Employment Research Institute
The Business School

Edinburgh Napier
UNIVERSITY

Active Ageing:

Extending Good Practice on Age Management

Policies and Practices in Edinburgh's Businesses

BASELINE STUDY

September 2010

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Project Management

European Commission
Employment, Social Affairs and Equal Opportunities

QeC-ERAN

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Contents

Acronyms

ACAS	–	Advisory Conciliation and Arbitration Service
ACE-IT	–	Age Concern Edinburgh Information Technology
ACFAA	–	A City For All Ages
APS	–	Annual Population Survey
CCP	–	Capital City Partnership
CIPD	–	Chartered Institute on Personnel and Development
COPA	–	Centre for the Older Person's Agenda
CTC	–	Child Tax Credit
CV	–	Curriculum Vitae
DRA	–	Default Retirement Age
DWP	–	Department for Work and Pensions
ECC	–	Edinburgh Chamber of Commerce
EFA	–	Employment Forum on Age
EHRC	–	Equality and Human Rights Commission
HISG	–	Edinburgh Health Inequalities Standing Group
HR	–	Human Resources
JHIP	–	Edinburgh Joint Health Improvement Plan
JUFJ	–	Joined Up For Jobs
LFS	–	Labour Force Survey
NFA	–	National Forum on Ageing Futures Group
ONS	–	Office for National Statistics
OPEF	–	Older People's Equality Forum
Qec-ERAN	–	European Areas Regeneration Network-Quartiers en Crise
SBC	–	Scottish Business in the Community
SCIP	–	Scottish Centre for Intergenerational Practice
SCR	–	Social Corporate Responsibility
SDP	–	Supplier Development Programme
SDS	–	Skills Development Scotland
SPA	–	State Pension Age
TAEN	–	The Age and Employment Network
TfW	–	Training for Work
WFF	–	Working for Families Fund
WTC	–	Working Tax Credit

Introduction

The purpose of this baseline study is to provide information on the current situation and actions regarding older people's labour market participation, and to identify any existing gaps in knowledge. This baseline study is part of QeC-ERAN's (European Areas Regeneration Network – Quartiers en Crise)[1] 'Social Experimentation for Active Ageing' transnational project, and will inform a future pilot social experimentation study.

The overall aim of QeC-ERAN 'Social Experimentation for Active Ageing' project is to address "the social needs of older people by seeking to improve social policy in relation to the social and economic activation of older people who are not being reached by current policy measures"[2]. Four locations are taking part in this project (Prague, Czech Republic; Edinburgh, UK; Maribor Slovenia; and Herefordshire, UK), with each location carrying out a baseline study; a small scale social experimentation pilot; and a local evaluation. A transnational evaluation will also be performed.

In each partner location, a Local Action Research Group (LARG) will be established in order to share information, discuss implementation, and review progress. The LARG is multi-sectoral and multi-disciplinary in make up.

The pilot social experimentation study in Edinburgh will focus on older people and later-life labour market participation, looking at age management issues in, and into, the workplace.

This baseline study consists of five chapters:

- Chapter 1 focuses on the current situation regarding active ageing and paid employment. It comprises three sections. The first section looks at legislation in Europe, the UK, Scotland and Edinburgh in the context of age discrimination and later-life attachment to the labour market. The second looks at the employment of older workers and how it can be shaped by discrimination and stereotypes; employers' policies, practices and attitudes; and older workers' attitudes to retirement. The third section explains what age management is and what factors influence it. The chapter concludes with a section on statistics on older people and economic activity, industry and occupation, benefits claims and pensions and attitudes towards retirement.

- Chapter 2 looks at current actions, by describing key organisational players and actions at the local level and finishes with a description of employer practices with regards to age management.

- Chapter 3 describes how older "users" are involved in relation to the development of current services and policies.

- Chapter 4 looks at the "limitations" of current actions/ policy.

- Chapter 5 examines the priorities in terms of practices and policies that need to be met in order to improve businesses' age management practices with regards to older workers and to progress towards better participation of older workers in the labour market,

1. Current Situation

1.0 Introduction

Current demographic changes that will see population profiles across Europe and the world getting older, due to an increased life span and birth rate decreases (Lisenkova et al. 2010; McQuaid, 2007), are leading to a necessary re-think on later-life labour market attachment. The increasingly older population would have an impact on the labour market, the consumption of goods and services (significantly, health care and support services), and the welfare system including pensions.

However there has been some discussion about the role of migration, with some arguing that migration could offset the predicted decline in population and others stressing that migration trends would not be sufficient to reverse future demographic trends[3].

There is a long-standing debate on the best way to sustain older workers in employment for longer and to increasing the recruitment of older people currently unemployed or inactive. To achieve labour market participation of older people, changes in a number of spheres have been proposed including: changing pension schemes, the state pension age, age discrimination attitudes and culture, the need to adapt work processes and workplaces for older workers and to offer flexible working and flexible retirement.

There have been concerns that the current economic recession could more negatively affect older workers. Current statistics nevertheless (section 1.4) show that rates of employment have fallen less for those aged 50+ than for other age groups. The current economic climate has been seen as an opportunity to employ older people and economic recovery plans should include this (All Our Futures Conference, 2009). Speakers at the TAEN international conference on age diversity in the downturn stressed that employers who value older workers are better placed to emerge from the recession. Employers could benefit from employing older workers and alternatives to redundancies could include flexible working practices (EHRC & TAEN, 2009).

This section looks at the legislation and policy context in terms of older workers and labour market participation, at the European, UK and Scottish level. The main issues and key trends in the area of active ageing and employment will also be presented, followed by a review of relevant research on the subject. Finally some relevant statistics will be examined.

1.1. Legislation and Policy

In terms of age discrimination and later-life attachment to the labour market, current legislation and collective agreements directly influence policies within companies.

1.1.1. *Europe*

The European employment strategy has acknowledged demographic trends and the 'age/employment paradox' (Taylor, 2006) for over a decade. The target set by the European Council of Stockholm in 2001 was to achieve an employment rate of 50% of those aged 55-64 years in 2010.

The European Commission has referred to active ageing as a dynamic life course perspective and as a strategy to sustain the pension systems, to deal with labour market shortages and "to maximise each individual's capacity to participate over his or her whole life cycle"[4]. Stress is put on prevention as the key to a successful integration and retention of people in the labour market. The importance of life-course events and prevention on later-life employment is demonstrated by research findings showing that higher employment rates and fewer transitions out of employment in later-life are associated, especially for women, with better education (DWP, 2008: 5).

In addition to EU targets and guidelines, the European Union Council Directive 2000/78/EC[5] established a general framework for equal treatment in employment and occupation. The 2000 Employment Framework Directive, outlawed age discrimination in various spheres of employment, training and membership of organisations. This created, according to Naegele and Walker (2006), a completely new legal context in most Member States.

1.1.2. *UK*

The aim of keeping more people active in the labour market for longer has seen early exit schemes/programmes and pensions being rethought in the UK. In terms of pensions, The Finance Act (2004) regulations allow employees to claim their occupational pension in full or in part without first having to leave their employment. In 2005 the Turner Commission recommended a "staged, long-term, increase in the state pension age (SPA) to 68 years" (Taylor, 2006: 10). The newly formed UK government's commitment is to bring forward to 2016 the date when the SPA will be increased[6] and to consider future increases. The government has also announced plans to phase out the default retirement age of 65 from April 2011 (Budget, 2010: 35).

With regards to age discrimination in employment, in June 1999 the UK Government published a voluntary Code of Practice *Age diversity in employment*[7] together with implementation guidance and case studies to show how some employers have tackled age discrimination. This Code sets out good practice principles to adopt in recruitment, selection, promotion, training and development, redundancy and retirement[8]. In October 2006 the Employment Equality (Age) Regulations (referred from this point forward as the Age Regulations) came into force with the aim of complying with the European Equal Treatment Framework Directive (2000/78/EC). The Age Regulations make age discrimination in employment unlawful and the Equality Act 2010 extends age discrimination protection to access to goods and services[9]. The opportunity to access flexible working arrangements has also

been helped by The Flexible Working Regulations extension of 2007 and the Age Positive Campaign.

Looking at the supply side, there are a number of active labour market initiatives aimed at decreasing the number of unemployed or inactive older people:

- The New Deal 50 plus[10] was launched in April 2000. Operated by Jobcentre Plus, this programme is voluntary and was available throughout the country to meet the needs of older people who are looking for practical help to find work[11]. From October 2009 the New Deal 50 plus has been replaced in some areas by the Flexible New Deal[12]. Participation is obligatory depending on individuals' circumstances[13]. The current government policy is likely to combine various labour market programmes, so there may be changes in the near future;
- Pathways to Work[14], is a national back-to-work programme available to everyone claiming incapacity benefits and the Employment and Support Allowance in the UK. As the number of older people claiming incapacity benefits is high it is likely that older people will be a specific target of this programme.
- Age Positive[15], a government initiative, gives guidance about employing older workers. Jobcentre Plus has introduced new training for advisers about the value of keeping older people in work and how they can offer appropriate help[16].
- The Welfare Reform Act (2007) emphasises the capacity and fitness to work. Many people age 50 or over that have been receiving incapacity benefit will be transferred to the Employment Support Allowance (ESA) and be required to take steps towards employment.

1.1.3. Scotland

In Scotland, the population structure is ageing more rapidly than the rest of the UK (McQuaid et al. 2008). UK equality legislation applies in Scotland and, in tandem with UK legislation, there are currently a number of policies in place at the Scottish level to address the issue of population ageing. These are brought together in the Scottish Government 'All Our Futures: Planning for Scotland with an ageing population' strategy (Scottish Executive, 2007). One of the six sub-strategies is to improve and increase older people's participation in the labour market.

More specific initiatives aimed at attracting and retaining older workers in the labour market include Workforce Plus[17] - the employability framework for Scotland (Scottish Executive, 2006). This is part of the Scottish Government 'Closing the Opportunity Gap' approach to tackling poverty. This initiative aims to help 66,000 people by 2010 across seven local authority areas to make the move from benefits into work by encouraging employers to recruit from a labour market pool that includes people who may not have been considered previously[18]. Although not directly targeted at older workers this initiative could be of benefit to older workers not in the labour market.

Training for Work (TfW)[19] is the Scottish Government's training programme for unemployed adults and aims to help people improve their work related skills through the provision of appropriate training and structured work activity in line with assessed needs. Run by Skills Development Scotland (SDS) it allows people to undertake vocational training linked to local labour market opportunities.

1.1.4. Edinburgh

Joined Up For Jobs (JUFJ)[20] is the jobs strategy for Edinburgh. It has been developed by Capital City Partnership (CCP)[21] which is a key strategic partnership within Edinburgh's Community Planning Framework. JUFJ sets out how a partnership of key agencies will help more people into employment.

The City of Edinburgh Council launched in 2000, A City for All Ages (ACFAA), which is Edinburgh's Joint Plan for Older People. It is a strategic arrangement between the City of Edinburgh Council and its partners in NHS Lothian and the voluntary and commercial sectors to improve opportunities and services for older people by removing discrimination and overcoming barriers. A City for All Ages action plan for 2007-2010[22], was developed in consultation with partner organisations and older people and is in line with the Scottish Government's report "All Our Futures: Planning for a Scotland with an Ageing Population" published in March 2007. It was agreed by the Council's Policy and Strategy Committee on the 2 October 2007. It outlines actions under 12 themes and identifies four priority areas for action, one of them being 'employment opportunities for people aged 50 plus'

1.2. Employment of older workers

Employers have had to pay attention to equality issues due to legislation being introduced over the years. Employers have also been more aware about equalities in recruitment and retention because of the increased calls for the business case in age management to be considered (Bond et al. 2009) due to demographic trends and predicted effect on the labour market.

However Flynn's (2010) recent study, points out that the business case call has had limited impact on employers' retirement practices and culture. Surprisingly most employers in Loretto and White's (2006), McNair et al.'s (2007), and Hollywood et al.'s (2007) studies were unaware of broader demographic trends. Loretto and White found that there was a constant mismatch between employers' perceptions and reality; and a lack of strategic approaches to the employment of older workers (2006: 347, 349).

