EXECUTIVE SUMMARY

OF THE

REPORT OF HIGH-LEVEL TASK FORCE ON SOCIAL COHESION IN THE 21ST CENTURY

TOWARDS AN ACTIVE, FAIR AND SOCIALLY COHESIVE EUROPE
Background

1. This report follows from a decision taken at the Warsaw Summit of the Council of Europe, in May 2005, instructing the Committee of Ministers to appoint a high-level Task Force to review the Council of Europe strategy to promote social cohesion in the 21st century, in light of the Organisation's achievements in this field. The brief of the Task Force required it to formulate a long-term vision for promoting social cohesion in Europe and suggest policies and initiatives for different stakeholders, especially the Council of Europe.

2. The Task Force carried out its work between January 2006 and October 2007. To achieve its objectives, the Task Force met regularly and undertook extensive consultations with a range of stakeholders. A diversified methodology was utilised. This included hearings with a range of relevant parties, commissioning work and undertaking documentary research.

3. The report is both a state of the art document, assessing the current situation, and one that takes forward a set of ideas for policy. It offers an exposition of the likely implications for social cohesion of some contemporary changes and a consideration of options for policy makers. The report aims to provide guidance for reform, at national and international levels, and also to prioritise certain actions, especially for the Council of Europe.

MAIN MESSAGES FROM THE TASK FORCE

Main Challenges to Social Cohesion Today

4. There are five main challenges to social cohesion.

- **Globalisation** provides opportunities for further economic development but also requires social policy to secure individuals while contributing to flexibility in the labour market;
- **Demographic changes** in Europe are acting to change the population composition in terms of age, gender and generation, upsetting some existing balances and hugely challenging public policy;
- **Greater migration and cultural diversity** pose the double challenge of integrating migrants and continuing the search for a common set of values to which all sectors of society can give their loyalty and commitment;
- **Political changes** pose the challenge of declining trust in the political system and a change in both the extent to which and how people become politically active as well as the increasing remoteness of the political system from people’s lives;
- **Economic and social changes** endanger access to adequate financial and other resources, including employment, health and education, for some sectors of the population as well as making for big gaps across sectors.
What is at stake?

5. In the view of the Task Force there is nothing in these and other challenges that inevitably acts to reduce social cohesion or social solidarity. Without action, however, Europe’s social stability and achievements will be undermined. There are four major reasons why the concept of and fight for social cohesion are more relevant than ever in the Europe of today.

- The deeper conditions for a stable and consolidated democracy have not yet been fulfilled;
- Some genuinely new needs and vulnerabilities are emerging and these are increasing the risk of social fragmentation;
- Diversity, mobility and changing values are such that people living in the same community or society have less in common and may therefore be less likely to subscribe to a common culture and set of norms and values;
- The way that policies have responded to the challenges and changes has tended to pay too little attention to social factors and the social infrastructure.

Why social cohesion?

6. On the basis of its review, the Task Force is convinced that social cohesion has many strong points as a concept and guiding motto for social policy. For one, it encapsulates the social goals of Europe in a way that other concepts do not. In comparison to social inclusion for example, it is a broader approach and has a much stronger set of references to the functioning of democracy and the healthiness of society. Moreover, social inclusion focuses on ‘specialised’ policies and actions whereas the social cohesion concept seeks a broader, more civic and societal responsibility. There is also the fact that a concern with social cohesion has deep roots in the European way of life, drawing upon a set of aspirations and vision that have evolved over time and were considered quintessential to the European way of life. Policy needs such a broad social approach (although not a vague one) that can serve as a vision or end point in relation to social objectives.

The value-added of the Council of Europe

7. The Council of Europe has done more than any other national or international organisation to develop social cohesion as a set of goals and practices for policy, converting it from a concept into a policy approach. Among other things, this means that there is an *acquis* to build on. The achievements of the Organisation in the field of social cohesion rest fundamentally on its legal instruments but derive also from activities relating to statements of vision and good practice. The *Revised Strategy for Social Cohesion* is noteworthy as a guiding document.

