Public Document Pack

argyll and bute
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8 May 2015

A meeting of the **BUTE AND COWAL COMMUNITY PLANNING GROUP** will be held in **CASTLE HOUSE, DUNOON** on **TUESDAY, 12 MAY 2015** at **9:30 AM**.

AGENDA

1. **WELCOME AND APOLOGIES**

2. **DECLARATIONS OF INTEREST**

3. **MINUTE OF THE BUTE AND COWAL COMMUNITY PLANNING GROUP 3 MARCH 2015**(Pages 1 - 6)

4. **ELECTION OF COMMUNITY PLANNING GROUP CHAIR AND VICE CHAIR**

5. **MEMBERSHIP OF THE AREA COMMUNITY PLANNING GROUP**
    Report by Area Governance Manager. (Pages 7 - 10)

6. **STANDING ITEM: MANAGEMENT COMMITTEE UPDATE**
    Report by Area Governance Manager. (Pages 11 - 18)

7. **OUTCOME 3: EDUCATION, SKILLS AND TRAINING MAXIMISES OPPORTUNITIES FOR ALL**

    (a) Community Learning and Development (CLD) Partnership
         Report by Community Learning Manager.
         (Pages 19 - 44)

    (b) Community Benefits
         Report by Procurement and Commissioning Manager.
         (Pages 45 - 50)

    (c) Raising Attainment and Achievement

Report by Head of Education (to follow)

    (d)   Bute Science Festival
           Verbal update by Councillor Isobel Strong

8.   OUTCOME 4: CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START

    (a)   Integrated Children's Services Plan

9.   STANDING ITEM - HEALTH AND SOCIAL CARE INTEGRATION (OUTCOME 5: PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES)
Report by Integration Project Manager. (Pages 51 - 58)

10.   DATE OF NEXT MEETING - TUESDAY, 11 AUGUST 2015 AT 9.30AM IN EAGLESHAM HOUSE, ROTHESAY
Discussion facilitated by the Area Governance Manager on items for inclusion on the Agenda for the Next Meeting.

Outcomes to be discussed:-

OUTCOME 1: THE ECONOMY IS DIVERSE AND THRIVING

OUTCOME 5: PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES
 (Pages 59 - 64)

11.   PARTNER UPDATES
Opportunity for verbal updates by Community Planning Partners.

Public Document Pack   Agenda Item 3

**MINUTES of MEETING of BUTE AND COWAL COMMUNITY PLANNING GROUP held in EAGLESHAM HOUSE
on TUESDAY, 3 MARCH 2015**

Present:	Councillor Robert Macintyre (Chair)

Councillor Alex McNaughton   Councillor Isobel Strong

Attending: Graeme Forrester, Area Committee Manager
Gordon Gillespie, Bute Community Council
Rona Gold, Community Planning Manager
Stephen Ruth, Scottish Fire and Rescue
Yennie Van Oostende, Health Improvement Team

1.   **WELCOME AND APOLOGIES**
Apologies for absence were intimated from:

Stephen Whiston, Joint Integration Project Manager
Campbell Cameron, Community Broadband Scotland
Viv Hamilton, Locality Manager, NHS Highland
Donald Melville, Business Gateway
Kenny Matheson, Dunoon Community Council
Willie Lynch, Bute and Cowal Community CAUCUS
Dee Hancock, Home Start
Susan McFadyen, Home Start
Joanna Peebles, Scottish Water
David McKenzie
Inspector Paul Robertson, Police Scotland

2.   **DECLARATIONS OF INTEREST**
There were no declarations of interest intimated.

3.   **MINUTES**

(a) **BUTE AND COWAL COMMUNITY PLANNING GROUP 2 DECEMBER 2014**
The minute of the Bute and Cowal Community Planning Group meeting of 2 December 2014 was approved as a correct record.

(b) **COWAL TRANSPORT FORUM 23 JANUARY 2015**
The minute of the meeting of the Cowal Transport Forum of 23rd January 2015 was noted.

(c) **BUTE COMMUNITY SAFETY FORUM 13 FEB 2015**
The minute of the meeting of the Bute Community Safety Forum of 13th February 2015 was noted.

(d) **COWAL COMMUNITY SAFETY FORUM 18 FEBRUARY 2015**
   The minute of the meeting of the Cowal Community Safety Forum of 18th February 2015 was noted.

(e) **FORWARD DUNOON AND COWAL GROUP 18 FEBRUARY 2015**
   The minute of the meeting of the Forward Dunoon and Cowal Group of 18th February 2015 was noted.

4.   **AREA COMMUNITY PLANNING GROUP REVIEW**

(a) **TERMS OF REFERENCE AND FUTURE WORKING**
   The Area Committee Manager took the group through a report which provided an update on the progress of the development of the Area Community Planning Group Terms of Reference and future ways of working.
   The Area Committee Manager invited the group to nominate and elect a Chair and Vice Chair for the Bute and Cowal Community Planning Group. It was agreed by the group to postpone the election of Chair and Vice Chair to the next meeting in May. It was also noted that as outlined in paragraph 4.3 of the report future meeting will be held at 10am.