1.2.1. Age discrimination and stereotypes

The fact that age discrimination has not yet achieved the unacceptability that others forms of discrimination is highlighted by Metcalf and Meadows' (2006) finding that although 72 percent of establishments[23] have an Equal Opportunities policy only 56 per cent have one concerning age. Additionally the compensation awarded for age discrimination is very low compared to those awarded for gender, race or disability (Loretto, 2010) (although this may

be partly due to the length of time that different pieces of legislation have been in force). Employers' policy regarding age is less developed compared to that dealing with race or disability (Bond and Hollywood, 2009)

Age discrimination is said to be most commonly found in recruitment and selection, with jobs adverts, application forms and CVs all containing forms of age discrimination. According to Loretto and White (2006c), age discrimination was both experienced and perpetrated by their respondents. In some way this points to the internalisation of age stereotypes by older workers themselves (e.g. less ability to train, less productive). In this line, Pendleton (2006) through one of his case studies[24] stresses the significance of, amongst other things, changing older worker's perceptions about themselves.

The main issues identified by research in relation to the successful participation of older people in employment are age prejudices and stereotypes about the productivity and effectiveness of older workers, higher rates of sickness absences, lower job attachment, skill deficits and lack of interest in learning and training (Naegele and Walker, 2006: 9). Kitching (2006) concludes that stereotypes need to be addressed, and that employer demand for labour needs to be stimulated. Many participants in the All Our Futures Conference (2009) believed that the default retirement age encourages prejudice against older people working, and that removing it would open up opportunities, as well as help to erode ageist attitudes. Flynn (2010) and others share the same opinion.

Research on good practice through case studies (section 2.4) has found that employers who employ older workers benefit in a number of ways and their experiences contradict misconceptions as they found older workers to:

- Be reliable (T Shea Limited)
- Have life experience (JD Wetherspoon) and common sense to apply to a role (T Shea Limited)
- Have a stabilising and calming influence on the team (T Shea Limited)
- Absorb training particularly well as they apply their life experience and common sense to the theory (T Shea Limited)
- Not have issues regarding fitness, but in the cases where heavy work is involved companies such as Mathieson's Bakeries arrange shifts and flexible working in a way that minimises heavy work.
- Be particularly stable (JD Wetherspoon)
- Have a low rate of absence (JD Wetherspoon)
- Have a strong work ethic and a commitment to the business (JD Wetherspoon)
- Reflects customer base (JD Wetherspoon)

Some cases studies have shown how stereotypes are unfounded, for instance research at BT found that the main reason for a decline in productivity in older workers was more to do with a lack of training (EHRC & TAEN, 2009: 8).
Other cases studies found that factors such as health could impair work-related activities, which Barnes et al. (2009) found was difficult to accommodate depending on the type of work and employers attitudes.

Although older people's knowledge is valuable, Barnes et al. (2009) found this not to be the case in low skill industries. Some have pointed out that stereotypes about older workers have to be fought without stereotyping other age groups.

Nevertheless some employers still have concerns when thinking about older workers. These main concerns are primarily to do with:

- Poorer health (Loretto and White, 2006; 347)
- Lower productivity (Loretto and White, 2006: 347; 2006b: 322)
- Less able for physical work (Loretto and White, 2006b: 320; Barnes et al. 2009)

Griffiths (2000) examined the relationship between age and work performance, work-related health and work-related stress, and concluded that employers should design work around older workers abilities and Hirsch (2003) indicates that employers need to ensure jobs evolve in the same way that workers do e.g. changing competencies. In this way continued work can be promoted through technology, training and flexible working in order to tap into older workers' knowledge (Griffiths, 2000).

1.2.2. Employers' policies, practices and attitudes

Although there has been a change in legislation regarding age discrimination in employment since 2006, research shows that this has not translated necessarily into a change in employers' attitudes or practices. According to research carried out by McNair et al. (2007) shortly after the Age Regulations came into force, most employers (69 of 70) knew about the regulations although interpretations were "not always consistent or correct". The study showed no formal consultation with employees, unions or staff representatives on the regulations and its implementation. Most did not know what their employees thought about age discrimination. Employers interviewed in McNair et al. (2007) study were against age discrimination and most said they would prefer to employ an older worker. Loretto and White's study shows that although employers claimed to operate an equal opportunity policy, age bias and discrimination arise through the discussions (2006: 347) and in some cases stereotypes were used to justify 'departures from policy'.
Flynn (2010) refers to UK legislation on retirement as a 'light touch approach' to changing deeply engrained attitudes.

At the same time recent research shows that although employers hold positive attitudes about older workers this does not necessarily translate into good practice regarding age management. The opposite could also be the case, when commercial exigencies or labour shortages, rather than attitudes, give rise to positive approaches to older workers (Loretto and White, 2006b).

In other words there seems to be a gap between attitudes and behaviour and policies and practices (OPASG, 2009; Loretto and White, 2006: 347). Understanding this gap is crucial to understanding age management practices. Loretto and White (2006; 349) attribute practice towards older

workers as arising from interaction at various levels: sectoral differences, local labour market traditions, pragmatism and employers' assumptions and attitudes. Another important factor in mismatch between policy and practice in an organisation is the distance between practice at organisational level and at 'grass roots' management level (Loretto and White, 2006b: 320)

1.2.3. Older people attitudes to retirement

Research from the Chartered Institute on Personnel and Development (CIPD)[25] stresses, that many older workers would welcome the opportunity to work beyond the normal retirement age and to access flexible working or phased retirement. McNair et al. (2004) also found similar desires amongst older people, but mainly on a part time basis, and many would like to be self-employed or do voluntary work. The CIPD (2007: 9) survey of 1,000 workers aged 50–64 found that 38.2% planned to carry on working when they hit 65 and just over half wanted to do so full-time. At All Our Futures Conference (2009) the fact that some people want to work after 65 was raised (although it was also pointed out that for some it is a financial necessity) but it was also recognised that not all older people want to work after the age of 65. However, for those who want to, or need to, more action is needed to make this a possibility, particularly in the current economic climate.

Regarding the reasons behind plans to continue working beyond the SPA Smeaton et al.'s (2009) study[26] concludes that they are associated with feeling strong enough, being well educated and working in an 'ideal' job. CIPD (2007: 9) found that the main driver is financial (68%), followed by a desire to use existing skills and experience (52.1%) and social interaction (37.7%). This driver changes depending on respondents' social grade, with the majority of those in semi-skilled and unskilled positions citing financial reasons, while the majority of those in professional occupations citing their desire to use skills and experience.

The Performance and Innovation Unit in 2000 (in Loretto and White, 2006b: 314) suggested that two-thirds of those who leave employment early do it involuntarily. McNair et al.'s (2004) study[27] found that those without qualifications are more likely to leave work for reasons beyond their control and those who feel in control are more likely to stay in work.

A number of barriers to later-life employment (before or after SPA) have been mentioned:
 • Larger employers' organisational structure and inflexibility (Loretto and White, 2006c), although many larger employer, especially in the public sector are quite progressive in their age policies;
 • Personal barriers such as health and caring responsibilities;
 • Structural barriers such as pensions and benefits, and government services;
 • Cultural assumptions and ideas in the wider society, e.g. the social acceptability of working longer (Vickerstaff et al. 2008).

1.3. Age Management

Age has been a more recent equality focus and therefore the amount of literature is somewhat smaller than that about gender, race and disability. Nevertheless there is a sizeable amount of literature that can help organisations to meet legislation requirements, that put forward the business case for age management, and which show good practice taking place.

1.3.1. Definition of age management

In terms of relevant research to our project, we will focus on 'age management', which is used widely in reference to good practice in the employment of older workers (Bond et al. 2009: 9). Age management is defined by Naegele and Walker, (2006: 1-2) as "those measures that combat age barriers and/or promote age diversity" and by TAEN (2007: 4) as "the raft of interventions and approaches devised" to "maintaining the capability and willingness of workers to remain in work beyond ages at which they previously retired … while ensuring organisations achieve their business objectives". More recently, and in line with the European Commission's conceptualisations of active ageing discussed in section 1.1.1 above, Professor Philip Taylor described age management as "not just … about older workers: age management is about the whole of working life" (EHRC & TAEN, 2009). Age management is not only concerned with age diversity, but also the life course perspective (which includes health, skills and experience, labour market attachment, household responsibilities, etc.). Smeaton and Vegeris (2009) emphasises the importance of the life course perspective as disadvantage may be carried out throughout the life course. This description fits more comprehensive approaches to age management discussed below[28].

Emphasis is put on the business case for age management. Age management encompass eight dimensions:

- Job recruitment;
- Learning, training and lifelong learning;
- Career development;
- Flexible working time practices;
- Health protection and promotion, and workplace design;
- Redeployment;
- Employment exit and the transition to retirement;
- Comprehensive approaches.

Comprehensive approaches are rare, although they are more effective than *ad hoc* measures. Comprehensive approaches focus on the whole life-span of the workforce and encompass preventative and remedial measures. They are characterised, according to Naegele and Walker (2006: 23) by:

- An emphasis on preventing age management problems;
- A focus on the entire working life and all age groups, not just older workers;
- A holistic approach that encompasses all dimensions of age management;

- In the short term, remedial provisions for older workers who are already affected by age-specific occupational problems such as skill deficits as a result of deskilling or poor health resulting from heavy workloads.

As part of managing an ageing workforce Parry (2008) describes how employers can benefit from using a 'total rewards' approach that focuses not only on financial rewards but also on benefits (such as health, working patterns and work-life balance) and careers (training and development, careers incentives, etc)[29] that is holistic and tailored to meet the diverse needs of the workforce (2008: 22). The reasoning behind this is that different employees benefit from different rewards at various points in their lives.

Naegele and Walker, (2006: 5) cite five reasons, which could be seen as business needs for implementing age management in a company:

- Maintaining the skill base;
- Making a virtue of necessity;
- Reducing age-related labour cost;
- Reacting to changes in external labour market conditions;
- Resolving labour market bottlenecks.

1.3.2. *Factors that impact in age management*

Research suggests that there are a number of factors that can impact on equality issues (Bond and Hollywood, 2009) and the age management approach that firms take (McNair et al. 2007; McNair and Flynn, 2006). These are:

- Business sector - McNair and Flynn (2006; 2006a-g) study of senior HR in a number of firms provides useful insights into age management by sector (more of which can be found in section 2.4). Professional dominated organisation tend to have more pro age policies (Barnes et al. 2009)
- Firm size - larger firms have more formal and strategic processes (Barnes et al. 2009); while small ones are more flexible towards older workers (Loretto and White, 2006: 346; Loretto and White, 2006b)
- Geographical location - labour markets or urbanization could influence the approach taken;
- Pragmatic and driven value cultures - traditions of employment (Loretto and White, 2006: 346);
- Responsibilities and individual influences - senior managers' attitudes or HR policies could differ from day-to-day practices (Walker and Taylor, 1999) as those responsible for taking decision could be line managers. These decisions also could be based on more individual relationships (Flynn, 2010) and attitudes. According to McNair et al. (2007) the presence of HR managers in a company seems to influence age management practices, although good practice does not directly flow from it. If this is the case, company size will have an impact on age management.
- Presence of pension schemes, formal retirement ages and early retirement policies (Loretto and White, 2006b)

- Level of skills required from employees - this influences the strategic planning for recruitment, retention and succession (e.g. those firms that require 'soft' skills emphasise experience rather than qualifications);
- Future growth expectations;
- Labour turnover and employment patterns (Loretto and White, 2006: 348);
- Level of unionisation - highly unionised organisations tend to have more formal and strategic approaches to pro age policies (Barnes et al. 2009)

It has been argued that firm size and whether the sector is public or private seem to have the most influence on age management practices. Taylor (2006) states that when HR departments or line managers have specific responsibilities for age management objectives, in the form of key performance indicators, age management policies are more likely to be implemented.

1.4. Statistics

The current economic recession could affect older workers most badly. In previous recessions it was older workers who experienced job losses with many employers using early retirement and redundancy to get rid of staff. The situation may now be different for older workers with changes in pension provision and fewer opportunities for early retirement. Furthermore changes to the benefits system also mean that eligibility to sickness benefits has been tightened which means that fewer older workers will be able to make the move to inactivity than in previous recessions. Many older workers in previous recessions lost their jobs from manufacturing and heavy industries, whereas now they are more likely to be employed in the service sector. Indeed, the fall in employment rates for those aged 50 to 64 has been smaller than that of all other age groups (Jenkins and Leaker, 2010).

Although older workers have not yet been as affected by the current economic downturn, it should be remembered that once older workers are made redundancy they face far greater difficulties re-joining the labour market than any other age group (Hogarth et al., 2009). According to Age Scotland (2010)[30] the latest ONS figures show that long term unemployment for people aged 50 and over has increased significantly over the last year (the number of people claiming jobseekers allowance for over 12 months has increased by 63% to 24,000 compare to 50% in the UK, and for over 24 months by 110% to 1100).

