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Table of contents

List of tables 2

Introduction 3

About SOSPHERE 3

1. The concept of one-stop shop in the SOSPHERE project 3

1.1. The concept of one-stop shop 4

1.2. Relevance of the one-stop shop concept within SOSPHERE 5

2. Contextual adaptation of the one-stop shop concept 6

2.1. Mapping and need assessment 7

2.2. Local working groups meetings 8

2.3. Partners' exchange workshop 9

3. Jointly developed concept for the delivery of the one-stop shops in view of piloting activities 11

3.1. Guiding framework for the development of the SOSPHERE one-stop-shop model. 11

3.1.1. Foundations of the SOSPHERE one-stop shop model 11

3.1.2. Target population and guiding principles 11

3.1.3. Core objectives 12

3.1.4. Key areas of action 12

3.1.5. Priority areas of intervention 12

3.1.6. Solutions and operational approaches 13

3.1.7. Transferable solutions and replication potential 13

3.1.8. Recommended features of the one-stop shop premises 13

3.1.9. Governance, capacity building and continuous improvement 14

3.2. City of Labin 19

3.2.1. Priority areas of intervention 19

3.2.2. Recommended service offer 20

3.2.3. Synergies and collaboration to be supported 20

3.2.4. Location and distinctive features of the local one-stop shop 20
3.2.5. Contextual factors supporting implementation 21
3.2.6. Contextual factors that may hinder implementation 21
3.2.7. Mitigation measures 21
3.3. Santa Bona district 25
3.3.1. Priority areas of intervention 25
3.3.2. Recommended service offer 25
3.3.3. Synergies and collaboration to be supported 26
3.3.4. Location and distinctive features of the local one-stop shop 26
3.3.5. Contextual factors that can support implementation 27
3.3.6. Contextual factors that may hinder implementation 27
3.3.7. Mitigation measures 27
3.4. Municipality of Beltinci 32
3.4.1. Priority areas of intervention 32
3.4.2. Recommended service offer 32
3.4.3. Synergies and collaboration to be supported 33
3.4.4. Location and distinctive features of the local one-stop shop 33
3.4.5. Contextual factors that can support implementation 33
3.4.6. Contextual factors that may hinder implementation 34
3.4.7. Mitigation measures 34
Conclusions 39

List of tables

Table 1- Guidelines for the SOSPHERE one-stop shop model implementation 15
Table 2 - Guidelines for one-stop shop implementation in the City of Labin 22
Table 3- Guidelines for one-stop shop implementation in Santa Bona district 28
Table 4- Guidelines for one-stop shop implementation in the Muncipality of Beltinci 34

Introduction

This deliverable presents the activities carried out within the framework of *Activity 1.4 One-Stop-Shop Co-Design and Evaluation Tool Development*. It focuses on the underlying rationale, key areas of intervention, and strategic actions that should constitute the foundations of the SOSPHERE one-stop-shop model, while also outlining the guidelines that will support the local implementation of one-stop-shop services in the territories of the City of Labin (Croatia), the Santa Bona district (Italy), and the Municipality of Beltinci (Slovenia).

The document begins by providing a formal definition of the one-stop-shop concept, subsequently illustrating its potential contribution to addressing some of the social and demographic challenges affecting the three Central European territories involved in the SOSPHERE project. Particular attention is devoted to clarifying the role that the one-stop-shop approach can play in supporting more accessible, coordinated, and user-centred service provision within these local contexts.

Building on this conceptual framework, the deliverable retraces then the methodological process that led to the definition of the core distinctive features that define the SOSPHERE one-stop-shop model. This multi-phase process enabled the translation of a general theoretical framework into a ground-based and practice-oriented model, designed to respond to the specific needs, challenges, and contextual conditions characterizing the Central Europe areas and identified in the three pilot territories.

Finally, the document sets out a series of guidelines intended to define the crucial areas of action, objectives, and development directions of the SOSPHERE one-stop-Shop model. It then outlines strategic orientations for the design and implementation of the one-stop shops in Labin, Santa Bona, and Beltinci. As such, the deliverable provides both a common framework for action and a reference document to support the operationalisation of the model across the three pilot territories.

About SOSPHERE

The SOSPHERE project (Solutions for Optimal Service Provision and Health Equity in Remote Environments) addresses a long-standing challenge faced by many regions in Central Europe: the uneven and often inadequate access to essential health and social services in remote, peripheral, rural, and socio-economically disadvantaged areas. Although such services may formally exist, citizens frequently do not make use of them due to fragmented information, limited digital skills, a lack of coordinated support systems, complex administrative procedures, and, in some cases, low levels of institutional trust.

In response to this, SOSPHERE introduces a codesigned model of local one-stop shops, created in close partnership with public authorities, service providers, civil society organizations, and community members. The project seeks to reduce inequalities in access to services of general interest by offering tailored information, guidance, referral pathways, and a welcoming space where people can find clear answers and meaningful support. Additionally, SOSPHERE aims to reinforce the ecosystem of actors involved in health and social care, fostering transnational knowledge exchange and strengthening governance structures across regions.

1. The concept of one-stop shop in the SOSPHERE project

This section presents the concept of the one-stop shop as it is defined and applied within the international context of policy development and service provision, where it operates as a model aimed at enhancing accessibility, coordination, and equity. It then illustrates how this concept and operational model are situated within the framework of the SOSPHERE project, where the one-stop shop constitutes a valuable resource for addressing the challenges associated with access to services in the lagging and peripheral

regions of Central Europe involved in the project. In this context, the one-stop shop model provides a structured approach to fostering more integrated and responsive service delivery systems, thereby contributing to the capacity of local welfare systems to meet the needs of vulnerable population group.

1.1. The concept of one-stop shop

The concept of the one-stop shop emerged as a response to the increasing complexity of public service systems, and the difficulties citizens often encounter when navigating fragmented service structures. Consequently, the one-stop shop has been designed and developed as a mechanism to provide more accessible, user-oriented, and efficient services by enabling citizens to access multiple forms of support through a single-entry point. At its core, the one-stop shop model aims to improve the relationship between citizens and service providers by simplifying access procedures and reducing the administrative burden associated with obtaining support (OECD, 2020)[1].

More broadly, the one-stop shop can be understood as citizen-centred instrument designed to improve service delivery by bringing together information, guidance, and access to different services in a coordinated manner. In this perspective, the model aims not only to simplify administrative pathways, but also to ensure that individuals can more easily identify, access, and benefit from the resources available within their communities (UN DESA, 2022)[2].

Against this background, the one-stop shop concept has increasingly been recognised as an important mechanism for enhancing access to support, particularly for vulnerable populations. Central to this approach is the integration of healthcare, social, and community-based services, which enables a more coordinated response to the complex and multidimensional needs that often characterise individuals in situations of greater vulnerability. By promoting collaboration among service providers and supporting coordinated service delivery, one-stop shops aim at contributing to more comprehensive, responsive, and accessible systems of care and support (European Commission, 2015)[3].

It is no coincidence that the growing interest in one-stop shop models is closely linked to the profound demographic, social, and territorial transformations currently shaping both European societies and the global context. Population ageing, increasingly complex health and social needs among older adults and other vulnerable groups, increasingly severe socio-economic inequalities, paired with social and territorial isolation have contributed to making access to services more challenging.

At the same time, these transformations pose significant challenges for service providers themselves. Organisations operating in the health and social care sectors are increasingly required to rethink traditional modes of service delivery, adapt existing interventions, and develop new forms of support capable of responding to emerging and rapidly evolving needs. In a context characterised by growing complexity and resource constraints, no single organisation can effectively address these challenges in isolation. Consequently, service providers are called upon to strengthen collaboration across sectors, pool expertise and resources, and develop more integrated and coordinated models of support that are better equipped to respond to the interconnected nature of contemporary social and health needs.

In this context, the one-stop shop model represents an attempt to rethink the relationship between citizens and service systems. The one-stop shop approach seeks to offer a single and easily identifiable point of access through which citizens can obtain information, guidance, referrals, and support. By acting as a gateway to a broader network of services, the one-stop shop helps reduce the complexity associated with the access to assistance and facilitates coordination among different providers, organizations, and sectors.

[1] OECD (2020). One-Stop Shops for Citizens and Business: OECD Best Practice Principles for Regulatory Policy

[2] United Nations Department of Economic and Social Affairs (UN DESA) (2022). Handbook on How to Design and Implement One-stop-shops to Promote Better Service Delivery and Implement the Sustainable Development Goals.

[3] European Commission (2015). Literature Review and Identification of Best Practices on Integrated Social Service Delivery

More fundamentally, the one-stop shop model reflects a shift towards a more integrated and person-centred understanding of service delivery. By promoting collaboration among stakeholders, improving communication across organizations, and strengthening connections between formal services and community-based resources, it enables a more holistic response to citizens' needs. This integrated approach can facilitate the early identification of emerging vulnerabilities, timely interventions, and enhance the accessibility and inclusiveness of services, particularly for those groups most affected by social, economic, or territorial disadvantages. In addition to this, beyond improving access to services, one-stop shops can also play an important role in fostering citizens' empowerment by equipping individuals with the information, guidance, and support needed to make informed decisions and actively engage with available resources. In doing so, they strengthen individuals' agency, enabling citizens to take a more active role in managing their own health and wellbeing. By so doing, the one-stop shop approach can further contribute to advancing health equity, ensuring that individuals facing greater vulnerability or disadvantage have better opportunities to obtain the support they need.

1.2. Relevance of the one-stop shop concept within SOSPHERE

The adoption of a one-stop shop approach within the SOSPHERE project is closely connected to a set of structural challenges affecting many peripheral and lagging areas of Central Europe. Although health, social, and community services are generally present within these territories, their availability does not necessarily translate into effective accessibility. Indeed, access to services is shaped by the interaction of geographical, infrastructural, demographic, social, and organisational factors that may limit individuals' ability to identify, reach, and benefit from existing forms of support.

