



Komunitní plánování jako nástroj pro posilování sociální soudržnosti a podporu sociálního začleňování a předcházení sociálnímu vyloučení sociálně znevýhodněných osob na trhu práce

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Tento projekt je spolufinancován Evropským sociálním fondem a státním rozpočtem České republiky.



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The **EQUAL logo**, by its simple and clear symbolism, shows the fundamental and essential element without which this project could not exist and that is:

COMMUNICATION

The profiles of the faces and their expressions clearly express the communication process, although it is a passive picture. The facial expressions clearly show another fundamental element of successful negotiations:

POSITIVE EMOTIONS

The colour combination refers to the diversity and variety that is accepted and tolerated. People are of various colours and have different opinions:

FREE THINKING

Three heads are talking to one: the white head of a user is speaking to the yellow head of a provider and behind him there are a commissioner and employer, three strong ones are helping a weaker one:

HELP TO THE NEEDY

The logo's message is emphasised by the enumeration of all four groups, the logo is used only in this form, including the internet address which clearly indicates what it is about:

www.KOMUNITNIPLANOVANI.com



1. What is community planning?

- The community planning system is interesting as it integrates a managerial approach from the commercial sphere with psychological, sociological and psychotherapeutic approaches which are part of the work with a community or group
- Without a combination of both approaches, the community planning process cannot work effectively and implement the principles it is based on
- Community planning thus has become a modern management method which is used in social economy
- By timely planning of adequate programmes, projects and social services, and by establishing the cooperation between commissioners, employers, providers and users, we can, on the basis of this method, prevent the social exclusion of disadvantaged people in the labour market and from society, develop social services in accordance with local needs and build social economy capacity
- The magic of community planning lies primarily in the process on which it is based and in the power of the people implementing the process, in their communication and positive thinking. The magic is then always enhanced by professional skills from project management, management and marketing



2. How does a community plan differ from another plan?

- It is based on a process of communication and cooperation between a wide range of people living in a particular community and territory
- The aim of the planners is to involve politicians, public servants, service providers, users, job centres and employers
- The aim is thus to develop a plan in a creative, living environment that will reflect the needs and views of the community, to react to them by an corresponding offer of social and community services and to integrate all this in a good plan
- The planning process thus has the same value as a well prepared plan and vice versa



3. What are the benefits of a plan, why to plan and what is the link to the Act on Social Services?

- Attaining **higher social economy efficiency** is an essential **aim** for the upcoming parts of our lives
- Plans reflecting **real local and regional needs** are the right way to efficiently use public funds and human resources in particular regions
- Obtaining **funds** from the state budget for a local network of social services



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4. Where did it all start? In England?

- In England plans were developed particularly for the area of mental health, during the transformation of psychiatric care
- Today plans in England have a broader social scope



5. Is there any connection between community planning and planning as part of management?

- Community planning is based on the general purpose of planning, as defined in management
- Generally, the character of planning is directed at the future
- It specifies what shall be achieved and how
- It basically integrates planning and management activities focusing on the setting of objectives and corresponding means of attaining them
- The output of the planning process is a plan, i.e. a written document specifying the steps the given organisation shall implement



6. What are the elements of community planning:

- To determine **objectives** – specific future states to be achieved
- To determine **actions** – methods, tools, instruments
- To determine a **forecast** of the future
- To determine **resources** – might be a limitation



7. Who participates in the community planning process?

- Community planning is implemented on three levels:
- **Political level** – this is where plan commissioners operate
- **Expert level** – this is where service providers operate
- **User level** - this is where users and the public operate



8. How to involve job centres and employers? What makes the process innovative?

- Involvement of new stakeholders in community planning: - job centres
- employers
- The regional network of cooperating social partners focusing on issues concerning the weakest part of the population, threatened by social exclusion from the labour market, has been growing
- The quality of the Active Employment Policy of job centres has been increasing
- Efficient targeted retraining has been developed
- Activation and motivation programmes
- Sheltered workshops
- Supported employment
- Jobs for graduates etc.