   Decision
   1. The Group noted the report
   2. The Group agreed the recommendations as outlined at bullet points 1, 3, 4 & 5 of paragraph 2.1 of the report.

   (Ref: Report by Area Governance Manager dated 3rd March 2015, submitted)

(b) **REVISED MEMBERSHIP**
   The Area Committee Manager took the Group through a report which provided an update on the progress of agreed changes to membership for the Area Community Planning Group
   Councillor Strong on behalf of Councillor's Breslin and Blair submitted that both had decided not to attend the meeting on a point of principle due to South Cowal Community Council not being listened to regarding Castle Toward.
   Members present queried why Argyll and Bute Council and the Community Councils are not contained in the table attached to the submitted report.

   Decision
   1. The Group noted the report
   2. The Group agreed the recommendations as outlined in item 2.1 of the report.

   (Ref: Report by Area Governance Manager dated 3rd March 2015, submitted)

(c) **SOA LOCAL**

The Area Committee Manager took the group through a report of which its purpose was to inform members of the group of the consultative and inclusive process of creating the Single Outcome Agreement Local document.

Councillor Strong noted Outcome 4 will not be included within the SOA Local document until a review of the Integrated Children's Services Plan is undertaken later in the year, and raised a concern regarding Achievement Bute who will cease to provide a service after 31st March 2015, questioning the ability to of achieve the aims of the SOA locally.

Decision
1. The Group noted the report
2. The Group agreed the recommendations as outlined in item 2.1 and 2.2 of the report.

(Ref: Report by Area Governance Manager dated 3rd March 2015, submitted)

(d) **SOA LOCAL: SUPPLEMENTARY INFORMATION**

The Area Committee Manager took the Group through a report which provided additional information that had been gathered at the SOA: Local Workshop, which is not already included within the existing plans but which may be of interest to the Area Community Planning Group.

Decision
1. The Group noted the report
2. The Group agreed the recommendations as outlined in item 2 of the report.

(Ref: Report by Area Governance Manager dated 3rd March 2015, submitted)

5. **REVISED COMMUNITY PLANNING STRUCTURE (ARGYLL AND BUTE)**

The Community Planning Manager provided the Group with a verbal update on the revised community planning structure.

Decision
The Group noted the verbal update.

(Ref: Verbal update by Community Planning Manager dated 3rd March 2015, submitted)

6. **HIGHLIGHTS FROM THE CPP MANAGEMENT COMMITTEE**

(a) **CONSIDERATION OF OUTCOME 5 (PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES) - PHYSICAL ACTIVITY UPDATE BY HEALTH IMPROVEMENT TEAM**

The Mental Wellbeing Co-ordinator took the Group through a report

and video which explained the new position statement for physical activity that has been prepared for Argyll and Bute by the Health and Wellbeing Partnership and launched in January 2015.

Decision
1. The Group noted the report
2. The Group agreed the recommendations as outlined in item 2.0 of the report.

(Ref: Report by Mental Wellbeing Co-ordinator dated 3rd March 2015, submitted)
(Ref: Video: https://www.youtube.com/watch?v=aUaInS6HIGo, dated 3rd March 2015, submitted)

7.   **OUTCOME 2. WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**

(a) **CONSIDERATION OF SOA: LOCAL AND SUPPLEMENTARY INFORMATION**

(b) **SCOTTISH WATER**
A presentation was provided by Scottish Water to provide the Group with an overall service review of what Scottish Water provide to the communities in Argyll and Bute. Apologies for absence were intimated by the Scottish Water representative, so no further update was provided.

Decision
The Group noted the presentation provided.

(Ref: Presentation by Scottish Water dated 3rd March 2015, submitted)

(c) **COMMUNITY BROADBAND SCOTLAND**
A report by Community Broadband Scotland provided an update on the progress of providing superfast broadband to the whole of Argyll and Bute. Apologies for absence were intimated by the Community Broadband representative so therefore no further update was provided.

Decision
The Group noted the report.

(Ref: Report by Community Broadband Scotland dated 3rd March 2015, submitted)

(d) **ARGYLL FERRIES**
A representative from Transport Scotland was not available to attend the meeting.

8. **OUTCOME 6. PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**

    (a) **CONSIDERATION OF SOA: LOCAL AND SUPPLEMENTARY INFORMATION**

    (b) **POLICE SCOTLAND**
         Apologies for absence were received from Inspector Paul Robertson, Police Scotland, so therefore a verbal update was not provided to the Group.

         Decision
         The Group Noted the apology for absence.

    (c) **SCOTTISH FIRE AND RESCUE**
         Stephen Ruth, Scottish Fire and Rescue provided the Group with a statistical breakdown of incidents and updates from the last quarter, which included:
         - Creating interagency linking, with health visitors to enable them to raise fire safety concerns on patient's behalf.
         - An operational breakdown of attended incidents.
         - A summary and statistical breakdown on home fire safety visits.
         - An update to the group on the various national fire safety campaigns that took place over the last quarter.

         Decision
         The Group noted the verbal update.