The territories involved in the SOSPHERE project are characterised by ongoing demographic ageing, increasing proportions of vulnerable and frail populations, and, in many cases, growing socio-economic vulnerabilities. These trends are frequently accompanied by forms of social and territorial isolation, inadequate transport infrastructure, and limited connectivity, all of which may reduce opportunities to access services and fully participate in community life. Not least, demographic and territorial shifts have contributed to the gradual weakening of informal support networks, as family members increasingly relocate to urban centres and highly urbanised areas. This has undermined a longstanding mechanism through which individuals, particularly older adults, have traditionally received diverse forms of practical, emotional, and social support.

Barriers to access are not limited to physical or geographical constraints. Citizens are increasingly required to navigate service systems marked by a high degree of fragmentation, with responsibilities distributed across multiple organisations, sectors, and administrative levels. In such contexts, difficulties may arise not only from the availability of services themselves, but also from limited awareness of existing opportunities, insufficient guidance and orientation mechanisms, and the absence of easily identifiable access points. These factors can be particularly relevant for older adults and other vulnerable groups, who often have fewer resources and opportunities to acquire information and access available services, with these challenges frequently compounded by limited digital competencies.

The cumulative effect of these territorial, infrastructural, organisational, and socio-demographic conditions contributes to persistence and exacerbating inequalities in access to health and social services. Such inequalities are increasingly significant in light of the growing complexity of citizens' needs, which often cut across multiple policy domains and require coordinated responses involving a variety of actors and service providers. From this perspective, improving accessibility is not solely a matter of expanding service provision, but also of enhancing the capacity of local systems to coordinate resources, facilitate navigation, and support citizens throughout their interactions with different services.

Within the SOSPHERE project, the rationale for adopting the one-stop shop approach is rooted in the development of a governance and coordination framework capable of connecting existing resources,

stakeholders, and support pathways, thereby enhancing the coherence and responsiveness of local welfare systems. In this regard, the one-stop shop is conceived as an intermediary structure operating at the interface between citizens, service providers, and local communities, with the aim of facilitating communication, coordination, and collaborative action across organisational and sectoral boundaries.

Its function is not limited to the provision of information and orientation. Instead, it encompasses the mobilisation and coordination of existing resources, as well as the promotion of cooperation among public authorities, health and social care providers, civil society organisations, community groups, and other relevant actors. Through this integrative role, the one-stop shop contributes to strengthening linkages between formal systems of care and community-based sources of support, fostering greater continuity, complementarity, and coherence in service provision.

The relevance of this approach also derives from its potential contribution to citizen empowerment and social equity. Access to timely information, personalised guidance, and structured accompaniment can enhance individuals' capacity to identify appropriate forms of support, navigate increasingly complex service systems, and make informed decisions regarding their care and wellbeing. Such support is particularly important for population groups that face multiple and intersecting barriers to access and are consequently at greater risk of exclusion from available opportunities and services.

From this perspective, the one-stop shop should be understood not merely as an instrument for improving accessibility and coordination, but as a broader strategy for promoting more integrated, person-centred, and equitable welfare systems. By facilitating collaboration across sectors and strengthening connections among institutional, community, and informal sources of support, it contributes to the development of more resilient local ecosystems capable of responding effectively to the increasingly complex social, demographic, and territorial challenges facing the Central European regions involved in the SOSPHERE project.

2. Contextual adaptation of the one-stop shop concept

This section outlines the process through which the one-stop shop concept was translated into practice and adapted to the specific contexts of the Central Europe regions involved in the project. Attention is devoted to the methodology and processes implemented to operationalise this broad and abstract concept by grounding it into the specific characteristics, needs, and challenges of the Central Europe areas and of each local territory.

The first part focuses on the mapping and needs assessment process, through which each pilot site developed a comprehensive overview of the healthcare and social services available in the area, their respective strengths and weaknesses, and the needs of the target population groups that either benefit from, or could potentially benefit from, these services. This analysis provided a deeper understanding of local service ecosystems and helped identify existing gaps, barriers to access, and opportunities for improvement.

The second part presents the work carried out with the local working groups which were established by bringing together key stakeholders to support the design of the local one-stop shops. Building on the findings of the previous analytical phase, these groups were engaged in identifying and prioritising key challenges to be addressed through the one-stop shop. They also contributed to the co-design of potential services and interventions aimed at responding to challenges, while exploring opportunities for collaboration, coordination, and synergy among relevant stakeholders.

The third and final part focuses on the exchange and reflection exercise undertaken among project partners following the consultations conducted with the local working groups. During this phase, partners engaged in a peer-review and validation process of the proposed solutions, explored their applicability across different contexts, and identified common areas for action, services, and good practices that could be shared across pilot sites. These collective reflections also informed the development of the broader

SOSPHERE one-stop shop model, ensuring that it remains firmly grounded in practical experience while retaining the flexibility required to accommodate diverse territorial contexts. This approach enhances the model's potential for transferability and supports its future adoption by other organisations across Central Europe facing similar demographic, social, and service-related challenges.

2.1. Mapping and need assessment

While the concept one-stop shop provides a valuable theoretical and operational framework for addressing many of the challenges affecting access to health and social services in the Central Europe area, its effectiveness ultimately depends on its ability to respond to the specific characteristics, needs, and institutional arrangements of the territories in which it is implemented. For this reason, the development of the framework that shapes and characterise the SOSPHERE one-stop shop model was preceded by an extensive process of mapping, needs assessment, and stakeholders' engagement aimed at ensuring that the future model would be firmly grounded in local realities. This was considered particularly important to ensure that the local definition and implementation of the model would effectively respond to territorial specificities and contextual needs and design according to the concrete declination of challenges of a general nature.

Activity 1.1 Mapping Local Services of General Interest and Assessing Citizens' Needs represented the first step in this process. The overall objective of this activity was to develop a comprehensive understanding of the local service ecosystems operating within the three pilot territories of the City of Labin (Croatia), Santa Bona district in Treviso (Italy), and the Municipality of Beltinci (Slovenia), while simultaneously identifying the barriers, unmet needs, and enabling factors that shape access to services among vulnerable population groups. Special attention was given to older adults, frail individuals, people at risk of frailty, and other population groups potentially exposed to conditions of social exclusion and reduced access to health and social care.

The activity was designed not only to identify which services were available within each territory, but also to understand how these services functioned in practice, how they were experienced by citizens, and to what extent they were capable of responding to local needs. This distinction was particularly important because, as already mentioned, the existence of a service does not necessarily imply its effective accessibility, utilisation, or adequacy. Consequently, the methodology was developed to investigate both the formal characteristics of local service systems and the practical experiences of those who interact with them on a daily basis.

To achieve this objective, the analysis adopted a sequential and multidimensional methodological framework consisting of three complementary phases: desk research, interviews with service providers, and focus groups involving members of the target population. The first phase consisted of a systematic mapping of health, social, and community-based services. This activity aimed to reconstruct the local service landscape by identifying existing services, their governance arrangements, target groups, objectives, access modalities, geographical scope, and delivery mechanisms. The rationale behind this methodological choice was to establish a structured overview of the resources already available within each territory and to create a common evidence base from which subsequent investigation could proceed. In addition to highlighting the diversity of services available, the mapping also made it possible to identify potential gaps, overlaps, and areas requiring further exploration.

However, understanding services exclusively through documentary sources would have provided only a partial picture. For this reason, the second phase consisted of semi-structured interviews involving both managerial and operational representatives of the mapped services. The decision to include both profiles was motivated by the recognition that these actors occupy different positions within the service system and therefore possesses complementary forms of knowledge. Managerial staff were invited to provide insights into strategic, organisational, and governance-related aspects of service provision, while operational

professionals contributed perspectives grounded in everyday interactions with users and the practical implementation of services. The interviews explored a set of analytical domains considered particularly relevant for understanding service accessibility and effectiveness, including service quality, effectiveness and efficiency, coverage, accessibility, and barriers to access. Special emphasis was placed on understanding how information is disseminated, how citizens access services, which population groups might remain underserved, and which organisational or structural challenges limit service utilisation.

The third phase consisted of focus groups involving citizens belonging to the project's target population groups. This methodological choice reflected the recognition that service users are uniquely positioned to describe the practical difficulties encountered when attempting to access support, as well as potential discrepancies between the formal design of services and their actual usability. The focus groups were therefore conceived as a means of incorporating experiential knowledge into the analysis. More specifically, participants were invited to discuss their awareness of available services, experiences of access and utilisation, perceived barriers, unmet needs, and suggestions for improvement. A strong focus was placed on understanding informational barriers, exclusion connected to digitalisation, physical accessibility, administrative complexity, and other factors influencing citizens' ability to navigate local service systems. The inclusion of users' perspectives made it possible to complement institutional and professional viewpoints with a deeper understanding of the lived realities underlying service access and utilisation.

The combination of these three methodological components generated a multidimensional evidence base that brought together the perspectives of institutions, service providers, and citizens. At the same time, the adoption of standardised methodological tools across the three pilot sites enabled the identification of both common patterns and context-specific characteristics. Most of all, this overall process was particularly important for the development and contextualisation of the SOSPHERE one-stop shop model and its future local declination, as it highlighted the existence of shared challenges across territories while simultaneously revealing the need for locally adapted solutions.

Indeed, the analysis highlighted recurring issues affecting all three pilot areas, including fragmented information systems, difficulties in navigating complex service environments, barriers to physical and digital accessibility, insufficient coordination among providers, and inequalities in access affecting vulnerable groups. At the same time, important differences emerged in terms of demographic dynamics, service organisation, territorial characteristics, and local governance arrangements. These findings confirmed that the future SOSPHERE one-stop shop model could not be conceived as a uniform intervention to be replicated identically across territories, but rather as a flexible framework requiring contextual adaptation.

For further information on the methodology behind mapping and need assessment activities and their results, see D.1.1.1 Mapping and analysis report.