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- Employers are motivated for long-term cooperation, they can thus more easily create new jobs through adequate forms of employment for disadvantaged people in the labour market:
- Employers' activities are directed better
- Employers are motivated to help socially disadvantaged groups and through a CP they can introduce company culture of assistance to disadvantaged groups
- EU funds are used more selectively for the support of the integration of disadvantaged people in the labour market



9. Principles and main characteristics of community planning

- To contribute to the achievement of **objectives and targets shared by the community** /politicians, experts, users and the public/, while also involving job centres and employers in the regional service network and the labour market
- It is **a priority among the managerial tasks** of managers from participating institutions incl. job centres, providers of social services, developers of new projects
- It concerns **all activities** – there is an interconnection of plans among different target groups and types of services
- It enables an **efficient implementation of activities and financial management** in the locality – community, with the highest possible use of the synergy effect of the mutual cooperation and communication
- It enables the performance of **efficient control** and ensures accountability to the voters and the improvement of social and employment service availability for disadvantaged people in the labour market
- **It engages** commissioners, providers and users and motivates employers and job centres to plan within the community



10. Values on which community planning is based

- To enable people to live **in their own home**, with care and support, in a place **they themselves choose**. To ensure service availability and the right to choose
- To enhance the provision of services in order to cater for people's **new requirements and needs**, which had previously not been paid attention to
- To **shift from institutional care towards community care**
- To improve the **quality** of the provided **services**
- To ensure the **integration** of all social services and programmes, including health care, regardless of the service's founder

