

ATTRIBUTES OF COMMUNITY PLANNING IN THE SLOVAK REPUBLIC

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Abstract: The analysis of the real needs of inhabitants is the subject of many studies. Currently, the provision of social services by a municipality is governed by legislative definitions, with competences specified. The legal system is set across the board and to a great extent universally, and it also depends on the experience of society and the state in this area. The modernisation of social life, the computerisation of public administration and the development of the municipality as a territorial administrative unit, however, raise questions related to the individualisation of the residents' needs and their saturation. All components are reflected in the community plan of a municipality, which is the fundamental document of a municipality when securing current social services that map the needs and requirements of citizens. The aim of the contribution is to map the specific parameters of community plans and compare them with the legislation; another attribute of the comparison is the needs of citizens based on the analysis of individual community plans. We used the following as research methods: document analysis, analysis and comparison of community plans, whereby the ratios of currently provided social services and the needs of citizens based on a direct analysis of community plans were expressed quantitatively and as a percentage, and we determined quantitative and percentage options reflecting legislation, or the Social Services Act.

Keywords: community plan, municipality, needs, request, citizen.

1 Introduction

Municipal self-government, as a territorial administrative unit, deals with tasks and contexts in the course of its development, mainly for the satisfaction of its citizens, who within that development also take part in proceedings on public matters themselves. They submit their needs and demands to the local government, which is supposed to secure all services through legislation. Among these services are social services that provide resources or solutions to individuals, families, groups or communities who are in an unfavourable social situation.

If we consider their types, social services are more or less concentrated in social service facilities. These may be in organisational competence of municipalities, as defined by law. Questions of establishing and providing social services, including through other forms defined by the law, remain with regard to quality to the local government.

The aim of the contribution is to define social services in the community planning system as a basic document of municipal self-government when providing social services. We are interested in finding out what specific social services a municipality secures and provides to its citizens, and which social services their citizens are interested in, i.e. what are the needs, specifically, the social services of the citizen. We will determine whether the municipality perceives the diversity of the age and cultural structure of its citizens, or whether it only provides social services across the board, as defined by law.

Another issue is communication in partnerships with the provision of social services, both between the municipality and the public, as well as within the organisation itself. By organisation we here mean the municipality, too, which manages human resources in the sense of citizens during its development. If the communication between the municipality and its citizens fails, as happened during the COVID-19 pandemic, when the needs of the citizens were secondary and municipalities blanketly set the direction of their citizens. We bring insight into the systemic nature and legitimacy of presenting social services in community plans as an authoritative methodology for carrying out the development of municipal self-government in the context of its development through understanding, listening and responding to the needs and demands of citizens

2 Community planning

Community planning as an organised system is directed and anchored in legislation so as to give space to the municipal territorial administration to respond to the demands and needs of its citizens. It corresponds to the demand for social services, namely in their specification. The role of municipal self-governments is to include all available resources in the community plan, through which they subsequently carry out measures that create suitable conditions for optimal living of the social life of the inhabitants.

But the question remains whether the given document truly maps needs and requirements, or whether it creates a blanket space for theoretical principles and general attributes of citizens' needs.

Social services are aimed at helping everyone – individuals, families, groups, communities, as well as the whole society – in managing life situations in the context of the biological, psychical or social essence of a person. Matulayová (2010) presents the mission of social services as helping a person, whose value is to preserve a natural place in society, but also to try to maintain it or regain it. Clearly, at the centre of interest is a person with his or her value orientation, meaning of life and social relations.

When municipalities respond to the needs of citizens in general, it is necessary to start from demographic data and the makeup of the population, and, last but not least, everything depends on financial matters, such as the income of the municipalities. These are defined by law, and an important measure is the number of inhabitants of the given municipality. Based on this, it is possible, even without research, to answer questions on the limits of social services provision. However, in the current aim, our effort is not to formulate the causes and consequences in the provision and provision of social services from a financial point of view, but to point out the importance of accepting the needs of citizens and seeking possibilities for the municipality to implement them in a specific social service.