8. The Task Force considers that the Council of Europe has a unique contribution to make to European cohesion. It is also of the view that today’s Europe needs the Council of Europe’s expertise and action on social cohesion more than ever. The Organisation’s
focus on human and social rights and equality is an important corrective to the primarily economic focus of the other international organisations in Europe. The Organisation not only orients itself to social Europe in general but it also acts as the guardian of the interests of vulnerable or potentially vulnerable groups, drawing the attention to those without a strong voice in our societies (such as Roma, those who are mentally or physically ill, ethnic and other minorities, migrants, people who are poor). Europe needs to have the interests of these people defended. Its large membership – 47 member states – and geopolitical coverage enables the Council of Europe not just to address the transnational dimension but do so in a way that has the advantage of a much broader perspective and set of influences. Its capacity to draw attention to the situation in and needs of the ‘non-EU countries’ is vitally important. However, while its field is unique the Council of Europe has a complementarity with the work and mission of the EU as well as other international organisations, such as OECD, UN, ILO, and WHO.

The Task Force understanding of social cohesion

9. Drawing upon existing work, social cohesion is defined as:

Social cohesion is the capacity of a society to ensure the well-being of all its members, minimising disparities and avoiding marginalisation. The Task Force emphasises in addition society’s capacity to manage differences and divisions and ensure the means of achieving welfare for all members.

10. The meaning of social cohesion is not and should not be fixed however. A very strong reason to be open is because of differences across countries. Although the notion of a ‘European social model’ is widely spoken of, in practice there are many differences among countries and regions of Europe, especially if one conceives of Europe in terms of the 47 member States of the Council of Europe. Not only have they different historical legacies but countries vary in terms of the primacy accorded to social cohesion as a policy goal, the policy approaches adopted and the amount of resources that are or can be devoted to social objectives. For these and other reasons, a sustainable social cohesion strategy for Europe can neither be fixed nor uniform.

11. While European diversity and variation have to be kept in mind, it is possible, essential even, to set out common principles and goals for action. It is the view of the Task Force that the way of achieving social cohesion is vitally important. Transversalism is the approach favoured and developed by the Task Force. This has a number of applications. First, the connectedness across policy areas has to be recognised. Whether at local, national or international levels, policy boundaries are porous and each policy exerts an effect beyond its bureaucratic sphere. Secondly, and relatedly, there is a need for action at multiple levels and by many partners (member States, local and regional authorities, social partners, NGOs/civil society, international organisations). The local or regional level is extremely important – social cohesion is built from the ground up. This approach is not to be confused with State disengagement. Rather, the public authorities are the guarantors of cohesion, evolving towards social rights approaches and active consultation geared to improving democracy, generating greater social solidarity and
creating innovation and stability in an increasingly complex society. The Council of Europe can play a pivotal role, not least because protecting social cohesion in Europe requires global, European, national and local level action and vision.

How is social cohesion in Europe to be achieved?

12. The Task Force advocates an approach that both focuses on the classic social policies, albeit changing their content and orientation in key respects, and institutes a transversal approach which goes beyond individual policy spheres to target more global objectives and activities.

13. The classic package of social policies is, of course, central to social cohesion. This policy infrastructure already exists in most countries, which means that in many cases it is a question of rethinking, modernising and sharpening the approach to social cohesion. The report devotes considerable attention to putting substance on a social cohesion policy for our time, especially to how the existing social policies can be better oriented towards social cohesion given the changes that are underway and the insights that are coming forward about old and new approaches to social problems. However in all countries, even those that would see themselves as already having a strong orientation to social cohesion, the understanding of what constitutes relevant policies for social cohesion has to broaden beyond the classic social policy frame. This is true in two senses. First, while social protection policy would be readily recognised in most member States as central to social cohesion, the Task Force suggests that employment, health, education and housing policies also have a crucial role to play. A broader policy mix comes into focus therefore Secondly, in addition to these policy domains, social cohesion requires what will be in many cases a new domain of policy – one specifically oriented to activation and societal integration. The Task Force is of the view that the current understanding of activation as primarily economic in nature must be broadened to refer also to participation in social and political processes. When this is put together with societal integration, the spotlight is placed on the need for a new package of policies (in addition even to those that have been emphasised by the EU in its social protection and social inclusion approach) to promote an active and integrated society. The package we are talking about here comprises policies on migration, on better integrating migrants and other groups into society, on facilitating adaptation to cultural diversity and reconciliation and on better realising democracy by, inter alia, further instituting social dialogue and introducing procedures for civic dialogue (whereby groups or sectors of society which have potentially opposing interests, or which are very different in terms of culture, can come together).