         (Ref: Verbal update by Scottish Fire and Rescue dated 3rd March 2015, submitted)

9. **STANDING ITEM - HEALTH AND SOCIAL CARE INTEGRATION (OUTCOME 5 PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES)**
    The Group considered a report which provided an update on the progress of the action undertaken to establish the Argyll and Bute Health and Social Care Partnership. Apologies for absence were received from the Joint Integration Project Manager, so no other update was provided.

    Decision
    The Group noted the report.

    (Ref: Report by Integration Joint Project Manager dated 3rd March 2015, submitted)

10. **DATE OF NEXT MEETING**
    The next Bute and Cowal Community Planning Group meeting will be held on Tuesday 12th May 2015, 10am, Castle House, Dunoon.

Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group

12 May 2015

Agenda Item

Area Community Planning Group Membership

1. **Purpose**

   1.1 This report provides an update on the membership of the Bute and Cowal Area Community Planning Group.

2. **Recommendations**

   2.1 The Area Community Planning Group is asked to note the contents of the report.

3. **Background**

   3.1 A review of the Area CPG Governance arrangements began in July 2014, with the outcome being reported and agreed by the CPG at the meeting held on 3 March 2015.

   3.2 The review also looked at the membership of the Area CPG, and at the March meeting, members were provided with an indicative list of members. It was also noted that the membership list would remain under review, but would be updated with regard to the newly agreed Terms of Reference.

4. **Detail**

   4.1 The attached Appendix provides the most up to date list of members of the Bute and Cowal Area CPG. Invitations were sent out to groups, organisations and individuals asking them if they wished to be part of the Area CPG. This list reflects the responses to date, but will be updated if required.

   4.2 In line with the revised Terms of Reference, it should be noted that each organisation represented on the CPG has one vote, and that it has been agreed that all Community Councils in the Bute and Cowal area can attend the meetings but in terms of voting there would be one vote allocated to the Caucus of Community Councils.

5. Conclusions

5.1 This report provides an update on the membership of the Bute and Cowal Community Planning Group and includes as an Appendix an up to date list of the current membership.

6. SOA Outcomes

Not applicable. This report relates to the administration of the Area CPG.

Name of Lead Officer
Donald MacVicar, Head of Community and Culture

For further information please contact:-
Shona Barton, Area Committee Manager, Argyll and Bute Council

Tel: 01436 657605   e-mail: shona.barton@argyll-bute.gov.uk

Supplementary Papers
Appendix 1 – Bute and Cowal Area Community Planning Group membership list

Organisation	Named representative (if applicable)	Type
Argyll and Bute Council	Councillor Robert MacIntryre	Public
	Councillor Alex McNaughton	Public
	TBC	Public
Police Scotland	TBC	Public
Scottish Fire and Rescue	David Cowley	Public
NHS Highland	TBC	Public
Loch Lomond and Trossachs National Park Authority	TBC	Public
Highlands and Islands Enterprise	TBC	Public
ACHA	Iona MacPhail	Public
Argyll Voluntary Action	Alistair McLaren	Third Sector
Community Councils	Ardentinny Community Council	Community
	Bute Community Council	Community
	Colintraive and Glendaruel Community Council	Community

Organisation	Named representative (if applicable)	Type
	Dunoon Community Council	Community
	Hunters Quay Community Council	Community
	Kilfinan Community Council	Community
	Kilmun Community Council	Community
	Lochgoil Community Council	Community
	Sandbank Community Council	Community
	South Cowal Community Council	Community
	Strachur Community Council	Community
Forward Dunoon and Cowal	Chair of Group	Public
Cowal Transport Forum	Chair of Group	Public
Health and Wellbeing Network	TBC	Third Sector

Agenda Item 6

Argyll and Bute Community Planning Partnership

**Bute and Cowal
Area Community Planning Group**

12th May 2015

Agenda Item 6

CPP Management Committee – update from meeting 27 March 2015

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1. **Purpose**
   1.1 The purpose of this paper is to inform members of the Area Community Planning Group of the discussion at the CPP's Management Committee on 27th March on matters raised at Area Committee Planning Group meetings in March 2015.

2. **Recommendations**
   2.1 Area Community Planning Group members are recommended to note the response set out in section 4 and request that the Area Governance Manager, Shirley MacLeod, take any further comment to the CPP's Management Committee meeting on 17 June 2015.

3. **Background**
   3.1 There are four Area Community Planning Groups (ACPGs), one in each of the council's four administrative areas. Following a recent review of governance arrangements there was agreement at their March meetings that the meeting dates for 2015/16 would correspond with the meetings of the CPP Management Committee to allow a better flow of communication. It was also agreed that the agendas would be focussed on the same Single Outcome Agreement (SOA) Outcomes of the previous and upcoming CPP Management Committee. Thus each Area Community Planning Groups agendas will consider four of the six SOA outcomes at each of its meetings.

   3.2 At the March meetings of the Area Community Planning Groups there were a number of issues highlighted which were then considered by the Management Committee at its meeting on 27 March 2015. The paper containing matters raised by ACPGs is attached.