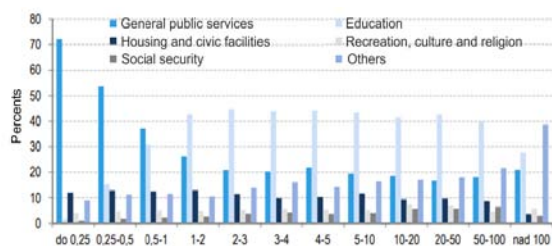
According to Černěnek, Harvan, Kubal (2017), municipalities spend the most money on general public services. The variable in the analysis of provided social services, i.e. the crucial indicator, is the number of inhabitants in the municipality and the demographic indicators. Municipalities with over a thousand residents spend the most money on education. Large amounts of resources are expended in municipalities on housing and civic amenities, which relates to small and medium-sized municipalities. The opposite occurs in larger cities, where such direction occurs to a much smaller extent. And here we come to social security, or the social area. Larger municipalities spend more in this area compared with smaller municipalities, even though smaller municipalities have a higher share of older citizens. Within this variable one would expect a high level of provision of social services, but the analysis of the mentioned authors showed the opposite. Funds freed from the performance of municipal administration can be used for appeals in the sense of social services, i.e. the establishment of facilities, with a modification of the form of social service provision. At the time the analysis was published, statistics showed that six thousand citizens were waiting for social services. A notable fact remains the aging of the population, when an increased demand from citizens arises within municipalities for facilities or social services for seniors.

From Chart 1 below, the percentage share of funds spent for securing individual areas, with respect to the number of inhabitants, expressed in the chart in thousands, can be seen.

It is specifically on this basis that community planning makes sense, because it analyses in detail and directs a municipality towards the needs of citizens, with a focus on demographic indicators. It is through the sustainability of the areas of

economy, sociability and the environment that long-term community development is possible at the local level, as Repková (2012) notes.

Chart 1 Municipal expenditures by field



Source: Datacentre in Černěno, Harvan, Kubal (2017, p. 19)

Understanding a municipality as a community, or a territory where its inhabitants live and develop productively through the form of common interests and goals, but also values, we can point to the system of social services development, because community plans are presented from this point of view. The point is that the mentioned plans are processed so that they acquire the developing tendency of the municipality itself in this area. In the area of a social community, we mean the inhabitants with regard to a common feature, in this case a certain disharmony with the environment, that is, social disadvantage. For this reason, it is necessary to appeal for specific and direct provision of social services, so that every citizen has the opportunity to realistically obtain the needed service. This means that the provision of quality accessibility to social services, and mainly to those addressed in that community, should be based on the community plan as an instrument for the direct provision of social services. There are two main procedural goals, namely: 1. mapping the needs for social services at the local level 2. comparison of needs with local resources.

These two aims, as described in the document *Analysis and Trends of the Process of Deinstitutionalisation and the Possibilities of Local Territorial Self-government from the Point of View of Providing Social Services, Employment and Remuneration* (2017), represent the coordination of municipalities in a system for providing social services, but with regard to – and this is very important – demand. The need emerges from the citizen as an individual or a family, but also group and community. Community development is also defined by the Social Services Act, which delegates competences to the municipality in the sense of creating conditions for supporting the development of social services, for direct and specific community work, as well as community rehabilitation, whose task is preventive action with regard to unfavourable social situations and solutions to local social problems. These follow from the social life and coexistence of residents or community members. With this awareness of the essence, this involves the specific engagement of citizens in decision-making and the use of resources. A prerequisite, however, is genuine knowledge of citizens' needs, identifying them, as well as the subsequent search for resource possibilities for carrying out the concept of meeting the needs of residents. The principle here is democratic and civic administration of public affairs. Specifically, the following principles must be observed with community planning:

- the principle of the triad – represents cooperation between the main stakeholders: residents, sponsors and providers,
- the principle of equality – everyone has the right to take care of public matters, i.e. the right to express him- or herself, debate and speak for oneself even without a mandate, position or mandate from an interest group; no one can be excluded and discriminated against, and their abilities, knowledge and skills should be used,

