

MADRID AGE-FRIENDLY CITY

ACTION PLAN 2017-2019





One of the key commitments of my current responsibility as Mayor of Madrid is to build a city that is ever friendlier with all of us that dwell in it. These words, taken from the Childhood and Adolescence Plan, are equally applicable for the presentation of this Action Plan.

Making Madrid an ever-friendlier city for older people means making it friendlier for all citizens, regardless of age or gender, needs or capabilities.

The framework for this Plan revolves around the Paradigm of Active Ageing, 'the process of optimising opportunities for health, participation and security in order to enhance quality of life as people age'.

Under this initiative, older people take on the role of active citizens in the building of a new society for all ages, a society that fosters the presence and participation of older people in all aspects of life and social dynamics.

This is why this plan has such a special connection with the 2015-2019 Government Plan, which includes a strategic line of action called 'A city that focuses on people, caring and inclusive' that shares the bulk of the goals and strategies of this Plan.

Special mention must be made of the development and execution of the 'Madrid, Age-friendly city' Action Plan. This is an action in itself, with its corresponding goals and indicators.

Furthermore, the Madrid Council is developing several Plans and Strategies aimed at creating a better city for everyone. These include the '2015-2019 Madrid Plan, city of care' and the '2016-2020 Human Rights Plan'. They both share goals and principles with the friendliness Plan.

The challenge lies in achieving a healthy and safe environment, an accessible city, a good range of cultural offerings and quality social and health services that are suited to all the needs. All these factors are interrelated and have a positive bearing on maintaining the capacities.

Furthermore, a warm and easy city for older people is also a friendly city for all its inhabitants.

Barrier-free buildings, transports and streets improve mobility and give independence to people of all ages with disabilities and to people with baby strollers.

An atmosphere of safe neighbourhoods and parks allows children, youngsters and adults to safely enjoy outdoor physical and social activities.

The burden on families is alleviated if their elderly can rely on community support and on the health services they require.

Finally, the entire community benefits from the experience and skills of its oldest citizens if they are allowed to actively participate in the life of the city.



I would like to thank each and every one of the Government Departments for their active role in the development of the Plan, and especially the Equality, Social Rights and Employment Department, which has coordinated a large number of professionals and has collaborated closely with the Advisory Council for Older People of the City of Madrid.

It would have been impossible to complete it without their help, and it would be impossible to carry it out.

Like any city plan, they can count on all my support to guarantee its implementation, which I am fully confident in.

Manuela Carmena Castrillo

Mayor of Madrid



Madrid, age-friendly city

2017-2019 ACTION PLAN

CONTENTS

MADRID AND THE GLOBAL NETWORK FOR AGE-FRIENDLY CITIES: CONCEPTUAL FRAMEWORK	5
.....	
PARADIGM OF ACTIVE AGEING	5
MADRID, AGE-FRIENDLY CITY: BACKGROUND AND CURRENT CONTEXT	6
MADRID, AGE-FRIENDLY CITY: DIAGNOSIS.....	6
GOVERNMENT PLAN	7
OTHER PLANS OF THE CITY OF MADRID.....	7
METHODOLOGY	9
ACTION GROUP	9
STRUCTURE OF THE PLAN	10
LINE 1: RETHINKING THE GOVERNANCE MODEL IN AN AGEING CITY	10
AREA 1: FACILITATING THE INVOLVEMENT OF AGEING CITIZENS IN THE CITY'S DECISION-MAKING PROCESS	11
AREA 2: PROMOTING THE EMPOWERMENT OF AGEING CITIZENS SO THEY CAN EXERCISE THEIR INDEPENDENCE	11
AREA 3: PROMOTING A REALISTIC IMAGE OF AGEING CITIZENS AMONG ALL GENERATIONS.	11
LINE 2: PROMOTING THE AUTONOMY AND INDEPENDENCE OF AGEING CITIZENS BY CREATING HEALTHY AND FRIENDLY ENVIRONMENTS	12
AREA 1: PROMOTING ENVIRONMENTS FOR LIFE	12
AREA 2: PROMOTING THE CONTINUED USE OF THE USUAL RESIDENCE OR OF ALTERNATIVE HOUSING SYSTEMS	13



AREA 3: PROMOTION OF THE PREVENTION OF VULNERABILITY AND PROMOTING HEALTH.	13
LINE 3: ADVANCING IN THE GUARANTEE OF SOCIAL COLLABORATION AND PARTICIPATION OF AGEING CITIZENS AS AGENTS OF CHANGE AND PROTAGONISTS IN THE CONSTRUCTION OF A WELFARE SOCIETY	14
AREA 1: PROMOTING VOLUNTEER WORK AND SOCIAL PARTICIPATION	14
AREA 2: FAVOURING INTERGENERATIONAL SOLIDARITY	14
ACTIONS OF EACH LINE	16
LINE 1: RETHINKING THE GOVERNANCE MODEL IN AN AGEING CITY.....	16
AREA 1: FACILITATING THE INVOLVEMENT OF AGEING CITIZENS IN THE CITY'S DECISION-MAKING PROCESS	16
AREA 2: PROMOTING THE EMPOWERMENT OF AGEING CITIZENS SO THEY CAN EXERCISE THEIR INDEPENDENCE	21
AREA 3: PROMOTING A REALISTIC IMAGE OF ELDERLY CITIZENS AMONG ALL GENERATIONS.	27
LINE 2: PROMOTING THE AUTONOMY AND INDEPENDENCE OF AGEING CITIZENS BY CREATING HEALTHY AND FRIENDLY ENVIRONMENTS	30
AREA 1: PROMOTING ENVIRONMENTS FOR LIFE	30
AREA 2: PROMOTING THE CONTINUED USE OF THE USUAL RESIDENCE OR OF ALTERNATIVE HOUSING SYSTEMS	38
AREA 3: SUPPORT TO THE PREVENTION OF VULNERABILITY AND PROMOTION OF HEALTH.	43
LINE 3: ADVANCING IN THE GUARANTEE OF SOCIAL COLLABORATION AND PARTICIPATION OF AGEING CITIZENS AS AGENTS OF CHANGE AND PROTAGONISTS IN THE CONSTRUCTION OF A WELFARE SOCIETY	51
AREA 1: PROMOTING VOLUNTEER WORK AND SOCIAL PARTICIPATION	51
AREA 2: FAVOURING INTERGENERATIONAL SOLIDARITY	54
EVALUATION OF THE ACTION PLAN.....	59



MADRID AND THE GLOBAL NETWORK FOR AGE-FRIENDLY CITIES: CONCEPTUAL FRAMEWORK

The Age-Friendly City project is based on the premise that friendly cities are those that allow their citizens to enjoy active ageing. Therefore, friendly cities are those that project their structures and services so that everybody, regardless of age, skills and capabilities, can be healthy and can participate actively in all areas of social life in complete safety.

A community is age-friendly when:

- It acknowledges its diversity.
- It protects those who are most vulnerable.
- It promotes their inclusion and contribution in all spheres of community life.
- It respects their decisions and lifestyle choices.
- It anticipates and responds with flexibility to age-related needs and preferences.

With these premises in mind, Madrid completed its age-friendliness analysis with the participation of more than 4000 citizens. It revealed a number of areas of improvement that have given Madrid a chance it cannot miss.

PARADIGM OF ACTIVE AGEING

The conceptual framework of this Plan is based on the Paradigm of Active Ageing, established by the World Health Organisation.

Active ageing is unquestionably a factor that has a direct bearing on maintaining the functional capability of individuals, with all the advantages that involves both on a personal and family level or, on a higher plane, on a social level. It depends on economic, social, behavioural and personal factors, on the physical environment, culture and gender.

This paradigm, which is so broad, has been somewhat trivialised since it was initially theorised in 2002, and it has been associated to any physical activity geared towards older people that has a 'positive' or 'activist' approach. It became associated to programmes where older people are left to be mere spectators, consumers or users, and the aspect that involves participation in activities and in the decision-making process was sidelined. (Barrio, 2015)¹.

¹ Barrio, E., Mayoral, O., Sancho, M. (2015): Estudio sobre las condiciones de vida de las personas de 55 y más años en Euskadi (Study of the living conditions of people aged 55 and over in the Basque Country). Department of Employment and Social Policy. Basque Government.



On the other hand, the Age-Friendly City programme places older people as the protagonists of a process that generates well-being that then has an impact on daily life. It seeks a more rational recovery of the public spaces, of the relationships between citizens, of the transfer of care... of all those little things that make everyday life in a city more humane and satisfactory for everyone. (Sancho, 2010)².

