

# Towards an outreaching participation approach

## Problem analysis

Only since a couple of months Rotterdam is publishing a so called 'social index' in which policy makers can find the strengths and weaknesses of the different neighbourhoods. This index clearly shows that Charlois as a sub-municipality has a low score on the main issues: capacities, environment, participation and social inclusion. The neighbourhoods Pendrecht and Tarwewijk are mostly responsible for the lower score of Charlois in comparison to the city of Rotterdam.

	sociale index	capacities	environment	participation	social inclusion
Pendrecht	4.6	3.9	5.3	4.5	4.7
Tarwewijk	4.5	3.8	4.9	4.8	4.4
Charlois	5	4.2	5.5	5.1	5
Rotterdam	5.8	5.2	6.2	5.9	6

The different scores on the different issues show that it is necessary to focus on an integral approach specified to the needs of the neighbourhood. In the Annex C are more statistics about unemployment and population in the Charlois neighbourhoods, in comparison to Rotterdam.

In order to establish a more integral approach for those people with multi-problems a few interesting initiatives are being developed in Rotterdam Charlois that aim to bring services closer to its citizens. In May 2008 the Service Centre Pendrecht opened its doors: it's a physical centre where various service organisations have opening hours to answer questions of the public and provide services. In the back office these organisations work together to refer citizens with specific questions to partners that are more equipped to answer these question or provide the service needed. Subject being addressed are: housing, welfare and employment.

Another new development is the development of a multilevel Questiondesk. Via physical servicedesks around town, a website, a telephone service and a mailbox citizens can ask questions and try to get the help they need on welfare, care and housing issues.

Both approaches will be combined within the Service desk Pendrecht and a second service desk that is being planned in Charlois. The good thing about these initiatives is, that service organisations reach out to citizens and that there is a start on cooperation, mostly via referring citizens to each other.

The weak point however seems to be that citizens with multi-problems have to come forward, formulate the question they have and address it to one of the organisations that are participating. If these organisations work together well, they will try to get to

the question-behind-the-question, and if necessary refer the client to a partner organisation with more suitable services regarding the diagnosed problem. Multi-problem situations however seem to have a few characteristics that make it difficult to get solved easily:

- after solving one problem another one pops up (like a waterbed)
- it takes some courage and trust in the professional to formulate ones problems and ask for help (especially in some non-western cultures it is not common to ask for help outside the family)
- solving the perceived problem is not always the best way to work to a long term solution; and non of the service organisation can take responsibility for an integrated approach where optimal participation is the higher goal.

## Overall Aim

By giving residents opportunities to improve their perspective, via an integrated approach in accordance with the multi-track methodology (see Annex E), people can take one or more steps up the ladder of participation. The ultimate goal is to achieve self-sufficiency and independence at the individual level, so clients can provide for themselves and are able to get all the help and services they need. Having a paid job is an important part of this lever of self-sufficiency. For those for whom this aim is to high to reach within a reasonable terms, interim steps are being pursuit (social participation, social activation, volunteering). For the category for which even that is not feasible, we aim at the perpetuation of the situation and preventing further aggravation.

We would like to propose a project that achieves these aims, by:

- assigning a casemanager to a client (or family) in a multi-problem situation, that is able to invest in building a relationship based on trust, in order to make a good analysis of the individual or family situation, and making an integrated plan that's aims at solving problems and increasing participation.
- Introducing an outreaching approach towards the neighbourhood to get in touch with citizens that are low on the participation ladder to help them take away barriers towards a higher participation level
- Executing the integrated plan to solve personal problems, let people experience their possibilities, work on their limitations and if possibly find a job.

These groups generally are neglected in re-integrationprojects, partly because the chance of these individuals to find a paid job is expected to be very low. We think that, by focussing first on other domains of life, people can learn there are more possibilities for them then expected, and that about 35% of them can find a paid job after all.

## Specific objectives

Besides the aim to achieve optimal participation for a number of inhabitants within the area, we aim to:

- improve the cooperation between services in order to be able integrate services in favor of the clients

- reveal black holes in services that are needed for optimal service and effective routes to participation

## Main target group (s)

In general the project targets at inhabitants of the Area Charlois Noord (Tarwewijk, Carnisse and Oud Charlois), in multi-problem situations. The project will be able to help:

- unemployed people with social security allowance from the Municipal Social Service
- unemployed people with a social security allowance from UWV (working disabled, unemployment benefit)
- unemployed people without social security allowance (so called NUGgers; in this group we find partners of employed people, and people who are constantly in between jobs)

People, who are already in an re-integration trajectory, or receive integrated help on various issues, won't be admitted to the project, to avoid redundancy. Groups that are generally neglected, are:

- so called NUGgers (unemployed jobseekers, who are not entitled to a social security allowance; most of them have a partner with a job, or are constantly "in-between-jobs")
- migrant women who don't come out of their homes very often (amongst them are married women from which the partner receives a benefit for the (partially) disabled)
- young people with unfinished education, who hang around in the streets and are unable to find long-lasting jobs

According to these statistics, there are about 1000 jobseekers without a social security Benefit in Noord Charlois (Tarwewijk, Carnisse en Oud-Charlois).

