands on, innovative and fun approach is taken to train, inspire and interest these young people, who have disengaged from the traditional education system.

The project design also helps them develop personal and social skills such as time keeping, perseverance, public speaking and team work. To keep them motivated to complete the work and to give them a sense of achievement, finished models are showcased at local and international parades and

participants deliver presentations on how they were created. The presentations are in English and are filmed and uploaded to YouTube.

The project is for young people who have dropped out of school or are at risk of dropping out, pupils with behavioural difficulties and young people with sensory disabilities.



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Participating in the AIRE project also counts as part of a prevocational qualification, which is required to enter vocational courses in Germany. A dedicated handbook<sup>7</sup> for teachers provides ideas and helps prepare classes, but also allows teachers to adapt the activities to ensure students reach specific learning outcomes, such as:

- ability to understand health and safety issues and prevent accidents,
- communication skills and social competences (group learning and problem solving, self-responsibility),
- technical knowledge on renewable energy, electricity, gearing, motors, batteries, radio frequency and remote control, and
- technical skills (e.g. correct use of terminology, using tools, making electrical connections, taking measurements, analysing data and making adjustments based on results).

At the end of the project, participants obtain an internationally recognised European Qualification Framework<sup>8</sup> (EQF) level 2 certificate.

## IMPACT

To date six schools in Berlin have participated in the AIRE project. Their experience shows that the project has helped reduce school drop outs and reintegrate young people into society and the education system. It also enhances their awareness of environmental issues and of what are the vocational training and job opportunities in the growing field of renewable energies.

The playful and innovative approach has been met with great enthusiasm among both pupils and teachers, and the learning outcomes surpassed expectations. The young people become more confident, motivated and ready to start further vocational training in green technologies. They increase their ability to concentrate on short to mid-term projects and planning, reflect on their own work, and function as part of a team.

The AIRE project started as a local initiative in 2001. Some of the early beneficiaries went on to complete an officially recognised three year vocational training. Some have gone on to a university of applied sciences, while others have already graduated with a Master of Science degree and work in positions of responsibility in solar or wind energy companies. In this way they have broken out of a cycle of intergenerational poverty.



## CHALLENGES

The main challenge for this project was financing. This included financing for the materials for the solar cars, participants' travel expenses and, in case of the minors with disabilities, for their carers. These challenges were partly overcome by obtaining EU funding.

The project coordinators are now looking into new sources of finance to allow more young people to participate and have begun a campaign to involve companies and industries in the field of e-mobility and renewable energy to raise funds.



## EU WIDE PARTNERSHIP

The initiative is part of a European 'AIRE EQF2 for ALL' project, which takes place in a number of European countries. The concept is adapted in each country, for example in France the method is used for adults from a migrant background to increase language competences and they built a full sized car. In Bulgaria and Denmark, the project is used for vocational orientation in secondary schools rather than for school dropouts. In Italy, the main target groups are children with Down's syndrome and pupils in disadvantaged neighbourhoods.

## FUNDING

The current edition of the transnational 'AIRE EQF2 for ALL' receives a total of €110,000 in funding from the EU. The city of Berlin receives €18,000 for this two-year project through the Leonardo da Vinci programme.

To support the teachers who wish to be involved in the project, the city reduces their ordinary teaching hours at school.

<sup>7</sup> <http://www.taie.eu/aireeqf2/documents/handbook.pdf>

<sup>8</sup> <http://ec.europa.eu/ploteus/en/content/descriptors-page>



**BY BROKERING PARTNERSHIPS BETWEEN THE PUBLIC AND PRIVATE SECTORS THROUGH TWO SEPARATE SCHEMES, BIRMINGHAM AND NEWCASTLE ARE IMPROVING THE ENERGY EFFICIENCY OF THEIR HOUSING STOCK, DECREASING FUEL POVERTY AND CREATING JOBS AND TRAINING OPPORTUNITIES FOR PEOPLE FROM DISADVANTAGED BACKGROUNDS.**



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### KEYWORDS

energy efficiency, fuel poverty, NEETs, 'competitive dialogue', Green Deal, ECO

# LOCAL STRATEGIES TO IMPLEMENT NATIONAL ENERGY EFFICIENCY SCHEMES

## CONTEXT

Birmingham and Newcastle have higher levels of unemployment, 9% and 10% respectively, compared to the UK national average of 6.2%. Birmingham's youth unemployment rate is 14.1% with more young people expected to enter the labour market in the next five years.

Birmingham and Newcastle also have a large volume of houses built before 1975, which are considered among Europe's most energy inefficient buildings. Energy prices in the UK have also gone up by an average of 150% from 2004-2012. As a result fuel poverty<sup>9</sup> reached up to 17% of households in some neighbourhoods of Birmingham and 19% of all households in Newcastle. This has a significant impact on health (e.g. increased deaths in winter), as many households are unable to heat their homes. The prevalence of energy inefficient buildings also has a negative impact on the environment: 33% and 37.4% of carbon emissions come from residential buildings in Newcastle and Birmingham respectively.

## SOLUTION

Birmingham launched the Birmingham Energy Savers (BES) programme and Newcastle created the Warm up North (WUN) programme to make the most of two national programmes for energy efficiency in buildings, the Green Deal and ECO.<sup>10</sup> BES and WUN are

both delivered through public-private partnership agreements with private companies (delivery partners), who are responsible for installing the energy efficiency measures. The energy efficiency measures under both programmes are outlined in the box on the next page.

<sup>9</sup> Figures based on the '10% fuel poverty definition': in order to heat its home to an adequate standard of warmth, a household needs to spend more than 10% of its income on total fuel use.

<sup>10</sup> The Green Deal and 'Energy Company Obligation' (ECO) are two national programmes providing financial incentives and support to carry out energy efficiency improvements to buildings.