- the principle of real needs – the true state of social services is analysed and compared with normative steps, including the needs of all parties involved,
- the principle of public discussion and agreement – is a certain contract between the parties involved, which obliges each other, on the basis of democratic cooperation and public discussion, to implement the agreed activities,
- the principle of competence, feasibility and sustainability of social services – they must be adapted to the real needs of the residents, human and material resources of the local community; working groups and representatives of individual actors are professional and competent in the mentioned area; they have a clear responsibility and a position in planning, cooperation and discussion, and in concluding agreements between participants,
- the principle of cyclical repetition – as the life cycle of a community where individual phases, topics and many problems are repeated, it becomes necessary to regularly assess, update and adapt them to the needs of the local community,
- the principle of direct proportion – as a principle of process quality, quality of outputs and implementation. (Analysis and Trends of the Process of Deinstitutionalisation and the Possibilities of Local Territorial Self-government from the Point of View of Providing Social Services, Employment and Remuneration 2017: 62).

Here, however, it is important to note the degree of decentralisation, which in European countries is diverse, with several approaches to action and leadership in the context of the development of territorial self-government, and the possibilities it has, or which are determined by law. If we perceive public services in the field of health care, education or social services, significant, even striking differences can be seen in Europe. We can observe these mainly in the field of social service providers and founders, but also in financial resources and the measure of provision related to carrying out and implementing, dependently or independently of local governments, or bound to the responsibility of individual subjects. It therefore becomes necessary to follow valid legislation and the definition of scope and competences. (Social dialogue and local territorial self-government in V4 countries + Ukraine 2019).

In our conditions, other entities that operate in the field of social services can take part in community planning, whether this means the third sector, businesses, volunteers, or formal or informal entities. (Dudová, Macková 2007).

The question still arises, however, of small municipalities and their planning possibilities, with regard to the parameters mentioned above. In the state of responding to possibilities, we can here again draw attention to the partnership resulting from Act No. 448/2008 Coll. on Social Services, as amended. A positive side of establishing cooperation and partnerships in the area of social services is the direction of the citizen to create a positive relationship with the local or his or her own community.

In this way, the citizen acquires the sense of being informed, of responsibility and belonging, with the possibility of involvement in community planning. He or she becomes able to effectively take part in the possibilities, needs and offer of social services in his or her village through the aforementioned entities. (Bednárik, Repková, 2005).

The tables below document the competences of municipalities and higher territorial units in the creation of a community plan.

Table 1 Competencies of self-government for the creation of a community social services plan

Municipality (§ 80 of the Act)		
develops and approves a community social services plan in its territorial district;	seeks out natural persons who need to be provided with a social service;	provides or ensures the provision of selected types of social services, offers a financial contribution when a natural person is dependent on the help of another natural person in self-care activities and a financial contribution for the operation of a social service provided to a non-public social service provider;
Higher Territorial Units (§ 81 of the Act)		
develops and approves the concept of development of social services in its territorial district;	makes an entry in the register, announces the making of an entry in the register, issues an extract from the register, deletes it from the register, checks the level of social service provision;	provides or ensures the provision of selected types of social services, offers a financial contribution when a natural person is dependent on another natural person for self-care and a financial contribution for the operation of a social service provided to a non-public social service provider;

Source: Analysis and Trends of the Process of Deinstitutionalisation and the Possibilities of Local Territorial Self-government from the Point of View of Providing Social Services, Employment and Remuneration, 2017, p. 63).

On the basis of the above, we can define the possibilities of municipalities or local territorial self-government in meeting the needs of citizens through community planning. Attributes and objectives are defined by law and by principles. What is important is the extent to which it is possible for all municipalities, or at least most Slovak municipalities, to carry out the provision of social services according to the data obtained, in regard to the needs and demands of its residents.

2.1 Communication in community planning during the COVID-19 pandemic

A municipal self-government, in the context of transformation, monitors improvements in the quality of social services provision. During the COVID-19 pandemic, there existed two dimensions. The first monitors the quality of the social service for the recipient, where the main direction is his or her socialisation and adaptability; on the other hand, it monitors the interest of the recipient's protection by creating a safe environment, which, however, is limited by wider social contacts.

