



Regional Strategy Paper

***"Correct education today,
better job opportunities tomorrow!"***

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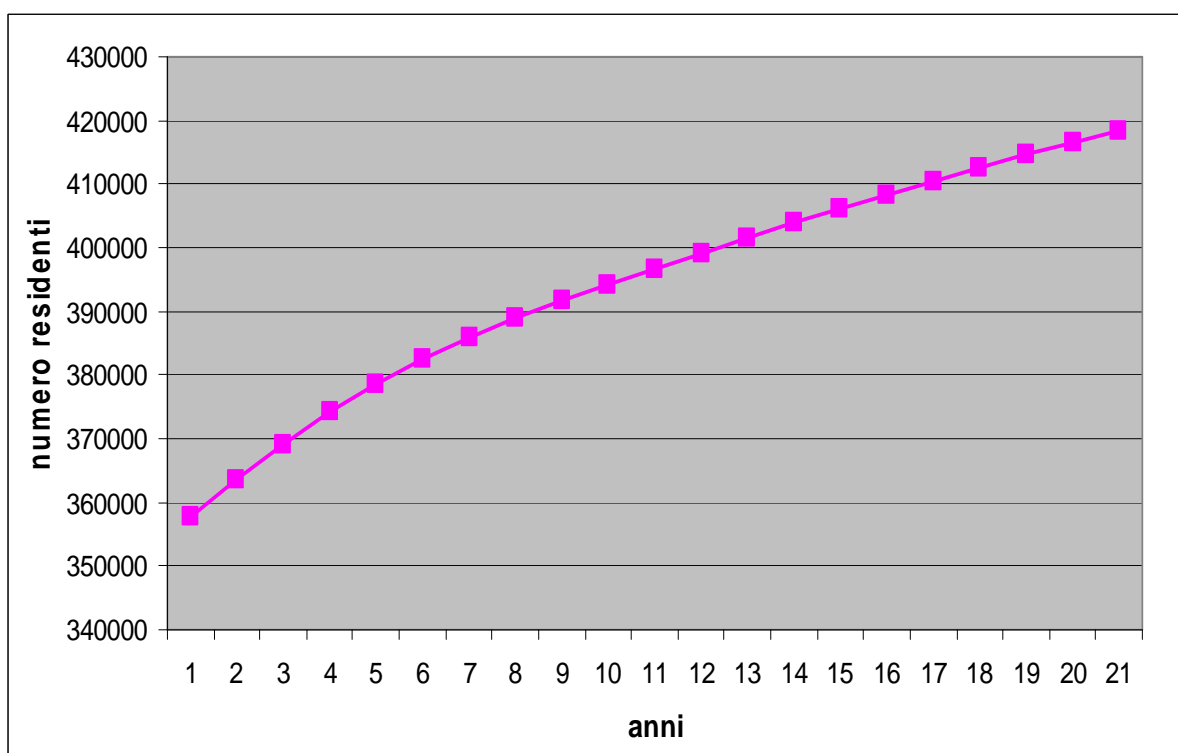
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Introduction