## ENERGY EFFICIENCY MEASURES PROVIDED:

### Birmingham (BES)

#### Delivery partner: Carillion

- insulation of lofts, cavities and solid walls in large apartment blocks
- installation of communal heating
- solar panels for council houses

### Newcastle (WUN)

#### Delivery partner: British Gas

- comprehensive energy efficiency retrofitting of houses
- installation of new boilers
- installation of solar panels and compatible thermal heating



Both city councils drew up contracts with the delivery partners to ensure that the programmes would create local employment and facilitate access to jobs for vulnerable groups. This included agreeing that the delivery partners would:

- focus the supply chain on local companies: both BES and WUN are accompanied by schemes that help local small and medium sized enterprises (SMEs) win sub contracts,
- create schemes that enable people from disadvantaged backgrounds to access jobs that arise as the result of the programmes, and
- provide training opportunities and placements to assist people in getting jobs and/or guide the career choices of young people.

BES targets various groups; the long term unemployed, older people who have been made redundant and face difficulties finding new employment, people who need reskilling and recent graduates with no work experience, and young people not in education, employment or training (NEETS). BES carries out targeted recruitment in neighbourhoods with the highest unemployment rates. These are delivered in partnership with community groups and referral agencies such as job centres or redundancy groups, together with Birmingham City Council's Employment Access Team.

BES also provides pre-employment training for job seekers, including: CV workshops, interview coaching, work shadowing in a call centre, and training in customer service skills.

BES includes elements that aim to reduce Birmingham's growing youth unemployment rate by guiding young people's career choices towards the green economy. It offers a week's work placement for 11-16 year olds, during which they gain experience in installation and marketing, and take part in site visits and employability support schemes. It also runs Saturday clubs for practical activities, such as making mini solar-powered cells.



WUN targets NEETs specifically. Its delivery partner, British Gas, offers a scheme called 'Transform' which provides 20 shortlisted candidates with a week's course in sustainability skills, provided by the Business and Technology Education Council.

Upon completion of the course, participants are guaranteed an interview which often leads to employment.

To ensure that the procurement contracts included elements that would bring social and economic benefits to local communities, both councils used the 'competitive dialogue' process in their procurement for these schemes. This process allowed the councils to start procurement without having to define all the details in advance. This was important when looking for an innovative solution because the councils did not know what was possible for companies in terms of adding socially inclusive programmes into their commercial activities. The 'competitive dialogue' process comprised of several rounds of exchanges between the council and the bidders to define the right solutions together. To ensure transparency, bidder elimination and selection was based on clear pre-defined criteria.

# IMPACT

To date both BES and WUN have achieved significant improvements in terms of energy efficiency, fuel poverty and employment of vulnerable groups. This impact has been broken down and explained in the table below.

BIRMINGHAM ENERGY SAVERS	WARM UP NORTH
<b>Employment and social inclusion</b>	
<ul style="list-style-type: none"> <li>▪ 64 jobs created in the call centre arranging energy assessments as energy assessors and installing energy efficiency measures</li> <li>▪ 489 people from priority groups assisted into job placements or training opportunities</li> <li>▪ 2,480 training weeks provided to the unemployed or those in low skilled jobs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30 jobs created by British Gas and 90 jobs created in 23 SMEs in the WUN supply chain</li> <li>▪ 2,900 hours of training provided to these employees</li> <li>▪ 17 NEETs gained formal qualifications</li> </ul>
<b>Environment and energy efficiency</b>	
<ul style="list-style-type: none"> <li>▪ Reduction of 3,502 tonnes of CO<sub>2</sub> emissions per annum</li> <li>▪ Photovoltaic panels were installed on 1,300 city council houses.</li> <li>▪ ‘Whole house’ retrofits were carried out in seven tower buildings with social flats, benefiting 3,226 households.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduction of 6,142 tonnes of CO<sub>2</sub> emissions per annum</li> <li>▪ There were 3,885 energy efficiency installations on 3,136 households in the North East of England.</li> <li>▪ 1,060 households received new boilers.</li> </ul>



## CHALLENGES

Both cities used national funding instruments, the Green Deal and ECO, to finance the projects. Changes in government policy during the early stages of implementation led to uncertainty in the market, resulting in slow uptake by households. This meant that the anticipated volume of work in BES and WUN did not materialise.

In Birmingham, this resulted in fewer employment programmes being delivered.

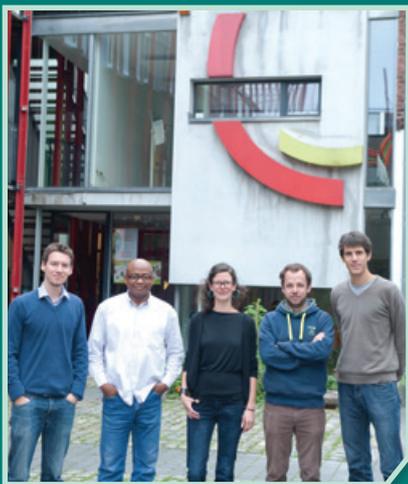
A number of challenges related to the Green Deal and ECO financing, such as relatively high interest rates, discouraged lower income households from using the schemes. In Newcastle, companies operating outside the scheme charged homeowners for surveys that were never carried out; generating public mistrust of the scheme.

For WUN, these challenges meant adapting its marketing and community engagement strategies, using public stands and social media. British Gas domestic boiler service engineers were also trained to advertise the scheme when carrying out repairs. Birmingham is concentrating its scheme on the council's own assets and is engaging with tenants in these blocks and residents in surrounding areas.