At the same time the announced cuts in public sector employment could affect older workers in a disproportionate manner: the proportion of public sector workers aged over 50 and below retirement age rose from 20% to 23% between 1997 and 2006 (Millard and Machin, 2007: 47). Public sector cuts could increase the number unemployed or permanently economically inactive older workers, who may face considerable barriers re-entering the labour market (Irving et al. 2005).

This section presents statistics for the Scotland, Edinburgh and England.

1.4.1. Population

In the UK there are currently 20 million people aged 50 or over, and the prediction is that this will increase to 27 million by 2030 (Bond et al. 2009: 7). According to the DWP by the early 2030s about half of the adult population will be aged over 50, which will be almost one third of the workforce. According to DWP figures for 2008, sourced from the Labour Force Survey (LFS), people in the aged 50 to the State Pension Age[31] (SPA) in the UK account for 24% of people from 16 to SPA.

As shown in Table 1 below, Edinburgh has a lesser percentage of people aged 50+ compared to Scotland as a whole (37% and 43% respectively) and slightly less people in the age group 50 to SPA.

Table 1: Population aged 50+ and 50 to SPA as a percentage of all population age 16+
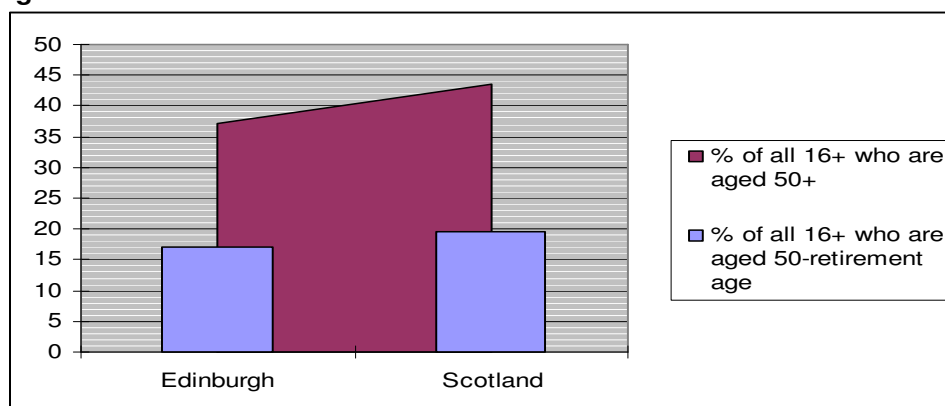
Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

1.4.2. Economic Activity

According to DWP figures for 2008 from the Labour Force Survey, the inactivity rates are higher for those aged over 50 and below SPA and they are more likely to be long-term unemployed[32]. As Loretto and White (2006: 342) point out, economic activity rates for older workers are lower than those for other age groups: in 2009 the activity rate in Scotland of those aged 25-49 was 11 points higher than for those in the age group 50 to SPA.

The later authors also stressed that the activity rate of older workers (age group over 50 and below SPA in 2005 was lower in Scotland than in England (2 points difference). Although this was still the case in 2009, the gap reduced: activity rate of 74.2 per cent in Scotland compare to 75.1 per cent in England. Nevertheless activity rates in Edinburgh for this age group are 80 per cent, the same as the activity rate for the working age population and well above the average in both, England and Scotland (see Table 2).

Table 2: Economic activity rates in 2009 for age groups: working age; 25 to 49; and over 50 and below SPA. By area: Edinburgh; Scotland; and England.
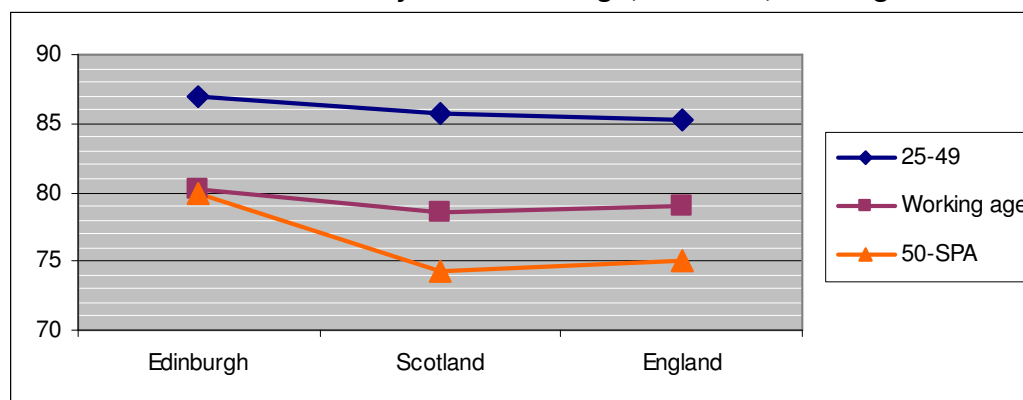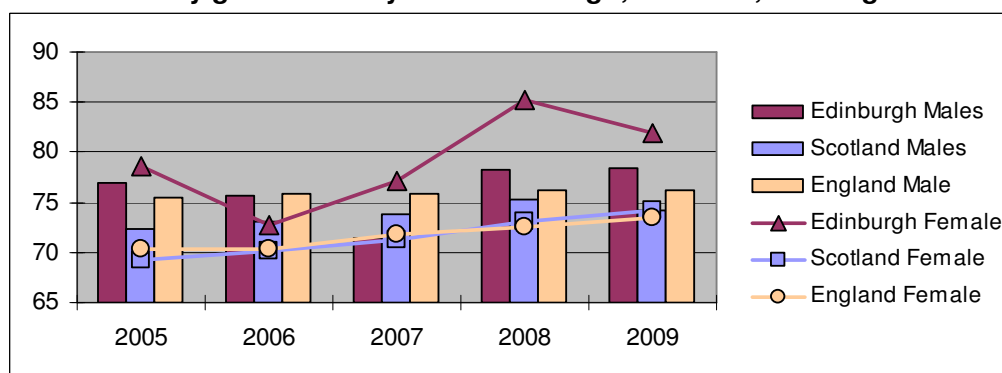

Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

Taking into account gender, in general activity rates for working age males (83% in England, Scotland and Edinburgh in 2009) are higher than those for working age females in England, Scotland and Edinburgh (74%, 76% and 77% respectively). Edinburgh has a higher activity rate for females in this age group (77% in 2009) compared to England and Scotland (74% and 76% respectively in 2009).

The Economic activity rate for males aged over 50 and below SPA is higher than for females in England and Scotland: around 2 percent points higher in Scotland except in 2009 when activity rates for males and females coincided at 74%; and around 4 percent points higher in England, a gap that has been reducing over time to be 76% for males and 74% for females (see Table 3 below). In Edinburgh on the contrary the economic activity rate for females is considerably higher compared to the one for males every year except for 2006: 82% and 78% respectively in 2009.
Edinburgh has also a higher activity rate for females aged over 50 and below SPA (82% in 2009) compared to England and Scotland (74%). Activity rates for males aged over 50 and below SPA in Edinburgh are in average higher compared to England and Scotland (except in 2007).

Table 3: Economic activity rates for age group over 50 and below SPA from 2005 to 2009 by gender and by area: Edinburgh; Scotland; and England.

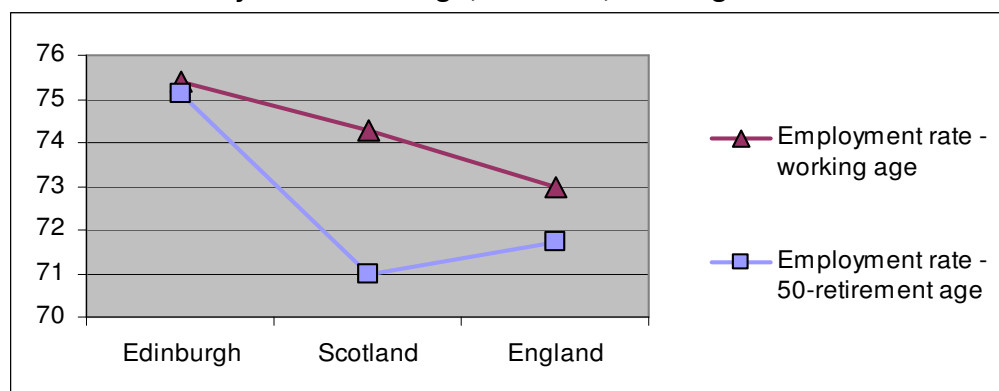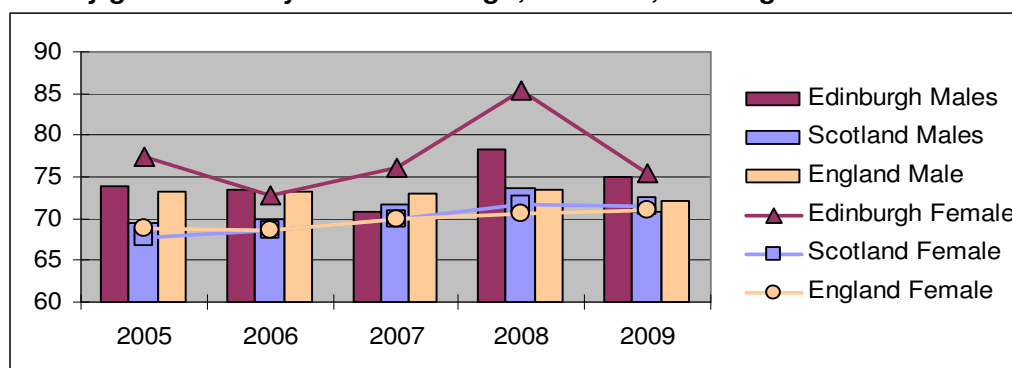Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

Employment Rate

The UK employment rate for women, according to DWP figures for 2008 from the Labour Force Survey, has increased in higher proportion compared to the rate for men which have also experienced an increase in the last decade. The same is the case for the reduction on the inactivity rate.

Labour Force Survey data shows that the fall in employment rate for those aged over 50 and below SPA was lowest than for any other age group for the period April 2008 to September 2009. There were falls of 0.3 percentage points in the 3-months to June 2009 (this can be compared to a 1.4 percentage points fall for the 25 to 34 age group in the same period) but in the 3-months to September 2009 employment rose by 0.2 percentage points for the over 50 and below SPA age group (Jenkins and Leaker, 2009: 1-3).

Looking at the employment rate for those aged over 50 and below SPA and those of working age, the rate in Edinburgh is higher for both groups compared to Scotland and England: for those of working age is 75% in Edinburgh compare to 74% in Scotland and 73% in England; for those aged over 50 and below SPA is 75% in Edinburgh compare to 71% in Scotland and 72% in England (see Table 4). In Edinburgh both age groups have a similar employment rate (75%) which is not the case in the other areas. This could be a reflection of the Edinburgh economy with jobs concentrated in finance and public sector whereas main job losses have been in construction and manufacturing.

Table 4: Employment rate in 2009 for age groups: working age; and over 50 and below SPA. By area: Edinburgh; Scotland; and England.

Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

The employment rate for females aged over 50 and below SPA in Edinburgh has been relatively constant at around 75% (with the exception of a sharp increase in 2008 of almost 10 percentage points) which is relatively high compared to the employment rate in Scotland and England which stands at around 70% (see Table 5). The sharp increase and later reduction of the employment rate in 2008 is difficult to explain without looking at other related data.

Table 5: Employment rates for those aged over 50 and below SPA from 2005 to 2009 by gender and by area: Edinburgh; Scotland; and England
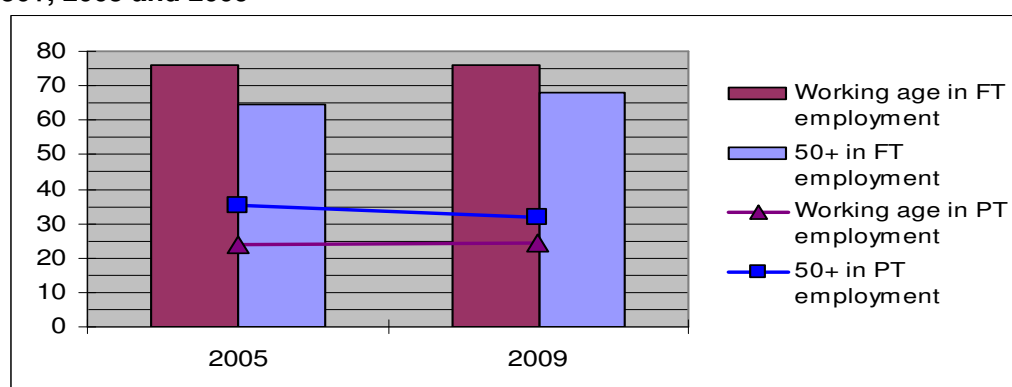

Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

According to DWP figures for 2008 from the Labour Force Survey older workers (over 50 and below SPA) in the UK are more likely than those in younger age groups to work part-time or be self employed. A greater percentage of women over 50 and below SPA compared to men work part-time but have lower levels of self employment.