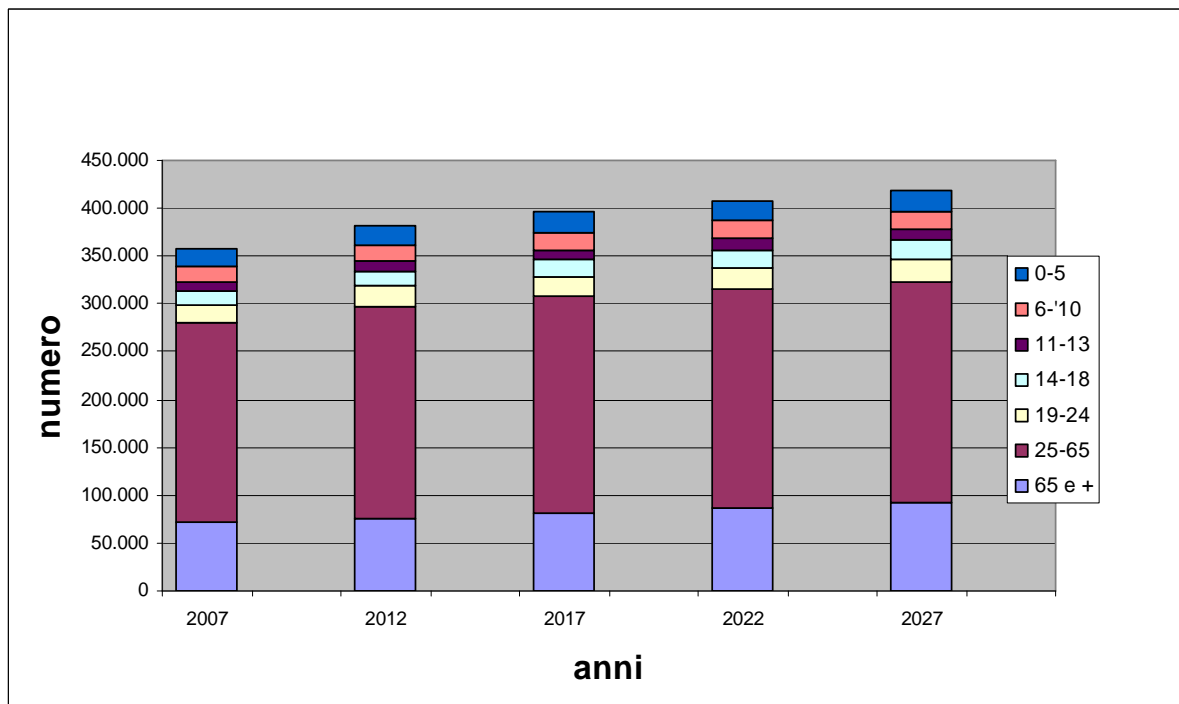
Since the beginning of this century, the occupational problems of the youngsters have become one of the main focuses of the policies developed by the Province of Novara. Some 8-10 years ago, it was already clear that incoming migration from Eastern Europe and Third Countries, added to the increasing difficulties in job searching due to the effects of the post-industrialization crisis, would have created a very dangerous mix involving the demographic profile of the region. And even if balance between in-migration and out-migration was, and still now is, lightly positive, the trend for the next 5-10 years opens a scenario where in-migration (generally composed by young people) will decrease little by little arriving to null, and as a consequence the medium age of the population will turn again to increase.

The forecast shows an ageing in population, but as a whole a growth of population in the future. After 2013 there will be a progressive decrease of growth.

Forecast of resident (2007 – 2027) in the province of Novara



Population forecast by age (2007 – 2027) in the province of Novara



In this situation, it is more than evident that only good and pro-active policies for young people may allow the survival of the region under a social point of view. A deep analysis of the regional situation reveals that the average level of the local infrastructures is not so bad, and that the main effort must be displayed in the field of youth education, introductory to the creation of job opportunities. This is the strategic goal that the Province of Novara decided to pursue in the last 10 years and that will drive its action also in the next years.

The region's assessment – an overview

Novara is a province in the Piedmont region of Italy. Its capital is the city of Novara. The province has an area of 1,339 km², and a total population of 365.156 (2008). Novara lays in a strategic position between Milan and Turin. The province is divided into 88 towns and villages, and the biggest ones of them are Novara itself, Borgomanero, and Arona. Rice is grown in the southern part of the province with an extensive irrigation network and a large amount of

canals. The north is characterized by a hilly landscape with vineyards and forests. The highest mountain of the province is the Mottarone, with an altitude of 1491 m. Two lakes are located in the province, the bigger one of them is the well known "Lago Maggiore" and the second one is called "Lago d'Orta".

The Province of Novara is a highly industrialised area, which suffered from the general industrial crisis a bit less than many other areas. Its industrial district is still a relevant part of the local economy and employment: some sectors are reducing (textile) and some other are increasing (mechanics, chemistry). All these industries have reached a high level of technological development, and their professional needs have consequently evolved. The public and private systems of high technical schools and training centres have some difficulties in following all these changes, and often their output in training activities is not properly tuned, for kind and time, with the indications expressed by the companies. This gap causes an increase of young people's unemployment (now overtaking the 28% in Northern Italy, and almost 45% average in Italy with peaks at more than 50% in Southern Italy) as well as a migration of young talents from Novara's territory to the bordering Province of Milan, which offers more opportunities. This situation has become almost "historical", apparently with no solution: a sort of vicious circle where young and often degreed people look at Milan searching for a job, and the enterprises avoid to install new plants of high technological profile in a territory where it's difficult to find out technicians enough with a proper preparation. Furthermore, old companies suffer from a further gap due to the additional costs related to the search and the "training on the field" of the requested technicians, also due to the wrong choice of many young people, owing high level degrees but referring to economical fields where it's very hard to find a good job.