14. The Task Force therefore emphasises the need for member States to revisit their social and other policies with a view to tailoring them more closely towards social cohesion objectives. The following is how the Task Force frames the set of actions/considerations involved.

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15. As a major focus for its recommendations, the Task Force concentrates on developing social cohesion as a transversal approach. This is because, while social cohesion is a matter for particular domains of policy, it is also one that transcends both individual areas of policy and national boundaries. Hence, a different method is called for. Actions by the Council of Europe as a transnational organisation have a key role to play in both complementing action by national bodies and showing leadership. That said, the Task Force is of the view that the Organisation needs to reform some aspects of its structure and practice. To the extent that social cohesion is a transversal phenomenon, effectiveness is hampered by some aspects of current organisational practice. In particular, the current organisational design based on specialism and bureaucratic function may result in a weak association among units and a paucity of projects and activities that cross functional areas within the Organisation and especially runs the risk of the Directorate General on Social Cohesion being engaged in peripheral rather than core matters.
16. The suggested broad-ranging programme of action, outlined below, is designed with both short- and long-term objectives in mind and is intended to be sufficiently flexible and adaptable to meet country- or region-specific conditions. The programme is intended to serve as a road map for policy makers at different levels, to enable them to design, adjust, refocus and implement appropriate policies. Given the brief of the Task Force, actions by the Council of Europe are prioritised in the programme of action. The recommendations, however, are framed within a multi-agency context which recognises the vital roles of member States, regional authorities, social partners, NGOs and citizens, inter alia, alongside the Council of Europe. Most of the recommendations also have direct application and can be transposed to member State level.

Specific Recommendations

1. Member States should adopt social cohesion as a specific and active policy concern and place social cohesion at the centre of their development models. The goal of such a policy should be an active, fair and socially cohesive society in which policies for economic and social development work in tandem.

2. The promotion of social cohesion should be one of the core elements of the work of the Council of Europe. Social cohesion is a strategic concept for the Council of Europe, intersecting closely with the achievement of the core objectives on human rights, democracy and the rule of law. It is therefore central to the core mission of the Organisation.

3. So as to renew and generate political commitment to social cohesion, every third year a Ministerial conference of the Ministers responsible for social cohesion should be held to consider new risks and responsibilities for social cohesion in light of globalisation and other challenges and to work towards the development of a new social contract for the future. The first conference should be in 2009 and should focus on this report as a starting point to transform the recommendations in concrete programmes and actions.

4. As a programme of action, the Task Force recommends that social cohesion in Europe be addressed transversally by a four-fold programme that: 1) reinvests in social rights, 2) develops a wider sense of responsibility, 3) strengthens democratic foundations and mechanisms of social and civic dialogue and 4) builds confidence in the future. It is recommended that the programme and its achievement be kept under regular review and that the European Committee for Social Cohesion (CDCS) be given a major role in this regard.

The following are the recommended first steps in this programme, with particular reference to the role of the Council of Europe.
CONTENT OF PROGRAMME OF ACTION FOR SOCIAL COHESION

1. Reinvesting in Social Rights and in a Cohesive Society

Towards this end, the Council of Europe should:

**Intensify the promotion of social rights in Europe:**

- a) Renew efforts to widen ratification of the Council of Europe’s legal instruments, among member States and the EU and make these a benchmark for social policy;
- b) Continue to invest in monitoring the implementation of the instruments and evaluation of difficulties involved;
- c) Institute a programme to extend the application of social rights to groups or sectors of the population which have not been central to the classic framework of rights. These include children, migrants, workers without full social rights, people with disabilities, minorities, recipients of long-term care, people living in poverty, families headed by young, low-income parents, the homeless.