Contributing not only yields benefits for others, but also personal rewards (Villar, 2013)³. This type of initiative therefore promotes social participation and also yields indispensable personal well-being for an active and satisfactory ageing.

MADRID, AGE-FRIENDLY CITY: BACKGROUND AND CURRENT CONTEXT

From the start, Madrid approaches this project as a 'City Project', with a participatory outlook, to improve the friendliness of the city.

The request for membership was **unanimously approved in the municipal plenary session on 26th March 2013**. It was submitted to the WHO by the Mayor of Madrid, thereby committing to the project.

The **request for admittance into the Network of Age-Friendly Cities of the WHO** was accepted on **16th May 2014**. For Madrid, belonging to this Network is a chance to establish relationships between participating cities, facilitate the exchange of information and good practices, provide technical support and expertise and promote interventions that are suitable, sustainable and cost-efficient to improve the life of older people.

MADRID, AGE-FRIENDLY CITY: DIAGNOSIS

The **diagnosis of age-friendliness of the city of Madrid** was completed during 2014. The final report listed 178 proposals for improvement and was presented by the Mayor in **November 2015**, thus confirming her leadership of the project.

The diagnosis was completed with the following actions:

² Sancho, M. and Barrio, E. (2010). Donostia-San Sebastián, ejemplo de ciudad amigable. La ciudad y los mayores (Donostia-San Sebastián, example of an age-friendly city. The city and older people). Barcelona Metròpolis. Revista de información y pensamiento urbanos, Oct-Dec, 58-62.

³ Villar, F., López, O., and Celdrán, M. (2013): La generatividad en la vejez y su relación con el bienestar: ¿Quién más contribuye es quien más se beneficia? (Old age generativity: whoever contributes most also benefits most?) Anales de Psicología, 29 (3), 897-906.



- 30 in-depth interviews to people with lengthy careers and managerial positions, responsible for the decision-making process in the areas of work of the study.
- 3900 telephone surveys to people over the age of 65 registered as living in the city of Madrid.
- 48 discussion groups from the Territorial and Advisory Councils, which represented older people, the main caregivers, associations with social goals and for older people.

The diagnosis yielded two main lines of actuation:

- the first one aims to show society as a whole that this age period is just another part of a person's life.
- the other one focuses on area-specific aspects of improvement (housing, social and health care, etc).

In this sense, it is important to stress that a distinction is made in the perception of age-friendliness between structures and attitudes. The first one refers to the actuations of the administration, whereas the second one refers to the politeness of the people. It is believed that society has a negative view of older people which needs to be changed. The key words in both cases are awareness and visibility of the groups to promote recognition, inclusion and participation.

The general perception is that there is still work to be done to improve as much as possible, and that this project is beneficial not only for older people, but also for the whole of society.

GOVERNMENT PLAN

The **2015-2019 Government plan** includes a strategic line of action called 'A city that focuses on people, caring and inclusive', which shares the bulk of the goals and strategies of this Plan.

Special mention must be made of the **development and execution of the 'Madrid, Age-friendly city' action plan**. This is an action in itself, with its corresponding goals and indicators.

In the case of older people, we find actuations in the STRATEGIC GOAL '**Guaranteeing social equality acknowledging the diversity of the population**', under the heading '**Strengthening of services and programmes for older people**'.

OTHER PLANS OF THE CITY OF MADRID

The Madrid Council is developing several Plans and Strategies aimed at creating a better city for everyone. These include the '2015-2019 Madrid Plan, city of care' and the '2016-2020 Human Rights Plan'. They both share goals and principles with the friendliness Plan.

The goals of the **Madrid Plan, city of care** are:



- Creating basic conditions for citizens to care, be cared for and care for themselves.
- Promoting equality to ensure care, from the point of view of gender, territory or other lines of inequality (social class, ethnic group, etc).
- Promoting community development from the standpoint of co-responsibility.
- Strengthening institutional spaces as spaces for care, where the needs of the population can be identified and satisfiers can be generated.

The guiding principles of the Plan are as follows: co-responsibility, independence, sustainability, as well as equality and proportional universalism.

The purpose of the **Human Rights Plan of the Madrid Council** is to guarantee that its public policies comply adequately with its obligations to observe, protect and enforce the human rights of all the people living in the city of Madrid.

Its values and principles:

- The universality, indivisibility and interdependence of human rights.
- Gender equality and non-discrimination for every person.
- Identification of the obstacles to exercise of the rights of all sectors of the population.
- The democratic management of the city.
- The social function of the city.
- Defence of correct access to and application of the citizens' human rights.

Goal no. 11, structured into three lines and containing nine actions, refers to '**a city that guarantees the rights of older people**'.

It is also important to bear in mind the **Strategy for Gender Equality**, currently under preparation. Its goals are included in the Government Plan, since gender and culture are elements that span the whole project of Age-Friendly Cities.

This aspect is especially relevant when it comes to the evaluation. Whenever the proposed measure can have direct or indirect effects on the people, it would also be appropriate to estimate its results and its effects on the men and women that are its potential targets.



METHODOLOGY

ACTION GROUP

The purpose of the Action Plan is to make Madrid an age-friendlier city and to achieve an integrating and accessible urban environment that promotes active ageing and enriches the quality of life of the citizens.

It is an all-encompassing process that covers all the municipal areas. An '**Action Group**' will be set up from the start with 25 representatives from various Government Departments, with the responsibility of reviewing all the field work and the diagnosis document. The presence of the Advisory Council for Older Citizens of the City of Madrid afforded consistency to the proposed work during the meetings.

The methodology used during the action plan development stage has been similar.

The various Government Areas of the Council and the Advisory Council for Older Citizens have also provided their assistance. Several meetings have been held with the Driving Group to follow up on the process and validate the plan.

At the same time, work groups of municipal technicians have been created to evaluate the detected areas of improvement. These groups were established by linking the eight areas marked by the WHO into three blocks.

PHYSICAL ENVIRONMENT: Open-air spaces and buildings, transport and housing, the key features of the physical environment of the city.

SOCIAL ENVIRONMENT: Social participation, respect and social inclusion and citizen participation and employment.

MUNICIPAL SERVICES: Communication and information and social and health services.

These meetings were held to analyse the implementation of the possible actions and their feasibility and to develop the final plan with the improvements considered by the different municipal departments, including indicators for their evaluation.

A small work group was also set up, apart from the Action Group, to avoid duplicities and inconsistencies. This working group was formed by personnel from the Directorate General for Older Citizens and Social Services, the Directorate General for Equality and Non-Discrimination, the Subdirector General for Statistics and the Subdirector General for Quality and Evaluation, as well as by a representative of the Delegate of the Equality, Social Rights and Employment Government Department, Marta María Higuera Garrobo.



The **Committee of the Whole of the Advisory Council for Older Citizens of the City of Madrid** was kept up to date on the progress of the process. A work group was constituted within it, and its members attended all three aforementioned work groups and the meetings of the Action Group.

STRUCTURE OF THE PLAN

The areas that the WHO considers as covering the key factors in the process of active ageing are as follows:

- 1) Open air spaces and buildings
- 2) Transport
- 3) Housing
- 4) Respect and social inclusion
- 5) Social participation
- 6) Communication and information
- 7) Citizen participation and employment
- 8) Social and health services

These areas are arranged in this Plan into three lines or axes of actuation, with eight areas:

LINE 1: RETHINKING THE GOVERNANCE MODEL IN AN AGEING CITY

The '**revolution of longevity**' calls for the implementation of a process for society to adapt to ageing. We need to introduce far-reaching changes, changes that affect the structure, design, public policies and especially social and health policies, to provide an adequate response to the new reality of the population.

The purpose of this Plan is to contribute to the identification of a Governance model that allows ageing citizens to speak up and that helps build a society for all ages.

We need to benefit from the social capital that is our elderly population by simplifying their everyday life, creating spaces that provide information, offer guidance and accompany them to ease the construction of their life project and to face difficult situations that often arise as people get older.

The place of older people in a society deserves an in-depth analysis and a public discussion. The acknowledgement of their rights as citizens and the promotion of their application so they can participate. Taking part in the social and political decisions of the city.

This line therefore includes the following areas of actuation:



AREA 1: FACILITATING THE INVOLVEMENT OF AGEING CITIZENS IN THE CITY'S DECISION-MAKING PROCESS

The involvement of older people in the decision-making process of the city, its districts or neighbourhoods is indispensable for the promotion of an age-friendly city. Participating involves, on one hand, the active intervention of citizens in the construction of their own reality and, on the other hand, exchange dynamics that generate a mutual transformation between the subject and the fact in which the participation occurs. (EAPN 2009)⁴.