2.2. Local working groups meetings

Building upon the evidence generated through the mapping and needs assessment activities, *Activity A.1.3 Local stakeholders working groups to define one-stop- shops for service delivery*, introduced a second and equally important phase centred on key strategical stakeholder engagement and co-design. While the mapping activities generated knowledge about contextual local challenges and opportunities, the working groups were conceived as the mechanism through which this knowledge could be collectively interpreted, prioritised, and translated into practical design choices for the future one-stop shop models at the local level. The rationale underpinning the working groups was grounded in the recognition that service accessibility is shaped by a complex interplay of organisational, institutional, territorial, and social factors that cannot be fully understood from a single perspective. Consequently, the development of effective and context-sensitive solutions required the active involvement of actors representing different positions within the local service ecosystem. For this reason, the working groups brought together service providers, public

authorities, decisionmakers, civil society organisations, community representatives, and members of the target population.

From a methodological perspective, the working groups adopted a participatory approach. To support the co-design process and ensure a progressive development of the discussion, partners were invited to organise the work of the local working groups through two meetings. This structure enabled participants to first collectively validate the findings emerging from the mapping and needs assessment activities, creating a shared understanding of the main strengths, weaknesses, barriers, and opportunities characterising each territory. Participants were then invited to discuss whether the analysis adequately reflected local realities and to contribute additional perspectives that might not have emerged during the research phase. Following this, they were asked to build on these findings in order to select areas where action is priority and identify the potential location of the one-stop-shop. Participants were encouraged to adopt a pragmatic and realistic perspective, focusing on a limited number of priority areas where concrete improvements could reasonably be achieved. This prioritisation process was particularly important because it transformed a broad set of identified challenges into specific objectives capable of guiding the subsequent design of the local one-stop shop.

On the occasion of a second meeting, stakeholders were invited to design possible solutions to address selected priorities, and sound of opportunities for collaboration, synergies and contribution to the local one-stop shop: thematic focus on its potential function and relationship with existing services and community resources were collectively explored. Discussions also examined how existing organisations and services could interact more effectively, which forms of cooperation could improve accessibility and continuity of support, and how the future one-stop shop could function as a connecting mechanism within local service ecosystems rather than as an isolated intervention. Finally, the working groups were invited to reflect on the practical characteristics of the future one-stop shop, including its location.

In order to facilitate meaningful participation, particularly in contexts involving a large and diverse group of stakeholders, partners were encouraged to adopt a methodology inspired by the World Café approach: where appropriate, participants were divided into thematic discussion groups dedicated to specific topics, with the outcomes of each group subsequently shared and discussed in plenary sessions.

Alongside the mapping and need assessment, the work undertaken with the working groups played a crucial role in the development and contextualisation of the model, supporting the identification of priority areas for intervention and ensuring that its local implementation reflected the specific characteristics and needs of each territory.

Thanks to this multi-phase process, the one-stop shop concept was translated from an abstract response to broad systemic challenges into context-sensitive models rooted in the realities of Labin, Santa Bona district and Beltinci. The resulting strategic development areas of the local one-stop hops are therefore not merely applications of a predefined concept, but the outcome of an evidence-informed and participatory process that combined empirical analysis, professional expertise, institutional knowledge, and citizens lived experiences. Through this approach, the one-stop shop becomes a locally tailored instrument designed to address the specific barriers, needs, and opportunities characterising each pilot territory while contributing to the broader objectives of improving service accessibility, citizen empowerment, and health equity.

For further information on the methodology behind mapping and need assessment activities and their results, see D.1.3.1 Report on stakeholders working groups' results.

2.3. Partners' exchange workshop

A final and critical stage in the development of the SOSPHERE one-stop shop model involved the collaborative formulation of a set of guidelines to support the effective delivery of information, orientation, and assistance services through locally based one-stop shops. Building on the evidence and insights

generated throughout the project, this phase aimed to synthesize the knowledge emerging from the pilot sites into a coherent framework capable of informing both local implementation and the broader development of the model.

To this end, an online workshop was convened involving all project partners. The workshop provided an opportunity to present and discuss the findings emerging from the work carried out with local working groups, including the priorities, challenges, and development directions identified in each pilot context. It also enabled partners to reflect collectively on the proposed solutions, examining their potential relevance beyond the settings in which they were developed.

The workshop pursued three closely related objectives. First, it supported the operational definition of the actions, services, and implementation strategies to be adopted within each pilot site, ensuring their alignment with local needs and priorities. Second, it facilitated a peer-review process through which partners could compare experiences, exchange perspectives, and explore the applicability of selected approaches in different territorial and organisational contexts. Finally, it sought to identify priority areas, promising practices, and strategic actions that could inform the further development of the SOSPHERE one-stop shop model.

This collective effort represented an important step towards ensuring coherence across the different pilot configurations implemented in Labin, Santa Bona, and Beltinci. Although each pilot operates within a distinct territorial, institutional, and socio-demographic setting, all seek to address challenges that are common across many Central European regions, including difficulties in accessing health and social services, service fragmentation, and inequalities affecting vulnerable population groups. Against this backdrop, the definition of an overarching SOSPHERE model was considered essential for establishing a common vision, shared objectives, and core principles while preserving the flexibility needed to respond to local circumstances. Such a framework also provides a foundation for future transferability and wider uptake in other regional and local contexts.

Accordingly, the workshop was conceived not only as an opportunity to review local developments, but also as a collaborative exercise aimed at identifying the key building blocks, priority intervention areas, and practices that could contribute to a coherent yet adaptable One-Stop Shop model. In this respect, it served as a mechanism for balancing local specificity with transnational relevance, ensuring that common challenges could be addressed through a shared framework while allowing for context-sensitive implementation.

To achieve these objectives, the workshop was structured into three interconnected sessions. The first session focused on the collective discussion and validation of the conceptual foundations of the SOSPHERE one-stop shop model. Partners reflected on its objectives, underlying conditions, key functions, and areas of intervention, before examining how its four core functions could contribute to addressing the challenges identified across the pilot territories. Subsequently, each pilot partner presented the outcomes of the work carried out with its local working group.

To ensure comparability while preserving contextual specificity, presentations followed a common framework for local one-stop shop development. The first dimension concerned the translation of identified priorities into concrete actions. Partners presented the challenges prioritised within their working groups, together with the activities, tools, and solutions proposed to address them. The second dimension focused on stakeholder engagement and governance. Partners outlined the organisations and actors involved in the development and implementation of the local one-stop shop and described their anticipated roles and contributions, providing insight into the collaborative arrangements emerging in each pilot area. The third dimension addressed the physical and organisational configuration of the service. Partners presented the locations selected to host the one-stop shop and reflected on the factors influencing these choices, including accessibility, visibility, proximity to target groups, and other contextual considerations. Finally, partners examined the conditions likely to influence implementation by identifying both enabling and constraining

factors. Close attention was devoted to potential risks, mitigation measures, and elements that could support the long-term sustainability and effectiveness of the proposed services.

The presentation of local experiences was followed by a structured peer-review exercise. Guided by a common set of questions, partners compared approaches developed across territories, reflected on contextual similarities and differences, and provided feedback on the proposed solutions. This discussion encouraged participants to consider how selected actions might be adapted to different settings and which approaches could hold broader relevance within the SOSPHERE project framework.

The workshop concluded with a collective reflection aimed at identifying practices, operational solutions, and strategic approaches considered valuable across different contexts. These elements informed the definition of shared recommendations and common components to be incorporated into the SOSPHERE one-stop shop model.

3. Jointly developed concept for the delivery of the one-stop shops in view of piloting activities

The first part of this section presents the underlying principles and general guidelines that inform the SOSPHERE one-stop shop model, as identified and consolidated by project partners during the dedicated workshop. The section is then followed by a series of sections outlining the guidelines for the practical implementation of local one-stop shops across the pilot sites. These guidelines build upon the outcomes of the engagement process with local working groups, as well as the subsequent exchange, peer-review, and mutual learning activities conducted among project partners. Through this iterative process, locally grounded solutions and experiences were collectively assessed and refined, contributing both to the development of context-specific one-stop shop models and to the definition of shared principles and approaches underpinning the broader SOSPHERE one-stop-shop model framework.

3.1. Guiding framework for the development of the SOSPHERE one-stop-shop model

3.1.1. Foundations of the SOSPHERE one-stop shop model

The development of the SOSPHERE one-stop shop model should be grounded in the recognition that access to health and social care services remains uneven across many lagging and peripheral territories of Central Europe. The model should respond to a series of interrelated challenges, including fragmented information systems, complex administrative procedures, insufficient guidance mechanisms, limited digital literacy, territorial isolation, inadequate transport services, and the presence of architectural barriers. The convergence and intersection of these factors can significantly hinder citizens' ability to identify, access, and effectively utilise available services. Consequently, the one-stop shop should be conceived as an integrated and citizen-centred instrument aimed at reducing inequalities in service access and enhancing the overall accessibility, coherence, and responsiveness of health and social care systems.

3.1.2. Target population and guiding principles

The model should primarily address the needs of frail and vulnerable population groups. However, implementation should adopt a broad and inclusive perspective, recognising that vulnerability may derive from a combination of social, economic, geographical and physical factors, which are often accompanied by limited or insufficient digital literacy and digital health literacy..

The one-stop-shop should therefore be designed according to the principles of accessibility, inclusiveness, and equity, ensuring that support mechanisms are capable of reaching individuals who may otherwise struggle to navigate existing service systems. Special efforts should be devoted to engaging people living in isolated areas, individuals experiencing social exclusion, and those whose limited digital skills may further restrict their access to information and services.

3.1.3. Core objectives

The SOSPHERE one-stop shop model should pursue a dual objective. On the one hand, it should facilitate access to information and services by providing citizens with a clear entry point into the composite and frequently fragmented health and social care systems. On the other hand, it should act as a mechanism for strengthening coordination among stakeholders involved in service delivery.

The model should not be limited to the dissemination of information but should actively support citizens throughout their service journey, helping them understand available opportunities, assess their needs, identify appropriate solutions, overcome barriers to access and ensuring follow-up. Simultaneously, the one-stop shop should contribute to fostering a more integrated service ecosystem by promoting communication, cooperation, and information sharing among public authorities, health and social care providers, civil society organisations, and community actors.