BRUSSELS  
BELGIUM



IN BRUSSELS CAPITAL REGION, MICRO-GRANTS HAVE BEEN USED TO SUPPORT THE GROWTH OF GREEN BUSINESSES IN DISADVANTAGED AREAS AND SUPPORT NEW AND ASPIRING ENTREPRENEURS. THE INITIATIVE HAS CREATED NEW JOBS WHERE THEY ARE MOST NEEDED AND HELPED IMPROVE THE ENVIRONMENT IN THE CITY'S DEPRIVED NEIGHBOURHOODS.



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#### KEYWORDS

entrepreneurs, green business, sustainable jobs, grants, European Regional Development Fund (ERDF)

# GRANTS TO CREATE JOBS AND IMPROVE THE LOCAL ENVIRONMENT

## CONTEXT

Despite being considered one of the most economically dynamic cities in Europe, more than a third of the inhabitants of Brussels Capital Region live below the poverty threshold. The city also has a higher unemployment rate compared to other areas in the country. Deprivation is concentrated in certain neighbourhoods, which have higher rates of unemployment, lower incomes and are more polluted. This is also where the highest proportion of non EU and low skilled immigrants live.

Fostering small and medium sized enterprises active in sustainable development is an important way of reducing unemployment and tackling environmental issues.

## SOLUTION

Brussels Capital Region partnered with the municipality of Saint Gilles<sup>11</sup> and two non-profit organisations to set up Village Finance, a non-profit local fund designed to support the development of green and social enterprises in the city's poorest areas and create new, sustainable jobs. The grants are provided mainly to entrepreneurs starting out who lack financial resources and would not qualify for loans in a commercial bank, are currently unemployed, have low educational attainment or have struggled to enter the labour market.

Proposals for new enterprises and business development projects are assessed by environmental, social and economic experts. To get a grant the entrepreneur has to include environmental benefits in their business plan. The programme invests in projects that will have a positive impact on the local environment and the potential to create long term employment.

Village Finance funds a range of business initiatives, including:

- **Sustainable food projects:** such as organic food markets, raw food restaurants, bio/organic canning factories and short food supply chains i.e. food production with fewer stages between the producer and consumer.
- **Enterprises in the eco-construction sector:** for instance a consultancy in renewable energy, an enterprise selling energy efficient prefabricated timber houses or cooperatives that combine sustainable construction practices with hiring and training non-qualified staff.
- **Function oriented business models:** businesses that focus on sustainability by selling a function or service rather than a product. For example a car sharing collective or a company that rents clothes for children up to 3 years of age.

<sup>11</sup> Administratively Brussels, officially Brussels Capital Region, is a regional level entity comprising 19 municipalities, including the municipality of Saint Gilles.

## CHALLENGES

There is a certain level of risk involved in launching new businesses with less qualified entrepreneurs. Since 54% of the beneficiaries have no formal qualifications the local advice services 'Guichet d'économie locale', works in partnership with Village Finance to help prospective entrepreneurs deal with the administration related to setting up their business and drawing up their business plan. Collaborating with 'Guichet d'économie locale' is a condition of the grant. The beneficiaries also receive support writing reports one year into the project on its results.



In addition they are encouraged to make use of free training courses provided by other local advice services who work in partnership with Village Finance. The courses offered include business plan writing, financial and profitability analysis, basic management principles, and market analysis and strategy. A range of expert organisations collaborate with Village Finance to provide free advice and support to new entrepreneurs on specific topics related to their business.

For example, entrepreneurs can contact an agency for social economy to get advice on the legal framework for social businesses, or from an organisation that can help them to understand Belgian legislation on bio-standards and where to find suppliers for a bio restaurant.

## IMPACT

Since the beginning of the programme in 2005, 67 out of 89 grants have been allocated to entrepreneurs who faced financial difficulties and labour market exclusion. Some used the Village Finance micro-grants to increase their chances of getting a bank loan. The social economy or green enterprises developed through the grants led to the creation of 181 new jobs: 122 entrepreneurs and 59 employees.

These enterprises also provide residents in disadvantaged areas with the option of buying environmentally friendly products and services and raise awareness of environmental and social issues. Village Finance informs the local population about the new businesses and it encourages the grant beneficiaries to hire people from the target neighbourhoods.



## FUNDING

Grants are co-funded by the European Regional Development Fund (ERDF). In the period from 2009-2014 Village Finance received €739,000. Its staff and operational costs are funded 23% by the Ministry of Environment and 67% by the Ministry of Economy and Labour of the Brussels Capital Region.

## FUTURE PLANS

A new version of the project is under assessment for the ERDF funding period 2014-2020. The geographical reach of the project will probably be widened to more neighbourhoods, giving more entrepreneurs the opportunity to apply for the grant.



**GLASGOW GIVES EMPLOYMENT OPPORTUNITIES IN THE GREEN SECTOR TO PEOPLE WITH A LOW EMPLOYABILITY PROFILE THROUGH A TRAINEESHIP SCHEME WITH THE CITY COUNCIL. THE SCHEME IS ALSO BENEFICIAL TO THE COUNCIL AS IT IS COST NEUTRAL AND THE SAVINGS FROM THE REDUCTIONS OF COUNCIL'S CARBON EMISSIONS OFFSET THE COSTS OF EMPLOYMENT.**



© Stephen Hosey



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[www.glasgow.gov.uk/index.aspx?articleid=3546](http://www.glasgow.gov.uk/index.aspx?articleid=3546)

#### KEYWORDS

traineeship, green sector, sustainability projects, 'living wage', quality employment, cost neutral

# GREENING THE COUNCIL AND BOOSTING EMPLOYABILITY

## CONTEXT

Glasgow has long struggled with relatively high unemployment - 9.8% in 2013-2014. Of those people who work, many receive low pay. The problem of exclusion in the city is exacerbated by the fact that many people are offered short term or casual employment. There is a need in the city to improve the work prospects for residents, to enhance living conditions, and reduce poverty.