In this sense, the population has an influence and shares control over the decisions, and it takes centre stage as a community. This decision-making process is performed in institutional participation spaces, but also in informal spaces for collaboration and exchange of supports that generate innovative initiatives that need to be taken into account in a friendly and inclusive city.

AREA 2: PROMOTING THE EMPOWERMENT OF AGEING CITIZENS SO THEY CAN EXERCISE THEIR INDEPENDENCE

Promoting a social and organisational shift in the city of Madrid that generates a governance model that is suited to the structure of its population and the role of ageing citizens within it calls for an effort to develop individual and group empowerment strategies so that their rights can be exercised with a comprehensive and integrating approach.

The purpose of this empowerment is to promote self-advocacy and improve the living conditions of the citizens, gradually eliminating the factors that increase social inequality and striving to improve the well-being and quality of life for older people.

AREA 3: PROMOTING A REALISTIC IMAGE OF AGEING CITIZENS AMONG ALL GENERATIONS.

The fight against the negative and stereotypical image of older people is the starting point for the change in the outlook towards ageing that is necessary to tackle the 21st century.

Changing the way ageing is viewed implies changing the way it is regarded and approached, so as to rid the social imagery of the stigmas about ageing that become prejudices, discrimination, infantilisation and inadequate treatment. Ultimately, this change in the approach will strengthen the self-esteem, empowerment, independence, well-being and quality of life of older people.

⁴ EAPN 2009): Guía metodológica de Participación Social de las personas en situación de pobreza y exclusión social (Methodology guide for social participation of people in poverty and social exclusion conditions).



LINE 2: PROMOTING THE AUTONOMY AND INDEPENDENCE OF AGEING CITIZENS BY CREATING HEALTHY AND FRIENDLY ENVIRONMENTS

The **concept of autonomy** has become the paradigm of this century and is gaining immense value in all spheres of society and from all dimensions of analysis.

Actions that promote healthy ageing, such as the care for the physical environment, the guarantee of mobility through transport, the adaptation of a house for life and the integrated provision of services and care whenever required are key aspects for the construction of a life project governed by the desire of people to age independently and to live in their own house even when they need assistance.

The promotion of autonomy and independence in ageing citizens is a key element towards inclusive, age-friendly cities. Although most of the actions contemplated in this Plan pursue this goal, it compiles all the measures related to the physical environment, housing and the services and resources of the Council that promote the autonomy of the people in a more tangible way.

This Line is divided into the following areas of actuation:

AREA 1: PROMOTING ENVIRONMENTS FOR LIFE

The extension of the active and independent life largely depends on the friendliness of the urban design, the safety and the adequacy of the domestic environments. It is currently configured as one of the strategic sectors of intervention, together with the health sector.

The outdoor environment and the public buildings have a significant impact on the mobility, independence and quality of life of older people and affect their capacity to 'age at home'. (WHO, 2007:16)⁵.

Transport, including public transport that is accessible both physically and economically, is one of the main elements for active ageing. This issue is connected to many of the other areas being discussed, particularly how the capability to move around the city determines the social and civil participation and the access to community and health services. (WHO: 24)⁶.

⁵ WHO (2007). Guía Ciudades Globales Amigables con los mayores (Guide of Age-Friendly Cities). Geneva: WHO. Chap. 2.

⁶ WHO (2007). Guía Ciudades Globales Amigables con los mayores (Guide of Age-Friendly Cities). Geneva: WHO. Chap. 4.



AREA 2: PROMOTING THE CONTINUED USE OF THE USUAL RESIDENCE OR OF ALTERNATIVE HOUSING SYSTEMS

The wish to remain at the home and in the familiar environment even when requiring assistance is one of the most oft-repeated arguments in all the studies that ask about this issue.

'Living at home' requires accessible and friendly housing and community environments, proper houses, a wide range of nearby services, support of volunteer actions, support products and technologies, flexible and varied professional profiles, coordinated action with the health system and an organisation of the care model that can integrate all these elements and serve as a complement, whenever possible, to the solid support from the family environment which we still enjoy in southern European countries.

Social and health services are essential to maintain health and independence in the community. The relevant issues in this area are: the availability of care, the good quality of the service, and its custom and accessible nature. (WHO)⁷.

AREA 3: PROMOTION OF THE PREVENTION OF VULNERABILITY AND PROMOTING HEALTH.

Promotion of health allows people to improve control over their health so that it can be improved (WHO, 1986)⁸. It encompasses actions geared at improving the skills and capacities of citizens and other actions aimed at modifying the social, environmental and economic conditions that have a bearing on the health factors. The public administration needs to promote the social and individual responsibility of the citizens for their health. It will implement a series of programmes and interventions that ensure a normal and healthy ageing with ever fewer avoidable illnesses.

Transmitting the idea that prevention concerns everyone is a priority for the Madrid Council. This covers most of the interventions that are required to achieve equal opportunities and equality in Madrid society.

It is also necessary to pay special attention to the growing number of elderly people, especially women, who, for one reason or another, have to face their twilight years alone. Although loneliness as a way of life is nowadays viewed as a sure indicator of healthy competence, it is also true that it can become a risk, sometimes a high one, if it occurs at an old age and with small social and family networks, and it needs to be addressed.

⁷ WHO (2007). Guía Ciudades Globales Amigables con los mayores (Guide of Age-Friendly Cities). Geneva: WHO.

⁸ WHO (1986): Ottawa Charter for Health Promotion (1986). WHO. Geneva.



LINE 3: ADVANCING IN THE GUARANTEE OF SOCIAL COLLABORATION AND PARTICIPATION OF AGEING CITIZENS AS AGENTS OF CHANGE AND PROTAGONISTS IN THE CONSTRUCTION OF A WELFARE SOCIETY

The friendliness movement, which is gathering strength the whole world over, is based especially on the reformulation of the **participation processes** to which older people are strongly committed. The upheavals and the impact of the crisis we are living through provide a possibility to generate new initiatives in the field of citizen participation, which are intended to fight to maintain the well-being that was attained over the past few decades.

Older people are having an important role in this process: participative actions of all kinds are appearing and generating social interactions outside the more structured institutional initiatives.

In recent years, various bodies and institutions have promoted social participation among older people. The demographic weight of older people in the structure of modern societies needs to go hand in hand with a comparable participation in active life.

This line therefore includes the following areas of actuation:

AREA 1: PROMOTING VOLUNTEER WORK AND SOCIAL PARTICIPATION

Promoting all forms of social participation, from citizen participation to volunteer work or informal support, is an essential element for the development of our societies. All the segments of the population need to be involved in these functions, but especially older people because they have more time available and they have valuable capabilities thanks to their life experiences.

The goal is to carry out roles that are not secondary, but relevant in society.

However, Spanish culture of participation through volunteer actions is still lacking. It is necessary to unite efforts to promote voluntary collaboration where older people have an ever greater role.

AREA 2: FAVOURING INTERGENERATIONAL SOLIDARITY

The Second World Assembly on Ageing of the UN, held in Madrid in 2002, acknowledged '*the need to strengthen solidarity between generations and intergenerational associations, taking into account the specific needs of older people and the youth and encouraging intergenerational solidarity*' (United Nations, 2002: 4)⁹. This is achieved by uniting efforts that aim to 'encourage and support traditional and non-traditional multigenerational mutual assistance

⁹ United Nations (2002). Report on the Second World Assembly on Ageing. Madrid, 8th to 12th April 2002.



activities with a clear gender perspective in the family, the neighbourhood and the community' (United Nations, 2002; 18)¹⁰. For the United Nations, intergenerational relationships are relevant because of the potential for intergenerational solidarity that may be encouraged at all levels. The efforts to build a society for all ages were predicated on promoting that solidarity.

¹⁰ United Nations (2002). Report on the Second World Assembly on Ageing. Madrid, 8th to 12th April 2002.