The percentages of the working age population and those aged 50+ working full-time (FT) or part-time (PT) are shown in Table 6 below. The percentage of those working full time is higher for those of working age (76% in 2009) compared to those aged 50+ (68% in 2009), the opposite is the case for part time employment (24% for those of working age compare to 32% of those aged 50+). Since 2005 to 2009 the percentage of those aged 50+ working full-time has grown 3 percent points (from 65% in 2005 to 68% in 2009) and there has been a decrease in part-time employment (from 36% in 2005 to 32% in 2009).

Table 6: In employment by type: FT or PT and by age group: working age and 50+, 2005 and 2009

Source: Annual Population Survey Oct 2004-Sep 2005 and Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

According to Age Scotland 'At home with Scotland's older people; facts and figures report 2009-2010' of the people of SPA and above, 8% are still in work.

Unemployment Rate

According to DWP figures for 2008 from the Labour Force Survey the UK rate of unemployment amongst the over 50s and below SPA is lower when compared to those in younger age groups, although this could be due to economic inactivity rather than registered unemployment in the over 50 and below SPA.

The Office for National Statistics latest figures show that joblessness among the over-50s rose by 14,000 to 398,000 in the 3 months to January, this increase is likely due to the economic recession. According to the PRIME Initiative[33] the percentage of jobseeker's allowance claimants aged over 50, has gone up from around 14 per cent to 35 or 36 percent in some towns and cities. Current statistics nevertheless (section 1.4) show that rates of employment have fallen less for those aged 50+ than for other age groups.

In the case of Edinburgh, its labour market in 2009 has been characterised by high economic activity rates, especially for those aged over 50 and below SPA; and high employment rates for the same age group compared to both Scotland and England. At the same time, as we can see in Table 7, the unemployment rate in 2009 for those aged over 50 and below SPA in Edinburgh is also higher compared to Scotland and England (6% compare to 4% and 5% respectively). Unemployment has increased substantially in Edinburgh from 2005 to 2009 for those aged over 50 and below SPA (from 3% to 6%), compared to Scotland and England (3% to 4% in Scotland and 3% to 5% in England). Working age unemployment rate for 2009 on the contrary is lower in Edinburgh than in Scotland and England (6% in Edinburgh compare to 7% and 8% respectively).

The high unemployment rate in Edinburgh for those over 50 and below SPA could be as a result of the higher economic activity rate for this group in Edinburgh.

Table 7: Unemployment rates in 2005 and 2009 for age groups: working age; and over 50 and below SPA. By area: Edinburgh; Scotland; and England.
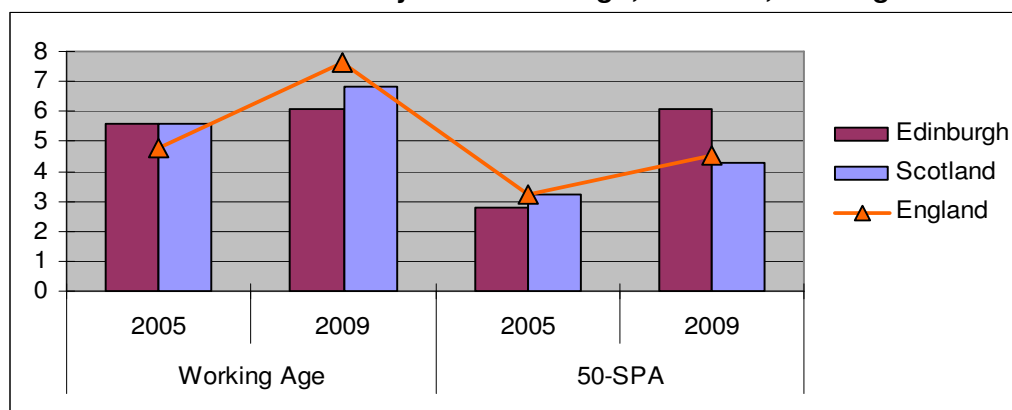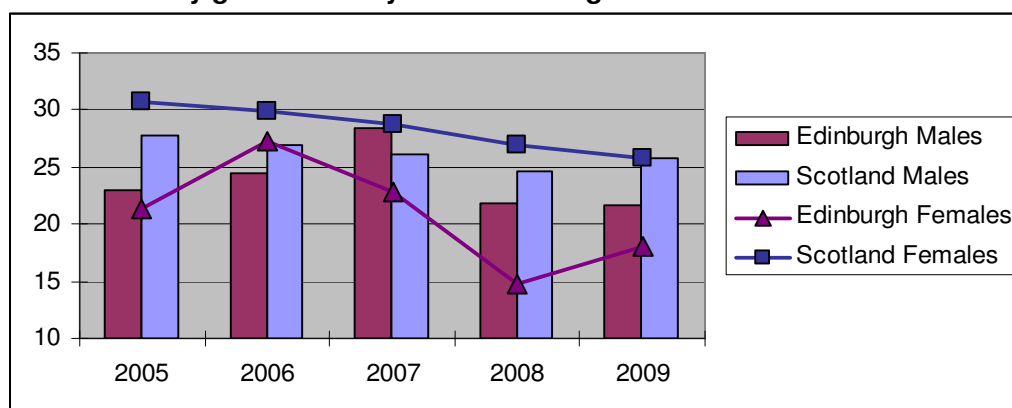

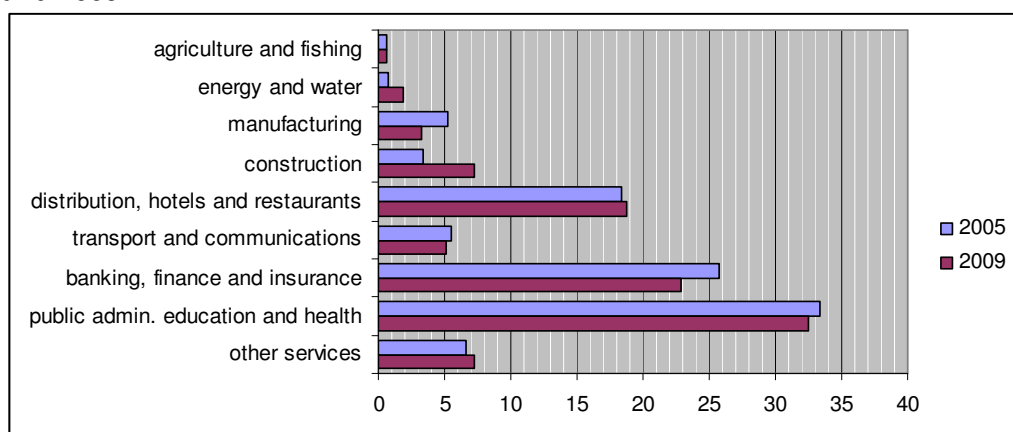Source: Annual Population Survey Oct 2004-Sep 2005 and Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

Economic Inactivity

According to DWP figures for 2008, of those aged over 50 and below SPA who are economically inactive, 5% stated they would like to work (this figure is similar for both men and women), which is two points lower than those 16-24 and for men is two point higher than those in the 25-49 age group (DWP, 2008, Table 3: 10)

The economic inactivity rate for people aged over 50 and below SPA is higher in Scotland compared to Edinburgh (see Table 8 below). The inactivity rate for females in Edinburgh is lower than for males (except for 2006): 18% for females compared to 22% for males in 2009. In Scotland on the contrary female inactivity rates have been slightly higher than those for their male counterparts until 2009 when both are at 26%.

Table 8: Economic inactivity rates for those aged over 50 and below SPA from 2005 to 2009 by gender and by area: Edinburgh and Scotland.

Source: Annual Population Survey Oct 2004-Sep 2005 and Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

1.4.3. *Industry and Occupations*

According to Khan (2009: 34) data from the Labour Force Survey shows that between 2001 to 2008 there was an increase in the numbers of people aged 50 years to SPA in all occupations, the exception being Administration and Secretarial; Process, Plant and Machine Operatives; and Elementary Occupations. In the same period there was a rise in the number of workers aged over SPA in all occupations. Positions most likely to be occupied by workers aged over SPA were in Administration, Secretarial, Health Associate and Public Services.

Loretto and White (2006) reported that according to Futureskills Scotland in 2004, industries like agriculture, fishing and manufacturing would continue to be lost, but that private and public sectors jobs will offset these loses. Looking at data from the Annual Population Survey (APS) the percentage of working age population in Scotland *in employment* working in: banking, finance and insurance; manufacturing; public admin, education and health; and transport and communications; has decreased between 2005 and 2009. On the contrary there has been an increase in the percentage of those working in

construction: energy and water; distribution, hotels and restaurants; and other services.

In Edinburgh, in 2009, public administration, education and health are the industries which employ a higher percentage of all those working, followed by banking, finance and insurance industry and the distribution hotels and restaurants (33%, 23% and 19% respectively in 2009). The first two, together with manufacturing, have experienced a decrease in the percentage of people they employ compared to other industries since 2005 (see Table 9).

Table 9: Percentage of all in employment by industry group in Edinburgh, 2005 and 2009

Source: Annual Population Survey Oct 2004-Sep 2005 and Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

Comparing the Edinburgh average to the Scottish average for those of working age in employment the banking, finance and insurance industry employs a larger percentage of people in Edinburgh (24% compare to 15% in Scotland) while the opposite is true for the manufacturing industry (3% compare to 10%).

In terms of occupations Edinburgh has higher percentage of all those working in professional occupations compare to Scotland (22% and 13% respectively) and slightly higher in managers and senior officials (15% compare to 13%). Split by gender, a higher percentage of females in Edinburgh work in professionals occupations (20% compare to 13% in Scotland) and as managers and senior officials (15% compare to 10% in Scotland) compared to the average for Scotland (see Table 10). Professional occupation employ more people in Edinburgh than in Scotland (24% to 14% respectively) although slightly less as managers and senior officials (15% compare to 16% in Scotland).

Vacancies
In terms of vacancies in Edinburgh, Table 11 below shows the trend of vacancies by industry from 2007 to 2010. Vacancies have experienced a net decrease of 4,455 vacancies in during the period. Industries such as banking and finance, followed by distribution, hotels and restaurants have experienced the biggest decreases in vacancies (1,644 and 1,198 respectively). Public

administration, education and health have had a decrease of almost 500 vacancies. Energy and water; construction; and other services decreased by more than 200 vacancies.