Forward-looking assessment

Having an overlook to the territory with the criterion of the SWOT analysis, we could say that the strengths of the province are the increase of the population as a result of a high, positive migration balance. In comparison to the average income level, the level of income per person in the Novara province is a

medium high one. A high density of manufacturing activities in the fields of engineering and chemical industries can be observed with a strong focus on exports.

Weaknesses are the lack of university-faculties for engineering and architecture. The unemployment rate of the youth is very high especially for young women. A lack of professional well trained workers can be observed in the technical industry. There are many initiatives for an educational and vocational guidance which are very fragmented and by that hard to recognize. On the income side the province has a low attractiveness for foreign investments. The corporate landscape is rife with SMEs, which have serious problems with the attraction of young graduates.

An opportunity could be the current planning of renewal of some important structures: the new "City of Health" might have a positive effect for the province, and the new campus of economics could generate a widened level of expertise for the economic system. A new course of the university in biotechnology might attract some new scientists. Specialized groups bundled in consortia can strengthen the development.

Threats could be the attraction for students, graduates and scientists exerted from universities of other regions, like the universities in the close provinces of Turin and Milan. The ongoing process of de-industrialization might tighten the job market and in addition to this the cut of several jobs. A lack of graduates and scientists will lead to a loss of competitiveness of the regions enterprises and with this to a relocation of the decision makers of local companies.

The strengths can be used to take the opportunity for the creation of a network including universities, hospitals, high schools and other centers. The network should be promoted in other provinces to enhance the positive experiences that are made in the Novara region.

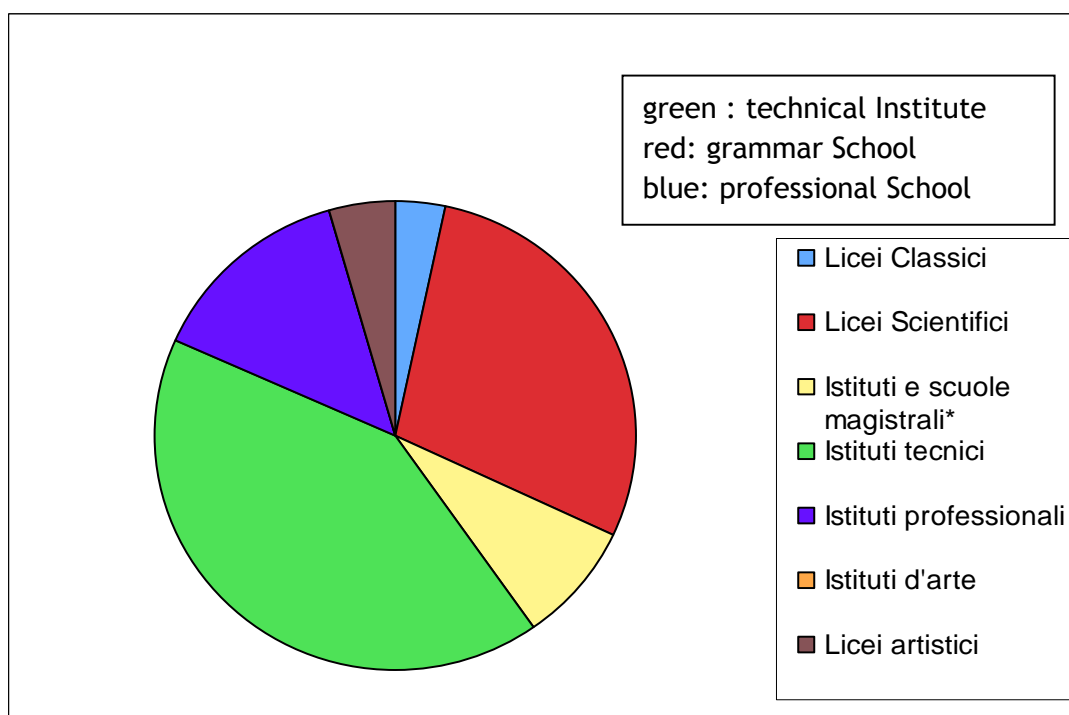
New business based on innovative ideas are to be funded by forms of public and private financing. For facing the threats, the strengths can enhance the experiences of the region in specialized local production chains.