ACTIONS OF EACH LINE

LINE 1: RETHINKING THE GOVERNANCE MODEL IN AN AGEING CITY

AREA 1: FACILITATING THE INVOLVEMENT OF AGEING CITIZENS IN THE CITY'S DECISION-MAKING PROCESS

LINE 1 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
1.1.1.	Improvements in the Service of the Municipal Centres for older people, reviewing the current model and developing a more participatory model that is better suited to the needs, preferences and wishes of older people, taking into account their diversity, their participation and the participation of professionals.	Development of work groups with the participation of professionals and older people.	Number of groups created with technical professionals.	Equality, Social Rights and Employment
			Number of groups created for older people	
		Pilot programme for the new proposals in the Barrio de la Estrella CMM (Municipal Centre for Older People).	Pilot programme in the Barrio de la Estrella neighbourhood.	Territorial Coordination and Associations
		Analysis and evaluation of the participation model, the competences and operation of the representative bodies of the CMM and modification, if applicable, of their by-laws and regulations towards a more suitable participatory model.	Development of a new participatory model of the CMM regulations and by-laws. Ratio of members that consider the participatory model proposed in the CMMs to be suitable.	



LINE 1 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
1.1.2.	Creation of work groups within the Advisory Council for Older Citizens, as a regulated participatory body.	Modification of the regulations of the Advisory Council for Older Citizens of the Madrid Council.	Creation of the work group from among the members of the Advisory Council to review the regulations.	Equality, Social Rights and Employment
			Preparation of the report.	
1.1.3.	Promotion of participation among older people in the design of municipal actuations.	Creation of work groups and/or advisory groups for different municipal actions relying on volunteer elderly citizens from established participatory bodies or selected for specific projects such as: Fitting and installation of benches in consolidated urban areas and information and awareness campaigns on urban cleanliness and waste collection.	Percentage of municipal actions where the participation of older people has been requested during the design and implementation stages.	Equality, Social Rights and Employment
			Satisfaction of the participants in advisory groups for older people.	Environment and Transportation
1.1.4.	Joint work of the Advisory Council for Older Citizens with the Municipal Housing and Land Institute.	Shared design of the intergenerational houses so that they address the needs of older people.	Creation of groups between members of the Advisory Council.	Equality, Social Rights and Employment
			Preparation of the document.	



LINE 1 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
			Satisfaction of the participants in the work group formed by members of the Advisory Council for Older Citizens and of the Municipal Housing and Land Institute.	
1.1.5.	Creation of advisory boards or work groups for older people in local district forums and in information and citizen participation associations.	Creation, optimisation and evaluation of an advisory board or work group for older people, in a 'pilot district'.	Completion of a pilot project in a district.	Territorial Coordination and Associations
		Fostering the implementation of advisory boards for older people in the rest of the districts.	Number of annual sessions called by the advisory boards or work groups for older people within the framework of each Local Forum.	
			Number of elderly citizens that participate in each Local Forum as a percentage of the total number of members.	



LINE 1 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
1.1.6.	Guarantee the participation and evaluation of older people in the municipal services that are targeted at them (day care centres, SAD (home help service), TAD (remote home help service), CMM, meals on wheels, etc)	Performance of service satisfaction surveys.	Number of services evaluated in the satisfaction surveys.	Equality, Social Rights and Employment
		Application of qualitative techniques through focus and discussion groups with older people and caretakers to evaluate the services.	Total number of participants in the satisfaction surveys/year. Number of groups created with qualitative techniques.	
		Evaluation and collection of suggestions related to the services provided.	Satisfaction with the evaluated services.	
		Loading of the Service Charters for consultation and debate in the web page www.decide.madrid.es .	Presentation to the citizens of the Service Charters in the municipal web page.	
		Distribution of the Service Charters to associations, federations and other participatory institutions that are represented in the Advisory Council for Older Citizens.	Number of distribution points of the Service Charters to associations, federations and other participatory institutions that are represented in the Advisory Council for Older Citizens of the City of Madrid.	
		Distribution of the Service Charters to the managers of the district CMMs.	Percentage of the 21 districts where the Service Charters are distributed to the managers of the CMMs.	



LINE 1 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
1.1.7.	Encourage the participation of older people in the decision-making process about improving accessibility conditions in the most frequently used urban environments (care centres for older people, health centres and other points that are mostly used by older people).	Affected pedestrian surface area.	Affected pedestrian surface area.	Sustainable Urban Development
		Extension of pedestrian areas.	Extension of pedestrian areas.	
		Installed accessible furnishing elements.	Number of installed accessible furnishing elements.	
		Improved pedestrian crossings.	Number of improved pedestrian crossings.	



AREA 2: PROMOTING THE EMPOWERMENT OF AGEING CITIZENS SO THEY CAN EXERCISE THEIR INDEPENDENCE

LINE 1 - AREA 2				
#	Action	Actuations	Indicators	Council Government Department
1.2.1.	Encourage the leadership of women in the Municipal Centres for older people	Presentation and implementation of the project in Municipal Centres for Older People.	Start of the radio programme.	Equality, Social Rights and Employment
		Broadcasting of the project through a community radio.	Completed radio programmes.	
		Evaluation of the project and detection of areas for improvement for the subsequent implementation in other centres.	Project evaluation document.	
			Number of centres where the project is implemented.	
1.2.2.	Encourage the independence of older people through the learning and use of new technologies.	Increase in the number of computer labs in the Municipal Centres for older people.	Percentage of CMMs with computer labs.	Equality, Social Rights and Employment
			Level of satisfaction of CMM users with the computer labs.	
		Adding Wifi to the Municipal Centres for older people.	Percentage of CMMs that have Wifi.	City Management



LINE 1 - AREA 2

#	Action	Actuations	Indicators	Council Government Department
1.2.3.	Encourage associationism among ageing citizens as an element to encourage empowerment.	Specific course for the management of elderly, retired and pensioner associations.	Number of elderly, retired and pensioner associations attending the training course in 2017.	Territorial Coordination and Associations
		Yearly information campaign targeted at citizen entities for older people, retired workers and pensioners to encourage associationism among this sector of the population.	Number of citizen entities for older people, retired workers and pensioners that the campaign to encourage associationism is aimed at.	
		Information to the entities for older people, retired workers and pensioners in the Municipal Register about the 'Annual association meeting' so as to encourage their active participation.	Number of citizen entities for older people, retired workers and pensioners that receive information in the annual meeting.	
1.2.4.	Improve access to information about municipal services in Línea Madrid.	Creation of the figure of 'Administration Manager' that will be in charge of contacting older people to improve information and present the municipal services to them, and to manage the catalogue of Línea Madrid services they require. Pilot project.	Total number of requests for the contacting service.	Citizen Participation, Transparency and an Open Government
			Number of service requests by type of management operation and of information.	
			Number of service requests with complete management operation.	



LINE 1 - AREA 2

#	Action	Actuations	Indicators	Council Government Department
1.2.5.	Improve awareness by older people of their rights as consumers.	Installation of consumer information points in elderly care centres.	Number of information points installed per year.	Health, Safety and Emergencies
			Number of users/year.	
		Review and update of the guide 'Older people and consumers'.	Number of units issued and distributed per year.	
			Number of distribution points of the guide per year.	
1.2.6.	Encourage the assistance and guidance to elderly citizens with work and entrepreneurial interests.	Development of a general actuation protocol.	Development of the general actuation protocol.	Equality, Social Rights and Employment
		Assignment of a pilot assistance and guidance office.	Elderly people that have received information on employment.	
1.2.7.	Create specialist information structures on the portfolio of resources and social services targeted at older people.	Group information meetings for SAD (home help service) beneficiaries.	Number of SAD groups.	Equality, Social Rights and Employment
			Number of attendees to the SAD groups.	
		Group information meetings for new social service applicants.	Number of information groups for new users.	
			Number of attendees to the information groups for new users.	
Group information meetings for new members of the CMMs.	Number of information groups for members of the CMMs.			



LINE 1 - AREA 2

#	Action	Actuations	Indicators	Council Government Department
1.2.8.	Promote equality between women and men, with a special focus on the personal, collective and social empowerment of women over 60 and on the knowledge of their needs and requirements.	Performance of a participatory diagnosis about the needs and requirements of women over 60 that attend the Equality Spaces of the DGIMH (Directorate General for Equality between Women and Men).	Development of a report on the needs and requirements of women over 60.	Government Department of Gender and Diversity Policy
			Number of Equality Spaces where the needs and requirements of women over 60 have been analysed.	
		Progressive adaptation of the follow-up systems of Equality Spaces to gather relevant and updated information on this group.	Number of follow-up systems of the Equality Spaces that are adapted to obtain relevant information on women over 60.	
			Number of activities completed from the Equality Spaces with the participation of women over 60 as a percentage of the total number of activities completed.	
		Development of actuations to strengthen empowerment to cover the specific needs of women over 60.	Number of specific activities targeted at women older than 60 that have been completed in the Equality Spaces.	
	Total number of women over 60 that participate in activities and services developed in the Equality Spaces.			