Table: Jobseekers with or without social security benefit. Source: [www.cos.rotterdam.nl](http://www.cos.rotterdam.nl)

Social benefit	Neighbourhood	2000	2001	2002	2003	2004	2005	2006	2007	2008
		Aantal	Aantal	Aantal	Aantal	Aantal	Aantal	Aantal	Aantal	Aantal
Ja	Carnisse	295	270	339	363	433	410	349	289	261
	Oud-Charlois	482	473	540	605	776	677	725	572	519
	Pendrecht	526	593	700	757	947	840	787	683	656
	Tarwewijk	597	604	758	804	893	774	763	566	563
	Wielewaal	39	34	41	40	45	52	40	41	38
	Zuidplein	8	9	11	10	14	11	14	13	14
	Zuidwijk	598	597	656	697	763	726	671	560	544
Nee	Carnisse	449	506	482	631	869	652	505	340	278
	Oud-Charlois	519	568	567	719	964	782	642	439	358
	Pendrecht	449	489	508	692	961	712	593	449	349
	Tarwewijk	662	662	686	897	1214	896	660	473	377
	Wielewaal	28	28	34	36	47	49	32	36	39
	Zuidplein	21	23	25	40	50	47	29	26	18
	Zuidwijk	523	596	568	728	888	648	512	425	330

## Activities to be undertaken

In Annex A and B you find a description of the existing projects: Service Desk Pendrecht and Vraagwijzer (Questiondesk).. Sub-municipality of Charlois will open a second service desk in 2009 in Charlois North, the area in which the deprived neighbourhood Tarwewijk is located. The existing projects are mainly focussed on:

- routing the questions of citizens on welfare, care, housing and employment
- building cooperation between service organisations.

This project aims to add a casemanagement function to the new to open Service Desk in Charlois Noord. This centre is planned to open in 2009. To make the project a success, experienced casemanagers will be hired who have worked with different groups of people (migrants, muslim women, citizens in multi-problem situations, teen-mothers, different age groups). On average a casemanager needs 12 to 36 hours for each client, depending on the number of problems that are diagnosed and the urgency.

To start up the project, we will take the following steps:

- organise support from the local authorities;
- build cooperative networks with services that are active in the Service Desk; we do this by showing them that the project can help them to achieve the individual goals of their clients more easily;
- get in touch with groups of citizens, via so called self-organisations and welfare organisations, or by visiting happenings, locations and events where people meet (outreaching approach)
- hire experienced casemanagers and train them in the methodology of 9L-casemanagement (see Annex F)

The project will be evaluated by doing an inquiry under customers by the start and at the end of the project. We ask questions about satisfaction on different life domains and problems, and let them scale their degree of satisfaction subjectively. In the end the satisfaction should have grown and the problems should have decreased. If possible we want to do a same inquiry under a group that is not in the project.

## Methodology

A client gets in touch with a casemanager after:

- one of the participating service organisations suspects a multi-problem situation and a low degree of participation.
- Via an outreaching approach (door to door, taking part in neighbourhood activities or contacting migrant-organisations) citizens with multi-problems are being recruited and motivated to join the project

The casemanager works on building up trust, makes an inventory of problems on nine subjects (housing, employment, education, finance (debts), criminality, health, hobbies, relationships, social network), the question behind the question and draws a picture of the (underlying) problem. Usually its multiple aspects.

Starting point is the alleged need of the client. The case managers will deal with every problem that forms a barrier to participation or re-integration and makes links the mainstream services (social work, social service, addiction, debt, corporations, etc.).

Where possible and appropriate financing is arranged through existing arrangements (Personal Re-integration with the Social Service Budget, Individual Re-integration agreement with the UWV, Personal Budget from the AWBZ).

For a successful implementation is needed:

- The case management process funded, so the case manager actually can focus on the clients needs
- A budget is available for specific cases where existing services can not provide the help (in time) needed.

If it is possible to prove with this project that investing in people in this stage helps to improve there level of participation, then in the future funding via participation budgets of the municipality will be possible.

Operating in the neighbourhood will have a snowball effect, whereby more and more people will be able to find there way to the service. Through word-of-mouth advertising the notion spreads that the service desk is a place where real help is offered, instead of being just another municipality office.

The result will be that the participation of individuals will increase and the social problem in the neighbourhood will decrease. The concept can also be used in smaller communities (for example, in a flat, population around a specific school, etc.) The smaller the community in which is operated, the greater the chance of a flywheel effect.