Looking at a person-client, satisfying his or her needs and building values through which that client will be able to orientate him or herself in social life, also follows community planning in a broader sense in the case of his or her protection, which was

primary during the pandemic, but also the fulfilment of qualitative prerequisites community plans.

Communication was an important part of this process in terms of passing along information to residents, clients or recipients of social services, and for municipal governments, which secured the needed measures during the pandemic and at the same time had to follow the highest interest of satisfying the demands and needs of citizens.

Municipal self-government in the system of public administration as a cooperative system is focused on the organisation of human resources management, the importance of which rests in the context of ensuring the necessary professional and expert potential in the organisation, which is dynamically intertwined with strategies and goals leading to the fulfilment of the needs of the citizen or the client within the services offered. In our case, this was interprofessional as well as interpersonal communication, with regard to the organisation's goal. On the other hand, the understanding of human resources management is focused on a certain cogency with the objectives in question, in which behaviour and actions are also reflected. The task of human resource management is to ensure that an organisation is efficient and that its performance is constantly improving (Hughes, 2018).

Effective fulfilment of the basic tasks of human resources management requires a wide palette of different activities that are usually referred to as personnel functions. We also assign communication skills among these. Human resources are key; they are also the starting point because they set all other activities in the organisation in motion, and the whole of its activities is directly dependent on them. Here, the communication of the manager in the context of a team or organisation employees and the communication of the organisation externally towards the recipient of information about the organisation are irreplaceable. During the pandemic, the main responsibility rested with the manager; in our case these were representatives, statutory representatives of municipal governments, as well as leaders of social service providers resulting from community plans.

Communication is the basic connection between people in the management process. Only through communication can people in any organisation work more effectively as a whole. Communication has many forms and levels. We communicate through speech, its verbal composition, dynamics and timbre, gesticulation, body position, facial expressions and look. It is important for a person; without communication it is not possible to build relationships, and without creating working relationships it is not possible to work in a team or lead a team. The term communication comes from the Latin word *communis*, which means common, mutual, shared. Communication thus means the transfer of information from the sender to the recipient using verbal or non-verbal symbols, and the condition of this transfer is the understanding of the transmitted information. This definition is the basis of the communication transfer model (Szarková 2018).

It was this basic parameter of communication that in its own way failed to fulfil the needs of citizens in specific community plans. Given the contemporary situation, procedural actions were not included in the plans, especially when it is not possible to conduct communication, receive and provide information in a natural way. Thus, a gap opened between the needs and requirements in a specific form between residents and the municipal governments, which were based on the needs of the "pandemic" society.

Currently, a request was made to include procedural actions into community plans in case of crisis situations for these communities.

This is the relationship between at least two subjects who know about one another and together subjectively share, experience and react to a certain objective situation. If, therefore, we want

to clarify the reaction of two subjects to a certain objective situation, it is necessary to point to the communication between them, as well as the importance of the transmission of messages and information from one subject to another, in our case the municipality and the citizen. We present such important aspects of communication as such.

Communication is one of the most important elements in a community and in organisation. Its function is to ensure the integration of individual components into a coordinated unit, thus enabling the transformation of social inputs into continuous flows that create social systems. Thanks to this, it is possible to modify behaviour and achieve effective changes, and information can be used purposefully and goals can be achieved. (Joniaková et al., 2016).

A specific type of communication with the external environment is marketing communication, through which a municipal government informs about its products, mediates contact between the provider and recipient of a social service and supports the process of exchange. The aim of a municipality in the field of marketing communication is to encourage potential customers, i.e. citizens, to buy goods or services, in this context to increase the quality and trust of the citizen towards the social services provided by the municipality. Image has immense importance. This is the idea that the organisation conveys about itself to all subjects (Přikrylová 2019).

According to Birkner (2016), the quality of active listening depends on a quality communication channel. This contains two-way communication, because reactions to the speech of the participants in the process are expressed through the channel. The author also assigns non-verbal expressions, such as eye contact and others, into the basic signs of active listening. A result of active listening is interaction, which is also presented by feedback, which expresses the satisfaction of those communicating. The result in summary is effective communication.

The mentioned components are important in community planning, in the context of monitoring the needs of citizens, as well as requirements, and a municipal government should communicate the possibilities and limits that arise from the above mentioned.