At the same time, Glasgow's city council aspires to be a leader in terms of sustainability and greening. It has set the ambitious target of reducing its carbon emissions by 30% by 2020. However limited financial and staffing resources are hindering these ambitions.

## SOLUTION

The 'Green Wardens' scheme is a traineeship programme within the council's Carbon Management Team (CMT). It aims to build up the skills and expertise of people who have been long term unemployed; early school leavers, young people not in education, training or employment (NEETs), and people recently discharged from the Armed Forces, who need support in transitioning into employment outside of the military. It also provides the council with a motivated staff for its carbon reduction projects.

The programme employs people as 'green wardens' to work across various greening and sustainability projects in the core council services and Arm's Length External Organisations<sup>12</sup> (ALEOs). The scheme employs individuals on fixed term contracts for up to one year, which is seen as a stepping stone to further employment. The green economy is continuously growing and Glasgow already has the highest concentration of renewable energy jobs in Scotland. The scheme is an investment in the future as it supports unemployed people to take advantage of new employment opportunities.

<sup>12</sup> Arm's Length External Organisations are companies, trusts and other bodies that are separate from the local authority but are subject to local authority control or influence, for example 'Glasgow Life' that manages the city's leisure facilities, libraries and museums.

Glasgow City Council also pays the green wardens a 'living wage'. This is a forward thinking trend in the UK, a growing number of local authorities pay more than the minimum wage, which is currently not high enough to cover living expenses. The council instead uses the 'living wage' as a minimum benchmark, which is calculated according to the basic cost of living in the UK. This ensures quality employment.

The wardens complete a two week introductory training programme, which includes an induction to council activities and its carbon reduction targets. Participants are also trained in using the council's energy management software, energy and waste surveying, and audit report writing.



The wardens are then assigned to support carbon reduction projects across the council. The examples of activities include:

- Carrying out energy audits to identify potential energy savings in specific departments. The audits are part of the process to set up an individual annual carbon reduction target for a specific service or ALEO and to create an action plan to achieve it.
- Supporting the implementation of these action plans.
- Analysing the council's transport fleet and creating plans to make the fleet more carbon efficient. For example the viability of introducing electric vehicles.

- Identifying sites where waste is not correctly sorted and recommending and planning improvements.
- Promoting behavioural change to support carbon reduction targets among the administration's staff, pupils and other users of council and ALEOs' services with training and presentations.

The wardens are trained and supervised by the Carbon Management Team (CMT), which oversees that the council meets its carbon reduction target. The wardens receive assistance throughout their deployment, including in preparation for carrying out audits, reviewing reports, and helping with data analysis. Due to the high level of support, and because the wardens often see their recommendations carried forward, their self confidence increases.

Individuals with a history of long term unemployment need to feel valued and some people lack the social or technical skills needed in an office environment. The wardens come from a wide variety of backgrounds, ranging from military careers to people that have not been able to work for years due to chronic illness; and may require extra support. To deal with this, additional workplace assistance has been put in place to meet individual needs. For example, some people received training in IT or numeracy skills.

A dedicated management structure was also set up, including a human resource manager to oversee the programme and ensure people's individual needs are addressed. The manager's role involves recruiting the green wardens, training them, coordinating their support requests and deployment in an effective way, meeting regularly with the wardens, reviewing their work, and tracking the savings.



## IMPACT

The scheme has been active for a year and so far 16 wardens have been taken on as part of four separate groups. Four of the 16 wardens have already secured full time employment and a further two are investigating starting up their own green businesses.

To date the green wardens have identified changes that could save the council £391,225. The implemented solutions decrease energy use by 5,751,281 kWh and CO2 emissions by 1,979 tonnes annually. The green wardens also improved recycling in leisure centres and museums – work which is being replicated throughout the council and ALEOs.

## FUNDING

The scheme was designed to be cost neutral, with the savings identified and implemented by the wardens offsetting the cost of their employment. However, due to the savings achieved within the first year of the programme, it has now been given a permanent budget of £200,000. This means that at least 12 individuals will go through the programme each year.

GOTHENBURG  
SWEDEN



**GOTHENBURG HAS A UNIQUE APPROACH TO INCREASING THE EMPLOYABILITY OF PEOPLE FURTHEST FROM THE LABOUR MARKET. THE PROGRAMME AT 'RECYCLING HOUSE' PROVIDES HIGHLY VULNERABLE PEOPLE WITH AN OPPORTUNITY TO TEST THEIR WORK READINESS IN A SAFE SETTING, WHICH IS A NECESSARY FIRST STEP FOR THIS TARGET GROUP TO ENTER AND SUCCEED IN MAINSTREAM EMPLOYMENT PROGRAMMES.**



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#### **KEYWORDS**

recycling, rehabilitative employment and training programme, individualised support

# A CIRCULAR ECONOMY ENTERPRISE AS THE FIRST STEP INTO THE LABOUR MARKET

## CONTEXT

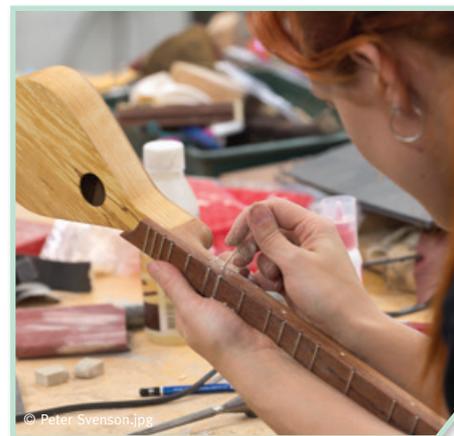
The city district of East Gothenburg is characterised by residential and socioeconomic segregation. Compared to the rest of the city, an increasing number of residents in East Gothenburg have low educational attainment, lower income and poorer health. The unemployment rate in the district stands at 12.7% (compared to 8% in the rest of Gothenburg), 15.3% of households are dependent on social welfare (compared to 6.5% in the rest of Gothenburg) and 8.4% of these households have been jobless for more than 10 months. Of Gothenburg's ten city districts, East Gothenburg accounts for nearly half of the city's social welfare costs, and has the two largest social welfare offices in Sweden.