3.1.4. Key areas of action

To achieve these objectives, the SOSPHERE one-stop shop should structure its activities around four complementary intervention areas.

Firstly, it should function as a reliable source of information, providing clear, accurate, and continuously updated information on available services, programmes, benefits, and support opportunities. Information should be presented in formats that are easily understandable and accessible to diverse user groups.

Secondly, the one-stop shop should perform a guidance and support function. Citizens should be assisted in assessing their needs, identifying appropriate services, and navigating administrative and organisational processes that may otherwise constitute barriers to access.

Thirdly, it should contribute to awareness-raising and empowerment. Beyond informing citizens, it should seek to enhance their capacity to make informed decisions regarding their health and wellbeing, while increasing awareness of the rights, opportunities, and resources available within their communities.

Finally, it should operate as a facilitator of collaboration and coordination among stakeholders. Strengthening relationships between organisations and promoting more coherent referral pathways should be considered fundamental conditions for ensuring continuity and effectiveness of support.

3.1.5. Priority areas of intervention

While local adaptations will inevitably reflect territorial needs and institutional arrangements, the implementation of the SOSPHERE one-stop shop should prioritise three strategic dimensions.

The first concerns access to information and service navigation. The availability of information alone is insufficient if citizens are unable to interpret and use it effectively. The one-stop-shop should therefore ensure that information is accompanied by personalised support and guidance mechanisms that facilitate informed decision-making and access to appropriate services.

The second priority relates to inclusive and barrier-free access to support. Special attention should be devoted to addressing obstacles associated with geographical remoteness, physical inaccessibility, mobility

constraints, digital exclusion, and citizens' reluctance to seek assistance. Efforts to remove such barriers should be considered essential to the achievement of equitable service provision.

The third priority concerns integrated and coordinated service delivery. Service fragmentation often results in duplication of efforts, inefficiencies, and difficulties for users in properly navigating the service system. The SOSPHERE one-stop shop should therefore promote structured collaboration among healthcare providers, social services, community organisations, and care professionals, thereby facilitating seamless referral processes and more coordinated forms of support.

3.1.6. Solutions and operational approaches

The SOSPHERE one-stop shop should adopt a combination of complementary solutions capable of addressing the heterogeneous needs of different population target groups at risk of frailty. Access should be ensured through a multi-channel approach that combines face-to-face support, telephone services, postal communication, printed materials, and digital supports. Such diversification is essential to ensure that no one is excluded as a consequence of technological, geographical, or physical constraints.

A further recommendation concerns the implementation of personalised assessment and referral mechanisms. Individualised support pathways can improve the relevance and effectiveness of interventions by ensuring that services respond to the specific circumstances and needs of each person. These processes should include not only initial assessment and referral but also follow-up activities aimed at monitoring access and supporting continuity of care.

The model should also incorporate outreach and community engagement activities. Information days, community events, cooperation with trusted local actors. At the same time, sustainable organisational arrangements should be established through dedicated coordination functions and an appropriate balance between professional staff and trained volunteers.

Finally, effective service integration requires the establishment of regular communication mechanisms among providers, designated points of contact, and agreed procedures for inter-organisational referrals and information exchange.

3.1.7. Transferable solutions and replication potential

Several practical solutions possess a high degree of transferability and may therefore be adopted across different territorial contexts. Notably, the use of postal communication to distribute brochures and information materials represents an effective strategy for reaching citizens with limited access to digital technologies. Similarly, mobile or outreach-based one-stop-shop services may provide valuable opportunities to engage populations living in remote or peripheral areas. The systematic use of local dissemination channels, including local radio stations, television networks, and printed communication materials, may further contribute to increasing visibility and awareness of available services. The incorporation of such practices can enhance the adaptability of the model and strengthen its capacity to respond to diverse local conditions.

3.1.8. Recommended features of the one-stop shop premises

The location of the one-stop shop represents a key factor in ensuring accessibility, visibility, and meaningful engagement with the target population groups. To maximise utilisation, the service should be situated within a setting that is well integrated into the local community and readily accessible to prospective users.

Locating the one-stop shop in a building that is already familiar to target population groups can foster trust, facilitate access, and encourage participation, while helping to minimise the perception of the service as an institutional or stigmatising environment.

Consideration should also be given to the physical characteristics of the premises, which should offer adequate and adaptable spaces capable of supporting a range of functions, including information provision, counselling, individual consultations, group activities, and community events.

The availability of existing infrastructure and equipment may further enhance operational efficiency and contribute to the sustainability of the service. Where possible, the one-stop shop should be embedded within an established community facility or local hub, creating opportunities for collaboration with existing initiatives and enabling closer integration within the broader ecosystem of community support services.

Overall, the selected premises should promote proximity, facilitate regular interaction with citizens, and strengthen the community-based nature of service delivery, while serving as a recognised and trusted point of reference within the local welfare network.

3.1.9. Governance, capacity building and continuous improvement

The effectiveness, sustainability, and long-term impact of the SOSPHERE one-stop shop model will largely depend on the establishment of appropriate governance and management mechanisms capable of ensuring continuity, quality of service delivery, and effective collaboration among stakeholders.

Capacity-building activities should therefore constitute a core component of implementation. Training should be provided to both professional staff and volunteers, recognising the complementary roles they may play in the functioning of the one-stop shop. Training programmes should cover not only available services and referral pathways, to make sure that everyone has a satisfactory and shared knowledge on them but also approaches to communicating and working effectively with older adults and other frail population groups.

Alongside capacity building, strong emphasis should be placed on structured coordination and follow-up mechanisms. Regular coordination meetings among service providers collaborating in the one-stop-shop should be defined in order to facilitate information sharing, timely address possible challenges, monitor emerging needs, and maintain effective collaborative networks. Meetings involving service providers should be convened approximately every three to four months to facilitate coordination, monitor progress, and address emerging challenges. More frequent follow-up exchanges should be established with volunteers in order to provide continuous guidance and support in the delivery of their activities. Increased meeting frequency is particularly important during the start-up phase of the one-stop shop, when operational procedures, roles and responsibilities, and communication channels are still being defined and consolidated. Regular follow-up mechanisms can play a crucial role in ensuring consistency and quality in service provision, enabling the timely identification and resolution of operational issues, and fostering sustained engagement and collaboration among all stakeholders involved.

To support effective collaboration, the one-stop-shop should establish clear operational arrangements defining roles, responsibilities, and workflows among participating organisations and personnel. Particular attention should be devoted to the development of collaborative referral procedures and the identification of designated contact persons able to facilitate communication between different services. These arrangements are essential for reducing fragmentation, improving continuity of support, and ensuring that users experience a coordinated rather than a dispersed service pathway.

Finally, monitoring and evaluation should be embedded within the one-stop-shop as a fundamental management function. Evaluation activities should focus not only on the satisfaction of service users, but also on gathering feedback from stakeholders regarding the effectiveness of collaboration mechanisms, referral processes, and the overall functioning of the one-stop shop. The systematic collection and analysis

of such evidence can support ongoing learning, identify areas for improvement, and inform strategic decisions regarding service adaptation and future development. By adopting a culture of continuous evaluation and improvement, the one-stop shop can strengthen its responsiveness to evolving community needs while ensuring the long-term quality and sustainability of the model.

Table 1- Guidelines for the SOSPHERE one-stop shop model implementation

Thematic area	Reccomendations
Foundations	• Develop the one-stop-shop as an integrated mechanism connecting health and social care services. • Address barriers related to fragmented information, complex procedures, low digital literacy, territorial isolation, transport limitations, and architectural barriers. • Promote equitable access to services and reduce territorial inequalities. • Strengthen accessibility, coordination, and continuity of support.
Target population and guiding principles	• Prioritise older adults and individuals at risk of frailty. • Ensure accessibility for socially, geographically, physically, and digitally vulnerable groups. • Pay particular attention to individuals experiencing social isolation or reduced mobility. • Adopt an inclusive and equity-oriented approach to service provision.
Core objectives	• Establish a single and easily identifiable entry point to services. • Facilitate access to information and available support opportunities. • Assist citizens in identifying and accessing appropriate services. • Foster communication and cooperation among relevant stakeholders. • Improve integration within local service ecosystems.
Key areas of action	• Provide clear, accurate, up-to-date, and accessible information on available services, programmes, benefits, and support opportunities. • Ensure information is presented in user-friendly formats suitable for different target groups.

	• Support citizens in assessing their needs and identifying the most appropriate services. • Assist users in navigating administrative and organisational procedures that may hinder access to support. • Promote awareness of services, rights, opportunities, and community resources. • Empower citizens to make informed decisions regarding their health and wellbeing. • Facilitate collaboration and coordination among stakeholders involved in health and social care provision. • Strengthen inter-organisational relationships and referral pathways to ensure continuity and effectiveness of support.
Priority areas of intervention	• Prioritise access to information and service navigation through personalised guidance and support mechanisms. • Ensure that information provision is accompanied by tailored assistance that facilitates informed decision-making and service uptake. • Promote inclusive and barrier-free access to support. • Address barriers related to geographical remoteness, physical inaccessibility, mobility limitations, digital exclusion, and reluctance to seek assistance. • Implement measures aimed at reducing inequalities and promoting equitable access to services. • Foster integrated and coordinated service delivery through structured collaboration among healthcare providers, social services, community organisations, and care professionals. • Establish seamless referral pathways and coordinated support mechanisms to reduce fragmentation and improve user experience.
Solutions and operational approaches	• Adopt a combination of complementary solutions capable of responding to the diverse needs of different user groups. • Ensure service accessibility through a multi-channel approach combining face-to-face support, telephone services, postal