**Further develop health as a basis for social cohesion:**

- a) Promote a ‘health and human rights for all’ approach;
- b) Undertake a programme together with the social partners and NGOs to highlight inequalities in life expectancy and counteract the increasing socio-economic gradient to health;
- c) Spearhead the development of a value-based ‘governance framework for our time’ in health care;
- d) Investigate and give guidance on how the development of social care services for dependent people can be informed by a rights-based approach.

**Further develop education as a basis for social cohesion:**

- a) Develop a programme, together with the OECD, to enhance the contribution of education and life-long learning to improve both people’s capacity to cope with transitions and social mobility;
- b) Promote democratic skills as part of a concerted programme of civic education for all, engaging the teaching profession and local and national education providers;
- c) Spearhead a programme of activities to affirm the value for social cohesion of historic, cultural and environmental heritage.

2. Building a Europe of Responsibilities that are both Shared and Social

The Council of Europe can offer a leading example in this by:

**Furthering the social responsibilities of the public authorities, including regional and local authorities:**

- a) Develop and disseminate knowledge-based guidelines for incorporating social cohesion and sustainability concerns into economic decision-making processes at all levels;
- b) Develop responsibility and transversalism at local and regional levels by
  - i) Following up on the recent Recommendation of the Congress of Local and Regional Authorities by developing the concept of ‘responsible territory for social cohesion and sustainable development’ as a basis to set up local strategies to ensure social cohesion development and rolling out the ‘multi-partite social contract model’ as a way of formally connecting the activities of public and private service providers;
ii) Promoting an exchange of experience, at both local and national levels, on how
to support and improve the role played by public service administrations in
building social cohesion.

**Increasing citizens’ sense of social responsibility:**
Undertake actions to enable citizens to act responsibly, especially in their employment,
consumption and investment patterns and life styles.

**Increasing social responsibility-oriented actions by social partners and civil society:**
   a) Promote, in co-operation with the EU and the active involvement of the social
      partners and NGOs, the social responsibilities of enterprises, especially as regards
      multi-nationals and sub-contracting;
   b) Invite the media to engage in a dialogue on its social responsibilities and contribution
to increased social cohesion in Europe.

3. **Strengthening Representation and Democratic Decision-making and Expanding
   Social Dialogue and Civic Engagement**

To take this forward the Council of Europe should:

**Spearhead a programme of activity to reactivate democratic processes.** As well as following
up on the social rights work suggested above, this should identify remedies and means to
address deficits of representation of groups in situations of risk of poverty or vulnerability,
specifically children, young people, adults and families living in poverty and in precarious
life situations, migrants, ethnic minorities, people with disabilities, elderly people. The NGOs
should be considered major partners for this purpose but also the groups concerned
themselves.

Devote a forthcoming meeting of the Forum for the Future of Democracy to a major topic
related to social cohesion, such as the interdependence of democracy and social rights.

**Promote and support the expansion of social dialogue by:**
   a) Engaging with the social partners on setting up programmes/agreements to improve
      the situation of younger workers;
   b) Encouraging and facilitating the expansion of social dialogue to actively include
      intergenerational issues and life cycle approaches;
   c) Encouraging and facilitating the social partners to undertake initiatives to address the
      situation of those furthest from the labour market.

**Institute and expand civic dialogue** by piloting, together with one or more member States, an
initiative on civic dialogue which would see the creation at local level of ‘fora for dialogue’,
for example among migrants and residents, or among faith communities, or inter-
generational co-operation as recently proposed by the Congress of Local and Regional
Authorities and the roll-out over time of this on a wider basis. As well as the Congress, the
NGOs, third-sector organisations and others representing newcomers to society should be
given a leading role in this.