Weaknesses should be reduced by taking the chance to strengthen the educational and vocational guidance activities in new ways, with the help of e-

learning approaches or the promotion of job opportunities online and the close collaboration of all involved institutions.

Threats which are meeting the regional weaknesses should be faced by the encouraging of new production facilities by integrated forms of information and communication. The education system should be linked with local business needs and be updated by a systematic monitoring.

Province of Novara: II level Secondary school students for kind of institute



General aim

During these last years, the Province of Novara reinforced its activity in the field of the orientation and of the careers guidance, mostly for what concerns the youngsters, and we must say that the impulse given by the YURA project has been really important.

In the framework of YURA, the Province of Novara decided to manage the counteracting of the youth migration starting from the results of the initial SWOT analysis, that revealed a lot of very important information to be carefully considered during the whole life-long period of the project.

Differently from what appeared in other European regions involved in YURA, migration in the Province of Novara is not properly originating as a consequence of the problems of a rural region, but it is due to the preference of young graduated people to go looking for better opportunities of career guidance and job in other towns, bigger than Novara and quite close to it, first of all in Milan. In fact, the Province of Novara shows a relevant presence of rural and small villages, mainly due to rice and grapevine cultivation, but these economical activities are not taking young people in a poor and marginal situation, and normally no one gets the aim to run away from them. Let's say that young people born with the "lucky" to belong to families holding these rural activities don't think at all to move. Besides, the local transport system links well enough the rural part of the territory to Novara and to the other small towns of the region where it is possible (even if not easy) to find opportunities for studying and working.

So, a careful reading of the social and economical indicators coming out from the SWOT analysis brought us to consider different kind of reasons for the continuous migration of young and skilled people towards other territories. The main discovery we had to handle was that the loss of young and skilled people was to be identified just in Novara downtown, that's to say where there isn't a rural kind of economy and where young people are normally oriented to work in the third sector (services) or in the industries as workers or employees. It would be easy, in such a scenario, to come to the final conclusion that in these economical fields there is not enough work for all of them and so they are compelled to go away looking for better chances. But even this conclusion is not totally true and coherent with the reality, because statistic periodical surveys held by the Chambers of Commerce reveal that there are also some hundreds of working places in the territory that can hardly be covered owing to the lacking of appropriate professional profiles, generally of a high technical level!

Taking a deep consideration of all these indicators, we had to admit that the first and immediate intervention asked to the local authorities concerned a cultural default, because the roots of the youth migration problem must be

found in the choices they have to do at a very young age about their scholar pathways. A wrong choice of the path to be followed after the end of the primary school (that's to say when they are 13-14 years old) may drive them towards a very dangerous dead-end track, often causing dissatisfaction, maybe scholar drop-out and then big problems in finding a job matching the individual expectations and the effective working places availability on the market.

Briefly: it appeared definitely clear that to satisfy the target of YURA project we had to develop local strategies involving the scholar system and the orientation activities, reinforcing them in order to find good and transferable tools to be applied to help young people to take clever decisions about their future, considering all the relevant elements and not only the more superficial ones (proximity of a particular secondary school to the domicile, desire to share the same school with some friends, desire of the respective parents to allow their kids to do what they couldn't at the same age, without considering the objective and subjective difficulties, and so on).

To give youngsters a correct orientation means to give them the chance to choose today not to fail tomorrow. It means to invest a lot of energies on the future perspectives, and it means to take into account many factors, starting from the individual vocational aspects shown by the student, and going on with the psychological evaluation of the subject, in order to match everything with the effectiveness of the possibility to find a good occupation in a particular economical field and in a particular social and cultural context.