The priority of the city authorities is to have greater equality in living standards and to create a more socially sustainable city. This includes providing support for people furthest from the labour market and reducing the number of people dependent in the long term on social welfare.

At the same time, one of the main environmental goals of the city of Gothenburg is to promote product reuse. The East Gothenburg district works intensively to improve recycling of all waste.

## SOLUTION

The 'Recycling House' offers a rehabilitative employability and training programme for long term income support recipients, who have been out of the labour market for several years or have never worked. The programme aims to facilitate their entry into the labour market. The three to six month programme allows participants to gradually adapt to the workplace environment and strengthen their competence and skills.



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At any one time 35 people are enrolled in the 'Recycling House' programme.

The participants of the programme are involved in the following 'green' activities:

- Manufacturing products from recycled materials that are later sold in the 'Recycling House' shop. This includes repairing or creatively remodelling furniture, fixing up bicycles, household utensils, accessories, bags, plant pots and garden ornaments.
- Preparing organic food and running the 'Recycling House' eco café, which serves lunches and homemade cakes, and provides catering services for the district administration and local businesses.
- Cultivating flowers in the nearby garden, which are also sold in the 'Recycling House' shop.
- Working in a 'green team' clearing up green areas in the city.

The 'Recycling House' is located in the city's only recycling site 'Alelyckan'. Several businesses operate within the site to collect recyclable waste and sell recycled materials to residents. This allows the 'Recycling House' to easily get hold of recycled material for manufacturing. The site is visited frequently bringing customers to the shop and eco café.

## CHALLENGES

The majority of the participants have mental or physical health issues, a history of drug or substance abuse, or have experienced trauma or other forms of complex problems. Many have low self esteem and lack basic work place and social skills. The 'Recycling House' provides a safe and calm environment where participants can try out new things and test their skills at their own pace. The participants can choose the area of work they are the most comfortable with or rotate and work in different areas. There is no pressure to sell what they make; the decision is entirely up to each participant except for in the cafe and bicycle repair workshop.



© Peter Svenson.jpg

The variety of the programme activities allows the project staff to gain an in-depth understanding of what has prevented the individuals from working and how these obstacles can be overcome. At the end of the programme, the support staff assesses each participant's progress and recommend the most suitable follow-up activities to advance their employability. These can include work placement, traineeships, education or vocational courses.

The 'Recycling House' is run and funded by the social and welfare services of the East Gothenburg district administration in close collaboration with the local offices of the national public employment service. This ensures a smooth transition after the completion of the programme.

The public employment service makes use of the in-depth understanding of a person's abilities and needs gained through the programme, which allows them to provide the most optimal individual support.

## IMPACT

The results from the first half of 2014 show that, of the 31 people who took part in the programme, five people have gone directly into jobs available on the open labour market, 10 have enrolled in a support programme provided by the national public employment service, nine have gone on to another activity, such as an education or a work placement, and the remaining seven dropped out.

The rehabilitative employment programme in the 'Recycling House' significantly enhances a participant's chances of getting a job. Not only do participants have a chance to earn more in the future compared to social benefits; they are also able to integrate better into society. Many participants gain confidence in their ability to work and discover competences and skills they were not aware of.

The 'Recycling House' environmental profile also has a direct impact on the local community. Residents increase their awareness of environmental issues such as recycling and the circular economy through visiting the 'Recycling House' and eco café.



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OSLO LIKE EVERY CITY MAINTAINS AND CLEANS ITS PUBLIC GREEN SPACES AS PART OF ITS GREENING ACTIVITIES. AT THE SAME TIME THE CITY IS PROVIDING VULNERABLE PEOPLE WITH INCLUSIVE EMPLOYMENT OPPORTUNITIES THROUGH TWO PROGRAMMES. ONE AIMS TO BOOST THE EMPLOYABILITY OF PEOPLE FAR FROM THE LABOUR MARKET AND THE OTHER ALLOWS PEOPLE WHO CANNOT WORK FULL TIME TO COMPLEMENT THEIR SOCIAL SECURITY BENEFITS AND ENHANCE THEIR QUALITY OF LIFE. THE PRACTICE IS BASED ON A COST SHARING MODEL AND EXTENSIVE COLLABORATION WITH BOTH PUBLIC AND NON-GOVERNMENTAL PARTNERS.



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#### KEYWORDS

public green spaces, inclusive employment, cost sharing model, low threshold initiative, social inclusion

# COST SHARING AND MULTI LEVEL COLLABORATION FOR SOCIAL INCLUSION

## CONTEXT

Rapid growth of Oslo's population has led to urban densification and an increased use of the city's outdoor spaces. It has also led to growing quantities of waste in green spaces and parks especially in the east Oslo area, which includes the city centre and the Groruddalen area in the northeast of Oslo. These districts are characterised by a significantly lower average income, a lower standard of living and a higher number of unemployed people compared to the western districts.

## SOLUTION

Rusken is a city led community action project to clean up streets, rivers, beaches and parks in Oslo. It involves kindergartens, schools, housing cooperatives, voluntary organisations, sports clubs, the business community and general public. It emphasises joint community action, shared responsibility and the breaking down of social divisions. Rusken runs two employment initiatives for vulnerable groups:



- **Street Rusken:** gives people with drug addiction assignments to keep the sidewalks in the city centre free of cigarette butts and rubbish. People work for a few hours a week and are paid an hourly wage. Street Rusken is mainly for severely vulnerable people with low prospects of reintegrating into the labour market. It aims to include them in society through these activities therefore decreasing isolation and crime. Due to the high demand these jobs are awarded randomly by lottery. The project is delivered by an NGO.
- **District Rusken:** employs people who receive social security benefits to work in green maintenance and waste disposal. They prune shrubs and trees, mow lawns, and clean metro stations and sidewalks. The programme admits people with poor language skills, no qualifications, health problems, drug related problems, mental illness, long term unemployed and young people with no work experience.