Table 10: Percentage of all in employment by occupation mayor group in 2009 by area: Edinburgh; Scotland; and Great Britain (GB).
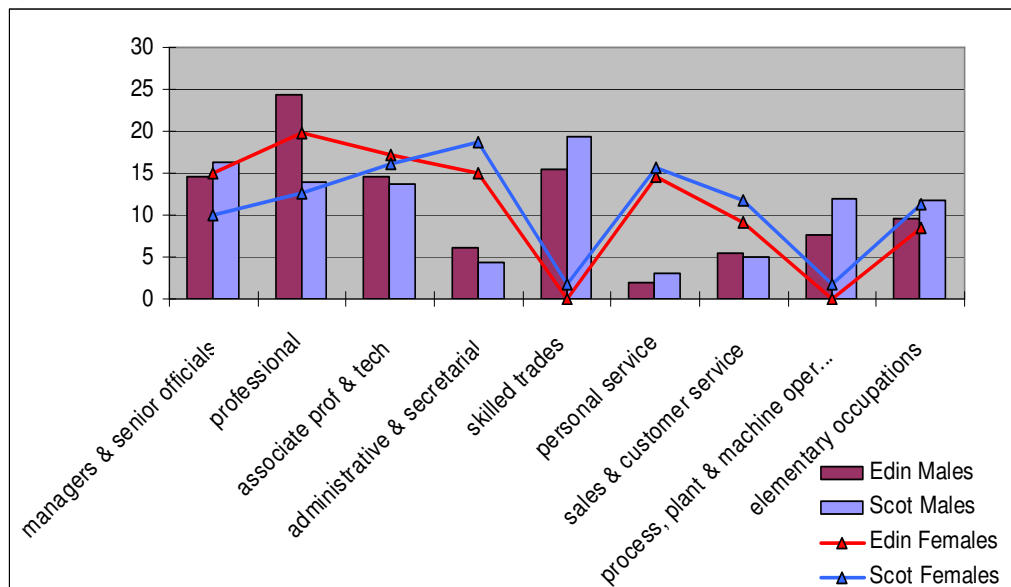
Source: Annual Population Survey Oct 2008-Sep 2009 [from Nomis on 5 August 2010]

Table 11: Number of vacancies notified by employers to the Jobcentres in Edinburgh, Lothian and Borders area, by industry from 2007 to 2010.
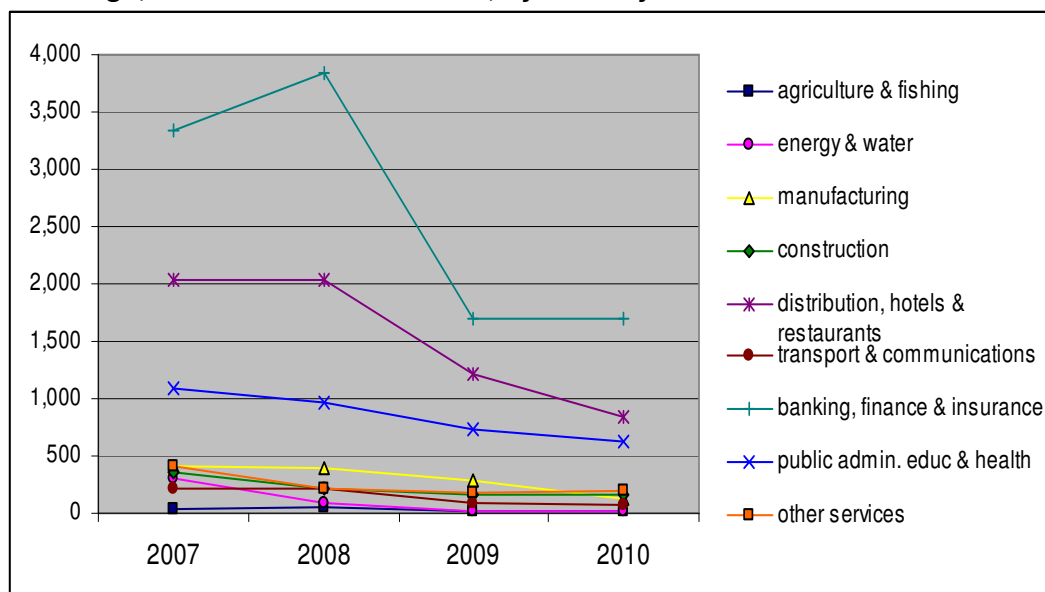
Source: Data supplied by the Department for Work and Pensions June 2007 to June 2010 [from Nomis on 5 August 2010]
Note: Interpretation of these data needs to take account of changes in recent years to Jobcentre Plus procedures for taking and handling vacancies[34].

2. Current Actions

In order to deal with future demographic trends and the associated effects on the labour market and the welfare state, a number of initiatives have been developed. These initiatives aim to deal with the demand and supply of later-life paid employment.

2.1. Overview of the broader national policy context.

The aim of national policy has been to increase the number of older people taking part in paid employment. In terms of employers' policies and practices towards older workers, legislation has tried to tackle age discrimination. Guidance, advice and employer awareness campaigns aim to help employers to implement legislation to ensure that practices match policies and to deal with common attitudes and prejudices towards older people. Part of this includes legislation that employers have to consider any request by employees to work beyond the SPA.

In terms of increasing late life attachment to the labour market there are a number of initiatives. Changes in the SPA aim to increase by compulsion the time people participate in paid employment. There are initiatives to stop the trend of early retirement and other measures such as flexible working, carer time, etc aimed to retain older workers in the workforce. Other policies and initiatives (such us pension credits) aim to increase activity beyond the SPA by encouraging later and flexible retirement.

There has also been a focus on the employability of older people, and the government has put in place activation policies focusing on this area, such as the New Deal 50+. In some countries such as Finland and Germany, active labour market policies not only focus on the supply side but the demand by aiming to increase employers take up of older workers by offering incentives to that effect such as subsidies and other schemes (Taylor, 2002: 10)[35].

2.2. Key organisational players at local level

There are a sizable number of organisations or networks at international, national and local level that focus on older people and ageing. It is outside the remit of this baseline study to list them all. This section focuses on key organisation in Edinburgh that work with employers, older people, or that bring together various stakeholders.

2.2.1. Organisations aim at or working with employers

There are a number of organisations working with employers to help them to adopt good practice in terms of corporate social responsibility: Scottish Business in the Community (SBC)[36]; Scotland's got Talent[37]; the Edinburgh Chamber of Commerce (ECC)[38]; Business Gateway[39]

- The SBC have key campaigns and produces information for businesses on how to be more sustainable and successful and on Social Corporate Responsibility (SCR).
- Scotland's Got Talent, produces factsheets on the benefits of developing staff[40], hosting events for businesses, producing case studies, etc with the aim to show that business benefit from developing staff and engaging with people that are unemployed or disaffected.
- The ECC has developed a number of ways to forward social responsibility and include disadvantage sectors in mainstream activities[41]. ECC also runs training and events directed to employers some of which are focus on equality and diversity to raise awareness of legislation and promote good practice[42].
- Business Gateway produces information to help employers to implement equality legislation and runs events and workshops for employers on various topics including equalities legislation[43].

The Scottish Government website also has a number of tools and guidance on equality and diversity aimed at employers[44].

At UK Level the organisations which are more prominent are:

- The Employment Forum on Age (EFA)[45] supports employers on implementation of legislation and achieving equality and campaigns and advises government on age related policies.
- The Age and Employment Network (TAEN)[46] promotes an effective labour market that serves the needs of people in mid and later-life, employers and the economy, it produces guidance and advice on age management strategies.
- ACAS[47] provides employers and employees with advice on equality issues and guidance for employers on best practice and how to implement equality legislation[48].
- The Department for Work and Pensions (DWP) hosts the Age Positive[49] publications and guidance on age legislation and age discrimination issues (e.g. Age Positive provides simple-to-follow 3 step Age Positive business checklist to identify and eliminate age discrimination in the workplace[50]).
- The Chartered Institute Of Personnel and Development[51] (CIPD) produces guides for employers[52]
- The Equality and Human Rights Commission (EHRC)[53] produces information and guidance for employers and older people on age discrimination.
- Business Link (national counterpart of Business Gateway) produces guidance for employers[54].

2.2.2. *Organisation bringing together stakeholders: working with older people and employers*

The Capital City Partnership (CCP)[55] is a key strategic partnership within Edinburgh's Community Planning Framework, leading on the delivery of the regeneration targets of the city's Single Outcome Agreement. Getting people

back into work is one of CCP's main priorities and CCP has developed the Joined Up For Jobs strategy (see section 1.1).

The City of Edinburgh Council launched in 2000, A City for All Ages (ACFAA), which is Edinburgh's Joint Plan for Older People. It is a strategic arrangement between the City of Edinburgh Council and its partners in NHS Lothian and the voluntary and commercial sectors to improve opportunities and services for older people by removing discrimination and overcoming barriers.

2.2.3. *Organisation working with older people*

There are a number of organisations working with older people and employment issues in Edinburgh.

- The Edinburgh Chamber of Commerce[56] has a number of activities under their social responsibility aims. One of those is 'Cities in Balance' which engages with older people exploring self-employment.
- Age Scotland[57] (created in April 2009, when Age Concern Scotland and Help the Aged in Scotland joined together) strives to represent all of Scotland's older people and provide a united voice in many issues including employment.
- The Centre for the Older Person's Agenda (COPA)[58] at Queen Margaret University works together with older people with the aim of enhancing the quality of life of older people through research, practice development and education in order to facilitate empowerment and participation

There are many other organisation providing services for older people, such as, Vocal, CSV/RSVP in Scotland, Care & Repair Edinburgh, Alzheimer Scotland, Carers Scotland, etc. However paid employment has a secondary role, even if some recruit older people as volunteers or employees.

2.3. Actions at local level - Edinburgh

Due to the economic situation the rate of unemployment has increased and the more disadvantaged in the labour market (younger people; those without work experience; those with lower qualifications; those with temporary contracts; older workers) have been hardest hit. A concern has been voiced that due to the high number of unemployed graduates, white collar workers and the focus on 16-24 years old by the recent government initiatives (collectively known as the Young Persons Guarantee) older people have been overlooked (Partnership Forum, 2009).

2.3.1. *Actions to raise the employment rates*

There are a number of actions that focus on 50+ employment issues within Edinburgh:

- The Join Up For Jobs (JUFJ)**[59]** strategy aims to raise the employment rate by assisting unemployed people to get a job and sustain long-term employment; and by helping employers find the workers and skills they

need. Joined Up For Jobs was first established as the joint strategy for access to work in Edinburgh 2002. In 2006 it became a Pathfinder area for the Department for Work and Pensions' City Strategy[60] initiative. It brings together a consortium of key organisations including: Capital City Partnership; Skills Development Scotland; Jobcentre Plus; Edinburgh Chamber of Commerce; the City of Edinburgh Council; and since 2006 the NHS Lothian and three Edinburgh Colleges (Jewel and Esk Valley, Stevenson and Telford). Older workers are not amongst the target groups of the JUFJ. However, the JUFJ Partnership Forum, which meets every two months, in August 2009 held a meeting which focused on older people and employment issues[61].

- The Edinburgh's Plan for Older People[62] (see section 2.2.2 above) has identified employment opportunities for people aged 50 plus as a priority. A City for All Ages (ACFAA), which is Edinburgh's Joint Plan for Older People, has linked with the Edinburgh Chamber of Commerce to help progress this work and participated in the Joined up for Jobs Partnership Forum meeting in August 2009[63].

- There are a few initiatives that the Edinburgh Chamber of Commerce (ECC) is involved in which focus on older workers and inclusion in the labour market. The Edinburgh Chamber of Commerce is leading on work within the Urbact, a project that has two components:

    (a) Older people - covering Cities in Balance, Urbact Active Ageing - link to projects and partnerships.
    (b) Young people - covering young enterprise, enterprise in schools, Gateway to Work and equivalent.

Their Cities in Balance programme[64] engages with older people, 50 years or more, who are exploring self-employment as a career option. A programme of support is available to them through the SELECT (Senior Enterprise Learning - Edinburgh City Training) programme[65]. The Programme, funded through Europe's Interreg programme, offers a series of free workshops designed for anyone over 50 thinking about starting their own business or planning on becoming self-employed. It also aims to help older people engage more with their local communities.

- The Active AGE project aims to manage change and the impact of demographic ageing for cities.

- Age Concern Edinburgh Information Technology (ACE-IT)[66] computer training for the 50+ age group was launched in 2001 with the aim to broaden education, offer other leisure interests and find information on many issues and topics for this age group.

The Scottish Government Workforce Plus and Training for Work initiative aim to raise the number of people in sustained employment, which could benefit older workers.

2.3.2. Strategic Groups dealing with issues on ageing

Edinburgh's Plan for Older People[67] has a number of groups dealing with its implementation, which is led by the Council's Corporate Services department, such as:

- Strategic Development Group (SDG Older People)[68] is supported by the Council's Health and Social Care department and membership includes Council officers, representatives from partner agencies, voluntary group representatives and older people. A series of engagement events were hosted by the SDG during 2007-2010 linked to the key priorities in Edinburgh's Plan for Older People

- A City for All Ages Advisory Group[69] includes older people and their representatives from the voluntary sector. Advisory Group meetings are arranged to gather the views of older people on the implementation and evaluation of Edinburgh's Plan for Older People.

- Today and Tomorrow Task Group[70] represents older people and their carers from the black and minority ethnic communities. Linked to A City for All Ages, an action plan was developed that was the first of its kind to address equal opportunities and anti discrimination measures for minority ethnic elders in Scotland.

- The Centre for the Older Person's Agenda (COPA)[71] at Queen Margaret University through research, practice development and education aims to enhance the quality of life of older people, facilitate empowerment and participation, and influence policy and practice that makes a difference to the lives of older people. In 2008 COPA launched the HUB[72] - "well resourced and trained group of older people who are involved in key aspects of the work of the Centre".