LINE 1 - AREA 2

#	Action	Actuations	Indicators	Council Government Department
1.2.9.	Encourage the participation of older people in the cultural activity of the city, promoting equal access of older people to cultural content.	Incorporate action measures in the cultural programme, activities and contents to encourage access of older people to cultural events.	Number of projects with an impact for older people.	Culture and Sport
			Number of contracts that include social clauses for older people.	
		Support projects that favour cultural, functional and gender diversity and access to culture for older people on equal terms.	Aid lines that incorporate diversity into all their manifestations.	
			Subsidised projects that favour cultural, functional and gender diversity.	
1.2.10.	Facilitate access to culture through reading and use of ICT.	Creation of easy reading clubs for older people.	Number of groups created.	Culture and Sport
			Number of sessions held.	
			Number of participating users.	



LINE 1 - AREA 2				
#	Action	Actuations	Indicators	Council Government Department
		Promotion of the eBiblio Platform, completing training and educational sessions of the ebook loan platform.	Number of sessions held.	
1.2.11.	Encourage access to museums and interest about art among older people as a means for personal enrichment and a recreational form of social participation.	Activities and workshops in municipal museums targeted especially to associations of elderly people and elderly users of day care centres, culture centres, centres for pensioners and elderly citizens, Madrid Salud, etc.	Number of participants.	Culture and Sport
			Number of activities.	
			Number of participating institutions.	



AREA 3: PROMOTING A REALISTIC IMAGE OF ELDERLY CITIZENS AMONG ALL GENERATIONS.

LINE 1 - AREA 3				
#	Action	Actuations	Indicators	Council Government Department
1.3.1.	Present an adequate image of ageing by eliminating stereotypes and increasing the visibility of the diversity of this collective (gender, people with cognitive impairment, with disabilities, with different sexual orientations, ageing immigrants, etc) to change social attitudes.	Activities to create awareness about the correct treatment of older people, observing their diversity and social reality.	Development of awareness activities.	Equality, Social Rights and Employment
		Development of a guide on ageism.	Development of a guide against ageism.	
		Creation of a network of age-friendly businesses.	Development of a guide of criteria to qualify as an age-friendly business.	
			Number of entities that have been informed.	
		Favour the increase in the know-how and research projects on the subject of active ageing.	Number of member entities.	
	Number of completed research projects.			



LINE 1 - AREA 3

#	Action	Actuations	Indicators	Council Government Department
1.3.2.	Encourage inclusive mobility of people through their own leadership.	Communication campaign, including the development of strategies and contents, with special focus on the following: championing the figure of older people by breaking current stereotypes; allowing their empowerment; and raising awareness about the convenience of independent and active movement.	Level of participation of users of centres for older people.	Environment and Transportation
			Level of participation of older experts.	
			Fields of knowledge.	
			Amount of advertising products.	
			Impact of the campaign.	
			Modification of attitudes/behaviours (from the baseline).	
1.3.3.	Encourage the participation of older people in the organisation of events on Environmental Education on Transportation.	Walks and bicycle runs from Vallecas to downtown Madrid (pilot).	Number of elderly citizens that participate in the organisation of ECCENTRIC events.	Environment and Transportation
			Number of activities that are organised.	
			Number of older citizens that participate in the activities.	
			Level of satisfaction of older people with the activity.	



LINE 1 - AREA 3				
#	Action	Actuations	Indicators	Council Government Department
1.3.4.	Find the social, environmental and economic impact of the services targeted at older people in the city.	Performance of an evaluation study of the SROI (social return on investment) social, environmental and economic impact generated by an elderly care programme or service of the Madrid Council.	Number of SROI studies completed.	Equality, Social Rights and Employment
1.3.5.	Facilitate the use of public buses for older people, by means of information and awareness measures that contemplate the inclusion of functionally diverse people.	Information/training sessions for older people in the operating centres of the EMT (Public Transport Company) to inform about the characteristics of the service. Compilation of suggestions and requirements.	Number of sessions held.	Environment and Transportation
			Number of participants that benefit from this action.	
		Development of awareness campaigns on the correct use of the accessibility elements fitted to the buses, and particularly on allowing the use of reserved seats for passengers with reduced mobility.	Number of campaigns completed.	
		Training and awareness for drivers and for mobile customer care (SAM) personnel on issues of universal accessibility, with special focus on the vulnerability of older people in aspects related to their safety in transport. Aimed at promoting driving that suits their reduced mobility.	Number of courses completed.	
		Number of participating drivers.		



LINE 2: PROMOTING THE AUTONOMY AND INDEPENDENCE OF AGEING CITIZENS BY CREATING HEALTHY AND FRIENDLY ENVIRONMENTS

AREA 1: PROMOTING ENVIRONMENTS FOR LIFE

LINE 2 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
2.1.1.	Promote the use and enjoyment of the public spaces by incorporating elements that facilitate everyday life.	Installation of accessible street toilets.	Number of installed toilets.	Sustainable Urban Development
			Level of satisfaction of the users.	
		Installation of benches on the street.	Number of installed benches.	Environment and Transportation
		Installation of accessible fountains.	Total number of new fountains installed in free spaces.	
		Minimum number of new fountains installed per district.		



LINE 2 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
2.1.2.	Improve the mobility and safety of older people while using public spaces.	Perform police interventions in parks, health centres and centres for older people to improve mobility and safety conditions, with a special focus on pavements, pedestrian crossings and bicycle lanes.	Operational bicycle service.	Health, Safety and Emergencies
			Level of compliance of the scheduled patrols.	
			Audited health centres and centres for older people.	
			Road safety campaigns related to the use of pedestrian spaces, especially in areas frequently used by older people.	Equality, Social Rights and Employment
			Publications in social networks and official web pages.	
Training for students and teachers on the use and handling of bicycles.				
2.1.3.	Advance the social and urban improvement of the neighbourhoods, focusing on older people that live in them or interact with them.	Different actuations to improve accessibility and to remove architectural barriers that hinder the use of the urban environment by the citizens, and especially older people.	Number of actuations of accessibility improvement and architectural barrier suppression as a percentage of the total number of actuations of the Rebalancing Fund.	Territorial Coordination and Associations
				Sustainable Urban Development



LINE 2 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
2.1.4.	Improve accessibility to public spaces and buildings to carry out physical exercise and sport activities.	Complete works to adapt to universal accessibility in the Municipal Sports Centres to facilitate their use.	Complete three accessibility works in Municipal Sports Centres.	Economy and Treasury
2.1.5.	Maintain and promote the use of the Areas for older people and Basic Sports Circuits.	Development of an accessibility study to Areas for Older People or Basic Sports Circuits.	Number of Areas for Older People studied.	Environment and Transportation
			Number of Basic Sports Circuits studied.	
		Preventive and corrective maintenance required in the Areas for Older People and Basic Sports Circuits.	Number of Areas for Older People to be maintained.	
			Number of Basic Sports Circuits to be maintained.	
		Installation of new elements or new Areas for Older People.	Number of new Areas for older people installed.	
		Installation of new elements or new Basic Sports Circuits.	Number of new Basic Sports Circuits installed.	
2.1.6.	Improve and complete the network of public facilities for the general population and for older people in particular.	Complete the network of specific public facilities for older people (Centres for older people and Day Care Centres).	Number of newly constructed Centres for Older People.	Economy and Treasury
		Refurbishment and improvement of the existing public facilities for older people (Centres for Older People, Day Care Centres and Alzheimer's disease Centre).	Completion of the refurbishment or improvement of the existing Municipal Centres for Older People.	