4. **Building a Secure Future for All**

The Council of Europe could show leadership here by:

**Undertaking a programme of work, in co-operation with the OECD, to develop proposals for
improving social mobility:**
As well as continuing to pursue its actions in favour of children, people with disabilities, Roma, those suffering extreme poverty and gender mainstreaming, instituting a programme of work to:

a) develop **policy models of family-work reconciliation** that are sustainable,
b) develop **innovative policy responses to enabling young people to plan their own life projects** and make free decisions about their family life;
c) **develop political rights of long-term migrant workers** in the host country;
d) As part of its New Horizons programme (suggested below) undertake a programme of research on:
   i) how the public’s sense of security is determined;
   ii) the implications of environmental change from the perspective of social cohesion.

Spearheading a campaign, together with other international organisations, to promote the **adoption of codes of good practice in regard to migration and the integration of migrants** in society and develop further the concept of ‘co-development.

5. To make a transversal approach operational within the Council of Europe, scope must be provided and methods devised for co-ordination among specialists in the various areas of policy that are involved. This requires that the Council of Europe undertake reform in its structure and practice, in particular so that there is stronger internal integration and synergies, especially as regards the work on social cohesion. For this purpose:

   • The various intergovernmental committees and their Bureaux should co-ordinate their respective agendas to address issues of common interest and develop shared perceptions and strategies;
   • In forming committees or groups of experts, the multidisciplinary aspect should be highlighted when candidates are sought and selected;
   • At the political level, common working ‘platforms’ might be established for central themes relating to social cohesion, bringing together representatives of the Parliamentary Assembly, the Committee of Ministers, the European Committee for Social Cohesion (CDCS), other committees, the Congress of Local and Regional Authorities, the INGO Liaison Committee and experts;
   • Within the Secretariat, inter-departmental meetings should be introduced as standard practice to assist exchanges and co-ordination among objectives, approaches and responsibilities;
   • More integrated or transversal projects or activities should be funded and undertaken.

All of these have application at member State level also.

6. The work of the Council of Europe on social cohesion should be organised to fulfil three functions: standard setting, monitoring and evaluation; facilitating the further development and implementation of social cohesion policy approaches; assisting
countries/regions in the development and implementation of programmes of action relevant to social cohesion.

Standard setting, monitoring and evaluation
A key contribution of the Organisation is a monitoring/evaluation or policy watch function. This should consist of two main activities:

a) Monitoring and evaluating the implementation of the existing instruments and the factors conducive to ratification and implementation and producing methodological and other guides for this purpose;

b) Devising and disseminating, together with other agencies as appropriate, a set of policy-watch indicators to allow member States and relevant bodies to assess progress towards greater social cohesion. The Task Force recommends the progressive development and application of indicators at both national and local levels.

At the national level, the following indicators are suggested:

<table>
<thead>
<tr>
<th>Component</th>
<th>Indicator</th>
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<tbody>
<tr>
<td>Equity and economic well-being</td>
<td>Mobility (social/geographical), income inequality, persistent poverty</td>
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<td>Dignity and recognition of diversity</td>
<td>People’s perception of being discriminated against</td>
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<td>Participation</td>
<td>Citizens’ participation in democratic processes</td>
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<td>Sense of belonging</td>
<td>Levels of trust (institutional, in the future, in others)</td>
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<td>Sharing of responsibilities</td>
<td>Scope and extent in social and civic dialogue</td>
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At the local level, the Task Force supports the encouragement that the Congress of Local and Regional Authorities gives to developing indicators through a process coordinating the actions of the principal stakeholders (elected representatives, public services, associations, businesses) and providing ample scope for citizen participation, especially as regards the identification and validation of indicators. A possible set of indicators is presented in Appendix 3 of the Task Force report.

Member states are invited to accept these indicators and set in train processes to gather, collate and exchange the resulting information for the purpose of appraising progress towards social cohesion.