4. Detail

4.1 In relation to the main points raised by ACPGs the Management Committee agreed to:

1) Distribute the Scottish Fire and Rescue referral contact details to appropriate persons in partner organisations.
2) Advise and support ACPGs to communicate the SOA:Local to local communities.
3) Recommend an approach to involve ACPGs in consultations.
4) Outline what the CPP can do to support more broadband and mobile connectivity.

4.2 Relevant officers have been assigned to these actions and more information will come to the August meetings in relation to 2) - 3).

4.3 In relation to the discussion on point 4), Highlands and Islands Enterprise and the Council agreed to look into how the CPP could support broadband and mobile connectivity issues further taking consideration of matters such as use of purchasing power and the role of the Economic Forum. It was also suggested that there may be a role for Area Community Planning Groups to help promote the uptake of broadband and mobile infrastructure in local areas.

4.4 At the ACPG meeting of Oban, Lorn and the Isles there was a suggestion that Chairs from the APCGs be on the CPP Management Committee. The Management Committee agreed that there needs to be continuity of the existing governance to allow the CPP's new membership to bed down with a review in 12 months, as set out in the recently agreed governance arrangements.

5. Conclusions

5.1 This paper provides a response by the CPP Management Committee to key matters highlighted by Area Community Planning Groups at their meetings in March 2015. Members of the ACPG are asked to note the main issues raised and that these have been responded to with further information on how ACPGs can be involved in consultations and how they can be supported to communicate the SOA:Local coming to meetings in August.

6. SOA Outcomes

6.1 This paper is related to Outcome 2 and Outcome 6

Name of Lead Officer
Rona Gold, Community Planning Manager, Argyll and Bute Council
Tel: 01436 658 862

For further information please contact:
Shirley MacLeod, Area Governance Manager, Argyll and Bute Council
Tel: 01369 707 134

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Management Committee

Date: 27 March 2015

Public/ Private: Public

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Area Community Planning Groups

1.0 Purpose

This paper presents key matters arising at the Area Community Planning Group meetings in March 2015 for consideration by the CPP Management Committee.

2.0 Recommendations

- The Management Committee is asked to note the Highlights and Key Issues detailed at 4.0 and 4.1.
- The Management Committee should action an appropriate response to the points raised in 4.2 which are to:
  - Distribute Scottish Fire and Rescue contact details to prevent vulnerable people becoming victims of house fires.
  - Advise and support ACPGs to communicate the SOA:Local to local communities.
  - Recommend an approach to involve ACPGs in consultations.
  - Outline what the CPP can do to support more broadband and mobile connectivity.

3.0 Background

There are four Area Community Planning Groups, one in each of the council's administrative areas (Oban Lorn & the Isles, Mid Argyll, Kintyre & Islay, Helensburgh & Lomond and Bute & Cowal.)

Area Community Planning Groups meet quarterly to discuss issues of importance at a local level relevant to the delivery of the Single Outcome Agreement (SOA). The March meetings focussed on Outcome 2 and Outcome 6. There were also cross linkages with all other SOA outcomes especially Outcome 5 concerned with healthier and active lives.

4.0 Highlights

The following were noted highlights from each of the meetings:

OLI

- Group members provided details of walking and cycling opportunities in the Oban area which may be beneficial to health and wellbeing.
- Police Scotland provided information on drug detections and house searches and confirmed that the 'Shop a Dealer' scheme has benefitted Police intelligence.
- Scottish Fire and Rescue updated the Group on the Spring Season Action Plan aimed at tackling grass and woodland fires.

MAKI

- Community Transport presentation highlighted the benefits of community transport, the current situation with community transport and issues in MAKI which include costs of MIDAS training, requirement to pay up front and claim in arrears.
- Fire and Rescue highlighted that the recruitment portal has opened looking for retained officers and that there were hopes of extending the cadet programme across MAKI to include Lochgilphead and Islay.

H&L

- It was noted that in terms of the SOA:Local, Scottish Enterprise would be a key partner taking on the areas which are allocated to HIE in the other areas. The group were advised that they were now a member of the Partnership and it was noted at the meeting that contribution from SE to the Area CPG meetings would be beneficial.
- Scottish Fire and Rescue asked that they be informed of any upgrades to water infrastructure and of any mains fractures and that this is done via their control centre.
- Police Scotland highlighted the success of an application for funding from the Safer Communities Fund to help create a playpark in Cove. Information was also provided on the midnight soccer league which recently restarted in the Helensburgh area with upwards of 50 youths taking part. It was noted that this was a joint initiative with a number of partners including health who utilise the Police mobile unit as a drop in facility.

B&C

- The election of chair will be decided at the next meeting due to weather conditions limiting attendance on 3/3/15.
- Scottish Fire and Rescue advised of an intention to create further interagency working by asking health visitors to raise fire safety concerns on a patient's behalf.

4.1 Key issues
The following key issues were raised:

OLI
- The group were of the view that it would be appropriate for the Chairs of ACPGs to sit on the CPP Management Committee.
- Members of the group raised mobile and broadband connectivity issues in particularl within the Kilmelford area and more information was sought.