	communication, printed materials, and digital technologies. • Prevent exclusion resulting from technological, geographical, or physical barriers through diversified communication and service delivery methods. • Implement personalised assessment, referral, and follow-up mechanisms tailored to individual circumstances and needs. • Develop individualised support pathways that promote continuity of care and effective access to services. • Organise outreach and community engagement activities, including information days, community events, and collaboration with trusted local actors. • Utilise local communication channels to raise awareness and reach hard-to-reach population groups. • Establish dedicated coordination functions and sustainable organisational arrangements. • Ensure an appropriate balance between professional staff and trained volunteers. • Create regular communication mechanisms among service providers. • Designate contact persons and establish agreed procedures for referrals and information exchange across organisations.
Transferable practices and replication potential	• Promote the adoption of practices demonstrating strong transferability across different territorial contexts. • Use postal communication to distribute brochures and information materials to citizens with limited digital access or digital literacy. • Consider mobile or outreach-based one-stop-shop services to engage populations living in remote or sparsely populated areas. • Utilise local radio stations, television networks, leaflets, and other printed communication materials to increase awareness of available services. • Combine different dissemination channels to maximise accessibility and visibility. • Adapt transferable solutions to local needs and territorial specificities while

	maintaining their core objectives and functions. • Use transferable practices to enhance the adaptability, flexibility, and effectiveness of the model.
Recommended features of the one-stop shop premises	• Accessible and visible location. • Strong integration within the local community. • Familiar and trusted environment for target groups. • Non-stigmatising and welcoming setting. • Adequate and flexible spaces. • Existing infrastructure and equipment. • Integration within community hubs. • Synergies with local services and initiatives. • Community-based and proximity-oriented approach. • Recognised reference point within the local welfare network.
Governance, capacity building and continuous Improvement	• Establish governance and management mechanisms that ensure service quality, continuity, sustainability, and effective stakeholder collaboration. • Recognise capacity building as a core implementation component. • Provide regular training for both professional staff and volunteers. • Ensure that training covers available services, referral pathways, operational procedures, and approaches for working with older adults and frail population groups. • Promote a shared understanding of services and referral mechanisms among all personnel involved in the one-stop shop. • Establish structured coordination and follow-up mechanisms among participating organisations. • Organise coordination meetings involving service providers approximately every three to four months to support information sharing, monitor emerging needs, address challenges, and maintain collaborative networks.

	• Organise more frequent follow-up exchanges with volunteers, especially during the start-up phase of one-stop shop implementation. • Use follow-up activities to strengthen volunteer engagement, support operational consistency, and address emerging implementation challenges. • Define clear roles, responsibilities, workflows, and communication procedures among participating organisations and personnel. • Develop collaborative referral procedures and identify designated contact persons to facilitate coordination between services. • Ensure that one-stop shop locations are accessible, user-friendly, and capable of accommodating the specific needs of frail and vulnerable populations. • Integrate monitoring and evaluation into the routine management of one-stop shop. • Assess user satisfaction and collect stakeholder feedback regarding collaboration mechanisms, referral processes, and overall one-stop shop functioning. • Use evaluation findings to support organisational learning, continuous improvement, service adaptation, and evidence-based decision-making.

3.2. City of Labin

3.2.1. Priority areas of intervention

The Labin one-stop shop should focus on addressing three key challenges affecting access to social and health services within the local territory. The first concerns the limited awareness and understanding of available services, rights, benefits, and support opportunities among citizens, particularly vulnerable groups. Information is often fragmented across different providers and channels, making it difficult for users to identify and access the support available to them. The second challenge relates to physical accessibility. Limited public transport connections, combined with architectural and geographical barriers, can make it difficult for residents, especially older people, persons with disabilities, and individuals with reduced mobility, to access public administration and essential services. The third priority area concerns the high administrative burden associated with accessing services and the lack of continuity in user support. Complex procedures, multiple institutional points of contact, and insufficient coordination among providers often create difficulties for citizens attempting to navigate the local welfare and healthcare system.

3.2.2. Recommended service offer

The one-stop shop should act as a single-entry point providing information, guidance, orientation, referral, and practical support to citizens seeking access to social, healthcare, and welfare services. The service should provide comprehensive information on available social and health services, municipal support measures, welfare benefits, eligibility criteria, application procedures, and users' rights. Information should be accessible through multiple channels, including face-to-face consultations, telephone support, digital tools, and printed materials, ensuring inclusion of individuals with limited digital competences.

Beyond information provision, the one-stop shop should actively support citizens in identifying appropriate services and connecting with relevant providers. Assistance should be offered throughout administrative procedures, including support with applications, documentation, appointment scheduling, and communication with institutions. Particular attention should be devoted to ensuring continuity of support through systematic follow-up activities that accompany users from the initial request to the effective receipt of services. The one-stop shop should also facilitate access to services by supporting transportation arrangements and identifying solutions for users facing mobility-related barriers.

3.2.3. Synergies and collaboration to be supported

The effectiveness of the Labin one-stop shop relies on strong cooperation among local authorities, social and healthcare providers, civil society organisations, and volunteer networks. The model should build upon existing local partnerships and strengthen coordination among stakeholders involved in service provision.

The effective functioning of the one-stop shop relies on the active involvement of a diverse network of local stakeholders, each contributing according to their expertise and operational capacities. Volunteer-based support structures can play a key role in accompanying users through administrative procedures, facilitating navigation across services, and maintaining continuity of support through follow-up activities. The availability of additional community-based venues can further enhance accessibility by bringing services closer to citizens who may encounter geographical or practical barriers to access. At the same time, outreach and transportation functions should be incorporated to ensure that individuals living in rural or remote areas, as well as those with reduced mobility, are not excluded from available services. Such a collaborative and multi-actor approach contributes to a more accessible, integrated, and user-centred service system.

More broadly, all local social and healthcare providers should contribute to the establishment of a coordinated referral system, regular information exchange, and common procedures for responding to citizens' requests. Regular coordination meetings and continuous communication among stakeholders should ensure that information remains accurate, up-to-date, and accessible, while promoting integrated and person-centred pathways of support.

3.2.4. Location and distinctive features of the local one-stop shop

The one-stop shop should be located within the City Administration of Labin, which represents the primary point of access to local public administration and municipal services. This location facilitates direct connections with municipal departments, enables coordination with relevant institutions and service providers, and allows access to information concerning local measures, programmes, and citizens' rights.

The selected location benefits from existing human resources, technical infrastructure, office facilities, communication systems, and administrative capacities, making it possible to establish the service without creating additional organisational structures. The premises also provide appropriate conditions for confidential consultations and personalised support.

A distinctive feature of the Labin model is its flexible and decentralised approach to service delivery. While the City Administration functions as the main operational hub, the premises of the Labin Healthy City Association should be used as an additional service point on a regular or needs-based basis. This arrangement increases accessibility for citizens who may encounter difficulties reaching the City Administration and allows the service to maintain a stronger presence within the community.

The model is further characterised by its integrated and person-centred approach, combining information provision, practical assistance, referral, follow-up, volunteer involvement, and cooperation among multiple local stakeholders within a single service framework.

3.2.5. Contextual factors supporting implementation

Several factors create favourable conditions for the implementation of the one-stop shop in Labin. Strong cooperation among local institutions and service providers provides a solid foundation for coordinated service delivery and cross-sectoral collaboration. The availability of municipal premises, existing technical infrastructure, communication systems, and dedicated human resources facilitates the operational establishment of the service.

The active involvement of civil society organisations and volunteer networks represents an additional asset, particularly in reaching older people, individuals living alone, and other vulnerable groups who may require additional support. Previous local experiences aimed at establishing collaborative social and healthcare networks demonstrate an existing recognition of the need for coordination and provide a basis upon which the one-stop shop model can build. Stakeholders also demonstrated a high level of commitment to renewing and strengthening local cooperation mechanisms through the development of the one-stop shop.

3.2.6. Contextual factors that may hinder implementation

A number of contextual challenges may affect the successful implementation of the model. The location of the City Administration within the historic centre presents accessibility challenges related to territorial characteristics, parking availability, and transport connections, potentially limiting access for older people and individuals with reduced mobility.

Limited staff capacity and increasing workloads within local institutions may reduce the time and resources available for active participation in one-stop shop activities. Additionally, some citizens may experience difficulties accessing information and services due to limited digital competences, reinforcing the risk of exclusion if digital tools are not adequately complemented by alternative channels.

The sustainability of volunteer involvement may also represent a challenge, particularly if volunteer availability decreases over time. Furthermore, the persistence of fragmented service pathways and insufficient coordination mechanisms could hinder the development of integrated responses if not adequately addressed.

3.2.7. Mitigation measures

To address these challenges, clear governance structures and operational procedures should be established from the outset. Roles and responsibilities among participating organisations should be formally defined, and a coordinated referral system should be introduced to ensure continuity and consistency in service provision. Regular coordination meetings should support communication and information exchange among all actors involved.

Capacity-building activities should be provided to staff and volunteers in order to strengthen service coordination, user support, referral procedures, and knowledge of available services. Particular attention

should be devoted to the creation of a structured volunteer network supported by clear responsibilities, training opportunities, supervision, and ongoing coordination.

Accessibility barriers should be mitigated through the use of complementary service locations closer to local communities, particularly through the regular involvement of the Labin Healthy City Association. Transportation support should be coordinated and strengthened in collaboration with local partners, especially for older people and residents of rural areas.

Finally, information should continue to be delivered through multiple channels, including face-to-face support, telephone services, digital tools, and printed materials. This approach will promote inclusiveness, reduce the impact of limited digital literacy, and ensure that services remain accessible to all population groups.

Table 2 - Guidelines for one-stop shop implementation in the City of Labin

Thematic area	Recommendations
Priority areas of intervention	• Increase citizens' awareness and understanding of available social, healthcare, and welfare services. • Improve knowledge of rights, benefits, eligibility criteria, and support opportunities. • Reduce barriers associated with limited public transport and architectural constraints. • Improve accessibility for older people, persons with disabilities, and individuals with reduced mobility. • Simplify administrative procedures and access pathways. • Strengthen coordination among service providers. • Ensure continuity of support through user follow-up and integrated service pathways.
Recommended service offer	• Offer information on social services, healthcare services, municipal programmes, benefits, and citizens' rights. • Deliver information through face-to-face, telephone, digital, and printed channels. • Support users in identifying and accessing appropriate services. • Provide referral services and facilitate connections with relevant organisations. • Assist users with applications, documentation, appointments, and administrative procedures.