Analysis and development
The Task Force recommends the resourcing within the Council of Europe of a two-sided analytic/development function in relation to social cohesion to:

a) Continue and consolidate the work on investigating the links between policies and social cohesion and the elaboration of appropriate goals and structures that best deliver on social cohesion;
b) Engage in ‘future oriented’ or ‘horizon scanning’ work to explore future policy scenarios and anticipate and prepare for risks and opportunities for social policies.

**Assistance with country/regional programming**

Having invited member States to embrace social cohesion as a national objective and to develop a national strategy for the progressive implementation of appropriate policies, the Organisation might organise its assistance to specific countries or regions through ‘country/regional social cohesion programmes’. Such programmes, initiated and renewed at regular intervals jointly with member States, are seen as the main vehicle whereby the Council of Europe organises plans and organises its support to particular countries or regions.

7. In carrying out its functions, the Council of Europe should undertake activities oriented to building partnerships and links with other national and international organisations. Towards this end, consideration should be given to instituting a multi-annual programme of work with the EU on social cohesion. Linkages with other international organisations such as OECD and ILO, the UN and relevant subsidiary bodies, should also be strengthened with a view to undertaking complementary work. As a first step, the Council of Europe should invite the EU and other international organisations to a series of meetings to consider the transversal method and the view of social cohesion advanced here and their significance for the social policy activities and reporting engaged in by EU member States under the Lisbon process and Open Method of Co-Ordination, as well as other relevant concepts and developments.

8. It is necessary to add more value to the Organisation’s work on social cohesion through improved dissemination strategies. Every activity undertaken should have a strategy for disseminating the results. This is not just a job for the central Organisation – all participants (ministries, NGOs, academics) in the Council of Europe have a role to play. Three main objectives ought to guide the expanded dissemination policy:
   a) Closer targeting of outputs towards particular target groups, and especially public administrations, social partners, universities/research institutes, and the ‘European publics’ (via the internet especially);
   b) Developing more intensive communication with professional and social bodies;
   c) Work more closely with the international and national media.

Two roadmaps summarising and outlining the implementation of these recommendations follow.

The Task Force requests the Committee of Ministers to endorse and give their full support to this report and its recommendations. In particular, it is suggested that the report be taken forward by drawing up implementation plans on a regular basis and instituting ways of reporting on progress.
<table>
<thead>
<tr>
<th>Focus</th>
<th>Objective</th>
<th>Suggested Actions</th>
<th>Implementation</th>
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<tbody>
<tr>
<td>Social rights</td>
<td>To reinvigorate social rights and re-address vulnerabilities by:</td>
<td>Widen ratification of legal instruments Continue to invest in monitoring A programme to extend the application of social rights to groups outside the classic social rights framework</td>
<td>Council of Europe, member States, EU</td>
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<td></td>
<td>Strengthening the commitment to social rights</td>
<td>Promote health and human rights as related Highlight inequalities in life expectancy Spearhead a new governance framework for health Give guidance on the rights basis of social care services Develop a programme to enhance the contribution of education to social mobility Promote democratic skills as a component of civic education Programme to affirm the value of heritage to social cohesion</td>
<td>Council of Europe, member States, health professionals and providers, social partners, NGOs</td>
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<td></td>
<td>Developing health as a basis for social cohesion</td>
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<td>Council of Europe, teaching profession, local and national education providers, OECD</td>
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<td></td>
<td>Developing education as a basis for social cohesion</td>
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<td>Responsibilities</td>
<td>Increase all actors’ sense of social responsibility by:</td>
<td>Develop guidelines for incorporating social cohesion into economic decision making at all levels Develop the concepts of ‘responsible territory for social cohesion and sustainable development’ and ‘multi-partite social contract model’ so as to make for more integrated service provision and more integrated attention to social cohesion at local level Promote exchange of experience on how service administrations can help to build social cohesion through better practice</td>
<td>Council of Europe, member States, local and regional authorities, NGOs</td>
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<td></td>
<td>Furthering the social responsibilities of public authorities</td>
<td>Utrovat a range of actions to promote citizens’ sense of responsibility</td>
<td>Council of Europe, NGOs, local authorities, citizens</td>
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<td></td>
<td>Increasing citizens’ sense of social responsibility</td>
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<td>Increasing social responsibility oriented actions by the social partners and NGOs</td>
<td>Promote the social responsibilities of enterprises especially as regards sub-contracting Invite the media to a dialogue on its social responsibilities</td>
<td>Council of Europe, social partners, media</td>
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<td><strong>Democracy</strong></td>
<td><strong>Improve democratic participation among all sectors and extend processes of dialogue and engagement</strong></td>
<td><strong>Spearhead a programme of activity to reactivate democratic processes, especially for the most vulnerable sectors Devote a forthcoming meeting of the Forum for the Future of Democracy to a major topic related to social cohesion Expand social dialogue by: - setting up programmes/agreements to improve the situation of young workers - encouraging the adoption of intergenerational issues in social dialogue - encouraging initiatives to address those furthest from the labour market Institute and expand civic dialogue by setting up at local level ‘fora for dialogue’</strong></td>
<td><strong>Council of Europe, member States</strong></td>
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<td><strong>Security and confidence in the future for all</strong></td>
<td>Engender a sense of confidence in the future</td>
<td><strong>Organise a programme of work to develop models for improving social mobility Institute a programme of work to develop sustainable models for better family-work reconciliation, innovative responses to enabling young people to plan their life projects and political rights for long-term migrants in the host country Institute a programme of research on how the public’s sense of security is determined the implications of environmental change for social cohesion.</strong></td>
<td><strong>Council of Europe, member States, social partners</strong></td>
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<td><strong>Council of Europe, other international organisations, national research institutes</strong></td>
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## Roadmap 2 Recommended Reforms and Implementation Strategies