MAKI
- Would like to be able to better communicate the SOA Local and the work of the Group at a local level to communities.
- It would be good for the CPP to input to Scottish Water's future programme of planned projects in A&B, and for ACPG's to be involved in consideration of consultation responses to all relevant consultations.

H&L
- Members of the group asked that consideration be given to including more representation from the local business community with a suggestion that the local Chamber of Commerce be asked to participate.
- Scottish Fire and Rescue asked that they be informed of any upgrades to water infrastructure and of any mains fractures and that this is done via their control centre.

B&C
- Chair and vice-chair to be elected at later meeting.

Relevant to all were:
- Scottish Fire and Rescue are keen to promote that if any partner in health, social care housing or other identifies a vulnerable person to alert the appropriate Fire and Rescue contact for their area so that they can undertake a fire safety visit to prevent the risk of death from fire.
- Health and Wellbeing grant promoted to support issues that ACPG group members were highlighting such as small rural communities difficulty to access health services and affordability of health services.
- Scottish Water advised of their new Freephone number 0800 0778 778 and that they had been working to reduce the time it takes for developers to get permits for water connections, this would hopefully speed up the planning process.

4.2 Further action

Further action is required from the Management Committee in relation to:

- Advising Area Community Planning Groups on communications and supporting communications on SOA to local communities.
- Distributing Scottish Fire and Rescue contacts to all relevant persons in order that vulnerable persons in Argyll and Bute are identified to the Fire and Rescue Service for a home fire safety visit.
- Recommending an approach to involve ACPGs in consultations.
- Advising what it can do to support better broadband and mobile connectivity.

5.0 Implications

Strategic Implications	The March Area Community Planning Group meetings focussed on Outcome 2 and Outcome 6. There are also cross linkages with all other SOA outcomes especially Outcome 5, Health and Wellbeing.
Consultations, Previous considerations	No prior circulation of this report. ACPGs were advised during meeting of key points which would be raised in this highlight report with CPP.
Resources	Helensburgh and Lomond – there is a request for a resource from SE to join ACPG meetings. Scottish Fire and Rescue ask for partners to contact them when dealing with any vulnerable persons in need of home fire safety visit. Resource will need to be considered for the request to support communication of ACPGs and SOA:Local, to local communities.
Prevention	Scottish Fire and Rescue raise prevention within their request of partners in this report.
Equalities	The request for SE to attend Helensburgh and Lomond ACPGs provides an equality of input on economic matters for Helensburgh and Lomond.

Shirley MacLeod, Area Governance Manager, Shirley.macleod@argyll-bute.gov.uk

References
Scottish Fire and Rescue Service referral contact for vulnerable people

Should you wish to highlight any vulnerable people you identify in Argyll and Bute area for a home fire safety visit, please pass the details to:
W.EWDABHFSVReferrals@firescotland.gov.uk

Agenda Item 7a

Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group

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1. **Purpose**

   1.1 The purpose of this report is threefold:
   - to inform Area Community Planning Group members about the responsibilities laid on the Community Planning Partnership (CPP) by the the 'Strategic Guidance for Community Planning Partnerships: Community Learning and Development (CLD)' (2012), and the associated legislation laid on the Education Authority;
   - to bring to their attention the progress of work carried out in response to these responsibilities by the Argyll and Bute Strategic CLD Partnership, with particular reference to the innovative web-based CLD Plan format that has been adopted; and
   - to gather any comments or feedback about the developing strategic CLD Plan with regard to the Group's geographic area

2. **Recommendations**

   2.1 Area Community Planning Group members are invited to note the contents of this report

   2.2 Area Community Planning Group members are invited to give feedback regarding the developing strategic CLD Plan, its fitness for purpose and any known key gaps in community learning provision relating to their geographic area.

3. **Background**

   3.1 Community Learning and Development (CLD) is a term that encompasses 'learning' in its widest possible sense, for all age groups and at any level, including early years, non-formal school education, youth work, college and community-based learning and development. The term also embraces a type of approach to the delivery of learning – person-centred, needs-led, holistic and informal. (See Appendix 1).

   3.2 In 2012, the Scottish Government published the 'Strategic Guidance for Community Planning Partnerships: Community Learning and Development (CLD)', in order to strengthen the basis of CLD so that it is 'delivered as a consistent central element of public services in Scotland ... and will be based on a continuing dialogue with key stakeholders'. (See Appendix 2)

   3.3 Legislation to support the Guidance was issued to Education Authorities

in 2013. One of the requirements of the legislation is to publish, no later than 1 September 2015, a 3-year CLD Plan. (See Appendix 3)

3.4   In 2013, a new CPP sub-group, the 'Argyll and Bute Strategic CLD Partnership' was formed to take forward the CLD Strategic Guidance, and develop the required CLD Plan. A web-based format has been developed for the Plan (www.cldplanning.com) that will, when published, be very readily accessible to the public and to partners, and, by incorporating a 'feedback' facility, will help enable dialogue with communities.

3.5   In order to develop a meaningful CLD Plan, a cyclical process has been developed of information gathering and consultation (see Appendix 4). The presentation of this report to Area CP Groups at this time is intended to form a part of that process.