Specific priorities

The general crisis of the labor market, linked to the lack of technical qualified young profiles, was analyzed and faced since the first years of this decade by the constitution of a decisional group – called “Cabina di Regia” - that in 2010 became in a natural way the Regional Stakeholder board in the framework of YURA. Since the starting of the project, the Province of Novara decided to use this restricted and standing group of Regional Stakeholders, always involved in

all the Regional meetings and asked to cooperate with the Partner in the definition of the local strategy. The permanent members of the Regional Stakeholders board are the Partner it-self, represented by the Provincial Councilor for Youth Policies, the local Chamber of Commerce, the Association of the Regional Industries, the local University, the Provincial Scholar Office. Next to them, time by time, the Province of Novara decided to call some other subjects to take part to the Regional Stakeholders meetings, in accordance with the relevant agenda. To discuss about the implementation of the Pilot Actions it was very important, for instance, the presence of the external experts in charge of them and of a quite large number of youngsters, selected in force of their role of representatives of the students in the secondary school councils.

Apart from the official meetings of the Stakeholders board, the exchange of opinions between the members has always been very frequent, so that to come each time to shared decisions about the way to develop the project in accordance with its general aim.

Also outside YURA, this board took an important role in the definition of the different strategies for youngsters, such as all the actions developed about internships and apprenticeships.

In Italy, and particularly in our region, the gap of the matching between professional needs and training offers at high qualified skill level is a bad problem, and it causes a relevant part of young people's unemployment. In the Province of Novara, a new industrial activity is going to start in few months, and public and private actors have decided to cover this gap with a specific intervention with the aim to create new skills on the basis of the professional needs expressed by the industry, and using the existing system of training activities carried out by the local system of public high technical schools. The result of these efforts is a specific association including all the organisations involved in this project, that will produce training courses devoted to high technical skills requested by the companies, with the right characteristics and at the sharp time they are needed.

The association has been established at regional level and it includes private companies, high technical schools, entrepreneurs' associations, universities, local authorities (the Regional government, and a couple of Provinces) and training centres.

All the produced training activities will be discussed and decided by the Steering Committee of the Foundation, composed by the representatives of private and public actors. The relevant training courses will be supported by the Piedmont Region through the ESF, financing the activity of the ITS Foundation.

In 2008 the Italian Government decided to install the new factory for assembling F35 fight-bomber aircrafts, according with a previous agreement signed with NATO. In the same year Alenia, a company of Finmeccanica group, was given the responsibility of carrying out the plant and it chose Novara as the adequate site, due to the fact that close to Novara there is an air force airport where the plant can be built. At the beginning of 2009 Alenia indicated to the local authorities the need to have high qualified technicians for the new factory. In Autumn 2009 a debate was started about the best way to arrange the most adequate training courses. In 2010 the new organisation (ITS Foundation) was established, with the initial objective to design the new courses. During Spring 2011 an orientation activity had been carried out in high technical schools, and in Autumn 2011 the new training course could begin, addressed to 35 graduate students who are attending the courses on a 2 years-long horizon.

The most important objective of the project is to set up a training activity able to create technicians with the skills requested by the companies managing the industries whose plants will be in the provincial area. The target in Novara is to have, at least, some 30 technicians trained and employed within the end of the course. The initiative was started by Alenia, but it had an immediate and positive reaction among all the other actors. The first problem to solve was the complication caused by the great number of schools and training centres to be involved, as well as by the number of regional territories that could have an interest in the matter. At the end, two territories were chosen for the

experimentation: Turin and Novara. The involvement of the local authorities was crucial to assure the approval of the population. But the schools and the training centres had to be coordinated by an upper authority, giving warrant of an impartial management of the intervention, and this is the role of Piedmont Region which also rules the use of ESF on its territory. Furthermore, the Region worked for the involvement of all the most relevant entrepreneurial associations to reach the approval and the contribution of the industrial world. All these actors together decided to constitute the ITS Foundation to design and carry out the training courses.

To be properly designed, a training course needs to have inputs about the features of the skills to be produced, analysts able to translate these information in training pathways, which must be formed about the things to be taught and the ways to teach them, as well as adequate teaching tools. Generally, the first input is furnished by a survey about territorial professional needs but, in this case, the direct involvement of the companies having the perspective to hire the trained technicians, as well as the industrialists with a more general knowledge of the situation, is a sufficient warrant to assure the competence of the information. In this case, the design of the courses is carried out by Committees of experts coming from high technical schools, from universities and from training centres, which in this way will be forced to work together instead of competing as usual one against the other. The third element (teaching tools, which include the necessary spaces and equipments for the courses) are assured by the local authorities that manage the European Social Fund in Piedmont. This Fund has the scope to finance both training courses managed by the training centres, that is to say the courses addressed to the secondary school graduate people and those addressed to the university degreed ones, which are very requested by the companies asking for people having fit skills for emerging jobs. The real matched obstacle, which is still present, is the difficulty to make all these actors work together for a shared and common aim, as they are used to playing their roles independently one from the other, often in reciprocal competition. The association and the

obligation to take decisions commonly is the solution found to tackle this problem.