	• Ensure systematic follow-up throughout the service journey. • Facilitate transportation and access support for citizens facing mobility barriers.
Synergies and collaboration to be supported	• Strengthen cooperation among local authorities, health and social care providers, civil society organisations, and volunteers. • Involve volunteering association for general coordination, administrative assistance, and follow-up activities. • Collaborate with associations to provide community-based and accessible service delivery. • Engage transportation and outreach activities for older and vulnerable citizens. • Establish regular coordination meetings among stakeholders. • Develop common referral and information-sharing procedures. • Promote integrated and person-centred support pathways.
Location and distinctive features of the local one-stop shop	• Locate the main one-stop shop within the City Administration of Labin. • Utilise existing municipal staff, infrastructure, and technical resources. • Ensure direct links with municipal departments and service providers. • Guarantee privacy and confidentiality during user consultations. • Complement the main location with outreach activities hosted by the Labin Healthy City Association. • Adopt a flexible service delivery model combining centralised and community-based access points. • Integrate information provision, referral, administrative support, volunteer involvement, and follow-up within a single service framework. • Promote a person-centred and accessible approach to service delivery.
Contextual factors supporting implementation	• Build on existing cooperation among local institutions and service providers. • Capitalise on available municipal premises and infrastructure.

	• Utilise existing communication channels and technical resources. • Leverage the active involvement of civil society organisations. • Promote the contribution of volunteer networks in supporting vulnerable groups. • Build upon previous local experiences of networking and service coordination. • Foster stakeholder engagement and commitment to integrated service development.
Contextual factors that may hinder implementation	• Address accessibility challenges related to the location of the City Administration. • Consider limitations associated with public transport availability. • Anticipate staff workload and capacity constraints within participating organisations. • Address limited digital skills among some target groups. • Reduce dependency on discontinuous volunteer availability. • Prevent fragmentation and insufficient coordination among services. • Monitor risks related to the long-term sustainability of collaborative arrangements.
Mitigation measures	• Define clear governance structures, roles, and responsibilities. • Establish formal cooperation agreements and referral protocols. • Organise regular coordination meetings among participating stakeholders. • Provide training and capacity-building activities for staff and volunteers. • Develop a structured and supervised volunteer network. • Ensure the availability of complementary community-based service locations. • Strengthen transportation support for vulnerable and mobility-restricted users. • Maintain multiple communication and access channels to accommodate different user needs. • Promote outreach activities targeting hard-to-reach population groups.

	• Implement monitoring and follow-up procedures to ensure service continuity and effectiveness.

3.3. Santa Bona district

3.3.1. Priority areas of intervention

The Santa Bona One-stop shop should be developed around a set of interconnected priority areas aimed at improving older adult citizens' access to health, social, and community services. Central to the model is the provision of clear, accurate, and regularly updated information capable of supporting senior citizens and their informal caregivers in understanding available services and opportunities within the local territory. This information function should be complemented by personalised guidance and orientation activities designed to help individuals identify the most appropriate forms of support and navigate often complex service pathways.

Alongside information and orientation, the one-stop shop should place particular emphasis on prevention and outreach. Rather than intervening only when needs become urgent, the service should actively contribute to identifying and supporting vulnerable individuals at an earlier stage, strengthening the capacity of local actors to respond proactively to emerging situations. Equally important is the promotion of collaboration and coordination among organisations operating within the local welfare ecosystem, with the objective of creating more integrated and coherent responses to citizens' needs.

Within this framework, support with administrative procedures should be provided whenever necessary as part of broader guidance and accompaniment activities. To ensure inclusiveness, the service should maintain a strong focus on accessibility through the availability of non-digital channels, thereby responding to the needs of older people and individuals with limited digital skills. Overall, the one-stop shop should function as a coordinated entry point to local services, simplifying access pathways and facilitating citizens' interaction with the local welfare system.

3.3.2. Recommended service offer

The service offer of the Santa Bona One-stop shop should combine information provision, guidance, community engagement, and follow-up functions within a single and easily accessible access point. Activities should include both face-to-face and telephone-based support, enabling citizens to obtain information, receive guidance, and book appointments according to their needs and preferences. The service should also ensure the availability of information materials in both printed and digital formats, contributing to a wider dissemination of knowledge about existing services, eligibility criteria, and access procedures.

Awareness-raising and community engagement should represent an integral component of the model. Information sessions, outreach initiatives, open days, and events organised in collaboration with local organisations and service providers should be used to strengthen visibility, promote familiarity with available support opportunities, and encourage citizens to access services before difficulties become critical. These activities should contribute not only to informing the community but also to fostering trust and strengthening connections between residents and service providers.

The operational model should further include dedicated back-office functions responsible for responding to requests requiring further assessment, collecting information necessary to understand users' situations, exploring available support options, and facilitating referrals towards the most appropriate services. In this respect, communication and outreach should not be viewed as complementary activities but rather as core

functions of the One-stop shop. Strong cooperation with local associations, healthcare professionals, pharmacies, community organisations, local media, and other territorial actors should therefore be established to maximise the service's visibility and ensure that support reaches individuals who may otherwise remain disconnected from existing networks and services.

3.3.3. Synergies and collaboration to be supported

The Santa Bona one-stop shop should operate not only as a service delivery point but also as a catalyst for collaboration among the various organisations and actors involved in the local welfare system. Its development should therefore be underpinned by a multi-stakeholder approach capable of strengthening relationships between municipalities, healthcare services, residential care facilities, volunteer organisations, community groups, and other relevant stakeholders.

In pursuing this objective, the One-stop shop should facilitate information sharing, enhance knowledge of available resources, strengthen referral mechanisms, and promote the development of more coordinated and integrated responses to citizens' needs. Particular attention should be devoted to improving the capacity of local actors to identify and support individuals experiencing social isolation or facing barriers in accessing available services. By fostering cooperation and mutual awareness, the One-stop shop should contribute to strengthening local welfare networks and creating a more connected and responsive support system.

The governance model should reflect these principles of collaboration and shared responsibility. Volunteers should be recognised as an important resource for welcoming activities, first contact, community outreach, and general orientation. At the same time, their involvement should be supported through appropriate training aimed at strengthening interpersonal, communication, and service-navigation skills. The service should also maintain a strong professional component, ensuring the presence of qualified staff capable of providing specialised guidance, needs assessment, and referral support. In addition, the professional expertise available within local volunteer networks, including legal, psychological, social, and healthcare competencies, should be valued and mobilised whenever appropriate to enrich the range of support available through the One-stop shop.

3.3.4. Location and distinctive features of the local one-stop shop

The identification of a suitable location should be guided by the principles of accessibility, proximity, visibility, and integration within community life. The one-stop shop should be hosted in premises capable of facilitating access for users while simultaneously creating opportunities for interaction with the surrounding community. Factors such as adequate infrastructure, accessibility standards, parking availability, and connections to public transport should therefore be carefully considered during the site selection process.

At the same time, the chosen location should minimise physical, organisational, and psychological barriers that may discourage citizens from accessing the service. Particular attention should be devoted to avoiding environments that may be perceived as difficult to access or associated with forms of institutional stigma. Locations requiring complex access procedures should therefore be carefully evaluated against alternative options capable of ensuring a more immediate and user-friendly experience.

Preference should be given to premises situated within the community and in close proximity to target population groups. Community-based locations can foster familiarity, strengthen trust, and support a more person-centred approach to service delivery. Their integration within everyday community life can also facilitate outreach activities and create additional opportunities for informal contact with potential service users. Existing community hubs, neighbourhood facilities, social centres, and other locally recognised spaces may therefore represent particularly suitable solutions, especially when they offer opportunities to establish synergies with ongoing initiatives and community-support activities.

3.3.5. Contextual factors that can support implementation

The implementation of the Santa Bona One-stop shop can build upon several favourable contextual conditions already present within the local ecosystem. A high level of commitment among stakeholders, combined with a shared interest in improving access to services, provides a solid foundation for the development of the initiative. Equally important is the presence of well-established community networks characterised by long-standing knowledge of the territory and direct relationships with local residents. These networks represent a valuable resource for outreach, service dissemination, and the identification of emerging needs.

The familiarity already existing among stakeholders further facilitates dialogue and cooperation, creating favourable conditions for the development of coordinated responses and collaborative working arrangements. Together, these factors contribute to creating an environment that is conducive to partnership-building and to the long-term sustainability of the One-stop shop.

3.3.6. Contextual factors that may hinder implementation

Alongside these enabling conditions, a number of contextual challenges should be taken into consideration. Existing relationships among stakeholders may be characterised by long-standing dynamics and, in some cases, by tensions that could hinder cooperation or limit the effectiveness of collective action. Addressing these dynamics will be important to ensure the smooth functioning of the partnership and the achievement of shared objectives.

The successful operation of the One-stop shop also relies significantly on the contribution of volunteers. Insufficient preparation, limited knowledge of available services, or a lack of familiarity with referral mechanisms may affect the quality and consistency of the support provided. In addition, maintaining the engagement of volunteers and participating organisations over time may represent a challenge, particularly when faced with operational difficulties, increasing workloads, or expectations that prove difficult to fulfil. If not adequately addressed, these factors may lead to declining motivation and reduced participation, potentially affecting the sustainability of the initiative.

3.3.7. Mitigation measures

To address these risks and support the long-term implementation of the One-stop shop, appropriate governance and capacity-building measures should be established from the outset. Stakeholders should be provided with opportunities to showcase their services, initiatives, and expertise within the framework of the One-stop shop, thereby strengthening ownership and encouraging continued engagement. At the same time, clear governance arrangements should be developed to define responsibilities, clarify expectations, and support effective collaboration among participating organisations.

Particular attention should be devoted to training and capacity-building activities aimed at both volunteers and professional staff. These activities should enhance knowledge of local services, referral pathways, communication techniques, and user-support approaches, ensuring that all actors involved are adequately prepared to perform their roles. Regular follow-up meetings and coordination mechanisms should also be established to monitor progress, address emerging challenges, facilitate information exchange, and maintain active stakeholder involvement over time. Through these measures, the One-stop shop can strengthen its capacity to respond effectively to local needs while ensuring the continuity and sustainability of collaborative efforts.