4.   Detail

4.1   The CLD Strategic Guidance (2012) lays responsibilities on CPPs regarding its implementation; these responsibilities are supported by legislation laid on the Education Authority, in the form of the Scottish Statutory Instrument (SSI): 'The Requirements for Community Learning and Development (Scotland) Regulations 2013'

4.2   The CLD Strategic Guidance is designed to:

- Strengthen CLD provision, and use of the CLD approach, at a time of public service reform. The policy focus is therefore on Curriculum for Excellence, GIRFEC, the Community Empowerment Bill, and other public service reform priorities.

- Ensure that communities, particularly those who are disadvantaged, have access to the CLD support they need to empower them, individually and collectively, to make positive changes in their lives and in their communities, through learning; and

- Improve partnership working and synergies at, and between, all levels, through better information about needs in the community

4.3   The CLD Strategic Guidance sets out a number of responsibilities that are linked to the National Performance Framework objectives. Those intended for CPPs are as follows:

- 'Ensure that systematic assessments of community needs and strengths provide the basis for SOAs and service strategies and plans;

- 'Ensure this assessment is based on engagement and continued dialogue with communities, utilising CLD expertise, as well as on analysis of other data;

- 'Ensure SOAs have a clear focus on prevention and community empowerment as the foundation of reformed public services and utilise CLD provision and methods for these purposes; and

- 'Review current partnership arrangements for planning, monitoring and evaluating CLD and ensure that they are fit for the purposes set out in the Guidance.'

4.4 The legislative duties laid on the Education Authority include a requirement to publish a 3 year Plan - no later than 1st September in 2015 (and each third year after that) - which details how provision will be coordinated, the actions that will be taken to address need, and any needs (gaps in provision) that cannot be addressed within the time-scale of the Plan.

4.5 In order to ensure these duties are met, it is proposed that the needs assessment, consultation, planning and monitoring requirements are brought together in a cyclical process that involves both key CPP players and communities. A flow chart of the process is attached in Appendix 4. The chart shows the progression from identification of needs at community level (from CPP Community Consultations 2014, HMI Reviews, and partner and target group consultations), the responses (in terms of inputting of actions) by the CLD Partnership, through to consultations with the Area Community Planning Groups, the CPP Management Committee, SOA Outcome Leads and, finally, the CPP Conference.

4.6 A CPP sub group – a short-life working group of key learning providers - was brought together in Sept 2013 to scope the implementation of the Guidance. This group has now formed the Argyll and Bute CLD Partnership, and includes representation from: Argyll College; Argyll and Bute Council (Adult Learning and Literacies Service, Community Development Team, Libraries, Education Services, and Youth Services); Argyll Voluntary Action; Skills Development Scotland; Fire Scotland; Police Scotland; NHS; and JobCentre Plus.

4.7 The CLD Partnership has already made significant contributions to Outcome 3 ('Education, skills and training maximize opportunities for all') of the Single Outcome Agreement (SOA) Delivery Plan, and plays a key role in supporting the implementation of the Guidance and the production of the CLD Plan.

4.8 The Partnership has already interrogated a number of sources to gather evidence of need, including the CPP consultations from 2014 'Argyll and Bute – A Good Place to Live, Work and Play?', and stated areas for improvement from recent HMI reports. The raw data from these sources has been collated and grouped into themes. There are also some comments from Area Community Planning Groups (from initial SOA Local discussions) that have already been included in the table of identified needs - it is hoped that these will be added to over time, as the Plan is intended to be a 'live' document.

4.9

Partner representatives from the Strategic CLD Partnership have formed relevant groupings to scrutinise the themed needs, and together have developed priority new actions to address the needs as necessary. These actions are currently being entered into the Plan. The Partnership's intention is that new actions will be limited in number, but based on high level information, agreed and coordinated in a partnership approach, and with realistic targets and time-scales. The Plan will also reference the most relevant actions from the SOA, so as to give a more rounded picture of the CLD activity in the area.

4.10 The CLD Plan takes the form of an innovative web-based Action Plan (www.cldplanning.com) that will, when published, be very readily accessible to the public and to partners, and, by incorporating a 'feedback' facility, will enable dialogue with communities. The Plan has 'public' pages, on which the published plans will appear; none of the plans have been published as yet, because the cycle of consultation is currently incomplete. However, the draft plans can be viewed in the 'closed' pages, by logging in with a username and password; all CLD Partnership members are 'users'. An overview of current unpublished plans is given in Appendix 5.

5. Conclusions

5.1 The cyclical process of identification of learning needs through consultation with communities and data-sharing by partners, followed by prioritisation and actions generated in partnership to address any gaps, should help promote optimal targeting of provision. This process, together with the web-based format of the resulting CLD Plan, which requires that actions are very clearly and consistently laid out and offers an accessibility and capacity for dialogue with communities, should ensure that the basic duties and responsibilities of the Strategic Guidance for CLD, and its associated legislation, are fulfilled.