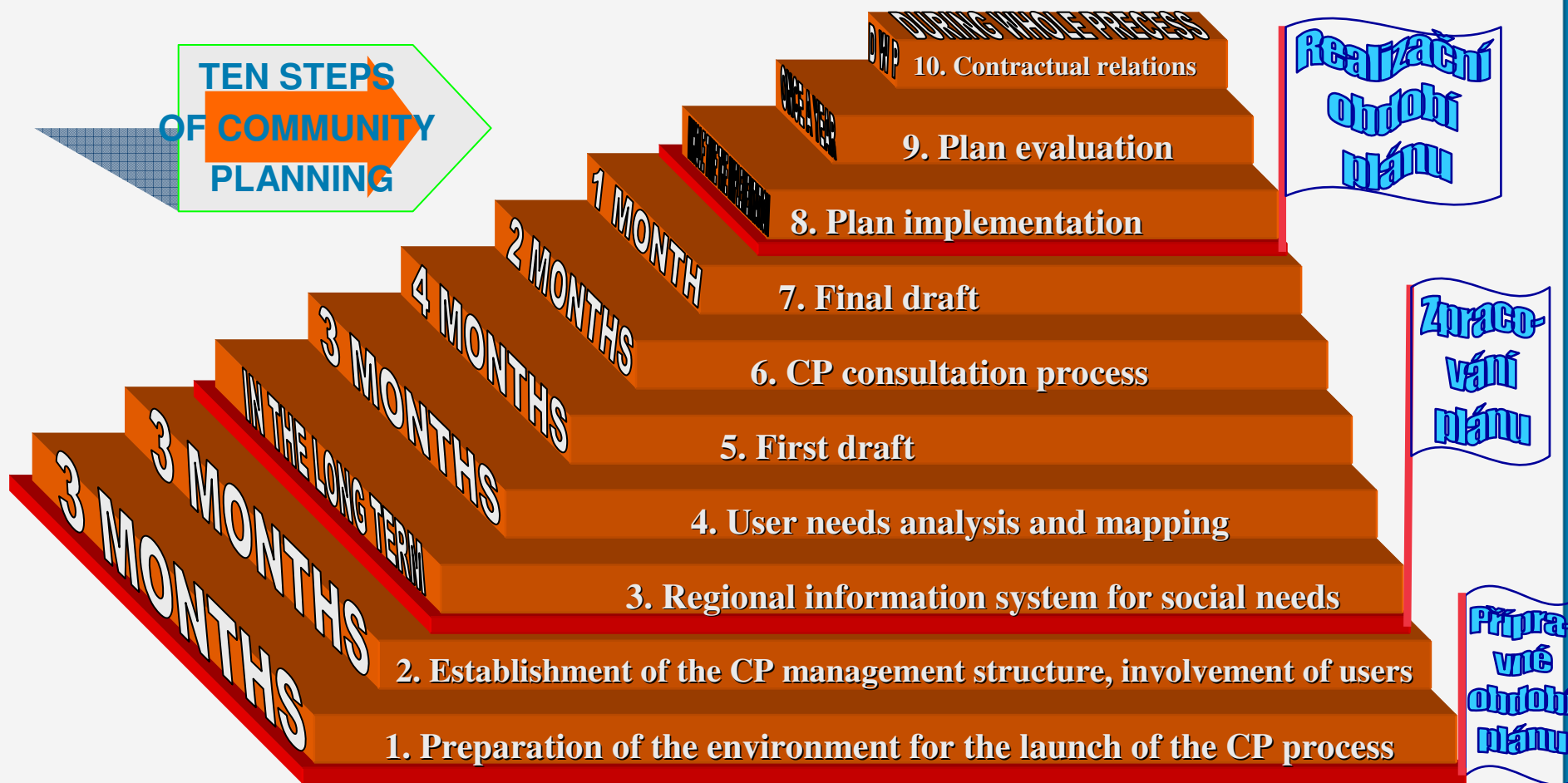


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TEN STEPS
OF COMMUNITY
PLANNING