LINE 2 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
		Complete the network of public facilities used by older people and by the general public (sports centres, swimming pools, music schools, municipal sports centres, etc).	Complete construction works of the related actuations.	
		Refurbish and improve the existing public facilities used by older people and by the general public.	Complete eight refurbishment/improvement works of centres used by older people and by the general public.	
2.1.7.	Facilitate the mobility of older people with actuations on the city traffic.	Traffic calming to facilitate the usual active movement of older people and the quality of life of the whole population.	<p>Active movement of older people.</p> <p>Number and quality of the rest areas (noise, benches, etc).</p> <p>Individual motorised transit (cars, motorbikes).</p> <p>Independent movement.</p>	Environment and Transportation
2.1.8.	Encourage age-friendliness in markets and businesses to facilitate the use of public and private resources.	Promotion of accessible markets by issuing subsidies to modernise municipal markets.	Number of refurbished markets.	Equality, Social Rights and Employment



LINE 2 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
2.1.9.	Facilitate user access to buses.	Accessible conditioning of bus stops, including the removal of prefabricated platforms and the extension of the pavement.	Number of adapted stops.	Sustainable Urban Development
2.1.10.	Facilitate the use of city buses.	Review and specific and in-depth analysis of the location of bus stops close to hospitals, specialty centres and health centres, so as to guarantee the mobility of the users of these services.	Number of stops reviewed (percentage of verification).	Environment and Transportation
			Number of relocations.	
			Number of affected users.	
		Review and analysis of the frequencies of buses close to hospitals and specialty centres.	Number of lines whose frequencies have been reviewed.	
			Number of lines whose frequencies have been modified.	
			Number of affected users.	
Follow-up and monitoring of a protocol for the use of mobile ramps for wheelchair-bound users, to explain the procedure to be applied whenever they malfunction, and adaptation of the protocol to real-life scenarios.	Number of transfers completed by the Madrid Auto Taxi Union and Madrid Radio Taxi.			
	Number of claims received.			
	Number of unsuccessful services (the protocol is activated but the taxi is ultimately not used to verify the effectiveness of the protocol).			



LINE 2 - AREA 1

#	Action	Actuations	Indicators	Council Government Department
		Acquisition of city buses with double spacing in the central platform, to consolidate and improve full accessibility to the buses (it will be possible to hold two wheelchairs simultaneously, or else different elements (scooter and wheelchair/stroller)), and with a sensor in the central platform for the people accessing through the rear door to validate their tickets. Adaptation of the older buses to fit an extended central platform.	<p>Number of buses that include these new accessibility measures: double spacing.</p> <p>Percentage of the total fleet that these buses amount to.</p> <p>Number of buses with a double platform or an extended platform by the end of each year.</p> <p>Percentage of the total fleet that these buses amount to.</p> <p>Number of reconditioned vehicles.</p>	
		Maintenance of the accessibility systems in the written and spoken user information inside and outside the bus (SIENA).	<p>Number of completed interior SIENA reviews.</p> <p>Percentage of the total reviews that are correct (interior SIENA).</p> <p>Number of complete outside SIENA reviews.</p> <p>Percentage of the total reviews that are correct (outside SIENA).</p>	



LINE 2 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
			Validity of the contract with the provider in charge of the maintenance of the SIENA programme.	
		Ongoing incorporation of variable message signs (VMS) on the bus stop shelters to improve the passenger information about delays, service incidents, route changes and other additional functionalities. Installation of audio functionalities to this system.	Number of installed information panels.	
			Number of reviews completed on the VMSs.	
			Percentage of reviews completed and correct.	
			Approximate number of users that use the stops with VMSs on a daily basis.	
2.1.11.	Mobility support by using taxis.	Support for the implementation of the BONOTAXI.	Amount of aids earmarked for the implementation of the BONOTAXI.	Environment and Transportation Equality, Social Rights and Employment
		Second Call for Concession of the Eurotaxi Special Scheme.	Number of Eurotaxi vehicles adhering to the taxi licence.	
		Call for TAXIFREE 2017 subsidy that shall include the EUROTAXIS ECO and ZERO, as well as taxis used by older people.	Number of Eurotaxis ECO and ZERO adhering to the taxi licence.	



LINE 2 - AREA 1				
#	Action	Actuations	Indicators	Council Government Department
2.1.12.	Encourage the safe use of bicycles among older people.	Course on urban cycling for older people.	Number of older citizens trained by the police.	Environment and Transportation Health, Safety and Emergencies
			Skill level.	
			Level of satisfaction of older people with the activity.	
			Level of satisfaction of the police with the activity.	
2.1.13.	Allow access to the information and the management of actions through Línea Madrid with the support of volunteers.	Detection and transfer of older people that require accompaniment or assistance for administrative procedures (either in person or through the internet) from Línea Madrid to the volunteers.	Total number of requests of the accompaniment service.	Citizen Participation, Transparency and an Open Government
			Number of accompaniment service requests dealt with in each Citizens' Assistance Office (CAO).	
			Number of transferred service requests (complete process).	



AREA 2: PROMOTING THE CONTINUED USE OF THE USUAL RESIDENCE OR OF ALTERNATIVE HOUSING SYSTEMS

LINE 2 - AREA 2				
#	Action	Actuations	Indicators	Council Government Area
2.2.1.	Promote Accessible and adapted housing buildings, with enough good quality services, for independence services.	Granting of subsidies to improve accessibility, energy efficiency and the preservation of housing buildings.	Number of buildings that have received subsidies for refurbishment every year.	Sustainable Urban Development
2.2.2.	Promote the construction of flats and the subsequent award to elderly citizens that are personally independent and have housing problems.	Construction of assisted living flats to allow independent living for as long as possible.	Number of houses.	Equality, Social Rights and Employment
			Number of assisted elderly citizens.	
			Satisfaction survey for elderly users.	
			Satisfaction survey for relatives.	
2.2.3.	Promote intergenerational co-habitation between older citizens and youngsters.	Intergenerational housing programme whereby older citizens and youngsters live together and help each other.	Number of houses.	Equality, Social Rights and Employment
			Number of people in the programme.	
			User satisfaction survey.	
			Number and type of actions that are shared.	



LINE 2 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
2.2.4.	Promote the adapted housing programme for older people to provide habitability solutions in their own homes.	Adaptation of homes of older citizens to improve accessibility.	Number of houses.	Equality, Social Rights and Employment
			Number of people in the programme.	
			User satisfaction survey.	
2.2.5.	Promote the exchange of homes of older citizens for others that are adapted to their needs.	Exchange of homes to improve the personal independence and quality of life of older people.	Number of houses.	Equality, Social Rights and Employment
			Number of people in the programme.	
			User satisfaction survey.	
2.2.6.	Assign houses to elderly citizens that are undergoing an eviction process, that are about to be evicted or that are vulnerable.	Priority emergency housing care for elderly citizens that are being evicted or are vulnerable.	Number of houses.	Equality, Social Rights and Employment
			Number of people in the programme.	
			User satisfaction survey.	



LINE 2 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
2.2.7.	Improvement of the Municipal Day Care Centre service for older people in accordance with the Integrated People-Centred Care model.	Increase the number of places available for users in day care centres.	Increase in the number of places available for users in day care centres.	Equality, Social Rights and Employment
		Gradual implementation of the IPCC model in Municipal Day Care Centres.	Percentage of Day Care Centres where the IPCC model has been implemented in three years.	
			Satisfaction of users/relatives with the IPCC model.	
2.2.8.	Improve the home assistance service for older people, adapting it to their needs.	Definition of risk profiles.	Number of new users evaluated for the risk profile.	Equality, Social Rights and Employment
		Performance of a coverage study in the districts.	Performance of a coverage study among districts.	
		Pilot Integrated People-Centred Care model within the home assistance service.	Number of districts with pilot implementations of the IPCC model within the home assistance service.	
		Incorporation of professionals (physiotherapists, occupational therapist and psychologist) for the evaluation, counselling and home support.	Interventions by professionals (physiotherapists, occupational therapists and psychologists) at the homes.	



LINE 2 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
2.2.9.	Improvements in the remote home help service to detect fragility and overwork situations of the caregivers.	Identification of the vulnerability of newly-registered older citizens as per the defined profile.	Evaluation of the vulnerability of all new users as per the defined profile.	Equality, Social Rights and Employment
		Identification of the level of overwork of caregivers taking care of highly dependent older citizens.	Evaluation of the level of overwork of caregivers taking care of newly-registered highly-dependent users.	
			Evaluation of the level of overwork of caregivers taking care of newly-registered highly-dependent users over a period of three years.	
2.2.10.	Support to the caregivers of dependent elderly citizens.	Review of the 'Cuidar a quienes cuidan' (Caring for those who care) programme in a joint group of technicians and caregivers to detect improvement areas.	Creation of a joint technician/caregiver group.	Equality, Social Rights and Employment
			Preparation of the new model of psychotherapeutic programme for caregivers.	
		Information, counselling and support through the remote home help service and the home help service.	Number of users that have received information or assistance from the remote home help service and the home help service.	