Name of Lead Officer
Cleland Sneddon, Executive Director, Community Services

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APPENDICES

Appendix 1 The Policy Context For CLD in Scotland; The Outcomes of CLD in Scotland

Appendix 2 Strategic Guidance for Community Planning Partnerships: Community Learning and Development (CLD) (2012)

Appendix 3 Scottish Statutory Instrument (SSI): 'The Requirements for Community Learning and Development (Scotland) Regulations 2013'

Appendix 4 Flow Chart of Planning Development and Implementation Cycle: Argyll and Bute Strategic CLD Partnership Plan
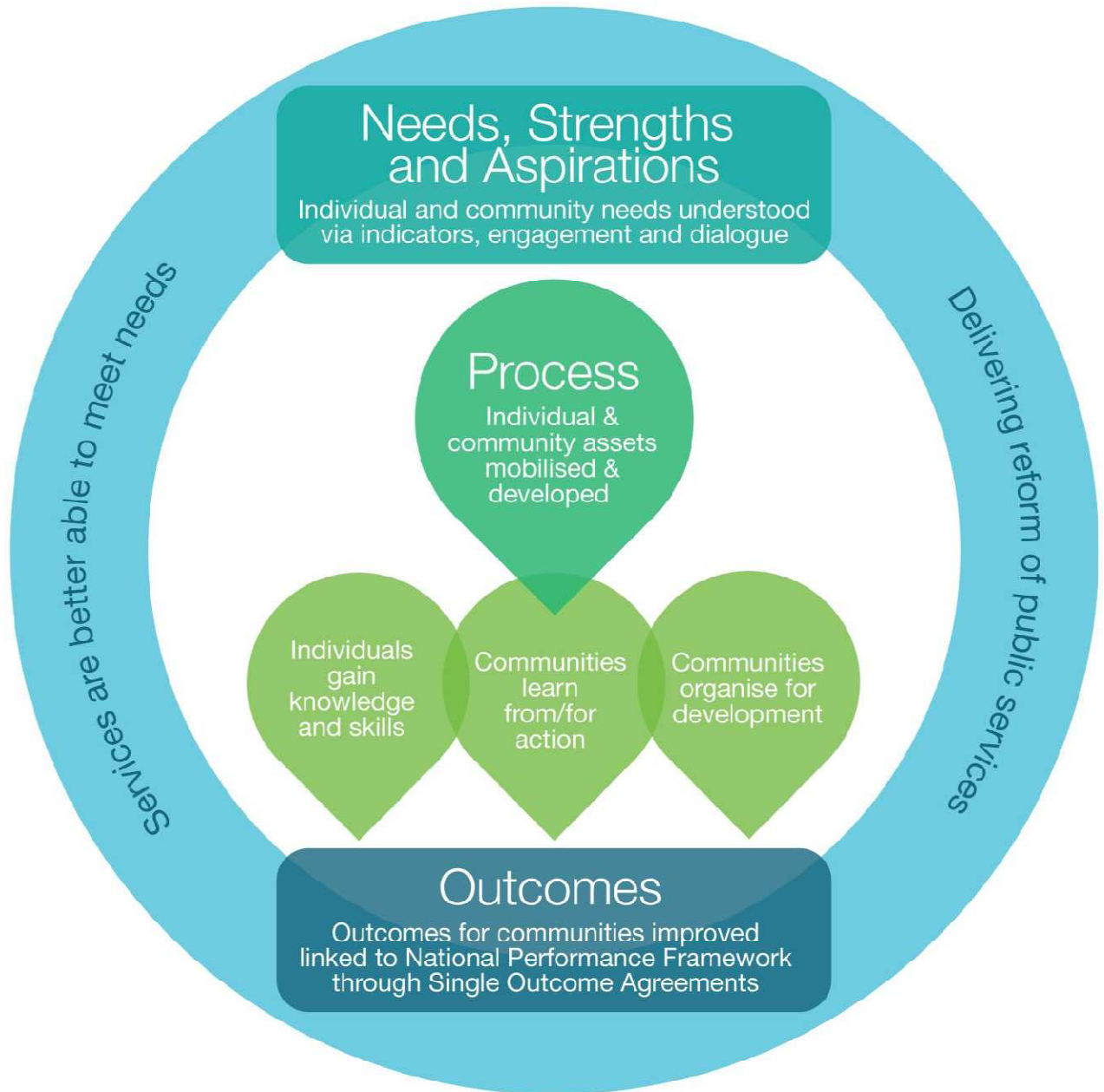
Appendix 5 Overview of plans currently in developing website

Appendix 1

The Policy Context For CLD in Scotland

Young people and families
- Getting it right for every child
- Moving Forward – Youth Work Strategy
- Opportunities for All
- Children and Young People Bill
- More Choices, More Chances
- National Parenting Strategy
- 16+ Learning Choices

Social policy
- Acheiving Our Potential
- Equally Well
- The Early Years Framework
- Renewing Scotland's Public Services
- Equalities & Human Rights Policy
- Assets for Health

Learning communities
- Post 16 Education Reform
- Curriculum For Excellence
- Careers, Information, Advice & Guidance Strategy
- Literacies Action Plan (ALIS 2020,ESOL Strategy)
- Options for Improvement