The Edinburgh Health Inequalities Standing Group (HISG)[73], a sub-committee of Edinburgh Community Health Partnership, brings together representatives of the Council, NHS, the third sector, local partnerships, and the Public Partnership Forums in a bid to improve health and tackle health inequalities. Realising these general aims would have implications for older people, particularly with respect to labour opportunities and participation (life course perspective in age management), and the level of demand for health and care services. The Edinburgh HISG has drawn up the Edinburgh Joint Health Improvement Plan (JHIP) for 2008-2011[74] which identifies four themes for action, establishing sub-groups for each.

2.3.3. Conferences/Forums/Events on the issues around Active Ageing

Join Up For Jobs, together with the A City For All Ages (ACFAA) and the Edinburgh Chamber of Commerce (ECC) organised:

- The JUFJ Partnership Forum[75], that took place in August 2009[76] and discussed issues affecting older workers (and the BMS community) and

how to improve participation and productivity of older workers in Edinburgh workforce.

Edinburgh's Plan for Older People[77] together with the Scottish Government[78] organised:

- The 'All Our Futures' conference[79] at which employment and older people was discussed.

From the Scottish Government 'All Our Futures: Planning for a Scotland with an Ageing Population'[80] strategy a number of National Forums, stakeholder events and consultations in ageing took place:

- Older People's Consultative Forum[81]: set up by the Scottish Government to engage older people and their representative organisations.
- The National Forum on Ageing Futures Group[82] is an independent 'think tank' formed to continue the imaginative, forward, positive thinking that informed the implementation of All Our Futures strategy. It is based at the Centre for the Older Person's Agenda (at Queen Margaret University in Edinburgh). Employment issues were address at a meeting held in June 2010.
- The National Forum on Ageing Implementation Group[83] is concerned with implementation of All Our Futures.
- The National Forum on Ageing: Ageing Research[84].
- A national stakeholder's event was arranged. This took the form of seven regional events hosted at various locations, so more people could take part,[85] between November 2008 and June 2009. A report that summarises all these events was produced[86].
- A consultation[87] and a Scottish Older People's Assembly (OPASG, 2009) were other initiatives.

As noted in the introduction to this study, the ageing of the population will impact on the consumption of health care and support services, with an expected increase in the demand for each. This increased demand, coupled with an ageing workforce, creates a double dilemma for the health and care sector, particularly the NHS. Responding to these issues, the South East (NHS) Education Forum (which includes Edinburgh) held the following event in March 2010:

- 'Enabling Age as Asset in the South East (NHS) Workforce' considered the issue of workforce planning, age diverse workforce, flexible working, succession planning, and awareness-raising of older workers as assets to the NHS.

2.3.4. Supporting employers to implement legislation and achieve good practice

The Business Gateway[88] website offers support and guidance for different business sectors. It provides help on a number of issues from starting a business to meeting various regulations. It produces a number of useful guidance documents and case studies. Employers can also access tools to

assess their practices. It also offers a number of workshops on: employment law and regulations (including a workshop on understand best practice in the recruitment, management and development of employees); and getting the most of your people;

The Edinburgh Chamber of Commerce[89] provides training on equality and diversity in the workplace. The Royal Botanic Gardens' Head of PR who attended training said that the training was "An excellent vehicle for employers to audit their equality and diversity practices."

The Supplier Development Programme (SDP)[90] is local authority partnership programme, delivers a range of specialist business support activities, including training with the aim of assisting businesses to become more capable of accessing and competing for public sector contracts. They have delivered a policy awareness workshop on equality and diversity issues[91].

2.3.5. *General strategies on ageing*

There are a number of general activities that focus on older peoples needs: Live Well in Later-life plan[92] and Get up and go[93]. Both of these are under A City for All Ages.

The Scottish Centre for Intergenerational Practice[94] (SCIP) came into being in late 2007 as a result of the Scottish Government 'All Our Futures' strategy. The Centre is working with public, private and voluntary sector organisations, as well as individuals and families, to gather and share best practice, provide information and support, and develop new opportunities for intergenerational working in communities. SCIP run master classes, conferences, workshops and project on intergeneration cooperation and integration

As a result of the Scottish Government 'All Our Futures' strategy the anti-ageism campaign and the "see the person, not the age" website[95] were created to challenge ageism.

2.4. Employers practices

Good practice in age management can be found in recruitment, retention, and retirement. They include all the dimensions cited in section 1.3.

According to McNair et al.'s (2007) study, good practice is most often found in retention rather than recruitment. Walker and Taylor's (1999) study concluded that in general good practice examples have the backing from senior management, have supportive HR environments, offer flexible and tailored solutions and motivate older workers to take part.

Practices in age management vary according to industry. McNair et al.'s (2007, pp.3) study shows that the concerns about employing older workers are concentrated in the manufacturing and construction sectors and are related the capacity to cope with physical load. McNair and Flynn's studies on age management practices in different industries[96] (2006; 2006a to g) found

that there were a number of hazardous practices in recruitment, retention, retirement and redundancy. They found that retail, followed by construction and hospitality, were the sectors most likely to be engaged in these hazardous practices, mainly in recruitment (see section 2.4.1 below). The health and social care sector, followed by education and other community sector were engaged in a lesser number of these.

Metcalf and Meadows (2006) using the same survey of senior HR personnel conclude that small businesses, manufacturing, construction, transport, storage and communication, hotels and restaurants and the wholesale and retail trade lack the most awareness of age discrimination legislation, while public sector, the financial intermediation industry and those with unions are most aware.

Below are case studies that aim to show the benefits of employing older workers and ways of adapting work around age management. Although some of the activities described as good practice could be described as age-neutral[97], the majority are age positive[98]

2.4.1. *Recruitment*

McNair and Flynn's studies (2006; 2006a-g) found a number of hazardous practices in recruitment: having experience and/or age as a selection criteria; having age requirements in adverts; using CVs instead of application forms and/or age being known to the interviewing staff; having age and/or experience to fix starting salary; and having physical strength as a selection criteria.

The following are examples of good practice on age management:

- Companies such as Asda, put emphasis in recruiting older people.
- Some companies do not consider a person's age when recruiting, but base their decision on skills, experience and capability to do the role (T Shea Limited; JD Wetherspoon). Using telephone interviews has been cited as a way of avoiding age discrimination in the initial selection; also competency based applications and interviews.
- South Wales Forgemasters retains age on the application form but states that it makes no reference to it when selecting individuals for interview, or during the interview process itself.
- Offering flexible working aims to attract diverse age ranges (JD Wetherspoon).
- Some companies stress that they do not target older people in their recruitment so not to discriminate against younger people but they have the Age Positive logo when advertising (Mathieson's Bakeries).

JD Wetherspoon has trained their managers (which do the majority of frontline recruitment) to ensure their practices do not discriminate on age. They have included: re-writing companies interviewing skills course; revision of all job specifications to comply with good practice on age diversity; job descriptions

are based on skills and competencies; and job application do not ask for date of birth.

The benefits reported of not taking into account age when recruiting are:

- Reflecting customer profile (Asda; JD Wetherspoon)
- Good skills match (South Wales Forgemasters)
- Increasing choice and not miss out on craft skills (Mathieson's Bakeries)
- To recruit people with life skills important to the business (Mathieson's Bakeries)
- Increase the pool of workers (Mathieson's Bakeries)
- Keeps apace with demographic trends (JD Wetherspoon)

2.4.2. Retention

Flexible working is seen as an attractive way to extend working life (McNair et al., 2007: 6). According to this study flexible working is used most in retail, health and social care and voluntary sector, but it is viewed less positively in manufacturing and construction. In some cases good practice was not publicised and therefore not taken up. In other some cases employers would be willing to offer job-sharing but have not been asked. Working from home as a form of flexible working is not always possible in most sectors.
McNair and Flynn's studies (2006; 2006a-g) found a number of hazardous practices in retention such as using age as an exclusion criteria for training or having a maximum age limit for sick pay.

In order to increase retention some companies offer flexible hours (JD Wetherspoon). Attitude of the workforce is essential to the success of the company (T Shea Limited).

Benefits stated of retaining older workers through various mechanisms are:

- Older workers providing excellent support to new workers from a practical and personal perspective (South Wales Forgemasters).
- Flexible hours enables a balance between work and family or other commitments for employers and the business is able to cover its core hours (JD Wetherspoon)
- Increasing staff retention (JD Wetherspoon)

JD Wetherspoon reports staff retention levels well above the industry average, and the turnover of staff mangers is half of the industry average. Barnes et al. (2009)[99] found that flexibility is likely to be offered informally and the possibilities of adapting working practices were not advertised.

2.4.3. Training

McNair et al.'s (2007) research found that line managers are decisive in training decisions and although employers do not discriminate in terms of training, there is not an effort to encourage older workers as there is a perception that they are less willing to train. Newton (2006)[100] found a clear

association between age and the amount of training offered to and received by workers: with those over 55 being less likely to be offered or participate in training and are more likely only to have received on-the-job training.

- Some companies state that training is very important and is open to all workers (Beacon Foods; South Downs NHS Health Trust)
- In some companies training for older workers is actively encouraged at all levels (JD Wetherspoon)
- In some instances by changing the style of the training by making it more flexible for older workers in order to counteract reluctance by some (South Wales Forgemasters)

The benefits of training are:
- To keep the success of the business (Beacon Foods) as skills are pivotal to the success of the company due to the ability to diversify (T Shea Limited)
- Vital in order to motivate and retain staff (South Downs NHS Health Trust)

2.4.4. *Retirement*

After the Age Regulations, employers expected that requests to stay after Default Retirement Age (DRA) would increase. The right of workers to request, and for employers to consider, to continue working after the DRA was according to McNair et al. (2007, pp.8) the most controversial part of the legislation. In some cases employers reacted by abolishing contractual retirement ages, however some others established formalised retirement procedures and contractual retirement ages. McNair and Flynn's studies (2006; 2006a-g) found a number of hazardous practices in retirement such contractual or compulsory ages for retirement, the later ones unlawful below 65 unless objectively justified.

In the UK good practice is found in a number of companies:

- Some companies operate without a retirement age (T Shea Limited; South Downs NHS Health Trust; South Wales Forgemasters; JD Wetherspoon).
- Some will seriously consider requests from employees to remain in employment after the DRA (Beacon Foods).
- Some companies will actively ask their workforce to stay after the DRA.
- In some cases there are more flexible working arrangement or flexible retirement options (Beacon Foods; T Shea Limited; South Downs NHS Health Trust; Mathieson's Bakeries; Asda)
- Some companies offer transfers or changes to job roles (T Shea Limited), or arrange shifts where less heavy duties are performed (Mathieson's Bakeries) in order to increase retention of older workers.
- Other flexible working schemes include unpaid leave for grandparents and carers; 'Benidorm leave'; and the 'seasonal squad' (working the 10 busiest weeks a year) (Asda)

In South Wales Forgemasters look at the age profile of their workforce to determine when people are likely to retire and make the necessary

contingency plans: for example getting older workers in a mentoring role and working with trainees. Mathieson's Bakeries in Scotland write to workers six months before their DRA and explain the options open to them.

The benefits of retaining workers reported by companies are:

- The ability to retain the skills needed (Beacon Foods; T Shea Limited; South Downs NHS Health Trust; South Wales Forgemasters; JD Wetherspoon) and professional experience (Asda)
- To retain life experience (T Shea Limited; Asda)
- Improver recruitment and retention through presenting the company as a positive employer to work for (South Downs NHS Health Trust)
- Increased retention in general
- Deals with labour and skill shortages by increasing the pool of workers (Mathieson's Bakeries)
- Mirrors a business's customer base more closely, providing better customer service (Asda).
- Extra flexibility (Asda)
- Reduces turnover (South Wales Forgemasters; Asda), which in turn reduces new recruits training costs.

2.4.4. Redundancy

McNair and Flynn's study (2006; 2006a-g) found a number of hazardous practices when dealing with compulsory redundancies: age or length of service as selection criteria for redundancy or to set the redundancy pay levels; and 'last in first out' policies. These practices could discriminate older and younger workers equally.

3. How are older "users" involved in relation to the development of current services and policies

Within Edinburgh a number of stakeholder engagement events have been held where older people voiced their opinions on a range of issues, including employment and age discrimination.

There are strategic groups associated with the implementation of Edinburgh's Plan for Older People include older people, agencies working in the field and other stakeholders, to discuss and produce action plans, or give feedback on the implementation of the plan. Employment issues have been addressed in the context of the Urbact Active Age Programme (see section 2.3.1).
Through the HUB[101], launched by the Centre for the Older Person's Agenda (COPA)[102] in 2008 older people are involved in key aspects of the work of the Centre.