Both programmes are 'low threshold' initiatives - meaning there are few entry requirements making it easier to access for vulnerable people.

The Rusken secretariat, which is part of the municipality of Oslo, plans, manages, and coordinates all the programmes and campaigns, including practical arrangements, strategic work and funding. The secretariat has a mandate from the municipality to operate outside the established system to a certain extent. This means that the secretariat is able to collaborate and reach informal agreements with other city and state departments and external partners, such as the police, local businesses, and NGOs, without having to go through the usual procedures used in the administration. This facilitates faster decision making and creates innovative partnerships.

## CHALLENGES

District Rusken in Grunerløkka in Oslo east and in the four districts of Groruddalen was established as a result of a larger urban regeneration programme called the 'Area and Livelihoods Initiative'. Therefore many partners were included in the project: the Ministry of the Environment, the Norwegian Labour and Welfare Administration (NAV), representatives of the districts, the Rusken secretariat, Oslo's trade unions and the Confederation of Norwegian Enterprise Department. Joint working groups were set up in each district to establish a dialogue between all the parties involved.

It was also important to gain insight into each district's environmental challenges to ensure good targeting of Rusken activities. A consultation process involving the local community was also carried out, which fed into the work of the joint working groups.



## IMPACT

Rusken provides more flexible solutions for maintenance of green areas, waste management, and cleaning the city, adding to the municipality's operations and creating a cleaner and healthier city for everyone.

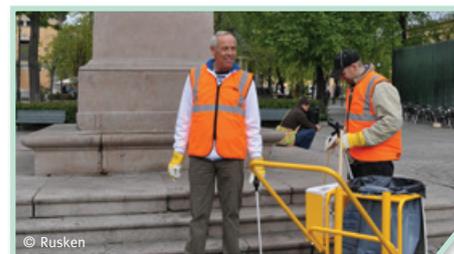
District Rusken and Street Rusken are effective tools for social inclusion and poverty reduction:

- **Street Rusken:** gives people a chance to supplement their social security benefits with additional earnings, which decreases poverty and prevents begging. Since the project provides an opportunity for them to contribute to and participate in society, it has been found to decrease drug use among the participants. This also reduces minor injuries and other problems related to intoxication, which in turn reduces the use of various public and health services.
- **District Rusken:** operates in eight city districts, with 10-30 employees in each one. The employees gain work experience and test their ability to function in a work environment. For many this constitutes the first step to finding paid employment, usually in similar jobs, while others proceed to training programmes.

The District Rusken initiative in Groruddalen led to the launch of carpentry workshops for repairing and redecorating old furniture. This provides jobs for both young people in the summer and permanent jobs for people previously excluded from the labour market. In Grunerløkka a repair and recycling workshop was opened.

Thanks to the collaboration between partners, when the area regeneration programme ended in Grunerløkka, the municipality, the district administration, and the NAV contributed financially to keeping District Rusken going.

It is hoped that both Street Rusken and District Rusken will expand into more districts, using the same operational model but adapt to each districts' need for supplementing green maintenance, waste management and social jobs.



## FUNDING

District Rusken in Groruddalen is based on the equal cost sharing model between the Ministry of Climate and Environment and the municipality of Oslo, contributing 2.4 million NOK each (approx. €280,000). In other districts the costs are shared between the individual districts and Oslo municipality.

Street Rusken is funded with 1.2 million NOK (approx.€140,000) from the city of Oslo. Other financial contributions come from the Church City Mission, Salvation Army and the local business community.



**RENNES METROPOLE IS USING SOCIAL CLAUSES IN PUBLIC PROCUREMENT FOR ITS WASTE MANAGEMENT ACTIVITIES TO TACKLE LONG TERM UNEMPLOYMENT AMONG LOW SKILLED PEOPLE. THIS APPROACH ESTABLISHES PARTNERSHIPS WITH SOCIAL ENTERPRISES AND LEADS TO PROGRAMMES WITH SOCIAL ADDED VALUE.**



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#### KEYWORDS

public procurement, waste management, social enterprises, social clauses, recycling, 'back to work' programme

# INCLUSIVE EMPLOYMENT THROUGH PUBLIC PROCUREMENT

## CONTEXT

Rennes Metropole has a lower unemployment rate than the overall rate for France (7.9% vs. 9.8%), but 39% of these people have been unemployed for more than two years. This number is rising faster than the overall unemployment rate.

## SOLUTION

Rennes Metropole has a 25 year policy to tackle long term unemployment of low skilled people through partnership with non-profit social enterprises. To do this the city administration started to include social clauses in its public procurement. This means companies who bid on city tenders are required to create a social inclusion programme within the services they will carry out for the city. This can include hiring people who are long term unemployed or people with disabilities, or providing training for underqualified workers.

The city administration decided to set up a dedicated team 'guichet unique des clauses sociales' that works across all the city departments as a single contact point and which assists in adding social clauses to the city's procurement activities. It has led to a gradual shift in how various departments in the city think about procurement. As a result, the city now has a strong internal partnership especially between the waste, public spaces and social departments that have developed a range of socially beneficial projects in waste management and the upkeep of green spaces.

## EXAMPLE

One example of a project coming from social clauses in public procurement policy is a tender in waste recycling carried out by a social enterprise called La Feuille d'Erable.