LINE 2 - AREA 2				
#	Action	Actuations	Indicators	Council Government Area
		Yearly public recognition of the role of caregivers.	Yearly recognition event.	
2.2.11.	Ensure that the quality of the services in support of older people remaining in their homes is correct and in accordance with the goals of each of them, regardless of whether they are managed directly or indirectly.	Favour the ongoing training of municipal personnel, including appropriate actions in the municipal training plan.	Number of training activities completed.	Equality, Social Rights and Employment
		Completion of technical sessions to ensure consistency in key aspects of the care of older citizens.	Number of technical sessions held.	
		Evaluation and quality control of the services provided, with a view towards ongoing improvement, and guarantee of compliance of the commitments set out in the Service Charters.	Number of evaluated services where compliance with standards has been attested.	
2.2.12.	Analysis of suggestions and claims of the services provided in relation with older people.	Compliance with quality standards of the S&C system.	Percentage of S&C addressed in under 40 calendar days.	Citizen Participation, Transparency and an Open Government
			Average reply time for S&C.	
		Comparative study of the received S&C of the services for older people in relation with the rest.	Number of S&C addressed in relation with municipal services for older people.	



AREA 3: SUPPORT TO THE PREVENTION OF VULNERABILITY AND PROMOTION OF HEALTH.

LINE 2 - AREA 3				
#	Action	Actuations	Indicators	Council Government Area
2.3.1.	Promote health and active ageing in the Community Health Municipal Centres.	Create one new Community Health Municipal Centre (CHMC) to promote health.	Number of centres created.	Economy and Treasury Health, Safety and Emergencies
		Promote active ageing in the CHMCs by issuing a brochure with the bases for intervention of the Active and Healthy Ageing programme promoted by it.	Number of brochures issued.	
2.3.2.	Promote activities to encourage healthy habits specifically for older people.	Strengthen the health advice about physical exercise by health professionals in coordination with the municipal sports centres to encourage physical activities by carrying out supervised activity sessions and theoretical sessions on health education.	Creation of multidisciplinary work groups to develop intervention plans for older people by districts.	Culture and Sport Health, Safety and Emergencies
			Specific intervention programmes for older citizens at a risk of falling.	
			Design of other specific intervention programmes for older people.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
2.3.3.	Foster prevention in situations related to safety at home.	Training for the users of Municipal Centres for older people on prevention so that they can cope with their everyday life more safely and independently.	Number of centres visited.	Health, Safety and Emergencies Equality, Social Rights and Employment
			Number of senior attendees.	
		Verification of operation of the smoke detectors in the houses of older people using the remote house help service. Safety and prevention advice within the house and the building where it is located.	Number of houses inspected.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
2.3.4.	Promote prevention in scenarios related with everyday-life safety of older people and develop new knowledge, prevention and awareness tools so as to provide recommendations on home safety, safety in public spaces, road safety and mobility, neighbour and family cohabitation.	Training presented in Municipal Centres for older people with the 'Envejecer Seguro' (Safe Ageing) programme.	Number of preventive lectures and conferences on civility and respect for cohabitation.	Health, Safety and Emergencies Equality, Social Rights and Employment
		Training provided in the Municipal Centres for older people on road safety and civility.	Number of lectures and conferences on road safety and civility in Centres for older people.	
		Implementation of the section on care for older people within the Support and Protection Unit for Women, Minors and the Elderly (SPUWME), for the purpose of developing actuation protocols with other municipal services (Madrid Salud, Samur Social, DGM) to prevent, detect and address situations where there is a risk of mistreatment of older people and to address the issues faced by those living by themselves.	Number of events managed/investigated.	
			Number of mistreatment cases detected through the intended communication channels other than through the courts.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
		Development of knowledge, prevention and awareness tools to provide recommendations on safety at home, safety in public spaces, road safety and mobility, neighbour and family cohabitation to people over 65 years of age.	Amount of audiovisual material created for the contents to be broadcast through the various channels (Facebook, Twitter, YouTube, press, radio, TV and communication channels of the Madrid Council).	
			Amount of graphical material (tri-fold brochures and posters) for distribution in Care Centres for Older People, Day Care Centres and Municipal District Councils.	
			Number of publications in social media a official web pages.	
			Number of audiovisual content provided to the Government Department of Equality, Social Rights and Employment.	
			Number of hits in the social network channels (Facebook and YouTube) and official web pages.	
			Number of retweets and likes or dislikes/number of followers.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
2.3.5.	Encourage physical exercise among ageing citizens in the Municipal Sports Centres.	Incorporation into the Customised Technical Advisory (CTA) Service in all Municipal Sports Centres.	Municipal Sports Centres with CTA service.	Culture and Sport
			Elderly people that used the CTA service.	
		Evaluation of the physical condition of people over 65 in these centres.	Implementation of the physical condition evaluation stage in the Municipal Sports Centres.	
2.3.6.	Encourage outdoor physical exercise.	Promotion of the 'Caminar por Madrid' (Walking through Madrid) programme throughout the whole city. Promotion sessions of the capacity of citizens to independently use spaces and itineraries in parks and green spaces as a healthy leisure alternative.	District where the 'Caminar por Madrid' programme is implemented.	Culture and Sport Health, Safety and Emergencies
			Municipal Sports Centres where the 'Caminar por Madrid' programme is implemented.	
		Creation of new Nordic walking groups within the framework of the 'Caminar por Madrid' programme.	Specific Nordic walking groups.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
2.3.7.	Promotion of the 'Moverse es Cuidarse' (Moving is health) programme and extension of the awareness actions.	Promotion of the 'Moverse es Cuidarse' (Moving is health) programme and extension of the awareness actions.	Creation of outdoor exercise groups.	Equality, Social Rights and Employment
			Inter-district physical exercise meetings.	
			Yearly meeting in an emblematic park of the city.	
			Satisfaction of users of the outdoor exercise groups.	
2.3.8.	Reduction in the risk of falls among older people.	Detection of people who have fallen previously or who show signs of potential for falls.	Number of people participating in the workshops/Number of people at risk.	Health, Safety and Emergencies Culture and Sport
		Intervention with Health Education and Physical Activity techniques to prevent them and avoid their consequences.	Number of participants that reduce their risk/Number of participants in the workshops.	
		Issue of a brochure on fall prevention for older people.	Number of brochures issued.	



LINE 2 - AREA 3				
#	Action	Actuations	Indicators	Council Government Area
2.3.9.	Prevention of falls at home for elderly people at risk.	Professional assessment and assistance from the home help service to improve the environment.	Number of assessments completed.	Equality, Social Rights and Employment
		Assessment, professional assistance and installation of fall detectors from the remote home help service.	Increase in the number of installed fall detectors.	
2.3.10.	Promote scientific knowledge about frail elderly people.	Development of a social vulnerability study.	Preparation of the report.	Equality, Social Rights and Employment
2.3.11.	Actuation against risk situations that affect vulnerable elderly citizens, especially as a result of loneliness, social isolation or abuse.	Establishment of a Protection Network for vulnerable elderly people, by means of coordinated actuations and specific programmes in both areas.	Establishment of a protection network for vulnerable elderly people.	Equality, Social Rights and Employment
		Design of an integrated care programme for older people that suffer abuse.	Number of inter-area work groups created for the design of the protocol against abuse.	Health, Safety and Emergencies
			Development of the protocol against abuse.	



LINE 2 - AREA 3

#	Action	Actuations	Indicators	Council Government Area
			Number of training sessions for professionals where the issue of abuse is discussed.	
			Number of sessions presenting the protocol against abuse to entities providing this service to older people.	
		Design of the protocol to care for older people that live alone, especially those over 80.	Development of the protocol to care for older people that live alone.	
			Number of districts where the pilot protocol to care for older people that live alone is applied.	
			Number of follow-up visits performed yearly from the remote home help service for people older than 80 that live alone.	



LINE 3: ADVANCING IN THE GUARANTEE OF SOCIAL COLLABORATION AND PARTICIPATION OF AGEING CITIZENS AS AGENTS OF CHANGE AND PROTAGONISTS IN THE CONSTRUCTION OF A WELFARE SOCIETY

AREA 1: PROMOTING VOLUNTEER WORK AND SOCIAL PARTICIPATION

LINE 3 - AREA 1				
#	Action	Actuations	Indicators	Council Government Area
3.1.1.	Encourage volunteer action among older people.	Increase the participation of older people in the Municipal Volunteer Project 'Los mayores también cuentan' (Older people also count).	Number of elderly volunteers participating in the 'Los mayores también cuentan' Municipal Project.	Citizen Participation, Transparency and an Open Government Area
		Increase participation of older people in the permanent and individual projects developed by the Municipal Volunteer Programme.	Number of elderly volunteers participating in permanent and individual projects.	
		Increase the participation of people over 65 as volunteers in district activities.	Number of elderly volunteers participating in district activities.	