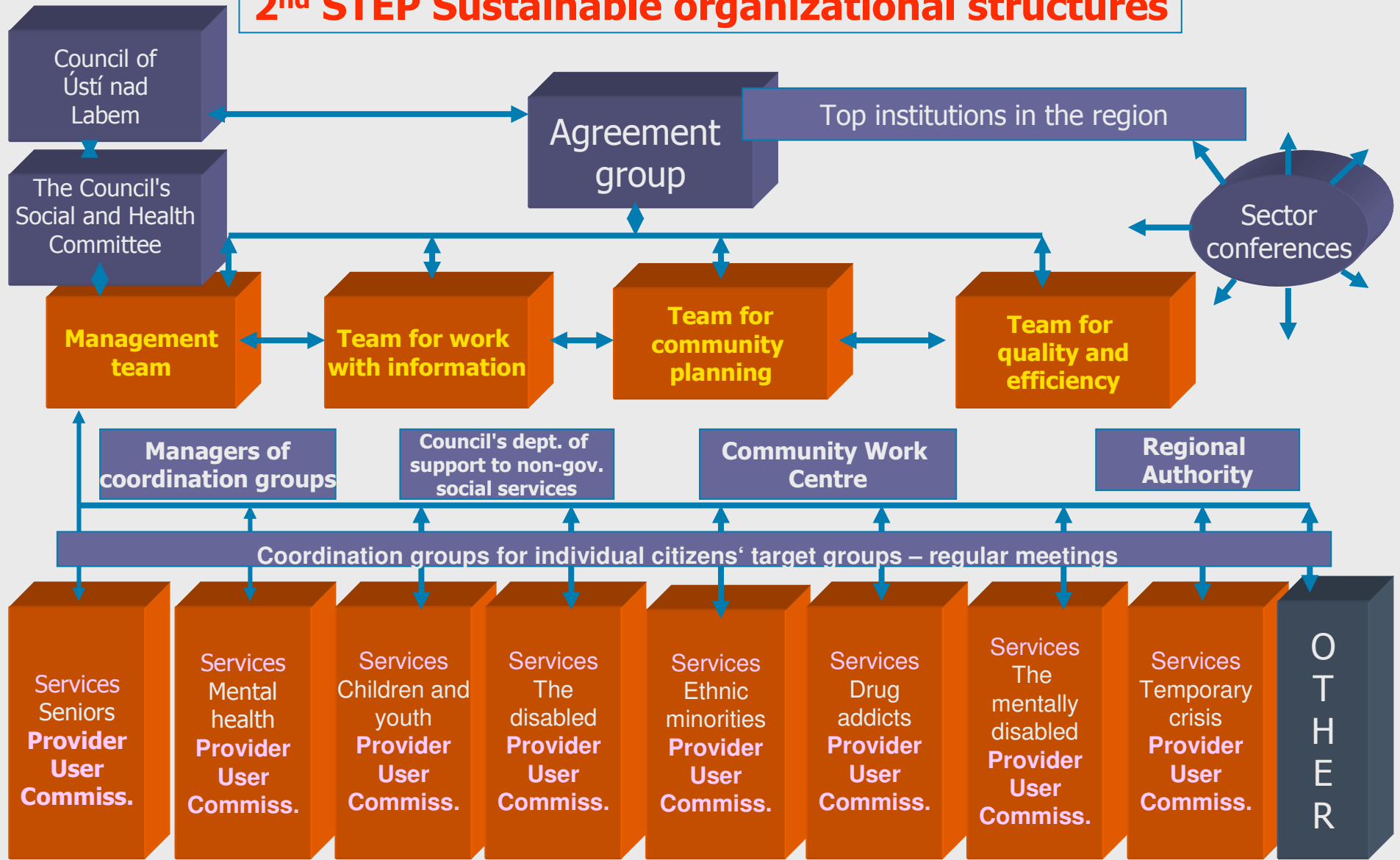




1st STEP Preparation of the environment

- Eliciting demand in the place of planning
- Discussing the assignment in political circles
- Preparation and approval of principles and values
- Preparation of the user environment
- Preparation of the professional environment
- Preparation of the manager environment
- Preparation of the financial environment
- Preparation of the legislative environment
- Drafting of the basic structure – target groups, planning period, size of the area
- Establishment of the initiation team
- Training of the implementation team
- Drafting of the time schedule
- Development of the breakdown of costs
- Ensuring expert consultations

2nd STEP Sustainable organizational structures





2nd STEP Sustainable organisational structures

- Involvement of commissioners – Establishment of an Agreement Group linked to the City Council, Board of Representatives and Local Government committees
- Involvement of providers – Establishment of Coordination Groups representing individual target groups and social services
- Involvement of users – Establishment of Coordination Groups representing individual target groups and social services, user groups and Youth and Senior Councils
- Involvement of job centres – Agreement Group, Coordination Groups, Management Team, Team for Work with Information
- Involvement of employers – Employers' Councils
- Involvement of the public – Expert conferences for the general public, public meetings, information campaigns
- Priority among activities – establishment of the management level:
- Establishment of the Management Team
- Establishment of the Team for Work with Information
- Establishment of the Team for Community Planning – selection of the developer of the plan, role of non-profit organisations



3rd STEP Regional information system for community and social services

- Start of the development of the information system
 - Production of various types of questionnaires
 - System approach to the collection and analysis of information
 - Launch of information projects, project stages:
 - Analysis
 - Development
 - Testing
 - Pilot run
 - Regular run
- 14 month-long process
- Information system inputs:
 - Information on the care provided by providers
 - Completion of regular reports
 - Information system outputs
 - Clients can print the offer of services and contact details of the providers – interactive system for users
 - The application will generate materials for the annual reports on the state of the social and community service network



What can we achieve through the information system?

- It will raise awareness of the public concerning the offer of social services
- It will speed up the search for contact details of service providers
- It will create a platform presenting updated information on offered services
- It will simplify the work with regular reports
- It will enable the completion of reports directly in the application
- It will make the elaboration of materials serving as a basis for the annual report easier
- It will enhance the availability of and information provision about social services through information technologies, in accordance with the Act on Social Services
- It will bring benefits for providers
- It will provide space for the presentation of offered services
- It will enable an easy creation of presentations
- It will provide easy maintenance of an updated service offer
- It will provide an easy way of presenting contact details to clients
- It will simplify report completion



Benefits for the local government

- Overview of the services offered in the region
- Easy report processing
- Abolition of paper questionnaires
- Easy elaboration of materials serving as a basis for annual reports
- Online checking of the state of report completion
- Support for community planning

Benefits for clients, users

- Centralised system of offers
- Easy search based on icons
- Possibility of sending/saving/printing obtained information
- Updating of service offers will lead to targeted automatic informing of registered clients
- High accessibility (kiosks, internet). The application is accessible through a www interface – from home, kiosks, from any place with internet access and a html browser, solution independent of the operation system used



4th STEP User needs analysis and mapping

- Sociological needs research
- Analyses of needs of target groups based on sociological and psychological methods
- Mapping of the current state of the offer of social and community services - Service Catalogue
- Situation (SWOT) analyses of individual target groups and of social and community services
- Service map – social network mapping – from needs to services