2.2 Community design

Community projects, such as activities through which services are provided to citizens, should correspond to their needs and demands in a specific form.

Woleková, Mežianová (2004) point to the engagement of the public, which should be informed about the intentions of the municipal government when creating a community plan. Engagement consists in continuously informing the public, as well as intentions and goals. As mentioned above, communication should be relevant to such an extent that the public's constant access to information is ensured through an adequate strategy. This, however, was not established and secured during the pandemic in such a way that the public had the opportunity to enter into the intentions and goals of the community plans. At that time, the provision of social services took on the dimension of a strategy for ensuring the needs of health protection. The authors states further that all activities that are carried out as part of the preparation of the community plan must be interconnected.

Kopcová et al. (2020) formulated specific attributes that emerge from the specific form of preparation and implementation of community plans, and they monitored a period of several years. They point to clearly defined parameters that need to be modified or changed. These are:

- a) financing principles, with a focus on individualisation,
- b) unification of assessment activities, and this involves a more significant differentiation of needs,

- c) amendment of relevant legislation,
- d) equality of social service providers,
- e) orientation on the provision of outpatient services, in a field form, the accessibility of timely intervention,
- f) expanding the provision of social services in the natural environment,
- g) deinstitutionalisation of social services as a primary direction,
- h) specialised programmes when solving social problems of individuals, groups and communities,
- i) financing and remuneration of professionals and experts in the provision of social services,
- j) accessibility of social service facilities,
- k) the provision of crisis intervention,
- l) rehabilitation of a family,
- m) employment of citizens with severe disabilities,
- n) carrying out measures in the area of domestic violence,
- o) protection of victims of domestic violence,
- p) cooperation of a multisectoral and civic nature, in the sense of coordination of the public and non-governmental sectors.

The attributes presented lead us to the preparation and implementation of community plans, in the form of projects that would correspond to the needs of citizens and be presented in a specific form of services, and it is necessary to perceive generational diversity, but also cultural diversity, with regard to citizens of the municipality self-government. In this case, it is not possible to ignore the emerging and ongoing social problems of individuals, groups and communities, especially in a pandemic situation. Communication between providers and citizens, as well as within the system of the organisation that provides social services, must be set in a clear strategy, even in the event of unexpected and crisis situations. We mean clarity and obviousness of communication between the municipality, its residents and the partners of the municipality in the provision and provision of social services.

2.3 Research probe of community plans

We included 3 large municipalities in the research probe, whose community plans are available on Internet portals. The size of a municipality, in terms of the number of inhabitants, is an authoritative statistical parameter, due to a better grasp of the social service offer, as well as the needs of the inhabitants of the municipality. A generational diversity appears here, as does public participation in drawing up community plans.

The aim of the study is to find out to what extent municipalities perceive the needs and demands of citizens in the preparation of community plans, and we are interested in specifying social services and target groups, without using demographic data. We will find out whether municipal governments map the needs and demands of citizens, or whether a reflection of demands and needs can be seen.

The municipality of Slanec is a medium-sized village in the Košice region. The number of inhabitants here 1505; the village has cultural monuments; it is a centre point of the village and has various services available for its citizens. We drew on available sources, the community plan of the village. Currently, the municipality is submitting a project to establish a community centre for the marginalised Roma community.

The tables below present the social services available in the municipality and the needs and demands of citizens in the period 2018 – 2023.

Municipality Slanec

Table 2 Social services provided in the village of Slanec

Service name	Target group
Care provider service	persons with severe disabilities, seniors
Supervision of not fully fledged citizens (cooperation with the district court)	persons with mental and psychological disabilities
Function of a special recipient of social benefits	marginalised groups of citizens
Pensioner meetings	seniors
Assistance in crisis situations – finances	without restrictions
Provision of financial support to dependents	without restrictions
Meals for seniors in the school canteen	seniors

Table 3 Social services needs for citizens of Slanec

Service name	Target group
Care service facility	persons with severe disabilities, seniors
Daily care centre	persons with severe disabilities, adverse health conditions, seniors
Food delivery for seniors	seniors
Field care-provider service	persons with severe disabilities, seniors
Community centre for seniors	seniors
Caring for children up to three years old	families with children
Youth community centre	children and youth

From the data in the tables, we can state that Slanec has basic social services included in the community plan, and the needs and demands of citizens exceed the offer. Of interest is the fact that the offer of social services does not include services aimed at families with children, children and youth, the unemployed and other citizens who are in an unfavourable social situation for other reasons, such as disability, unfavourable health status and retirement age.