A previous campaign was necessary. Once stated the objective of the initiative, all the actors to be involved had to be informed, and a debate had to be opened to discuss any detail and find an agreement. The recent public education reform in Italy gave some help, as it strongly supports such intervention and gives to local authorities, especially to the Region government, much more power than before in these fields. So, the project could be promoted on the basis of a real legal competence as well as on the basis of the common opinion, shared by private and public sides, that the distance between asked skills and training offers must be reduced. The initial debate was started by the Piedmont Region in collaboration with Alenia company, and directed to the local authorities and to the entrepreneurial associations. Afterwards, high schools, universities and training centres were asked to give their contributions. The discussion took to the decision to establish a "new company" devoted to this aim and the form of the foundation was chosen because of the flexibility of this legal status and the possibility to gather this way all the stakeholders to be involved. Once constituted, the foundation began its work and elaborated the concrete and actual training pathways to plan the training courses. These activities were of course carried out with the participation of teachers and training experts because of the necessary technical expertise, but also the enterprises gave their contribution indicating the precise features of the needed skills, as well as the local authorities, whose technicians and offices were busy at the construction of the financial planning of all training interventions. The constitution of the foundation and the financing of the planned courses required formal acts to be taken by public regional and local authorities. This also took to a political debate around the initiative that showed a general approval of all political parties represented in the different councils.

We can say that all the foreseen steps have been successfully finalized. The private and public actors were properly involved and all of them gave their contribution to the intervention. The Foundation has been established and,

during its constitution, the regional stakeholders have reached a level of collaboration that can be considered unpredictable till few years ago.

The Foundation's leaders were afraid to meet some problems to find the necessary number of attendees for the course, because the present tendency in Italy is to put youngsters on a training pathway including a final university diploma, while the different professional qualifications are considered minor and quite useless. But thanks also to a good and well-done orienting action, many youngsters understood that maybe a technical diploma after the secondary school can be a better tool to find a good job instead of other graduation. As a consequence, many young graduates asked to be selected to attend the courses, and the best 35 were admitted. This consideration clearly shows the importance of a careful orientation during the last years of the secondary school.

Facing the Pilot Actions foreseen in the framework of YURA, it appeared clear that the previous engagement of the Province of Novara in the ETS Foundation didn't suggest to implement the Business Academy model in the field of technical and scientific subjects, because it would have sounded as a duplicate. So, it was decided to turn the attention towards another subject that in this territory may lead some youngsters to get a professional future, that is to say the artistic and musical field. This is the path who led towards the birth of the "Gifted Pupils in Musical Field", started from the opportunity to enhance the role of the musical institutions existing since a long time in our region. It's a particular economical sector, able to offer good pleasure to the general audience and to become interesting under the perspective to find a good job. This is the reason why we decided to encourage the very young pupils with a specific talent to take part in the initiatives developed by the 4 schools involved in the Pilot Action as external experts.

In our "Gifted Pupils in Musical Field" were involved 3 schools and 1 musical Conservatory as a University level of education. Many public and private schools in our region declared to be available to develop this pilot action, but in order to satisfy our aims it was decided to limit to 4 the number of institutions

where and with it was appropriate to develop the Business Academy. The selection was done on the basis of the shown attitude to work in team and to deal with flexible and unusual situations.

The number of the pupils and young gifted students directly participating to the activities amounts to some 50 units, most of them attending primary levels of education, that's to say very young pupils.

Each school selected a team of teachers, coordinated by a responsible teacher or directly by the chief executive. In the primary schools it was also possible to apply the model to the parents of the involved students, while at the upper levels the students' parents didn't take part in the sessions. The age of the students involved in our Business Academy was included in the range 8-25, busy in activities, classes and testing sessions targeted in consideration of the relevant age and education level.