- What is a need?
- Community planning defines need as a process which is **individual** for each person. This variability needs to be repeatedly reflected and assessed in professional practice
- In this concept, a **need** is a term expressing the **requirements of individuals** that should enable them to achieve, maintain or re-establish **an acceptable level of social independence** or an improvement of the quality of their lives
- Maslow's **need scale**



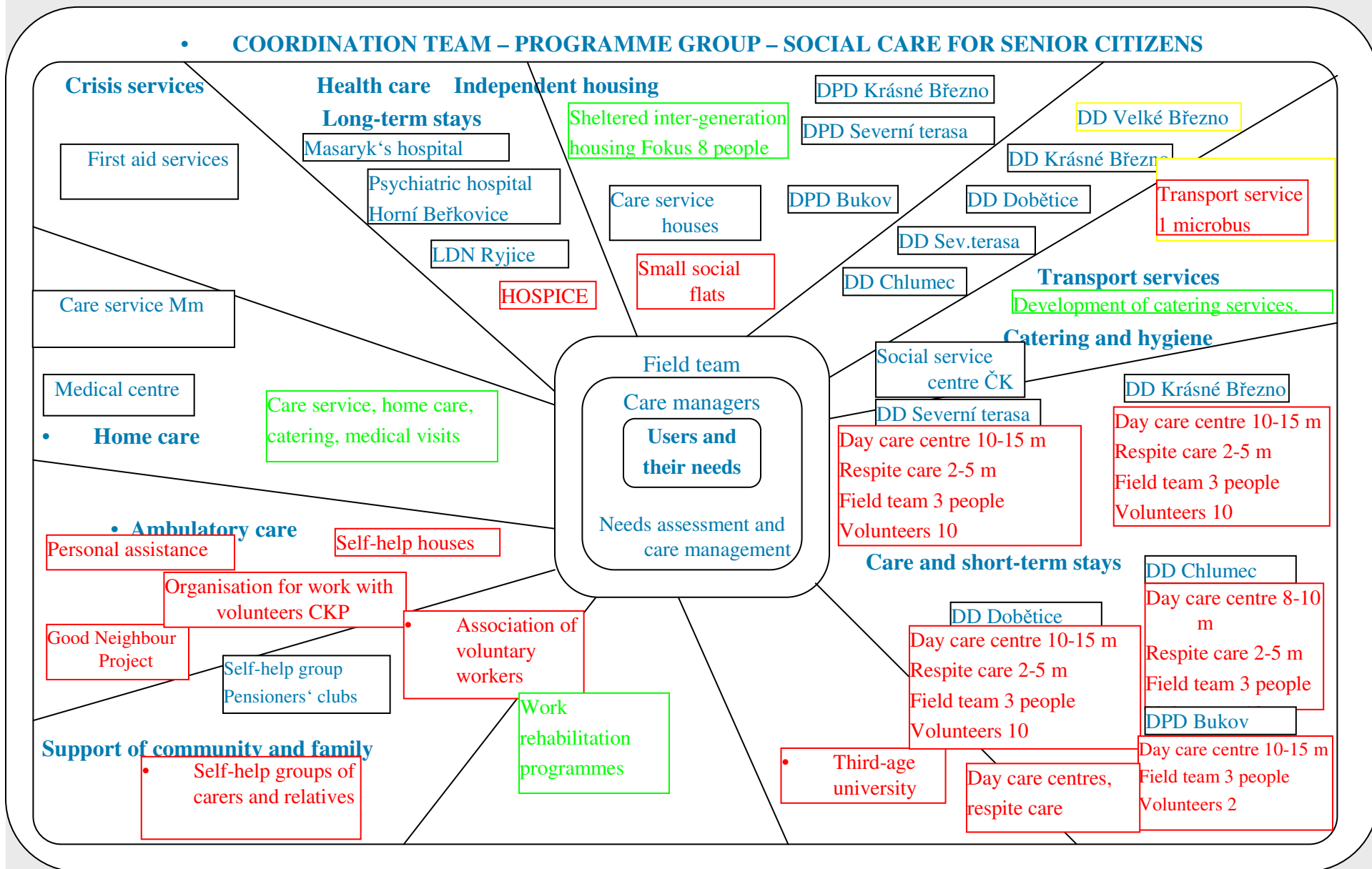
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Needs/services/ target group	Information on provision	Financial management	Active leisure activities	Personal care	Help in the home	Housing	Catering	Education and retraining
<u>Senior citizens</u>								
Assistance services	Specific provider	Service is missing	Not needed	Specific provider				
Field services								
Sheltered housing					Service missing			
Supported employment	Specific provider					Service missing		
Low-threshold centre								
Follow-up care								
Institutional residential care								
Children's home								