Table 3- Guidelines for one-stop shop implementation in Santa Bona district

Thematic area	• Recommendations
Priority areas of intervention	• Provide clear, accurate, and regularly updated information on available health, social, and community services. • Support citizens in understanding available opportunities, rights, and service pathways. • Offer personalised guidance and orientation to help individuals identify the most appropriate forms of support. • Promote prevention and early intervention by identifying and addressing needs before they become critical. • Strengthen outreach activities targeting vulnerable and hard-to-reach groups. • Foster coordination and collaboration among organisations operating within the local welfare ecosystem. • Provide assistance with administrative procedures whenever necessary. • Ensure accessibility through the availability of non-digital communication and service channels. • Function as a coordinated entry point that simplifies citizens' interaction with local services.
Recommended service offer	• Provide face-to-face and telephone-based information and guidance services. • Support citizens in accessing services and booking appointments. • Make information available through both printed and digital materials. • Offer guidance on available services, eligibility criteria, and access procedures. • Organise awareness-raising initiatives, information sessions, open days, and community events. • Develop outreach activities aimed at increasing service visibility and promoting early access to support. • Foster trust and stronger relationships between citizens and service providers. • Establish back-office functions responsible for needs assessment, information gathering, and referral management.

	• Facilitate referrals towards the most appropriate services and organisations. • Develop communication and outreach as core functions of the one-stop shop. • Collaborate with associations, healthcare professionals, pharmacies, community organisations, and local media to maximise service visibility and reach.
Synergies and collaboration to be supported	• Promote a multi-stakeholder approach involving municipalities, healthcare services, residential care facilities, volunteer organisations, community groups, and other local actors. • Strengthen cooperation and relationships among organisations operating within the local welfare system. • Facilitate information sharing and increase knowledge of available resources. • Develop coordinated referral mechanisms among service providers. • Promote integrated and coherent responses to citizens' needs. • Improve the capacity of local actors to identify and support socially isolated individuals and those facing barriers to service access. • Strengthen local welfare networks and community-based support systems. • Involve volunteers in welcoming activities, first contact, outreach, and general orientation functions. • Provide volunteers with training focused on communication, interpersonal, and service-navigation skills. • Ensure the presence of qualified professionals capable of providing guidance, needs assessment, and referral support. • Mobilise specialised competencies available within volunteer networks, including legal, psychological, social, and healthcare expertise when appropriate.
Location and distinctive features of the local one-stop shop	• Select a location based on accessibility, visibility, proximity, and integration within community life. • Ensure that premises can be easily reached through public and private transport options.

	• Provide adequate infrastructure, parking facilities, and accessibility standards. • Minimise physical, organisational, and psychological barriers that could discourage service uptake. • Avoid locations that may be perceived as stigmatising or overly institutional. • Prefer community-based settings that are familiar and trusted by local residents. • Locate the service close to target population groups. • Integrate the One-Stop Shop within existing community hubs, neighbourhood facilities, social centres, or other recognised local spaces. • Promote synergies with existing community initiatives and support activities. • Develop the one-stop shop as an accessible and welcoming community resource embedded within everyday local life.
Contextual factors supporting implementation	• Build upon the strong commitment demonstrated by local stakeholders. • Capitalise on the shared interest in improving citizens' access to services. • Leverage the presence of established community networks with deep territorial knowledge. • Benefit from stakeholders' existing relationships with residents and local communities. • Use community networks to support outreach, information dissemination, and early identification of needs. • Capitalise on the familiarity and trust already existing among local stakeholders. • Build collaborative working arrangements based on previous experiences of cooperation. • Strengthen partnerships that can support the long-term sustainability of the initiative.
Contextual factors that may hinder implementation	• Address potential tensions or longstanding dynamics among stakeholders that may affect collaboration. • Prevent conflicts or misunderstandings from limiting collective action and coordinated decision-making.

	• Recognise the risk associated with insufficient preparation of volunteers. • Address one-stop shop gaps in volunteers' knowledge of services, referral mechanisms, and support pathways. • Consider challenges related to maintaining volunteer engagement over time. • Anticipate risks connected to increasing workloads among participating organisations. • Manage expectations to prevent frustration, declining motivation, and disengagement among stakeholders. • Monitor factors that may undermine the continuity and sustainability of the initiative.
Mitigation measures	• Establish clear governance arrangements from the outset of implementation. • Define responsibilities, expectations, and roles among participating organisations. • Create opportunities for stakeholders to showcase their services, initiatives, and expertise through the one-stop shop. • Promote stakeholder ownership and long-term commitment to the initiative. • Implement training and capacity-building activities for both volunteers and professional staff. • Strengthen knowledge of local services, referral pathways, communication techniques, and user-support approaches. • Organise regular follow-up meetings and coordination mechanisms. • Facilitate continuous information exchange among participating organisations. • Monitor implementation progress and address emerging challenges in a timely manner. • Maintain active stakeholder engagement through ongoing communication and collaborative planning processes. • Support the long-term continuity, effectiveness, and sustainability of the one-stop shop model.

3.4. Municipality of Beltinci

3.4.1. Priority areas of intervention

The Beltinci one-stop shop should be developed as an accessible information, guidance, and referral service responding to the needs of older people and their families. A central priority is ensuring that reliable and understandable information on long-term care, health, social, and community services is readily available to all residents, including those who have limited access to digital tools or who may be reluctant to seek support.

A second priority concerns the long-term sustainability of the service. The development framework highlights the need for stable staffing arrangements and secure funding mechanisms capable of ensuring continuity beyond short-term project cycles. Particular attention should be devoted to balancing the valuable contribution of volunteers with the presence of dedicated professional staff capable of ensuring consistency, reliability, and accountability.

The model should also promote effective coordination among service providers and maintain up-to-date information on available services. Since the One-stop shop is intended to guide users towards existing organisations rather than directly provide all services itself, its effectiveness depends on strong cooperation mechanisms, effective referral pathways, and accurate information management. A further priority concerns the delivery of person-centred support through active referral processes, ensuring that users receive appropriate guidance, follow-up, and feedback throughout their journey.

In addition, the development process highlighted the importance of addressing broader challenges affecting older people, including social participation, well-being, access to meals and essential services, transport barriers, and support for family caregivers. The One-stop shop should therefore contribute to strengthening connections between citizens and the broader ecosystem of local services and community initiatives.

3.4.2. Recommended service offer

The Beltinci one-stop shop should primarily function as an information, orientation, and referral hub capable of supporting older people and their families in navigating available services and identifying the most suitable sources of support. The service should be centred around confidential and person-centred conversations through which staff can assess needs, provide guidance, and facilitate access to relevant service providers. Referral activities should go beyond simply providing contact details and should include active support in connecting users with appropriate organisations and, where necessary, ensuring follow-up and case tracking.

Accessibility should be ensured through multiple communication and contact channels. Alongside face-to-face access, residents should be able to contact the service by telephone, email, or by leaving contact information for later follow-up. Home visits and accompaniment services should be considered when users face significant barriers to accessing support independently.

Communication and outreach should represent a core component of the service model. Particular emphasis should be placed on non-digital communication channels capable of reaching older residents who are not active online. Information dissemination should therefore make use of printed materials, local newsletters, community events, local media, parish announcements, workshops, and awareness-raising initiatives. The One-stop shop should also support outreach activities aimed at reaching individuals who may be reluctant to seek help and family members who may have limited awareness of available support opportunities.

3.4.3. Synergies and collaboration to be supported

The Beltinci one-stop shop should build upon existing local networks and strengthen cooperation among municipalities, health and social care providers, volunteer organisations, community groups, and civil society actors. Rather than creating a parallel structure, the One-stop shop should act as a coordination mechanism capable of connecting existing initiatives, services, and resources into a more coherent and accessible support system.

Particular importance should be given to strengthening collaboration between the Municipality of Beltinci, social services, community health services, long-term care providers, volunteer associations and volunteer transport service. These stakeholders can contribute not only through referrals and service provision but also through communication, awareness-raising, volunteer mobilisation, accompaniment services, and community outreach.

The governance framework should support regular interaction among participating organisations. Clear referral pathways should be established through designated contact persons within each organisation, complemented by regular coordination meetings and continuous information exchange. Shared and regularly updated information systems should further support coordination, ensure the reliability of referrals, and enhance the overall responsiveness of the local welfare network.

Volunteer engagement should constitute an important element of the model. In particular, approaches based on peer support and intergenerational solidarity should be encouraged, while ensuring that volunteers receive appropriate training and support and that their contribution complements rather than replaces professional expertise.

3.4.4. Location and distinctive features of the local one-stop shop

The selected location for the Beltinci one-stop shop is the Intergenerational Centre Beltinci.

The suitability of this location is linked to several factors that support accessibility and user engagement. The centre benefits from a central and easily reachable location, making it accessible to residents across the municipality. It is a well-known and highly visible building that already serves as a recognised community hub and provides sufficient space to accommodate the activities of the One-stop shop. Importantly, the centre is already regularly frequented by older residents, creating a familiar and trusted environment for the primary target group. The presence of other users and activities within the building also contributes to staff safety and helps create an open and welcoming atmosphere.

More generally, the location reflects the principle that one-stop shops should be integrated within existing community settings, leveraging familiar environments and established community structures to facilitate access, increase visibility, and strengthen trust among potential users.

3.4.5. Contextual factors that can support implementation

The development of the Beltinci one-stop shop can build upon several favourable contextual conditions already present within the local area. Strong community networks represent a particularly important asset. Volunteer-based organisations, including the Pensioners' Association, Caritas, the Red Crone-stop shop, and the Prostofer transport scheme, together with a growing involvement of younger volunteers, provide a solid foundation for outreach, accompaniment, community engagement, and mutual support activities.