The casemanagement methodology is extensively prescribed in Annex F

## Equal opportunities

The project aims at those people who are often neglected by the social services, because:

- they don't receive a social security benefit, so improving there participation is not a primary goal of any organisation
- they don't actively seek help when needed, because there culture tells them to solve their problems within the family, or because they are unable to formulate what help is needed

Amongst these groups are a lot of migrant women, teenage mothers, and (young) people with a criminal past who are regularly in and out jobs.

## Innovative character

The project is innovative in the sense that:

- its connecting services and improving the integrated approach in favour of individual clients

- it brings clients to the servicedesk that will help them with specific problems and is in that sense truly demand focussed (where most services desks are still supply focussed, in the way that every service is putting its efforts to make visible what they have to offer, to attract the right clients)

## Financial resources required

On average a casemanager needs 12 to 36 hours for each client, depending on the number of problems that are diagnosed and the urgency. The estimated costs are € 2000 (exclusive VAT) on average per client. Aiming to reach at least 250 clients in Charlois Noord, the total budget needed is € 500.000 (exclusive VAT). These costs per capita include overhead, reporting and evaluation.

Besides the trajectory costs, there is a budget needed to reach and select the first people of the so called NUGger-population (people without social security benefit). The estimated cost per capita to find one NUGger is € 200,- (exclusive VAT). After recruiting 20 people from this group, we expect, that more people will find the project because of the the snowball effect.

For solving bottlenecks within the individual trajectories, we want to install a budget of about € 50.000. This budget is being used to buy services with external partners, where the available services are not suited in quality or capacity to achieve the trajectory goals effective and efficiently.

## Timetable for implementation

The timetable is very much depending on the funding. As soon as funding can be arranged, preparations to start the project can start. It will take 3 months from the moment of decision taking to start the project.

## Complementarity with priorities in ESF/ERDF National/Regional Operational programmes and/or PROGRESS

##to be filled in?##

## Annex A – Summary of the project Service Desk Pendrecht

(this abstract is taken out of the document: "Servicepunt Pendrecht - projectbeschrijving Rotterdam 2007-2010; meer Rotterdammers vinden de weg" and is translated by a computer. It has not been corrected yet)

Imagine you have questions about the improvement of the neighbourhood and at the same spot you can go for work and training, questions about subsidies, and complaints about the broken lights in your flat. In the Service Desk Pendrecht this will be possible.

The services offered are not only provided by the municipality but also by other organizations such as the police and the housing corporations. The Service Desk Pendrecht gives organizations that work on a larger scale a (temporarily) anchor in the neighbourhood. By having a low threshold it ensures that people come in easily. In addition people get there by referral through organizations in the neighbourhood. For example: the housing corporations asks new inhabitants in resettlement interviews not only for housing preferences but also about personal circumstances (a project of the New Union Ossensisse Area that started in July 2008).

### Aims and target group

The overall aim of the Service Desk Pendrecht is to contribute to the improvement of the neighbourhood by providing information and services in the domain of life: welfare and work, all under one roof.

This concept of service is very customer focused, connects to the municipal policy and the Law on Social Support (WMO) and the current Vraagwijzer (Questiondesk).

The target group of the Service is:

- All residents of Pendrecht when it comes to information and / or support in the field of Work, Welfare, Housing, Outdoor Security.
- Residents who are excluded from several services, like young people with insufficient qualifications, people with special needs for help and support in order to activate them.

### Products and suppliers

The Service is offered to bring concrete assistance in the areas of Housing, Welfare and Work. It is about all the information, advice and assistance in the fields of:

- (Health) care and psycho-social assistance
- Outdoor Living
- Activation (work, leisure, training)
- Safety
- Wijkconomie

In the Annex (indicative) is indicated what specific products are offered by the organization. It is a growth model. Implementation can be expected in 2008, at least in the field of (health) care (through integration of the Vraagwijzer in the Service).

The participating organizations are divided into

- Fixed participants
- Ad-hoc organizations that regularly hold office hours, organizations that give a training and organizations that occasionally make use of conference rooms
- Organizations that are part of the necessary direct network in the neighbourhood, but are not engaged in the Service.

Like the products, participating organizations and how they join in the Servicepoint can change in the course of time, partly depending on demand developments. Certainly the expansion of products on health, work and activation will lead to expansion of participants (like Vraagwijzer, AMW (courses), Albeda / Zadkine).