<table>
<thead>
<tr>
<th>Goal</th>
<th>Suggested activities/reform</th>
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<tr>
<td>Strengthening transversalism in the work of the Organisation</td>
<td>Co-ordination of respective agendas of intergovernmental committees and their Bureaux to meet on and address common issues&lt;br&gt;Common working platforms to bring together representatives of, inter alia, the Parliamentary Assembly, Committee of Ministers, the European Committee for Social Cohesion, Congress of Local and Regional Authorities, INGO Liaison Committee to assist communication and the development of shared strategies&lt;br&gt;Interdepartmental meetings and joint working groups within the Secretariat for the purpose of exchanges and co-ordination of objectives&lt;br&gt;More integrated or transversal projects and activities</td>
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<td>Increasing political commitment to social cohesion</td>
<td>Organisation every third year of a Ministerial conference of the Ministers responsible for social cohesion on new risks and challenges to social cohesion and developing a new social contract for Europe&lt;br&gt;Invite member states to accept common indicators of social cohesion and set in train processes to gather, collate and exchange the resulting information for the purpose of appraising progress towards social cohesion</td>
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<td>Functions of the Organisation re social cohesion</td>
<td>The work of the Organisation on social cohesion should be organised to fulfil three functions:&lt;br&gt;1. Standard setting, monitoring and co-ordination centring on: monitoring the implementation of the existing instruments; devising and disseminating a set of policy watch indicators for measuring social cohesion at national and local levels&lt;br&gt;2. Analysis and development, to: continue to investigate the links between policies and social cohesion and the elaboration of appropriate goals and structures that best deliver on social cohesion; undertake ‘future oriented’, and ‘horizon scanning’ work that is oriented to future policy scenarios&lt;br&gt;3. Country/regional planning for social cohesion and other purposes</td>
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<tr>
<td>Other aspects of Organisational practice</td>
<td>Initiating and consolidating partnerships with other organisations, so as to improve effectiveness and avoid duplication, by: considering setting up multi-annual programmes of joint work on social cohesion with the EU; inviting EU and other international organisations to a series of meetings to discuss this report and its implications for the social approaches of different organisations&lt;br&gt;Cluger targeting of outputs towards particular target groups, and especially public administrations, social partners, universities/research institutes, and the ‘European publics’ (via the internet especially); developing more intensive communication with professional and social bodies; working more closely with the international and national media.</td>
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