We noticed a big interest by the schools of the region in such an action, because it allows them to do something in the field of the development of the talented and gifted pupils, while normally all the initiatives are linked to the support of the students with problems. So, no effort was needed concerning schools and teachers. On the side of the pupils, 2 of the 4 schools involved in the project referred about a bit of awe to compete, but their teachers succeeded in explaining it was not a competition to be played against the others. In each school involved in the Business Academy there was a team of teachers responsible of the selection of the talented pupils. And the selection has been made on the score of the previous knowledge of the potential of their students. But apart from this criterion, starting from the upper position of the teachers, the participation to the Business Academy was defined as a voluntary activity developed by the young pupils themselves.

For the coming years, many schools in our regions declared their interest and availability to implement such an action, because the development of the talented students is felt as a particularly important matter by each school and teacher. Obviously, the main weakness in the implementation of this model – simplified or not in comparison with the original one provided by the Polish YURA partner FEM – concerns the fund raising in order to cover the additional

costs related to the teachers, the testing elaboration, and so on. Besides, the red tape (bureaucracy), always too much present in the scholar system, risks to prevent the big opportunities that could be given to the youngsters whose specific talent had to take them towards an economical sector where to spread out their abilities.

The final report given as external expert by one of the 4 scholar institutions involved in the Pilot Action is very interesting because it allows to understand how they worked with their young students, and what results they could reach:

"Since our music school is taking part in the project Yura promoted by the Province of Novara, we have organized a special education program for nine of our most talented second year students. They have been given unique opportunities with teachers, composers, music experts and psychologists. With the help of a psychologist, Dr De Paoli, they were able to reflect on their expectations and motivation to study music in order to acquire a deep knowledge of themselves and their musical choices. A student with learning disabilities has been assisted and encouraged by a psychologist, Dr Rampinini, to overcome his trouble learning some subjects and to keep pursuing his music studies.

The students have also been on two field trips. In January they attended a concert at La Scala with a preparatory lesson on the pieces to be performed. In April they visited the Conservatory of Turin and attended a concert Jazz in the world whose aim was to present the various musical instruments and roles in a Jazz band.

In the month of May the school project 'Connections - Contemporary art and culture' featured a day long music class given by the composers Ugo Nastrucci and Leonardo Schiavo.

The students got the chance to gain an insight into the practical and theoretical aspect of contemporary music by analysing the characteristics of their compositions.

One of our students, the flautist, participated in a seminar held at the Conservatory Cantelli of Novara dedicated to the world of wind instruments that ended with a final performance.

Inside the music is the outcome of classes given by our school teachers outside the regular timetable. The lessons covered subjects such as composition, music history, music theory and performance and prepared the nine students for a performance–lesson in which they will demonstrate their musical abilities and solo repertoire. A commentary by the students on the history, style and interpretation will introduce each piece of music. At first these performances will be held in front of their schoolmates and later on they will be playing for middle school students with an interest in music.

In Summer some of the students will be taking part in music competitions and will be doing a master at music in instrumental techniques”.

The challenge we experimented in the framework of the Business Academy, may be directly referred to the actions of scholar orientation, as well as the other Pilot Action we could implement: in fact, within the Future Laboratory, we gave life to “NovaScuola, the web portal of the scholar orientation in the province of Novara”.

Before the development of the project YURA, in the Province of Novara there were no web-site of the scholar orientation: quite every school already had its own web-site, but we noticed the need of a general instrument, able to collect the information concerning each school and to create the possibility for a comparison between the relevant characteristics. The coming of a similar instrument, together with the chance given to each one to take part to the definition of the contents of the internet portal, will work as an effort to verify the different training pathways available in our own region before turning the sight elsewhere.

Of course, taking a correct scholar and training pathway is very helpful to approach an economic sector able to offer a (good) job to high qualified youngsters owing the requested know-how. An important statistic research run in the Province of Novara by the Chamber of Commerce, shows that in this region there are several companies that can hardly find the needed technicians. So, a good scholar orientation is very important to allow the future matching between supply and demand, and this means to give a good reason

to the high qualified youngsters to stay in their home region, without been compelled to migrate.