The National Forum on Ageing Futures Group (NFA) is an independent 'think tank' formed to continue the imaginative, forward, positive thinking that informed the All Our Futures strategy. The NFA intends to address current issues and engage with people across Scotland in imaginative forward thinking[103].

A City For All Ages (ACFAA) and the Older People's Equality Forum (OPEF) had a consultation in which the opinions of 972 people were gathered through questionnaires and focus groups from a number of settings[104]. A report was produced in March 2006[105] and in April 2006 an Active Ageing Conference took place to put older people at the forefront, raise awareness of the issues, to update the Edinburgh's Joint Plan for Older People, and to gather views from delegates.

Employers are advised on how to meet legislation requirements, achieve good practice, solve problems, etc by a number of organisations including: Business Gateway, Edinburgh Chamber of Commerce, Scottish Business in the Community, etc some of which are involved in stakeholder groups which include older people.

4. What are the "limitations" of current actions / policy

Literature on the impact of legislation on employers' practices and policies has been described in section 1.2.2. Section 1.3.2 cites some of the factors that can affect equality issues and the age management approach that firms take. The views of employers, older people, and stakeholders on the limitations of current legislation will be sought in the pilot social experimentation study that will follow this baseline study[106].

Some possible limitations:

- The inability to reflect older people's needs. Policies do not always fully take in to account the often complex needs and barriers facing older workers. For example many older workers have to deal with caring responsibilities, financial pressures, poverty, ill heath and disability. In addition older worker may be the resistant to the idea of training and promotion or learning skills and taking on new careers-policy needs to address this issue.
- The inability to reflect employers' requirements and pressures.

It is difficult to assess the limitations of actions such as workshops and guidance or information on age management targeted to employers. Further research is needed in order to ascertain the success and limitation of such actions. The collection of such data will be included in the social experimentation study, in which the views of employers and the provider organisations would be gathered.

Possible limitations:

- Guidance and workshops do not fully grasp older workers needs.
- Do not account for crucial factors that affect employer's practices.
- Policies and initiatives only target those employers who are already receptive to the idea of employing and retaining older workers. The current policies are limited in the extent to which they can target those employers who are still resistant or unaware of the benefits of employing of employing older workers.
- Could be more focus on effective targeting and communication of policy within organisations to ensure that age management message is not lost at the level of the line manager

In some cases the limitation of current actions would be that services which aim to achieve the inclusion of disadvantaged groups in the labour market are not targeted or are not sensitive to older people and their needs. Their needs are often very different from younger workers and in many ways they face more obstacles in finding work and policy appears not to reflect this. The capacity for increasing the scope of initiatives already in place (rather than introducing new ones) to include older people will be explored in the social experimentation study.

In some other cases, the effectiveness of services targeted to older people could be limited if labour market participation is not part of their remit.

5. What are the priorities still to be met

The literature highlights a number of suggestions to improve businesses age management practices with regards to older workers and to progress towards better participation of older workers in the labour market. Below is a summary of these suggestions divided in four sections: improvement on general attitudes and opportunities, improve access to work and training; improvement of legislation; and improvement of employers' practices, policies and attitudes.

5.1. General attitudes and opportunities

In order to increase the participation of older people in employment more has to be done. It has been suggested that a more integrated society is needed and to achieve this more intergenerational projects are necessary (JUFJ, August 2009; Abrams et al. 2009). In terms of this objective, organisations such as the Scottish Centre for Intergenerational Practice[107] (SCIP) (which is linked to A City for All Ages (the City of Edinburgh Council) and Queen Margaret University, and the Edinburgh and Lothians Network of Intergenerational Practice) could have an important role to play. As good practice examples four successful events have already been held to promote intergenerational practice in Edinburgh and the Lothians.

Campaigns on age and work (Maitland, 2010) promoting positive role models and positive images of older people should take place throughout the media (National Forum on Ageing, 2009) in order to challenge negative attitudes (All Our Futures Conference, 2009). The National Forum on Ageing (2009) mentioned the 'see the person, not the age'[108] campaign, which was a result of the Scottish Government 'All Our Futures' strategy, as good practice.

Support should be provided for older people at risk of isolation to engage in creative activity and lifelong learning. Good practice examples are: "Engage", "The Angus Project" and (National Forum on Ageing, 2009). The National Forum on Ageing (2009) also suggested that individuals should be matched to employment and volunteering opportunities and a good practice example mentioned was the Volunteer Centre Network Scotland.

In the All Our Futures Conference held in Edinburgh[109] many suggestions about employment in later-life were made by older people. In general it was believed that more advice regarding employment is needed, a greater offer of lifestyle/retirement planning courses and more opportunities in general. It was stressed that making allowances when required is vital if opportunities are to become real options. The JUFJ Partnership Forum (August 2009) mentioned that pre-retirement education programmes on health, finance, etc are needed. In terms of finances is suggested that more information about pensions and benefits is needed (JUFJ, August 2009; Hirsch, 2003; Loretto et al. 2005). Also helpful would be comprehensive occupational health programmes (Maitland, 2010) to create a balance of priorities between working, living, health and well-being (Hirsch, 2003).

5.2. Access to work and training

It was suggested that provision of support with IT, CVs, etc. (JUFJ, August 2009) would be beneficial. More affordable training and opportunities (Smeaton et al., 2010; Age Scotland, 2010), career development (Maitland, 2010) including workshops in self-employment, and tailored back-to-work support (Age Scotland, 2010) are needed for older people to realise their potential (JUFJ, August 2009), to capitalise on the abilities and qualities of older workers (National Forum on Ageing, 2009) and to help older workers overcome the ever-increasing barriers facing them (Age Scotland, 2010).

Employers' perceptions, but also the self-perception of older people, are sometimes an obstacle to change (Smeaton et al., 2010). The National Forum on Ageing Futures Group (Wildman, April 2010) recommended a greater focus on lifelong learning and older adults by the Scottish Government, with local authorities making sure that lifelong learning is equally accessible and appropriate to all age groups and information and support, including financial support, is available to older adults.

At the All Our Futures Conference (2009) lifelong learning was stressed as being very important to older people and needs to be promoted (Barnes et al. 2009). It is necessary that opportunities are not restricted by age limits. Some barriers to continued learning were highlighted: access to advice on options; funding; transport; access to buildings; and access for those who are not computer literate.

5.3. Legislation

In terms of legislation regarding the retirement age, there has been a debate for some time now with some recommendations to remove the Default Retirement Age (DRA) (Maitland, 2010; Flynn, 2010; The Intergenerational Futures All Party Parliamentary Group, 2009: 5). The recent coalition government has announced that from October 2011 the DRA will be abolished.

The recent coalition government will also be increasing the SPA in a shorter period of time than the previous government planned to do: it is expected that the SPA will increase to 67 by 2016 for men and to 65 by 2020 for women although plans are still being decided. In terms of pension legislation, there have been suggestions on the need for pension reform so it allows for some paid work (JUFJ, August 2009) in order to improve opportunities to build a retirement income (Hirsch, 2003).

5.3. Employers practices

Although the Age Regulations have helped to change policies, practices and attitudes, it has been suggested that more needs to be done. There are examples of good practice in age management in a number of companies. Nevertheless many would benefit from implementing audits and developing comprehensive age management practices. According to Smeaton et al.

(2010) greater progress is needed in recruitment, job design and work intensification issues. According to Bond and Hollywood (2009) it is very important that formal structures exist to support equality issues.

The need for employers to realise the potential of older workers; to invest in workforce planning and to look at the structure of organisations in order to allow older people to continue working; and to offer more flexible working options has been stressed. One suggestion is for employers' organisations to encourage businesses to use older workers for mentoring and apprenticeships (JUFJ, August 2009). The National Forum on Ageing (2009) recommend research and dissemination of best practice information, in order to provide an evidence base that reinforces the benefits of employing older people. The Age and Employment Network (TAEN)[110] was mentioned as an example of good practice.

Flexible and part-time working arrangements should be extended to more sectors, as many do not offer that flexibility and older workers preferences and needs are therefore not being met (Smeaton et al., 2010). The right to request and benefit from flexible working should be extended to everyone (Maitland, 2010; The Intergenerational Futures All Party Parliamentary Group, 2009: 5; Loretto et al. 2005). Maitland (2010) mentions that incentives for employers that offer flexibility for all should be considered.

In those sectors where flexibility exists, older workers sometimes are not financially able to take the opportunities, so as Smeaton et al. (2010) suggest, pension drawdown may solve this problem. It has been argued that some older workers have least control regarding transitions into retirement, e.g. those who are in low-skill or low-paid jobs and women (Loretto et al. 2005). Therefore there is a need to improve choice and control for these groups (Hirsch, 2003).

Participants in the All Our Futures Conference highlighted the need to target employers, including SMEs, and educate them about ageism in general and in the workplace, challenging their attitudes and views. It is also necessary to challenge the lack of flexibility in working and retirement options; to provide incentives to integrate older people in the workplace; and to train them in how to support staff reaching retirement.

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[1] European Areas Regeneration Network – Quartiers en Crise website: http://www.qec-eran.org/index.htm

[2] More information on QeC- ERAN 'Social Experimentation for Active Ageing' project: http://www.qec-eran.org/projects/SEFAA/sefaa_index.htm

[3] The recent large-scale migration into the UK has contributed to this discussion: the increase in the number of people living in the UK, together with higher fertility rate of the migrant population, is expected to account for 53 per cent of the projected rise in population between 2006 and 2011 (Parry, 2008: 5)

[4] http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2002:0009:FIN:EN:PDF

[5] EC website: http://ec.europa.eu/social/search.jsp?langId=en&menuType=basic

[6] The previous government intended to increase the SPA to 66 years by 2024 for men and to 65 years for women by 2020

[7] Department for Education and Employment (1999) Age diversity in employment and Age diversity in employment: guidance and case studies. Code of practice. Nottingham: Department for Education and Employment.

[8] CIPD website (accessed 20/05/10), legal background – available here: http://www.cipd.co.uk/subjects/dvsequl/agedisc/ageandemp.htm

[9] The Equality Act will come into force from October 2010 providing a single legal framework for disadvantage and discrimination, see http://www.equalities.gov.uk/equality_act_2010.aspx (accessed 31/08/2010)

[10] http://www.direct.gov.uk/en/Employment/Jobseekers/programmesandservices/DG_173728

[11] Scottish Government website (accessed 19/05/10) Scottish Government website (accessed 19/05/10): the New Deal 50 plus offers a wide range of practical help: from a Personal Adviser suited to individual's needs; help with job search skills; costs for travelling to interviews; and access to Training for Work and work. There is also a range of help specifically or those wishing to become self employed. In addition New Deal 50 plus also offers financial incentives to those returning to work. From 6 April 2003, those moving into employment will be able to apply for a return to work credit paid under the Working Tax Credit. A Training Grant of up to £1,500 may also be available when starting work. This can be claimed up to two years after starting to receive the Employment Credit or return to work payment.

[12] http://www.direct.gov.uk/en/Employment/Jobseekers/programmesandservices/DG_180442

[13] Circumstances of obligation: http://www.direct.gov.uk/en/Employment/Jobseekers/programmesandservices/DG_180469

[14] DWP website – Pathways to Work: http://www.dwp.gov.uk/policy/welfare-reform/pathways-to-work/

[15] Age Positive: http://www.businesslink.gov.uk/bdotg/action/detail?itemId=1084590558&type=CAMPAIGN&furlname=agepositive&furlparam=agepositive&ref=http%3A//www.dwp.gov.uk/policy/welfare-reform/older-people-and-employment/&domain=www.businesslink.gov.uk

[16] http://www.dwp.gov.uk/policy/welfare-reform/older-people-and-employment/

[17] Scottish Government website – Workforce Plus initiative: http://www.scotland.gov.uk/Publications/2006/06/12094904/0

[18] Key themes identified in this process include early interventions, client focused interventions, employer engagement, sustaining and progressing employment, joined up planning and delivery of services and better outcomes. This strategy also aims to use locally based employment partnerships, where greater emphasis is put on partnerships between employers, local stakeholders and employment intermediaries

[19] http://www.careers-scotland.org.uk/Education/Training/TrainingforWork.asp; http://www.skillsdevelopmentscotland.co.uk/our-services/services-for-individuals/national-training-programmes/training-for-work-.aspx

[20] Joined Up For Jobs website: http://www.joinedupforjobs.org.uk/home.html

[21] http://www.capitalcitypartnership.org/

[22] http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plans/edinburghplanforolderpeople

[23] From a representative survey of 2,087 establishments in Britain with at least 5 employees.