From the above, we can state that the municipality does not meet the requirements and needs of the residents in regard to the offer of social services, and for that reason it is not possible to set up a communication strategy, especially in crisis situations.

Municipality Valaliky

Table 4 Social services provided in the village of Valaliky

Service name	Target group
Supervision of not fully fledged citizens (cooperation with the district court)	persons with mental and intellectual disabilities
Function of a special recipient of social benefits	marginalised groups of citizens
Visits to senior citizens marking a jubilee	seniors
Pensioner meetings	seniors
Assistance in crisis situations – finances	without restrictions
Provision of financial support to dependents	without restrictions
If necessary – provision of meals for dependents	seniors
If necessary – provision of a care-provider service	persons with severe disabilities, seniors

Table 5 Social services needs for citizens of Valaliky

Service name	Target group
Provision of social services for resolving an unfavourable social situation due to severe disability,	persons with severe disabilities
Social services due to reaching retirement age	seniors
Social services due to an unfavourable health conditions	persons with an unfavourable health condition
Field social services	without restrictions
Expansion of residential construction	without restrictions
Support for repairs of existing dwellings	without restrictions
Resolving of the barrier-free situation in the village	persons with physical disabilities
Ensuring the provision of social services in a facility	dependent persons
Develop and approve missing local legislation in the area of social services	-
Ensure the possibility of meals for dependents	dependent persons
Provision of care-provider services	dependent persons
Support for the creation of social facilities for the needs of the municipality and the region	dependent persons
If needed, ensure the provision of social services necessary for the municipality	dependent persons
If necessary, provide an assistant for improving the quality of the teaching process for children with disabilities	children and youth
If necessary, the provision of a subsidy to support the education regarding dining habits of a child at risk of social exclusion	children and youth
Provision of mobile social service in a daily care centre	dependent persons
If necessary, social crisis intervention services	without restrictions

The municipality of Valaliky has 4,468 inhabitants; thus, it is classified as a large village. It, too, is based in the Košice region. It has available to its residents a wide range of services; thus, a wide range of social services is also expected. The great diversity of the citizens' age structure and extensive situations that affect them are also assumed, and we also have in mind the diversity of social problems.

As is evident from the tables above, the municipality makes available only basic social services, and the demands and needs of the citizens go beyond the scope of the offer. This means that Table 4 presents the social services actually provided by the municipality, which are also included in the community plan of the given municipality. Table 5 presents the needs of the citizens, which were formulated for the municipality by the citizens themselves, and it included them in the analysis of citizens' needs in its community plan. Therefore, if we compare the social services currently provided by the municipality and the needs of the citizens, we can conclude that the needs of the citizens exceed the available offer of social services from the municipality.

Municipality Kysak

Table 6 Social services provided in Kysak

Service name	Target group
Health care	without restrictions
Housing, accommodation facilities	without restrictions
Education	children and youth
Sports and recreation	without restrictions
Tourism	without restrictions
Cultural facilities	without restrictions

Table 7 Social services needs for citizens of Kysak

Service name	Target group
Social services home	persons with severe disabilities
Reconstruction of the health centre into a social services home	persons with severe disabilities
Daily care providing centre	persons with an unfavourable health condition
Expansion of the daily care providing centre	persons with an unfavourable health condition, seniors
Food delivery	persons with an unfavourable health condition, seniors
Modification of premises for food delivery, replenishment of lunch boxes	persons with an unfavourable health condition, seniors
Access for the immobile	persons with physical disabilities
Installation of a ramp at the municipal office and health care centre	persons with physical disabilities
Care-provider service	dependent persons
Support of field care-providing service	dependent persons

Kysak is also located in the Košice region. The population of the village is 1361, putting it into the category of medium-sized villages. It has a railway junction and several attractive hiking trails. Regarding the provision of social services by the municipality, we present the data in tables. A point of interest is that there are no specific social services available in the community plan, but only areas that are considered part of the social area.