The aim to find a shared solution with youngsters them-selves to allow them to remain in the land of origin, was converted in a sort of web-based 'think tank' focused on the scholar orientation. In fact, we considered this item as a very strategic element, able to drive young people in the crucial age of the choices for their future life (13-22 years old) towards a right scholar or training pathway.

The implementation of this pilot action should formerly give an answer to the following question: how can we facilitate the youngsters of our region to get a job in the same region when they turn to the right age? The answer given by the pilot action lays in the great importance assigned to a clever choice of the scholar pathway, that's to say to the orientation activities.

The target group of this intervention is necessarily to be taken back to the age 13 to 22 or more, trying in this way to give a good orientation to the very young students but also to be helpful with those youngsters who failed their first choice and consequently are in the need of another chance, always in order to get a job according to their competences and to the existing offer in their home region.

Before the project launch, in the Province of Novara we had a bad situation, with many high qualified youngsters going elsewhere to search for better training and job opportunities. This is mainly due to the attraction power of a big town like Milan and some other Lombard towns, all of them very close to Novara and its province. This process has been happening since a long time, quite ignoring the good chances offered to many youngsters with the right qualification to get a job in their home region, where some companies hardly find qualified technicians to cover the vacant positions.

First of all, it was important to focus our main objectives. Starting from the aim to counteract the loss of high qualified youngsters, we tried to understand why they often prefer to go away. The question was: are we sure they really need to go elsewhere to get good opportunities? Of course, the answer to this question was not unambiguous: it mainly depends on what they are searching

for. But many times the youngsters decide to go away because they are not informed enough about the possibilities offered by their home region. Besides, it is very important to consider their previous scholar pathway to get a realistic comprehension of their potential difficulties in finding an appropriate job in their home region.

So, an important measure to be implemented appeared to concern a better information process, strengthening the existing means to let them receive the relevant inputs. And the right moment to let youngsters be aware about the consequences of their scholar choice comes very early, that is to say when they have to choose what kind of secondary school to attend in the coming years. And the internet-based approach was the smart and lacking form of communication with the youngsters.

Alongside the planning of this web portal, the perspective we worked with was very positive, and under the profile of the possibilities of success, we may say that this kind of tool is realistically able to become a structural intervention, that's to say with a good degree of feasibility and transferability.

Once on the way, the web-site will allow us to get an objective measurement of the results, with the statistical evidence of the visits to the entire web-site and page by page. This will drive us to the eventual change of importance assigned to each page and argument, being this instrument definitely the most flexible.

The web-site of the scholar orientation plays an action concerning the relevant and specific characteristics of all the secondary schools, training institutions, University courses available in the Province of Novara and in the neighbor Piedmont towns hosting other courses of the same University. Besides, it develops the theoretical pathways allowed in function of the chosen secondary school. A very important aspect of this web-site is the direct link to the main regional Stakeholders, who granted their availability to cooperate in the continuous up-dating of the website, giving data and information about their own activities and definitions, also for the important matter of the apprenticeships. As an operating methodology, all of them and all the involved actors of the scholar and training system will get the passwords to enter the

administration of the web-site and to insert any news they feel interesting for the targeted youngsters.

Another important section about the interactivity of the web-site is the 'forum', created to let youngsters participate to the debate and offer new matters of discussion. With the objective to stimulate the participation to the web-site activities, it is planned for the future to give directly the students the role of moderation of this 'forum'.

The development of NovaScuola was helped also by the psychologists already busy in the orientation office of the Province of Novara: they cooperated with the external expert and with the coordinator of the Pilot Action to choose the contents really matching with the questions normally coming from the students during their process of decision about the secondary school to attend.

Monitoring and adapting the regional strategy

The scenario we are going to face in the next months/years reflects the big occupational problems connected with the general economic crisis involving the whole Europe, including our region. So, the Province of Novara is constantly busy in developing its local strategies with the aim to provide simple but efficient tools related to the planned increase of the cultural level. And to increase the cultural level it is necessary to start working very early, during the scholar period of the young pupils. If they choose an adequate scholar pathway, they will consequently encounter less difficulties to get a job here in their home region, reducing the need to move towards other territories.

This is the reason why the Province of Novara is working, and will go on doing it, with a particular approach to the scholar orientation and the career guidance processes.

Without ignoring, of course, all the new ideas and suggestions coming everyday from the other European regions, the true and irreplaceable tank of social richness that must always drive our action.