[24] Pendleton's article is a contribution by a Jobcentre practitioner. The paper's two case studies are based upon personal experience, and point up the importance of local initiatives

within the national framework:
http://journals.cambridge.org/action/displayFulltext?type=1&fid=468916&jid=SPS&volumeId=5&issueId=04&aid=468915

[25] http://www.cipd.co.uk/subjects/dvsequl/agedisc/ageandemp.htm

[26] Literature review; stakeholder interviews (14 individuals representing 12 organisations in England, Scotland and Wales); employer feedback (10 focused telephone interviews with employers located in England, Scotland and Wales); and survey of older people (n= 1,494)

[27] 8 questions were added to the monthly ONS national Omnibus Survey. The questions were asked for 3 consecutive months. There were 5204 respondents over the age of 19 and 31% of them were 50-69 years old.

[28] There are more detailed discussions of age management, for example see:
http://taen.org.uk/uploads/resources/Defining_Age_Management.pdf

[29] Parry uses the 'total rewards' approach adopted by Mercer (2008: 7)

[30] Age Scotland website (accessed 25/08/10):
http://www.ageconcernandhelptheagedscotland.org.uk/about/news/430_50-plus-unemployed-scots-at-risk-of-becoming-a-lost-generation

[31] SPA is currently 60 for women and 65 for men. From 2010 the female SPA will be gradually increased to 65 by 2020 (DWP, 2008)

[32] http://campaigns.dwp.gov.uk/asd/asd5/rports2007-2008/agepos27.pdf

[33] http://www.primeinitiative.co.uk/2010/03/18/age-barriers-hit-young-and-old-in-recession/

[34] Due to changes to Jobcentre Plus vacancy handling procedures that lead to a major discontinuity in the vacancy statistic pre and post May 2006, only figures for 2007 onwards have been presented.

[35] http://www.jrf.org.uk/publications/public-policy-initiatives-older-workers

[36] Scottish Business in the Community website: http://www.sbcscot.com/what-we-do

[37] Scotland Got Talent (on Scottish Business in the Community website):
http://www.sbcscot.com/press-releases/2008-october/scotland-s-got-talent.html/?searchterm=talent

[38] Edinburgh Chamber of Commerce website: http://www.edinburghchamber.co.uk/

[39] Business Gateway website:
http://www.bgateway.com/bdotg/action/layer?site=202&topicId=1073877851

[40] http://www.sbcscot.com/programmes/SME/sme-fact-sheet-final.pdf

[41] Edinburgh Chamber of Commerce – social responsibility (accessed 30/08/10)
http://www.edinburghchamber.co.uk/social_responsibility/

[42] Edinburgh Chamber of Commerce – events and training (accessed 30/08/10)
http://www.edinburghchamber.co.uk/events_and_training/training/training_and_learning_solutions/specialist_training.cfm

[43] Business Gateway workshops and events:
http://www.bgateway.com/bdotg/action/searchAdvancedMode?site=202&expression=workshops&ictf=ABCDEFGHIJKLMNOPQR&pg=1&isf=abcdefghijklmnop&rpg=10

[44] Scottish Government website (accessed 30/08/10):
http://www.scotland.gov.uk/Publications/2005/02/20687/52427

[45] Employment Forum on Age website: http://www.efa.org.uk/pages/about_efa.html

[46] The Age and Employment Network website: http://taen.org.uk/about

[47] ACAS website: http://www.acas.org.uk/index.aspx?articleid=1841

[48] ACAS (2009) Age and the workplace: Putting the Employment Equality (Age) Regulations 2006 into practice. London: ACAS: http://www.acas.org.uk/CHttpHandler.ashx?id=589&p=0

[49] DWP website on Age Positive: http://www.dwp.gov.uk/age-positive/

[50] Age Positive business checklist includes: STEP 1 Ageism, check your current awareness; STEP 2 A checklist, where does your business stand; STEP 3 Taking action, a plan of what to do suitable for employers of any size or sector: http://www.dwp.gov.uk/docs/acfa9.pdf

[51] CIPD website (accessed 20/05/10):
http://www.cipd.co.uk/subjects/dvsequl/agedisc/ageandemp.htm

[52] Chartered Institute Of Personnel And Development (2007), Managing age: a guide to good employment practice. Guide. London: CIPD: http://www.tuc.org.uk/extras/managingage.pdf

[53] EHRC website – Age Equality: http://www.equalityhumanrights.com/our-job/what-we-do/our-business-plan/age-equality/

[54] Business Link (no date). Employing older workers:
http://www.businesslink.gov.uk/bdotg/action/layer?r.s=m&r.l1=

1073858787&r.lc=en&r.l3=1082249786&r.l2=1073877851&topicId=1082249786&r.i=1082250
997&r.t=RESOURCES

55 http://www.capitalcitypartnership.org/

56 ECC website – Cities in Balance:
http://www.edinburghchamber.co.uk/social_responsibility/cities_in_balance.cfm

57 Age Scotland website (accessed 25/08/10):
http://www.ageconcernandhelptheagedscotland.org.uk/

58 The Centre for the Older Person's Agenda (COPA) website (accessed 30/08/10)
http://www.qmu.ac.uk/copa/

59 http://www.joinedupforjobs.org.uk/home.html

60 http://www.dwp.gov.uk/policy/welfare-reform/city-strategy/

61 http://www.joinedupforjobs.org.uk/partnership-forum-20-august-2009.html

62 http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plan
s/edinburghplanforolderpeople

63 Minutes of and presentations given at this meeting can be found here:
http://www.joinedupforjobs.org.uk/partnership-forum-20-august-2009.html

64 http://www.edinburghchamber.co.uk/social_responsibility/cities_in_balance.cfm

65 http://www.edinburghchamber.co.uk/business_solutions/starting_your_business/select_prog
ramme.cfm

66 Age Concern Edinburgh Information Technology (ACEIT) website (accessed 30/08/10)
http://www.aceit.org.uk/

67 http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plan
s/edinburghplanforolderpeople

68 http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plan
s/edinburghplanforolderpeople

69 http://www.edinburgh.gov.uk/internet/Council/Council_publications/Council_policies_and_pl
ans/ACFAA/CEC_a_city_for_all_ages_advisory_group

70 http://www.edinburgh.gov.uk/internet/Council/Council_publications/Council_policies_and_pl
ans/ACFAA/CEC_background_to_edinburgh_s_plan_for_older_people_1_9

71 The Centre for the Older Person's Agenda (COPA) website (accessed 30/08/10)
http://www.qmu.ac.uk/copa/

72 The Centre for the Older Person's Agenda (COPA) – the HUB (accessed 30/08/10):
http://www.qmu.ac.uk/copa/hub/

73 http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plan
s/cec_joint_health_improvement_plan_for_edinburgh

74 The Edinburgh Joint Health Improvement Plan (JHIP) for 2008-2011:
http://www.edinburgh.gov.uk/internet/Attachments/Internet/Council/Council_policies_and_plan
s/Corporate_Services/Joint%20Health%20Improvement%20Plan.pdf

75 http://www.joinedupforjobs.org.uk/files/documents/partnership_forum_minutes/partnership_f
orum_20_august_2009/partnership_forum_minutes_200809.pdf

76 http://www.joinedupforjobs.org.uk/partnership-forum-20-august-2009.html

77 http://www.edinburgh.gov.uk/internet/council/council_publications/council_policies_and_plan
s/edinburghplanforolderpeople

78 http://www.edinburgh.gov.uk/internet/Attachments/Internet/Council/Council_policies_and_pl
ans/Corporate_Services/A%20City%20for%20All%20Ages/Conference%20Report%20July%
202009.pdf

79 Conference document:
http://www.edinburgh.gov.uk/internet/Attachments/Internet/Council/Council_policies_and_plan
s/Corporate_Services/A%20City%20for%20All%20Ages/Conference%20Report%20July%20
2009.pdf

80 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience

81 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/opcf

82 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/NationalForum

83 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/NationalForum

84 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/NationalForum

85 Glasgow Inverness, Galashiels, Perth, Aberdeen, Dumfries and Edinburgh

86 http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/stakeholdereventsrep
ort

[87]http://www.scotland.gov.uk/Publications/2007/03/26094313/0;
http://www.infoscotland.com/experience/exp_dt_folderlevel.jsp?pContentID=24&p_applic=CC
C&p_service=Content.show&
[88] Business Gateway website – workshops:
http://www.bgateway.com/bdotg/action/event?site=202&topicId=1073858787
[89] Edinburgh Chamber of Commerce – Networking events and Training and skills
development: http://www.edinburghchamber.co.uk/events_and_training/
[90] The Supplier Development Programme – Equality and diversity workshop:
http://www.sdpscotland.co.uk/events/event-descriptors/equality--diversity-policy-
workshop.aspx
[91] http://www.sdpscotland.co.uk/events/event-descriptors/equality--diversity-policy-
workshop.aspx
[92] http://www.edinburgh.gov.uk/internet/social_care/older_people/CEC_live_well_in_later_life
[93]http://www.edinburgh.gov.uk/internet/Council/Campaigns_and_projects/CEC_get_up_and_g
o_2007-08
[94] http://www.scotcip.org.uk/
[95] http://www.seetheperson.info/home/
[96] McNair, S and Flynn, M (2006) study involved survey of senior HR in 2084 firms employing
more than 5 people in England, Scotland and Wales.
[97] opportunities and rules apply to all employees, regardless of how old or young they are
(Smeaton et al, 2010, pp.115)
[98] go one step further to promote diversity within the workplace, for example auditing their
recruitment and promotion practices to prevent discrimination or actively targeting older
workers (Smeaton et al, 2010, pp.115)
[99] Study based on qualitative interviews with 42 directors, human resources managers and
line managers representing 34 organisations and secondary analysis of
the Workplace Employment Relations Survey (2004)
[100] The study is based on: qualitative interviews with national experts; a review of the current
policy and academic literatures; secondary data analysis of the LFS, 2004 and National Adult
Learning Survey, 2002 and also LSC data from the Employer Training Pilots and Modern
Apprenticeships; and case studies of five organisations which demonstrate good practice in
training a mixed-age workforce
[101] The Centre for the Older Person's Agenda (COPA) – the HUB (accessed 30/08/10):
http://www.qmu.ac.uk/copa/hub/
[102] The Centre for the Older Person's Agenda (COPA) website (accessed 30/08/10)
http://www.qmu.ac.uk/copa/
[103] More information on the NFA:
http://www.qmu.ac.uk/copa/forums/NFA%20Futures%20Group.docs/National_%20Forum_%
20on_%20Ageing_%20Futures_%20Group_%20Report_%20Apr10.pdf
And http://www.scotland.gov.uk/Topics/People/Equality/18501/Experience/NationalForum
[104] The setting included: the Council, NHS Lothian, Community Councils, the Dementia Café,
care homes, day centres, forums for older people, hospital, clubs for older people,
educational and health and well being centres. Six groups represented elders from the black
and ethnic minority community
[105] City for All Ages (ACFAA) and the Older People's Equality Forum (OPEF) Consultation
Report, January - March 2006:
http://www.edinburgh.gov.uk/internet/Attachments/Internet/Council/Council_policies_and_plan
s/Corporate_Services/A%20City%20for%20All%20Ages/FULL%20REPORT%20-
%20Final%20Consultation%20and%20Involvement%20Summary%20Report%202006_08.pd
f
[106] This baseline study is part of QeC-ERAN's 'Social Experimentation for Active Ageing'
project. The baseline will inform the 'Pilot Social Experimentation Action' – for more
information about the project: http://www.qec-eran.org/projects/SEFAA/sefaa_index.htm
[107] Scottish Centre for Intergenerational Practice website: http://www.scotcip.org.uk/
[108] See the person, not the age website (accessed 20/05/10)
http://www.seetheperson.info/home/. TV advert:
http://www.seetheperson.info/about/see_the_tv_adverts.html
[109] All Our Futures Conference (Wednesday 3rd June 2009) p.13-14
http://www.edinburgh.gov.uk/internet/Attachments/Internet/Council/Council_policies_and_plan

s/Corporate_Services/A%20City%20for%20All%20Ages/Conference%20Report%20July%20 2009.pdf
[110] TAEN website (accessed 20/05/10): http://taen.org.uk/about