The company is responsible for the collection and recycling of city waste. As part of the tender, La Feuille d'Erable also runs a 'back to work' programme. People who face barriers to employment are hired for six to 24 months and receive additional training, career guidance and job search assistance. La Feuille d'Erable receives a state subsidy to cover additional costs related to the training and places a higher ratio of managerial staff on the 'back to work' programme.



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For a number of years, Rennes Metropole has pursued a waste recycling policy for both households and businesses. For this policy to be successful there needs to be an increased awareness of what could be sorted and a change in people's attitudes and habits.

In addition to city waste management La Feuille d'Erable carries out awareness raising activities on recycling for businesses, pupils and residents. At schools, this involves practical demonstrations on how the circular economy works, for instance showing how paper is recycled or mini-lab demonstrations on composting. For businesses, the workshops include demonstrations on how to sort and manage waste without disrupting company activities and how to carry out audits to help green the company. La Feuille d'Erable holds on average of 85 events a year to promote recycling.

La Feuille d'Erable has also extended the range and volume of products it recycles. For example wooden crates that are left after the farmers' markets are turned into fire lighters and then sold on premises or through organic shops and supermarkets. The company has also started offering

new services, such as the collection of light bulbs, batteries, printer cartridges and disposable cups from offices.

## IMPACT

The social clauses in Rennes Metropole's public procurement contribute to supporting local social enterprises that assist 500 to 1,000 people annually in returning to the labour market. La Feuille d'Erable employs approximately 50 people through the 'back to work' programme each year.

Working for Feuille d'Erable, the beneficiaries develop new transferable skills, for example truck driving with on-board computing, waste sorting or customer service skills. As a result, around 60% of the beneficiaries each year are able to return to work or enter further training. The examples of permanent jobs that people find include truck driving, preparing shipments from warehouses, or in industry production chains.

Through adding the awareness raising campaign, extending its range of products and extending its paper and cardboard collection, La Feuille d'Erable increased the number of 'back to work' employees from 23 equivalent full time positions in 2001 to 43 by 2013.



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## STRUCTURE AND FUNDING

The 'back to work' programme and career guidance to the long term unemployed provided by La Feuille d'Erable is funded by a state subsidy. Rennes Metropole outsources its recycling to La Feuille d'Erable. The city, together with the regional authorities, co-funded building renovations to provide adequate premises for skills training and career guidance. ADEME (French Agency for Environment and Energy Management) helped with the purchase of a crusher for recycling the wooden crates.



© La Feuille D'erable



**TAMPERE SUPPORTS ACTIONS TO MAKE ITS HERITAGE HOUSING MORE ENERGY EFFICIENT WHILE ASSISTING YOUNG PEOPLE TO GAIN THE TECHNICAL SKILLS NEEDED TO CARRY OUT THESE WORKS. THROUGH SHOWING THE RESIDENTS THAT THESE BUILDINGS CAN BE MADE MORE ENERGY EFFICIENT, IT CREATES EMPLOYMENT FOR THESE TRAINED YOUNG PEOPLE AND MEANS THAT OLDER RESIDENTS CAN REMAIN IN THEIR HOMES LONGER.**



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### KEYWORDS

heritage housing, energy efficiency, skilled labour, European Regional Development Fund (ERDF)

# MAKING HERITAGE HOUSING MORE ENERGY EFFICIENT

## CONTEXT

Finnish national regulation states that any large refurbishments of a house must be accompanied by making it more energy efficient. This creates difficulties for elderly people who live in Tampere's heritage housing. To continue living independently in these houses they often need to make them more accessible and easier to maintain, for example increasing the size of a bathroom or toilet. Yet, these additional energy efficiency measures are difficult to fulfil because of the shortage of skilled labour and because modern materials are not always compatible with heritage houses. It is also difficult to get information on how to make these old buildings more energy efficient whilst preserving their value.

In addition to the issue faced by the elderly, all residents of heritage housing experience high energy costs and energy inefficient buildings negatively affect the environment. Younger Tampere residents prefer to live in newer houses; yet building new homes creates more waste than refurbishing old ones.

These trends threaten the city's built heritage as it suffers from under investment and could face demolition. There are only about 150,000 buildings in the whole country built before 1920, so it is very important to preserve them for future generations.

## SOLUTION

Initially, a 'Tampere Region Building Heritage' project was set up. It brought together organisations, schools, training centres, professionals and enterprises to find new ideas on how to repair the heritage buildings, whilst preserving their value. The project was managed by Ekokumppanit Oy (EcoFellows Ltd), a non-profit enterprise co-owned by the city of Tampere.

The project activities included:

- exhibitions and workshops to encourage people to maintain the heritage buildings; showing a range of solutions and raising awareness on the value of the old houses,
- running an online database on different methods for making heritage housing more energy efficient, and
- teaching people to carry out some small scale repairs by themselves, such as sealing the windows.

In order to make the project's result sustainable the 'Tampere Region Built Heritage Association' was founded, which brings together public education organisations, private enterprises and NGOs. The association acquired an old Timber Floater's house in the Pispala district, which is being renovated with the aim to create an exhibition centre of heritage housing to demonstrate renovation techniques. As an association it can provide services paid for by the city but can also apply for other sources of funding to carry out actions and initiatives. This ensures project continuity despite the limited resources of the city administration.

The association trains unemployed young people in energy efficiency improvements as part of these renovation works. They gain practical skills in repairs and making houses more energy efficient. Some use the opportunity to get their diploma, which can be done with practical work and a short report in Finland.



The idea is that these young people will be able to find employment following the training as residents of heritage houses realise that it is possible to make their homes more energy efficient. This in turn creates jobs for the people who have the specialist skills. An online forum will soon be set up to link people who have the expert skills with potential clients.