The organizations which from the start with them, are as follows:

1) Fixed participants:

- Char Lois Welfare (information, help and advice)
- Square Development Pendrecht
- Suburb Charlois, which Planning Pendrecht Set by
- The New Union (which permanent neighbourhood director and local masters and flex spots for other employees and also by appointment conversations with customers)
- Residents' association Pendrecht (BOP)
- Radar Performance ("Work Point")

2) Ad hoc users:

- SoZaWe (2 hour days per week, perhaps in the long term courses, training sessions)
- Welfare Foundation Antilleans and Arubans

3) Network Organizations:

Many of these organizations are existing relationships of the fixed network participants, with existing agreements on exchanges of knowledge and information. In the future, may be further agreements on cooperation with these parties. Some examples of this network organizations: Local care, Social Counsel, OTA, Information Transfer Point (TIP), BRO, opportunity, Youth Counter JOS, police

4. Method

The principles of the Service are:

1. Low: everyone must dare to move within and to provide information, advice or assistance dare ask, everyone should feel welcome there.
2. Targeted supply demand: the supply of information and services tailored to the demands of the Service and signals from the neighborhood. The offer is flexible: it will over time be adapted to demand developments. It can grow and shrink depending on the questions.
3. Not back and forth, but ensure that a customer gets the appropriate help: every customer who arrives, helped. When necessary referral, "hot transfer" and monitoring.
4. The chain, there by the organizations in and around the Service worked together to ensure that customers get all the help they need. The organizations make further

cooperation agreements to work so closely into line that customers even better can be helped.

In the Service are very different questions in very different groups of people. It may be entrepreneurs who are looking for a new property, debts and people with mental problems, tenants who are looking for new housing because they live in a complex that will be demolished, and so on. It may be simple questions (eg "I am reporting a complaint about dirty," "Where can I register for another house.") Or for complex, multiple questions, which actually first question clarification should take place (eg "Can you give me help, because I put threatening from house to be ").

It is important that everyone feels at home there and that helped everyone is good. If a customer arrives, he therefore welcomed by the friendly staff of the Home Point. The staff (HBO level) clarify the question of the customer and then refer the customer to the right place. It is very important that this employee's question properly assessed and the customer to the appropriate organization / employee in the Service refer. That may be:

- One of the computers in the 'Internet cafe'
- A member of one of the organizations in the customer contact points
- A member of one of the participating organizations in the back office
- A consultation room where a meeting was planned
- A meeting room / training room.

If the employee of the organization that could help the customer at that time is not present, the employee in most cases make an appointment. The customer is therefore always result home.

If the customer has to wait (to the reading) is a cup of coffee offered.

For (simple) as aid forms, etc., visitors can log complaints go to volunteers or employees of the BOP or Charlois Welfare.

In complex psycho-social problems will find a place intake, which employees of Charlois Welfare to ensure the continuing demand clarification. When personal problems, which more privacy questions, in an interview conducted a consultation room or a home-employees can bring to the customer. That takes real help or referral ("hot transfer") instead to other organizations in the network of the Service or beyond. There is cooperation between the organizations to a customer in all areas where he questions or problems, to help (chain).

The Service will also be offered opportunities to work for interns and volunteers (eg help desk, practical chores, such as tracking folder wall).

To demand to be able to work and results of the Service to follow (including in connection with grant providers accountable direction) is regular monitoring and evaluation. The staff of the Entertainment Section register so short questions from visitors who come in (and the number of visitors) and to whom they are being referred. The employees that customers actually help lay in the registration of their own organization further information from the customers and how the care is

dissolved solid. How the final joint evaluation form is given and what agreements reached between cooperating parties have to be made will still be worked out in a Collaboration Handbook

## Annex B – Summary of Vraagwijzer

(this abstract is taken out of the document: "Programma Vraagwijzersystematiek Rotterdam 2007-2010; meer Rotterdammers vinden de weg" and is translated by a computer. It has not been corrected yet)

The social support, such as the Wmo requiring, in Rotterdam through the Vraagwijzer Systematics achieved in the area of welfare, care and housing. Performance Field 3 of the Wmo includes the functions of information, question clarification, advice and guidance to such facilities. Localities and college since November 2006 through the Task Vraagwijzer along the contours and directions to the sketches. On both sides there is a need to now to fix this so that the deployment can continue. Hence this joint Vraagwijzer Systematics Program 2007-2010.

The joint care and welzijnsinstellingen (Confort and BOSSR) have called for the release of a vision and guidelines for the implementation of the Vraagwijzer Systematics. The joint efforts of municipal and institutions is the system for all Vraagwijzer Rotterdam on a unique and high-quality, professional denominator to get.

The way to find facilities in the area of welfare, care and attend, even for someone with a good social network often a challenge, let alone for the less self-citizens. In practice, the social support from two angles completed:

- the welzijns-/zorgoptiek: support for the less self-reliance members of the society in the acquisition and use of services where people entitled to it;
- the service optics: every resident is optimal and with as little bureaucracy as possible operated in obtaining the information and customer-oriented advice.