The above tables show that the community plan of this municipality differs from the previous ones, mainly in the presentation of current social services. This community plan does not include any specific social services. The setting of the development of social services is anchored in the plan as a vision (years 2017 – 2021), which is in the end the need and demand of citizens. The plan presents specific projects with a time frame for implementing them.

Upon comparing the submitted community plans, we can state that the municipalities of Slanec and Valaliky provide their citizens with identical across the board social services. Kysak does not provide any specific social services. The first two municipalities map the needs and demands of their citizens and specifies them in the community plan. The third municipality, working through community projects, is currently going through the stage of creating opportunities for citizens who lack access to basic social services.

We strategically selected these villages due to their proximity to the regional capital, whereby they have a nodality character. Community plans are documents whose register is kept by a higher territorial unit.

However, we point to a certain across the board nature of the social services provided, while we hold the topic of the

individuality of services for citizens; thus, there is a diversity of types, forms and types of social services. This is absent in community plans, however.

2.4 Results and discussion

During the statistical processing of indicators from the community plans of individual municipalities, we used the study of documents, analysis and comparison, where the variable was specific social services.

Slovakia's Act No. 448/2008 on Social Services offers the municipality, as a provider of social services, several specific and precisely targeted social services, as regards a social problem or an unfavourable social situation. Every single service can be provided or at least ensured by the municipality to its residents through a non-public provider.

We determined the quantitative and percentage number of options, that is, specific social services, emerging and clearly defined in the Social Services Act. We further determined the quantitative and percentage number of specific social services that each of the selected municipalities currently provides and compared these two parameters. Subsequently, we determined the quantitative and percentage number of specific social services, based on the needs of citizens, which is included in the community plans of selected municipalities as a needs analysis. We thereby worked with three parameters: social services by law, social services actually provided by the municipality and the needs of citizens in specific social services. We compared the three mentioned parameters in the graphs below, in each selected village.

Municipality Slanec

Table 8 Two parameters of the municipality Slanec

social services and facilities	100%	36
provided by the municipality	19%	7
others	81%	29

Municipality Valaliky

Table 9 Two parameters of the municipality Valaliky

social services and facilities	100%	36
provided by the municipality	22%	8
others	78%	28

Municipality Kysak

Table 10 Two parameters of the municipality Kysak

social services and facilities	100%	36
provided by the municipality	0%	0
others	100%	36

Chart 2 Provision of social services by municipalities and a comparison

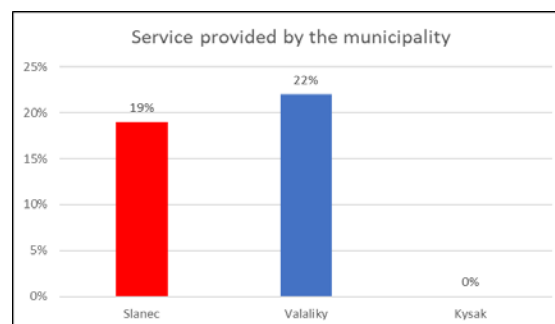


Chart 2 shows that Slanec provides social services for residents in only 19% of the 36 (100%) possibilities that follow from the law. Valaliky provides social services for residents in only 22% of the possibilities that follow from the law, while Kysak does

not provide social services for residents in a specific form. Only areas that we can summarise into community services are included in the community plan. Social services resulting from the law were not specifically presented in the community plan. In other words, we state that 0% of the social services provided by the municipality are from the possibilities enshrined in the law.

As part of the comparison, we note that out of the selected municipalities, Valaliky provides the most social services for its citizens, while specific possibilities, that is, services and facilities are presented by the Act on Social Services in the number of 36 (100%).