## IMPACT

In 2013, 1,262 people attended various meetings and events and the online database had around 1,000 visits per month. As a result of this programme residents of the heritage houses are better informed about how to carry out repairs and are able to find skilled labourers. This empowers them to remain in their homes instead of moving to care homes. Improving their quality of life and saving on government institutional care costs.



More than 10 young people have been involved in the renovation works of the old Timber Floater's house. One young person started an enterprise, which provides consultations and repair works for heritage housing. More women than men studied these repair methods for the heritage housing in this programme. The project helps preserve the old heritage housing of the city for future generations and the repairs do not affect the environment as much as building new houses. Making the buildings more energy efficient is positive for the environment and decreases people's energy bills.



## FUNDING

The 'Tampere Region Building Heritage' project was funded by ERDF and the Finnish government (69,3%), the city of Tampere (27,7%), and Ekokumppanit Oy (EcoFellows Ltd.) (3%).

The association gets funding from a range of sources and its revenues fluctuate. In addition to the services paid for by the city, the association gets funding from various grants, membership fees, ticketed events and the sale of booklets and cards. The Finnish National Board of Antiquities provided €30,000 towards the renovation of the old Timber Floater's house.



**ZAGREB SUPPORTS EMPLOYABILITY THROUGH MAINTAINING PUBLIC GREEN SPACES. LONG TERM UNEMPLOYED PEOPLE WORK IN THE CITY'S PUBLIC GREEN SPACES IN EXCHANGE FOR EDUCATION AND TRAINING IN FIELDS WHICH ARE IN HIGH DEMAND IN THE LOCAL ECONOMY. THIS HELPS INCREASE THEIR COMPETITIVENESS ON THE LABOUR MARKET AND THEIR CHANCES OF FINDING A JOB.**



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#### **KEYWORDS**

green spaces, education and training courses, social inclusion, long term unemployment

# ENGAGING THE LONG TERM UNEMPLOYED BY GREENING PUBLIC SPACES AND TRAINING

## CONTEXT

In 2011, there were 45,916 registered unemployed in the city of Zagreb, of which 19.1% were people without a formal high school education and 9.4 % were war veterans. It is difficult for these groups to acquire new skills and become active on the labour market, meaning many remain on social benefits for extended periods of time and face social exclusion and poverty.

A significant amount of city resources are also spent on maintaining the city's green spaces like Medvednica and Park Maksimir. These nature parks and green areas require significant resources for their preservation and cleaning due to the amount of rubbish illegally disposed there including: vehicles, tires and household appliances.

## SOLUTION

The education and training project is designed to activate unemployed people by having them work on the preservation and clean up of green spaces. In return they are entitled to attend education and training courses, which improve their chances on the labour market. The city covers the cost of the courses, which range from €400 to €1,000 per course per participant.

The participants choose a programme according to their needs and interests. The courses range from elementary, secondary and high school education to vocational training. The latter includes:

- **18 occupational trainings:** with the majority of participants selecting trainings to become shop sales assistants, hotel maids, assistant cooks and accountants.



- **11 educational programmes in the healthcare and beauty sector:** with the majority of participants selecting trainings to become physiotherapists, nursery assistants, nannies, hairdressers and beauticians.
- **5 trainings in catering:** with the majority of participants selecting trainings to become cooks or assistant cooks.
- **4 occupational trainings in office administration:** among which the most frequently selected occupation is office administrator.
- **8 educational programmes in electricity and gas installations:** with the majority of participants selecting occupations as

installers of gas and heating equipment, and installers of air conditioning devices.

- **21 educational programmes in construction:** among which the most frequently selected occupations are painters and bricklayers.

The participants work full time on green space maintenance, but they are registered at the Croatian employment service and receive unemployment benefits. The national Act on Job Placement and Unemployment Insurance allows people to retain their right to unemployment benefits while participating in the project. The participants are trained on how to treat particular types of waste and pass a health and safety course before they start working in the parks and green spaces. Two experts manage the participants on site.



## IMPACT

The project motivates people who have been long term unemployed to enter the labour market and engage in ambitious educational programmes. With new competencies and skills, their employability, competitiveness and self-confidence increases.

Since 2005 over 3,000 unemployed people have benefited from the programme. Around 30% of the project participants subsequently found employment, which has had a positive effect on poverty reduction and has decreased pressure on the social budget and social services. According to the participant feedback, most people find employment as beauticians and hairdressers, hotel maids, assistant cooks and confectionary makers.

Most of those who find jobs are employed as seasonal workers during the summer, but approximately 1/3 of the participants succeed in securing long term employment.

About 300 unemployed people have participated annually since 2005 in the process of greening, cleaning and preserving the green public spaces. All of the activities are implemented manually, without chemicals that could have a negative effect on the environment. In addition to park maintenance, a significant number of streams and lakes have been cleared of debris. The project participants also regularly remove illegally disposed waste from forests, lawns, lakes and other water reservoirs.

## CHALLENGES

The main challenge that occurred during the design and implementation of the project was the question of how to encourage people who are long term unemployed with low educational attainment to pursue ambitious educational programmes. It was discovered that long term unemployed people need to see clear job prospects for themselves to stay motivated. To address this, the training offers were closely aligned to existing opportunities on the local labour market.

This is even more challenging during the economic crisis, since there are even fewer jobs for people with low qualifications. However, since craftsmanship and skilled manual labour is currently the main generator of employment in Croatia, the city is now adding a new training offer to the project to support self employment in these sectors. This is being implemented by the Development Agency Zagreb, which provides basic education for prospective entrepreneurs, including developing a business plan, project planning, marketing and sales, investment analysis, financial planning and legal aspects. There are also plans to include new educational programmes related to the green economy such as training as an ecological technician.



## FUNDING

The city of Zagreb manages the project and cooperates with the regional employment service and the local education institutions. The project is fully funded by the city. The expenses are offset by a reduction in the cost of the regular maintenance of the city's green spaces.



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