The practical effects from the two perspectives avoiding each other in practice, not much. The conditions and requirements in order to cliënt-/klanttevredenheid and care are also virtually the same. The launch from one or the other approach has led to several variants of municipal and not part-part municipal Vraagwijzer Counters. In this program Vraagwijzer Systematics 2007-2010 variants that are compatible.

For whom and what is referred Vraagwijzer?

The target of all the people Vraagwijzer system includes Rotterdam, but more efforts will be available for residents who are less self-reliant. It is about the less well able to find and arrange and organize facilities. That is better and easier and there is also the Wmo set. The additional deployment at this target leads to their needs for services in an effective and quality manner answered. That fits in with the main objective of the Social Program: increasing the social participation. The machinery for the area-specific approach is to operate through the WAP's, the service districts and the ring woonzorgzone, social networks and the posts. In line with the vision and aim of the Social Program is headed for this program Vraagwijzer Systematics elected for 2007-2010:

**MORE ROTTERDAMMERS FIND THE WAY**

## Requested decision

The directors, alderman and portfolio, will be asked to agree integral with this program Vraagwijzer Systematics 2007-2010 and to accept as the basis for further joint development and production of the Vraagwijzer system in Rotterdam.

## Themes

The usefulness and necessity of the Vraagwijzer Systematics with the compulsory system of information and advisory under the Wmo (performance field 3) are now beyond dispute. The discussion does not have to go about the sustainability of many, many stand-alone front offices and outposts in the area of welfare, care and housing. They have already proven their right to exist and they are certainly not superfluous, on the contrary.

These facilities are under the direction of the localities connected to the Vraagwijzer Systematics, which is directly in the benefit of users. In some cases, that a combination of existing front office with a Vraagwijzer Counter in a district of mean. That is part communal responsibility.

The point is passed when the need for the creation of linkages between suppliers in terms of welfare, care and housing remains to be proven. Both in urban and municipal level to participated in the so-called back-side processes already in motion and put this process continues and broadens itself.

Where the main administrative decisions (see above decision requested) and now this covered in Vraagwijzer Systematics Program 2007-2010 examines the themes:

- streefbeeld and the completion of that Vraagwijzer system in Rotterdam
- the relevant policy frameworks and the degrees of freedom
- the program requirements
- the two variants of the physical Vraagwijzer Counter
- the roles and responsibilities between College and localities
- What costs are involved, those who contribute and how to cover for
- the planned disposal of the various Vraagwijzer Features.

## Objective

If college and localities do we want to achieve that, no later than January 1, 2009 for all Rotterdam with a customer-oriented care and low Vraagwijzer is an urban telephone counter, a digital counter and a social Rotterdam digital map.

Each Rotterdammer get it - at all possibilities and tailored as much as possible direct - an easy access to facilities and services in the areas of welfare, care and housing.

## Target

What is low profile, vary by group Rotterdam. Which consists of low-support information, ask clarification, advice and guidance in obtaining assistance and facilities. The same support is also urged to various relief (for posts and back-office suppliers) in their work of service, as beroepszorgers and physicians. They can send their clients / patients better help them and they are approached separately.

We identified with the group set up three sub-citizens, each a different trajectory (see Annex 1 for a flow chart):

- self-citizens: they know the way to find the different services through a desk, phone and / or the Internet;
- less self citizens, who support personal and professional need, although it will be different for everyone because not everyone has as much support needed to achieve the required help or care to get;
- the zorgmijders and vereenzaamde citizens, who only achieved through outreach and support (can) through the local care assistance other circuits, such as institutions that also have philosophical.

## Annex C – fact & figures about Charlois Neighbourhoods

	Charlois	Rotterdam
totaal aantal inwoners [aantal personen]	62.292	582.949
geregistreerde werkloosheid (%) [% personen]	-	-
Percentage Surinamers [% personen]	11	9
Percentage Antillianen [% personen]	6	3
Percentage Kaapverdianen [% personen]	2	3
Percentage Turken [% personen]	9	8
Percentage Marokkanen [% personen]	7	6
Percentage Overig niet-westers [% personen]	10	7
Percentage Autochtonen [% personen]	45	54
Percentage Overige Europese Unie [% personen]	5	6
Percentage Overig westers [% personen]	4	5
% middelbaar en hoger opgeleiden (zie toelichting) [% personen]	-	-
aantal > 1jr. niet-werkende werkzoekenden [aantal personen]	3.375	27.320
% > 1jr niet-werkend werkzoek. tov potent. ber.bev [% personen]	7,9	6,6