The commitment shown by local service providers and the municipality further strengthens the conditions for implementation. Existing relationships among organisations create opportunities for collaboration and facilitate the establishment of referral pathways and coordination mechanisms. In addition, the existence of other one-stop shop experiences within Slovenia offers useful examples and lessons that can inform the

development of the local model. Finally, the availability of a central and familiar location already frequented by older residents supports accessibility and community acceptance of the initiative.

3.4.6. Contextual factors that may hinder implementation

The most significant challenge identified for the Beltinci one-stop shop concerns long-term sustainability. Many existing activities and services rely heavily on volunteers and project-based funding arrangements, creating uncertainty regarding continuity and long-term operation. The absence of stable funding mechanisms could limit the service's capacity to maintain staff, coordinate activities, and provide reliable support over time.

Additional challenges relate to accessibility and user engagement. Some older residents may not use digital communication channels or may be reluctant to seek help. In certain cases, family members may also resist external involvement in care and support arrangements. Transport barriers can further complicate access to services and reduce participation among vulnerable groups.

Operational challenges were also identified in relation to staffing, volunteer recruitment, and the provision of adequate training. Ensuring that staff at one stop shopsacquires appropriate competencies and is sufficiently supported represents an important condition for effective service delivery. Furthermore, the handling of personal data, compliance with privacy requirements, and the shared use of premises require careful management and appropriate organisational arrangements.

3.4.7. Mitigation measures

To address the identified challenges, the Beltinci development framework emphasises the importance of establishing sustainable organisational and funding arrangements. A programme-based funding model, complemented by municipal co-financing, should be pursued to provide greater stability than short-term project funding. Staffing should be based on a hybrid model combining a paid contact person responsible for ensuring continuity and coordination with trained volunteers who can contribute to outreach, accompaniment, and community engagement activities.

Accessibility barriers should be mitigated through a strong emphasis on personal and community-based outreach. Printed communication materials, awareness-raising campaigns, workshops, home visits, and accompaniment services should be used to reach individuals who may otherwise remain disconnected from available support. Particular attention should be devoted to maintaining communication channels that are accessible to people with limited digital skills and to creating opportunities for direct engagement within the community.

Measures should also be introduced to support staff and ensure safe and effective operation. These include the provision of dedicated training, the implementation of GDPR-compliant information management systems, the establishment of regular operating hours, and the creation of support mechanisms for volunteers. Finally, maintaining a location where other people are regularly present can contribute to staff safety while reinforcing the One-stop shop's integration within community life.

Table 4- Guidelines for one-stop shop implementation in the Muncipality of Beltinci

Thematic area	Recommendations
Priority areas of intervention	• Ensure the provision of reliable, clear, and regularly updated information on long-term

	care, health, social, and community services. • Improve access to information for older people, family caregivers, and residents with limited digital skills. • Develop a sustainable organisational model supported by stable staffing arrangements and long-term funding mechanisms. • Maintain an appropriate balance between volunteer contributions and professional staffing. • Strengthen coordination among service providers and maintain up-to-date information on available services. • Develop effective referral pathways connecting users with appropriate organisations and support services. • Provide person-centred support through active referrals, follow-up activities, and feedback mechanisms. • Promote social participation, well-being, and independent living among older people. • Support access to meals, community services, transportation, and other essential forms of assistance. • Strengthen support for family caregivers and facilitate connections with available community resources.
Recommended service offer	• Operate as an information, orientation, and referral hub for older people and their families. • Provide confidential, person-centred consultations aimed at understanding users' needs and identifying appropriate forms of support. • Offer guidance on available health, social, long-term care, and community services. • Facilitate active referrals rather than simply providing contact details. • Ensure follow-up and case tracking whenever necessary. • Provide access to services through multiple channels, including face-to-face consultations, telephone contact, email communication, and callback arrangements.

	• Offer home visits and accompaniment services for individuals facing significant access barriers. • Develop strong non-digital communication strategies targeting older residents. • Disseminate information through printed materials, newsletters, local media, parish announcements, workshops, community events, and awareness-raising initiatives. • Conduct outreach activities targeting isolated individuals and family members who may be unaware of available support opportunities.
Synergies and collaboration to be supported	• Build upon existing local networks and collaborative relationships within the municipality. • Strengthen cooperation among municipalities, health and social care providers, volunteer organisations, civil society actors, and community groups. • Position the one-stop shop as a coordination mechanism connecting existing services and initiatives rather than creating parallel structures. • Foster collaboration with social services, health services, long-term care providers, volunteer and community-based organisations. • Promote information-sharing and coordinated communication among participating organisations. • Establish clear referral pathways supported by designated contact persons within partner organisations. • Organise regular coordination meetings and continuous information exchange. • Develop shared and regularly updated information systems supporting effective referrals and service coordination. • Encourage volunteer involvement through peer-support and intergenerational solidarity approaches. • Ensure that volunteers complement professional services and receive appropriate training and support.
Location and distinctive features of the local one-stop shop	• Locate the one-stop shop within the Intergenerational Centre Beltinci. • Capitalise on the centre's central and easily accessible location within the municipality.

	• Utilise a facility that is already well known and trusted by local residents. • Ensure sufficient space to accommodate information, guidance, and outreach activities. • Build upon the centre's function as a recognised community hub frequently attended by older residents. • Foster a welcoming and inclusive environment through integration with existing community activities. • Promote visibility and accessibility by embedding the service within an established community setting. • Leverage familiar and trusted environments to strengthen user confidence and encourage service uptake. • Support staff safety through the continuous presence of other users and activities within the facility.
Contextual factors supporting implementation	• Capitalise on strong local community networks and traditions of mutual support. Leverage the active involvement of volunteer organisations. • Build on the growing engagement of younger volunteers and intergenerational initiatives. • Utilise existing relationships between service providers, organisations, and the municipality. • Benefit from stakeholder commitment to improving access to services for older citizens. • Draw inspiration from existing one-stop shop experiences developed elsewhere in Slovenia. • Take advantage of the Intergenerational Centre's visibility, accessibility, and familiarity among the target population. • Build upon existing collaborative practices that facilitate coordination and referral development.
Contextual factors that may hinder implementation	• Address risks related to the long-term sustainability of the service. • Reduce dependency on project-based funding arrangements.

	• Anticipate challenges associated with maintaining adequate staffing and coordination capacities over time. • Consider the reliance of many local services on volunteer contributions. • Address barriers affecting older residents who do not use digital communication channels. • Respond to reluctance among some individuals to seek support or engage with services. • Recognise potential resistance from family members regarding external involvement in care arrangements. • Mitigate transportation barriers that may limit service access and participation. • Address challenges related to staff recruitment, volunteer recruitment, and retention. • Ensure that staff and volunteers at the one stop shop acquires adequate competencies and training. • Manage personal data, privacy requirements, and the shared use of premises appropriately.
Mitigation measures	• Develop sustainable organisational and funding arrangements from the outset. • Establish a hybrid staffing model combining a dedicated paid coordinator with trained volunteers. • Strengthen outreach activities through printed materials, awareness campaigns, workshops, and community events. • Organise home visits and accompaniment services for individuals facing significant barriers to access. • Maintain communication channels accessible to people with limited digital skills. • Promote direct engagement with citizens through community-based activities and personal contact. • Provide dedicated training programmes for staff and volunteers.

	• Implement GDPR-compliant information management and data protection systems. • Establish regular opening hours and clear operational procedures. • Create supervision, support, and coordination mechanisms for volunteers. • Maintain the service within an active community environment to enhance both staff safety and community integration. • Monitor implementation regularly and adapt organisational arrangements as needed to ensure continuity and long-term sustainability.

Conclusions

The work carried out in the first phase of SOSPHERE has demonstrated the considerable potential of the one-stop shop approach as a strategic response to many of the demographic, social, territorial, and organisational challenges currently affecting the Central Europe peripheral and lagging regions involved in the project. In territories characterised by population ageing, increasing vulnerability, fragmented service ecosystems, geographical remoteness, and persistent inequalities in access to health and social services, the one-stop shop offers an effective framework for improving accessibility, strengthening coordination among stakeholders, and promoting more integrated, person-centred, and equitable systems of support. Beyond facilitating access to information and services, the model provides an opportunity to strengthen connections between formal and informal care networks, foster collaboration among organisations, and enhance the capacity of local welfare systems to respond to increasingly complex and multidimensional needs.

At the same time, it has clearly emerged that the value and effectiveness behind the theoretical one-stop shop concept and approach cannot be separated from the ability to respond to the specific characteristics of the territories in which it operates. For this reason, the extensive mapping and needs assessment activities, the engagement of citizens and stakeholders through local working groups, and the exchange and peer-learning processes among project partners have represented essential stages in the progressive development of a guiding framework setting the grounding pillars and features of the SOSPHERE one-stop shop model. Moreover, these activities ensured that the one-stop shop concept was not applied as a predefined solution but rather translated into grounded responses capable of reflecting the needs, priorities, opportunities, and constraints of each pilot territory. By combining a shared conceptual vision with evidence-based and participatory processes, the project was able to develop a model that is both coherent and adaptable.

Against this backdrop, the jointly developed guidelines for the SOSPHERE one-stop shop model defines common foundations, objectives, functions, implementation principles, and operational recommendations, and provide a shared reference structure capable of supporting future transferability, replication, and

adaptation beyond the pilot areas. Their relevance extends beyond the project itself, offering practical guidance to public authorities, service providers, civil society organisations, and other stakeholders across Central Europe that are seeking to strengthen access to services and address challenges similar to those identified within SOSPHERE. The guidelines therefore contribute not only to the implementation of the pilots, but also to the future broader adoption and transferability of the project's results.

On the other hand, the context-specific guidelines developed for Labin, Santa Bona, and Beltinci provide ground-based orientation for the local implementation. While sharing common objectives and principles, the three territories show some differences in terms of territorial and demographic characteristics, service infrastructures, governance arrangements, community resources, and accessibility challenges. The local guidelines recognise this diversity and provide tailored directions for implementation that build on existing strengths while responding to locally identified needs and priorities.