LINE 3 - AREA 1				
#	Action	Actuations	Indicators	Council Government Area
3.1.2.	Support to the volunteer organisations working with older people of the city.	Support through subsidies to elderly volunteer organisations or to organisations aimed at older people themselves.	Number of subsidies awarded to volunteer organisations or to projects aimed at older people themselves.	Equality, Social Rights and Employment
3.1.3.	Create a friendliness movement to which the various city agents will be incorporated.	Inform volunteer organisations about the age-friendly cities project so they can include aspects contemplated in the project in their programmes.	Number of information meetings.	Equality, Social Rights and Employment
		Publish the results of the age-friendliness analysis among the companies that make up the Forum of Companies and encourage their inclusion in the project as active agents, incorporating the Age-Friendly Madrid project to their strategy, by planning activities related to active ageing.	Number of good practices registered.	
3.1.4.	Promote the 'Memoria de los barrios' (Memory of the neighbourhoods) programme to encourage the participation of older people.	Development of a digitisation and Internet broadcasting project with private citizens' pictures and documents related to the history of the districts, neighbourhoods and inhabitants of Madrid.	Number of libraries participating in the project.	Culture and Sport



LINE 3 - AREA 1

#	Action	Actuations	Indicators	Council Government Area
3.1.5.	Encourage the exchange of help among neighbours.	Encourage the use of the time banks of the Madrid Council among older people.	Number of elderly members of the time banks.	Equality, Social Rights and Employment
			Level of satisfaction of older members participating in the time banks.	
3.1.6.	Incorporate specific actuations for older people in the city neighbourhoods.	Encourage specific actions for older people in the Neighbourhood Plans by means of planned social intervention after agreeing with the association fabric.	Neighbourhood plans with specific actuations for older people.	Territorial Coordination and Associations
3.1.7.	Encourage older people to participate in neighbourhood life through urban gardens.	Increase the number of urban gardens in the Centres for Older People of the city.	Number of Centres for Older People with urban gardens.	Environment and Transportation
			Level of satisfaction of older people with the activity.	
3.1.8.	Encourage the participation of older people in the spreading of cultural spaces as a way of fulfilling and extending their wish to serve the community.	Participation of elderly volunteers as museum guides, customer care assistants, assistants for handicapped people, etc. Actions as motivators and searchers for sponsors.	Number of participating elderly volunteers.	Culture and Sport
			Number of guided visits.	
			Number of activities completed.	
			Number of visitors that received attention.	



AREA 2: FAVOURING INTERGENERATIONAL SOLIDARITY

LINE 3 - AREA 2				
#	Action	Actuations	Indicators	Council Government Area
3.2.1.	Promote intergenerational activities in the Municipal Centres for older people and the Municipal Day Care Centres.	Yearly intergenerational activities in Municipal Day Care Centres.	Municipal Day Care Centres where at least one intergenerational activity has been completed.	Equality, Social Rights and Employment
			Level of satisfaction of the users of the Municipal Day Care Centres with the intergenerational activities.	
		Yearly intergenerational activities in Municipal Centres for older people.	Municipal Centres for older people where at least one intergenerational activity has been performed.	
			Level of satisfaction of the users of the Centres for Older People with the intergenerational activities.	



LINE 3 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
		Yearly intergenerational groups of outdoor exercise with older users of the Municipal Centres for Older People	<p>Outdoor exercise groups that perform intergenerational activities.</p> <p>Level of satisfaction of the children with the intergenerational outdoor exercise activities.</p> <p>Level of satisfaction of older people with the intergenerational outdoor exercise activities.</p>	
		Yearly meetings to inform about the intergenerational cohabitation programme, with the intervention of older citizens and youngsters that participated in it.	<p>Cohabitation meetings for couples participating in the intergenerational cohabitation programme.</p> <p>Information meeting about the intergenerational cohabitation programme, with the participation of couples of the programme, in Municipal Centres for older people close to university campuses.</p>	



LINE 3 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
3.2.2.	Promote family breaks for grandparents with foster minors within the framework of the intergenerational leisure activity project.	Activities to provide support during the holiday periods with summer camps and individual leisure activities.	Number of participating foster grandparents and minors during the summer activities.	Equality, Social Rights and Employment
			Level of satisfaction of the participants in the summer activities.	
		Yearly meeting of foster grandparents and their grandchildren.	Number of participants in the yearly meeting between foster grandparents and minors.	
			Level of satisfaction of the participants in the yearly meeting.	
3.2.3.	Encourage intergenerational activities in the districts.	Develop intergenerational district leisure activities (joint workshops, digital literacy, exhibitions, sports activities, musicals, intergenerational excursions) in at least 10 districts.	Number of districts where intergenerational activities are carried out.	Equality, Social Rights and Employment
			Level of satisfaction of the people responsible for the activities performed in the participating districts.	



LINE 3 - AREA 2				
#	Action	Actuations	Indicators	Council Government Area
3.2.4.	Encourage intergenerational relationships by having older people accompany the minors to the educational centres.	Accompaniment by older people of the children in the STARS programme (which promotes active journeys home/to school) in bicycle or walking groups that are organised in the schools and institutes.	Number of elderly citizens that collaborate with the STARS programme as volunteers accompanying minors.	Environment and Transportation Health, Safety and Emergencies
			Level of satisfaction with the activity and of competence in the activity.	
3.2.5.	Strengthen the relationships between grandparents and grandchildren around environmental activities.	About biodiversity: guided ornithological itineraries, visits to urban fauna centres, ringing workshops, construction of bird feeders, planting of trees, etc.	Elderly participants in the activities of the environmental activity programme, alone or with other elderly citizens. Elderly participants in the activities of the environmental activity programme with grandchildren or minors. Level of satisfaction of older people with the activity.	Environment and Transportation
		Guided itineraries through parks and gardens: Retiro, Prado-Recoletos axis, Casa de Campo, Madrid Río, El Capricho, Quinta de los Molinos, etc.		
		Consumers: green Christmas, agroecological market, recycled paper workshop, etc.		
		Urban gardens (horticulture workshops, seed exchange, etc).		



LINE 3 - AREA 2

#	Action	Actuations	Indicators	Council Government Area
3.2.6.	Encourage the meeting of older people and the new generations in cultural and fun spaces that contribute towards producing appreciation for art and museums. Contribute to improving the personal and family relationships between older people and youngsters.	Workshops and/or guided visits in the municipal museums aimed at grandparents with their grandchildren (other family members may attend as long as the generation difference involves one elderly person).	Number of participants.	Culture and Sport
			Number of participating adults.	
			Age distribution of participants.	
			Number of sessions held.	



EVALUATION OF THE ACTION PLAN

Once the diagnosis has been completed and the action plan has been developed, it is time to remember that the proposal from the WHO states that cities need to enter a cycle of ongoing improvement: the execution will be followed by a reformulation of the plan to collect new actuations for the detected areas of improvement.

The indicators are normally cemented on the contributions that ultimately lead to the impact indicators. The proposal from the WHO, set out in its 2015 document 'Measuring the age-friendliness of cities: a guide to using core indicators', suggests a bottom-up selection of the indicators: it will first be necessary to identify the impact indicators and results and then backtrack to identify the relevant product and contribution indicators.

These indicators are used to measure the age-friendliness reference level and to follow up on its evolution as suitable interventions are applied. These indicators have been agreed among the work groups and have been standardised upon the recommendations of the Global Network for Age-Friendly Cities.

The proposed indicators to analyse the evolution of the City of Madrid are the following:

1. Contributions: resources and structures that act as main facilitators:
 - Political commitment from the Mayor to develop the programme.
 - Involvement of the Action Group and participation of all the Government Departments.
2. Products: interventions aimed at creating an environment that suits older people:
 - 2015-2019 Government Plan
 - 2015-2019 Plan Madrid, city of care
 - 2016-2020 Human Rights plan
3. Results: short/mid-term changes for the purpose of creating an age-friendly environment:
 - Indicators included in each of the actions
 - Pre-post analysis with the city services (survey for older people on the 'age-friendliness' of Madrid and survey on the quality of life and satisfaction with the public services of the City of Madrid)



4. Impact: long-term changes as a result of the improvement in an age-friendly environment:
 - Evolution of the perception, quality of life and satisfaction
 - Evolution of the life expectancy
 - Evolution of the active ageing index
5. Equality (Transversal Indicator): verification of disparity/equality between groups.
 - Life expectancy by district
 - Active ageing index by gender