## Rotterdam , 2008 - Buurten uit Deelgemeente Charlois

	Tarwewijk	Carnisse	Zuidwijk	Oud-Charlois	Wielewaal	Zuidplein	Pendrecht	Zuiderpark	Heijplaat	Totaal
totaal aantal inwoners [aantal personen]	10.799	9.960	12.160	12.595	955	1.068	11.895	1.250	1.610	62.292
geregistreerde werkloosheid (%) [% personen]	-	-	-	-	-	-	-	-	-	-
Percentage Surinamers [% personen]	15	10	9	10	4	5	12	3	4	11
Percentage Antillianen [% personen]	9	4	6	5	1	2	9	1	7	6
Percentage Kaapverdianen [% personen]	3	2	1	2	1	1	2	1	1	2
Percentage Turken [% personen]	14	9	6	10	1	4	8	1	4	9
Percentage Marokkanen [% personen]	8	6	6	7	2	2	9	2	3	7
Percentage Overig niet-westers [% personen]	13	10	8	9	2	7	13	1	4	10
Percentage Autochtonen [% personen]	27	49	54	46	83	65	37	83	68	45
Percentage Overige Europese Unie [% personen]	6	7	4	6	4	9	4	6	7	5
Percentage Overig westers [% personen]	3	4	6	4	2	5	6	2	2	4
% middelbaar en hoger opgeleiden (zie toelichting) [% personen]	-	-	-	-	-	-	-	-	-	-
aantal > 1jr. niet-werkende werkzoekenden [aantal personen]	707	380	687	667	63	27	769	x	66	3.375
% > 1jr niet-werkend werkzoek. tov potent. ber.bev [% personen]	8,9	5	9,1	7,5	10,1	3,6	10,1	x	6,3	7,9

## Annex E : the multi-track method

(this method description is translated by a computer and has not been corrected yet)

By overlapping parts ... path to take place, the diagnosis can always be further clarified on the basis of experience in the supply and reinforcing the mediation process. ... ..

### The background

The experiences of IDplein with reintegration and activation appears that long journeys much downtime exhibit, participants like short-term success and the often numerous and persistent social barriers within a reasonable period of time can be resolved. In addition, we offer both mediation as strengthening its influence on the choices a client in respect of his or her wish occupation. The career aspirations of clients in advance very often unilaterally, by a limited picture of the labor market. The candidature activities can provide insight on this and also specific obstacles, in an early stage to reveal.

### The idea

The approach of IDplein candidates are designed to work as soon as possible to help or to activate. By overlapping parts path to take place, the diagnosis can always be further clarified on the basis of experience in the supply section and reinforcing the mediation. At placement made every effort to demotivation and failure - often due to social barriers and personal change - to be prevented by intensive aftercare. With a route where the instruments as much as possible be deployed side by side instead of one after the other, the multi-track model offers an alternative to the linear model that most companies will be offered rehabilitation.

### The route

In the multi-track model, the instruments not to continue after the other, but as far as possible co-deployed. The entire journey is described as an intensive supervision of a consultant by candidate of IDplein. The route runs for three tracks, namely;

- Diagnosis: Individual counseling, which the personal profile of the candidate is prepared;
- Strengthening Infrastructure: Additional training or course if necessary in order to place the candidate;
- Mediation: Jobhunting group and job application, including: vacancies search, resume preparation, job application letters to write, prepare for interviews, experience exchange.

### Example

Mr. N. is 17 years since the WAO. He was a carpenter, but that appeal is rejected. Now the law is changed, he returned to work. He has no idea what work he can do. In the individual coaching his personal profile and linked to suitable positions. In addition, Mr N. follows a computer for his opportunities on the labor market. With the skills that he was in the computer and in the job application experience, he can

resume his job application letters and drawing on the PC and on the Internet looking for jobs. IDplein has placed him at a construction company as a helpdesk for accepting and resolving complaints.

## Results

IDplein has much success with its multi-track model, it has its "tracks" earned in projects like Jobknip, Working in your future and Safely Street. Based on this methodology has been able IDplein very long-term unemployed (sometimes even to 20 years) within 3-6 months to the work force. Depending on the specific target has IDplein 50% to sometimes even 75% outflow reached.

## Annex F : 9L-Case Management

While IDplein's coaches focus on employment and schooling, the case managers offer support in all other areas of life. These may include accommodation, employment, training, family and relations, finances, health (physical disorders, psychological problems), addiction, police and the law, leisure activities) to solve problem issues or bring them under control. All clients are invited for an intake interview with a case manager to decide if and in which areas of life support may be offered.