• **COORDINATION TEAM – PROGRAMME GROUP – SOCIAL CARE FOR SENIOR CITIZENS**



DPD - boarding house for seniors,
DD - retirement home, LDN - long-term care hospital



5th STEP The first draft plan, from an idea to a real plan

- Development of a timeline
- Preparation of 8-10 meetings of one coordination group
- Conducting a SWOT analysis in the given target area
- Setting a system of work in coordination groups - Need – service
- Prioritising of measures and services
- Development of a draft plan for the consultation process

- **Structure of a draft care community plan, contents:**

- Introduction to the 2nd Care Community Plan in Ústí nad Labem for 2004-2006

- Structure of one part as an example:
1. Social assistance to senior citizens
- Outputs of the Social Service Information System in Ústí nad Labem 2002 concerning care for senior citizens
- SWOT analysis of the Coordination Group for Care for Senior Citizens - December 2003
- Draft Objectives and Measures to be consulted during the consultation process pertaining to social assistance and care for senior citizens
- Structure: Draft Objectives and Measures to be consulted during the consultation process pertaining to social assistance and care for senior citizens



Objective: 1	Provision of residential services
Brief description of the Objective:	Achievement of an efficient and effective use of funds for the provision of residential service, maintaining them and increasing their quality
Measures that will lead to the attainment of the Objective:	<p style="text-align: center;">1. Development of the existing residential services in retirement homes</p> <p style="text-align: center;">1.1. Increasing the quality of existing services</p> <p style="text-align: center;">1.2. Support of club activities for senior citizens in the community</p> <p style="text-align: center;">2. Transformation of boarding houses for seniors</p> <p style="text-align: center;">2.1. Gradual transformation to extend services also for other population groups in DPD Bukov</p> <p style="text-align: center;">2.2. Gradual transformation of 14 beds in DPD to DPD KB</p> <p style="text-align: center;">2.3. Transformation of DPD ST to a care service house</p> <p style="text-align: center;">2.4. Transformation of DPD ST to small flats</p> <p style="text-align: center;">3. Development of volunteer activities in residential services</p>



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Measure: 1.1	Increasing the quality of existing services
Characteristics of the Measure:	Development of individual care, development of activation programmes, development of social consultancy, meeting of qualitative care standards, client satisfaction surveys
Expected impact of the Measure:	Improvement of the clients' life quality, satisfaction of higher individual needs, creating leisure activities, development/maintaining of capabilities and skills, assistance with the resolution of difficult situations etc.
Expected financial costs for the implementation of the Measure:	CZK 3, 848, 250 (operational costs of individual retirement homes not included)
Expected funds:	City Hall, income of retirement homes, City District Authorities, sponsors, foundations, funds, clients
Expected number of clients per day, month, year	650/day
Organizations involved in the implementation of the Measure	Retirement homes, volunteers, school establishments, cooperating families
It is the establishment of a new service or programme:	Yes and No ("no" in the general sense, "yes" in the sense of innovative partial projects)
Implementing entity:	Retirement homes



6th STEP Consultation process

- Time framework for the consultation process
- Distribution of the Draft Community Care Plan
- Development of an information and promotion strategy
- Establishment of distribution and information points
- Development of a questionnaire for comments
- Establishment of a team for the administration of comments on the Draft Community Care Plan
- Organization of a conference to officially open the commenting process on the Draft Community Care Plan

Consultation process implementation

- The whole process is performed in written form
- Questionnaires for comments are available at the contact points
- Filled-in questionnaires can be sent or submitted in person to a specific place
- All submitted comments are consulted in individual working groups and categorized
- Anonymous comments are not filed
- A book of comments is kept



7th STEP Final version of the Plan

- Incorporation of the comments from the consultation process
- Final version of the Community Plan with the following structure:

Part A Introduction

- 1.Objective of the Community Care Plan
- 2.Structure of the Plan
- 3.Principles and values of the Community Plan
- 4.Development process of the Community Plan
- 5.Context of the Plan at the national and regional levels