Municipality Slanec

Table 11 Three parameters of the municipality Slanec

social services and facilities	100%	36
provided by the municipality	19%	7
needs of citizens	19%	7
others	61%	22

Municipality Valaliky

Table 12 Three parameters of the municipality Valaliky

social services and facilities	100%	36
provided by the municipality	22%	8
needs of citizens	47%	17
others	31%	11

Municipality Kysak

Table 13 Three parameters of the municipality Kysak

social services and facilities	100%	36
provided by the municipality	0%	0
needs of citizens	28%	10
others	72%	26

Chart 3 Provision of social services by municipalities, analysis of citizens' needs and a comparison

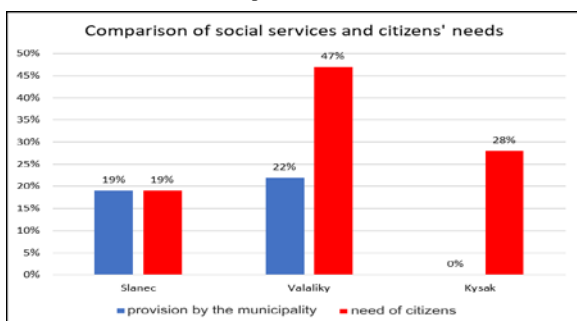


Chart 3 shows that Slanec provides 19% of all the options included in the law, while the other 19% comprises citizens' needs. The real social services provided by the municipality and the needs of citizens are not identical to specific social services. Valaliky provides 22% of the total options included in the law, while the other 47% is the citizens' need. The true social services provided by the municipality and the needs of the citizens are not identical. Kysak does not provide any specific social services out of the total options included in the law, while 28% is the need of the citizen. Here we note that the municipality perceives the real needs of the citizens, since they are included in the analysis of the needs of the community plan; the municipality also plans to provide real social services based on the citizen need, but at present the state of providing social services by the municipality towards the citizen is not satisfactory.

In the opposite view, Slanec does not provide or ensure and it does not even include in the analysis of citizens' needs up to 61% of the social services anchored in the law. Valaliky does not

have 31% of the social services declared by the legal guidelines included in the social services provided and in the needs of citizens. In the case of Kysak, up to 72% of the social services anchored in the law are lacking in the provided social services and the analysis of citizens' needs.

Comparing the municipalities, we could assess that the most ideal situation is found in Valaliky, which provides social services to citizens, maps their needs and includes them in the community plan. Although Slanec provides social services, it also perceives the needs of citizens, as they are included in the community plan, but we consider the given state to be insufficient in terms of the quality and availability of social services for the citizen. Kysak does not present the currently provided social services in the community plan, which we consider insufficient, because the needs of citizens are included in it. The community plan of this municipality does not even refer to another provider of any of the social services that the citizens are interested in based on their needs. However, the plan does contain specific dates aimed at the implementation of social services towards citizens. The tendencies of the given community plan are set out such that the municipality will provide at least a few social services in the future.

It is important to note that not a single community plan featured social services or defined strategies in the event of a crisis situation.

3 Conclusion

Community plans are an important document, which should take a real form in the development of municipal self-government, mainly in the direction of satisfying the needs and demands of citizens. On the other hand, they should reflect the demands of society as well as the social policy applied in public administration.

The development of a municipality and the optimisation of the life of its citizens take place on their basis. Municipal self-government as a territorial administrative unit should aim for closer accessibility to the citizen. The implementation of these attributes should be done through the requirement of communication and receiving information both from the citizens towards the municipality and from the municipality towards the citizen.

By analysing the selected community plans, we can state that their specification has certain deficiencies. Their preparation reflects legislative amendments, but the needs and demands of citizens are more specifically and clearly formulated with a focus on target groups. Each target group expects the fulfilment of their needs due to an unfavourable social situation.

Here a certain dilemma occurs in the context of the preparation and implementation of community plans.

We believe that community plans should be set in a specific form for the citizen – client – recipient of social services, so that in each case it is possible to include all residents into the system, due to unexpected social problems and situations, such as the COVID-19 pandemic. We believe that community plans should be set in a specific form for the citizen – client – recipient of social services, so that in each case it is possible to include all residents into the system, due to unexpected social problems and situations, such as the COVID-19 pandemic.

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Primary Paper Section: A

Secondary Paper Section: AD