### Areas of life

- Accommodation:** Around 50% of our clients ask for help in finding accommodation. They are dissatisfied with their present homes, are homeless or are in arrears with the rent. If a client resides in an untenable house, his or her rights are sorted out. If a client has to move house on account of a planned demolition a certificate of urgency is applied for.
- Finances:** Some 80% of clients have financial problems. Clients registered by IDplein for debt counselling, have their application prioritized. The case managers assist in making an inventory of debts, arrange appointments with creditors, help clients draw up a living budget and follow this through.
- Family and relationships:** Problems in other areas of life impact on family life. Thus financial problems will create tensions in a relationship. Other problems presenting themselves are: finding a suitable daycare centre; domestic violence; arranging help with problems concerning children and other family members living in.
- The law:** From intake interviews it emerges that approximately 15% of the clients have a criminal history or are still involved in criminal activity. If after detention the subject is still under supervision, the justice department is contacted, so that this may be used as a means of coercion. Criminal clients are presented with legal alternatives to achieve their objectives. At present we have in our care a number of clients with a long history of detention and a number who are at present still criminally active, which mainly concerns stealing to provide for their addiction.
- Addiction:** Around 10% have addiction problems or a history of addiction.
- Leisure time:** About 80% of our clients are trying to find a meaningful way to fill their days. Through work they hope to break away from their isolated existence.
- Health:** Clients' current mental and physical health is assessed. Case managers themselves do not attend to these, but refer clients to specialists. They bridge the gap to social work and monitor the progression.

## Real-life case:

During intensive interviews an Antillian criminally active client is confronted with potential effects of his actions, and an alternative course of action is proposed to him. Although his financial problem could be solved illegally in 2 weeks, he trusts he will be able to solve his problems legally with the help of his case manager. Arrangements are made for creditors to be paid off, a living budget is drawn up. In spite of this debts are running up in a short time and Eneco (utilities company: gas, water, electricity) cuts him off. After consulting with the client manager, the case manager arranges for the client to be given a loan in order to be reconnected to Eneco.

Cities, Social Inclusion and Governance  
MILE

Action Plan by Charlois, the Netherlands

- Southern Symphony •
- Topic 3: Access to services and intercultural dialogue

### 1. Analysis of the reference context

Charlois is a district of Rotterdam, the second city of the Netherlands.

Due to a very diverse population and low personal capacities of its population Charlois is one of the districts to show a low score on the 'social index'. This leads to overall under average involvement of parents in their children's life and education, as well as insufficient opportunities in personal and social development for children. Inspired by 'Generation Youth Orchestra', developed by the city of Amadora the district wants to create an orchestra for children in the age 6-12, as part of the 'extensive school programs', with which schools provide a program throughout the whole day for children, as well as programs to enhance participation of the parents in the school.

It concerns a relatively small pilot project which should also seek possibilities of expanding. For the start-up we seek a European budget line which concentrates on supporting cultural activities for children or young people.

Creating an orchestra is a time consuming and intensive process. For this we need a strong commitment of one of the schools in the regeneration neighbourhood. Especially because of the long term effect we want to create. Leading and creating an orchestra is a technical task for which a trained professional needs to be recruited. The school can provide the proper accommodation.

Furthermore an overall budget is needed for the professional who leads and coordinates the activities of the orchestra. In addition some money should be available for the performances (for example transportation and drinks)

Concerning the rental of the instruments we foresee co-financing from out the available budget. We are also looking at the possibility of find local companies willing to co-finance the rental of the instruments. As a gesture in return, a performance can be organised for which the sponsors are invited.

Reintegration and participation organisation ID-plein can facilitate the projectmanagement. With their knowledge of the local situation they can locate the children for participating in the orchestra. They can also facilitate the contact with the parents, schools, press and local sponsors. Due to their reintegration and participation activities they also have access to a number of volunteers. The participation of volunteers would be a win-win situation.

2. The Third Action Plan MILE and the contribution for the integration of migrating pupils into the educational system

Southern Symphony is inspired by the Amadora project "Symphonic Youthful Orchestras" (Generation Orchestra).

The binding element of the project is the classical music. By putting rhythm, music and dance first, it's the solution that is stressed, not the intercultural problems. Children are in a sense not prejudiced towards intercultural activities and therefore the ideal basis for a much wider intercultural dialogue and participation activities. As shown in Amadora the main effect of the orchestra is not only the creation of an orchestra but moreover the creation of a much wider social binding process among the parents and direct family of the children.

Besides the intercultural element it is of great educational significance that children, who have a undeveloped connection to classical music, now can develop a sense for the art of playing an instrument and performing classical music in an orchestra. This is a sustainable advantage for the children, also on the long run.

When successful the orchestra can be a permanent after school activity. Also the performances can have be a returning event, especially for the parents and senior citizens.

3. Main Target Group and Aims of the Action Plan

Main target groups are children in the age 6 to 12 years old in elementary schools throughout Charlois, and their parents. Furthermore, municipal and European professionals and musical and social professionals will be involved.

Overall aim is creating a Charlois Children's Orchestra: Southern Symphony, as a part of the 'extensive school' program, offered as a after school activity. Regular performances will be held for parents, senior citizens and other neighbourhood inhabitants.