Part B Information needed for planning

- 1.Basic demographic data for the year....
- 2.Outputs from the Social Service Information System in the Ústí nad Labem region, data for the relevant year
- 3.What is the Community Plan based on

Part C Resources needed for community planning

- 1.Information about funds allocated for the social sphere in 2002
- 2.Funds needed for the implementation of the 2nd Community Care Plan

Part D Planning framework and consultation process of the 2nd Community Plan

- 1.Structure of the planning process and coordination of services in Ústí nad Labem
- 2.Consultation process and recording of citizens' comments

Part E Development of services and care for individual target groups

(number based on the number of areas the plan is developed for)



Area No. 1. Social assistance and care for senior citizens and other areas of care

- * List of Coordination Group members
- * Outputs from the Social Service Information System in the Ústí n/L region for 2002
- * SWOT analysis of the Coordination Group for the Care for Senior Citizens
 - 1.1. Objective: Provision of residential services
 - 1.2. Objective: Provision of field services
 - 1.3. Objective: Raising of the education and awareness levels among senior citizens
 - 1.4. Objective: Development of transborder cooperation

Part F Joint objective for eight areas of social assistance and Community Care Plan monitoring

- * List of Management Team members
 1. Objective: Coordination, planning and evaluation of social services in eight areas of social assistance

Part G Conclusion */in the final graphical layout at the end of the Plan/*

1. Important contact details
2. Questionnaire for Ústí nad Labem citizens
 - Revisions
 - Translations if necessary
 - Graphical layout
 - Printing
 - Distribution of the Community Plan
 - How can you tell whether a community plan is good?



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8th STEP Implementation of the plan

- Use of sustainable organizational structures
- Development of annual implementation plans and setting of priorities
- Monitoring
- Project consultancy
- Funding of social enterprises
- New projects
- Multi-source funding
- Updating of the plan



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Programme for the Increase of the Absorption Capacity of Organisations for structural assistance from the European Union - Active Policy Programme

3 subprogrammes:

- human resources development
- labour market development
- social services development

- Tank of project ideas, proposals and suggestions
- Prioritising of project ideas, proposals and suggestions with regard to the Community Plan
- Managed by the Social and Health Care Committee of the City Council, linked with community planning

Administered by the Community Work Centre Ústí nad Labem:

- project think tank
- drafting of project cover letters
- prioritising of projects (Social and Health Care Committee – broader meeting, Community Plan Management Team)
- subsidy management
- completion of project applications for ESF EU and other EU Structural Funds



9th STEP Plan evaluation

Evaluation in community planning – purpose and objective

- How is evaluation in community planning performed
- How to formulate evaluation questions
- How to determine suitable information collection techniques for individual questions
- How to collect information (data)
- How to analyse and interpret the collected data
- How to provide information about evaluation outputs to target groups

Evaluation of the community plan development processes

- Formulation of evaluation questions
- Determination of suitable data collection methods
- Data collection
- Data analysis and interpretation
- Provision of information about evaluation outputs to relevant target groups



Community plan implementation evaluation (annual evaluation of the plan's implementation)

- Formulation of evaluation questions
- Determination of suitable data collection methods
- Data collection
- Data analysis and interpretation
- Provision of information about evaluation outputs to relevant target groups

Community Plan Objectives Evaluation

- Formulation of evaluation questions
- Determination of suitable data collection methods
- Data collection
- Data analysis and interpretation
- Provision of information about evaluation outputs to relevant target groups

Fundamentals of economic evaluation in community planning

- Evaluation of costs
- What is a Cost – Benefit Analysis



10th STEP Contractual and other relations in the community planning process

- Community planning of social care from the point of view of the Czech Republic's legislation
- Legal background of the planning of the development of social services and community methodologies
- Community planning at the municipal level
- Community planning at the regional level
- Relation between mid-term planning of social service development in municipalities and regions

Participants of community planning in the area of social care

Definition of community planning participants

- Who is a commissioner
- Who is a user
- Participation of providers and users in the triad
- Other stakeholders participating in the community planning process

Legal status and legal action of community planning participants

- Legal personality
- Legal acts



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Good bye

Please contact us in case of questions



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