4. Methodology

Preparation	<ul style="list-style-type: none"> <li>• Creating an executing platform of stakeholders</li> <li>• Planning milestones</li> <li>• Assuring financial sources</li> <li>• Determining (end) results*</li> <li>• Dissemination and lobby</li> </ul>
-------------	--

- \* Elaboration of (end) results:
- Planning performances in and outside schools
  - Providing instruments
  - Finding a professional orchestra-leader
  - Assuring involvement and commitment of a school
  - Locating children
  - Planning lessons and performances
  - Communication

Execution	<ul style="list-style-type: none"> <li>• Identifying the children and recruiting them</li> <li>• Preparing the orchestra</li> <li>• Training the children</li> <li>• Planning performances</li> <li>• Evaluating and planning follow-up</li> </ul>
-----------	--

Timetable for implementation

Dissemination and lobby (spring/ summer 2009)

Partner/ stakeholder commitment (summer/fall 2009)

Projectmanagement and execution (winter 2009/ 2010)

Evaluation (beginning 2011)

## 5. Expected results

Intercultural dialogue

- Social binding and participation (children, parents)
- Parent involvement
- (Free) cultural education, creating a sustainable advantage for the children, for example sense of pride
- Positive branding
- Enriching cultural life

Music while space of opportunities, learning, construction of identities, cooperation and conflict resolution constitutes a privileged strategy to sensitize the children for a bigger understanding and acquisition of values and concepts that contribute for their autonomy and civic responsibility.

Music, as most arts, is a non-threat full activity which is therefore accepted by established youngsters' groups. Thus, although it transforms individuals in a positive way it rises no hostile reaction or group pressure. On the contrary, there is a pride effect on the success of the orchestra that is common to the entire community.

Also the orchestra and the public presentations scheduled for the end of each year will counteract the negative image often associated to these critical areas. These neighbourhoods usually appear in the media for the worst reasons.

Public presentations will provide opportunity to show the good in these communities as well as their skills.

## 6. Possible indicators

Possible indicators are found under expected results. When the capacities of the children have significantly risen, as well as the parents involvement in the school programs, this might be considered as a success.

Also a more positive connotation to the name Charlois is an important indicator.

7. Local support group members involved

The recruitment of the children (between the 6 and 12 years) must be done in the quarters through "facilitators " and in the schools through the teachers. For the landing of this project a Local Support Group was brought together, containing of the following members:

<ul style="list-style-type: none"> <li>• Jolanda Copier, Culture scout for New Rotterdam Culture Foundation</li> <li>• Doro Siepel, director of Zuidplein theatre</li>   <li>• Beerend Lenstra, director of Music Matters Foundation</li> <li>• Femke Kroonen and Maarten Freriks, IDplein</li> </ul>	<ul style="list-style-type: none"> <li>• Provider of contacts and 'sparring partner'</li> <li>• possible partner &amp; facilitator of performances</li> <li>• possible partner in project</li> <li>• Charlois' partners in Mile</li> </ul>
---	--

8. Partnership, Sustainability and stakeholders

The City of Rotterdam started in 2007 the project: 'Music Matters' Main goals of this project are:

- giving all talents in Rotterdam the opportunity to shine
- making people of all cultural backgrounds and ages meet each other through music
- new musical collaboration

Since this project is still developing programs and also has planned to form youth orchestra's in different districts of Rotterdam, a sustainable and strong collaboration must be sought with this organisation.

9. Critical elements arising along the analysis

- Building cultural life in Charlois
- Building Participation and intercultural dialogue
- Giving opportunities to children
- Creating involvement of parents
- Creating positive branding of Charlois
- Broadening horizon of children
- Teaching children traditional European culture

These are all goals we want to aim at with Southern Symphony. Of course there are some critical elements. Good co-operation of schools is needed.

10. Estimated budget

Budget Southern Symphony Charlois, Pilot 2009-2010 CONFIDENTIAL

CONCEPT

Note: all amounts are in Euros

COSTS	Clarification	Hours	Rate	In total
MANAGEMENT COSTS				
Personnel costs Southern Symphony				
Project manager Southern Symphony - Marketing and Communication - Fundraising - Business project management	6 hrs per week for 40 weeks (including co-ordination orchestras and preparation)	240	€ 80	€ 19,200
Musical project management - Instrument care - Actual project management	6 hrs per week for 40 weeks (including co-ordination orchestras and preparation)	240	€ 65	€ 15,600
Execution by teacher - Music lessons - Execution musical direction - Drawing up the repertoire in collaboration with musical project management	8 hrs per week for 40 weeks	320	€ 65	€ 20,800
Material management costs Southern Symphony				
Teaching accommodations				€ 4,000
Locations concert				€ 1,000
Concert costs (transportation, catering, insurances) based on 6 external concerts	6 x € 500			€ 3,000
Instrument lease	15 x € 260 (15 instruments at € 5 per piece per week) for 52 weeks			€ 3,000
Administrative costs				€ 1,000
Meeting costs				€ 500
In total (estimation)				€ 69,000