Empowered communities
- Community Planning Review – Statement of Ambition
- Community Empowerment & Renewal Bill
- Scottish Parliament Public Engagement Strategy
- Scottish Community Empowerment Action Plan
- Acheiving a Sustainable Future: Regeneration Strategy

Linked interventions

From cradle to grave

Policy into practice

Empowerment through learning

Putting communities at the heart of community planning

Improving life chances

Supporting self organisation

Improving services

Delivering rights and entitlements

Supporting transitions

Tackling inequality

Supporting community cohesion

Empowering, individuals, learners and communities

Policy Context

The Outcomes of CLD in Scotland

The Outcomes of CLD in Scotland

Services are better able to meet needs

Delivering reform of public services

Needs, Strengths and Aspirations
Individual and community needs understood via indicators, engagement and dialogue

Process
Individual & community assets mobilised & developed

Individuals gain knowledge and skills

Communities learn from/for action

Communities organise for development

Outcomes
Outcomes for communities improved linked to National Performance Framework through Single Outcome Agreements

Appendix 2

Strategic Guidance for Community Planning Partnerships: Community Learning and Development

COMMUNITY LEARNING AND DEVELOPMENT:
STRATEGIC GUIDANCE FOR COMMUNITY PLANNING PARTNERSHIPS

EXECUTIVE SUMMARY

This guidance comes against the backdrop of the most ambitious set of reforms to post-16 learning ever undertaken in Scotland. The Government is pursuing those changes with three clear objectives in mind: to align the system more purposefully with our ambitions for jobs and growth; to improve people's life chances; and to ensure the sustainability of our system in a time of inescapable pressures on public spending.

Community learning and development (CLD) is an integral part of this story. It already plays a central part in ensuring individuals, families and communities across Scotland reach their potential through lifelong learning, mutual self-help and community organisation - and that the available support and opportunities are community-led, built around people's aspirations.

This strategic guidance clarifies our expectations of Community Planning Partnerships (CPPs), within the broad framework of public service reform, and in line with the Review of Community Planning and Single Outcome Agreements (SOAs). We expect local authorities to provide clear leadership and direction, and to drive the action needed to ensure we maximise the contribution of CLD partners in the reform of public services.

It is important to be clear about the purpose of CLD. We see it as empowering people, individually and collectively, **to make positive changes in their lives and in their communities, through learning**. This guidance outlines the action necessary to maximise CLD's impact, resulting in better alignment of services and optimal use of resources.

The Government's National Performance Framework sets out the strategic objectives for all public services, including those delivering CLD. CLD's specific focus should be:

1. Improved life chances for people of all ages, through learning, personal development and active citizenship;

2. Stronger, more resilient, supportive, influential and inclusive communities.

The implementation of this guidance must be led by CPPs, with support from Government bodies such as Education Scotland and with national and local Third Sector partners. It should form an integral part of public service reform, ensuring that Community Planning provides the vehicle to deliver better outcomes in partnership with communities.

Using an evidence based approach; reducing outcome gaps between areas; jointly prioritising outcomes; and strengthening community engagement and participation are the principles which will shape work on community planning and SOAs. This will, in turn, improve partnership working, including CLD partners, in delivering SOAs.

Evidence from a range of sources, and in particular from the inspection of learning communities, demonstrates the powerful impact of CLD on the lives of learners and communities. To secure yet further improvement, we need now to strengthen the coordination between the full range of providers, and communities themselves.

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Our communities face major challenges from the wider economic outlook, falling public expenditure and our changing demographics. But Scotland cannot afford the potential consequences of high levels of youth unemployment, the decline of vulnerable communities and the challenges faced by an increasingly elderly population. This is why it is essential we build resilient communities and release the talents of people (particularly those of our young people) across Scotland. That is what this guidance aims to do.

1. CONTEXT

1.1 In this guidance, the Scottish Government is renewing its commitment to Community Learning and Development (CLD). This matters because building a learning culture is central to the well-being, resilience and dynamism of our communities - and, ultimately, in achieving our purpose

To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

1.2 The Government's response to the *Commission on the Future of Public Service Delivery* sets out a vision of how Scotland's public services need to change:

*'We will empower local communities and local service providers to work together to develop practical solutions that make best use of all the resources available. The focus of public spending and action **must build on the assets and potential of the individual, the family and the community** rather than being dictated by organisational structures and boundaries. Public services must work harder **to involve people** everywhere in the redesign and reshaping of their activities.'* [1]

1.3 In our 2011 proposals for reforming post-16 learning, *Putting Learners at the Centre*, we made clear our wish to work with partners in strengthening the strategic approach to CLD in Scotland. The result is this refreshed guidance for local Community Planning Partnerships (CPPs), community planning partners more generally, and other national stakeholders.

1.4 CLD is an essential means of delivering Scottish Government priorities, in particular Curriculum for Excellence, GIRFEC and the Government's social policy frameworks for combating poverty, tackling health inequalities and prioritising early years. Annex A illustrates the current Government priorities of particular relevance.

1.5 We have developed this guidance through talking to a wide range of interested and expert stakeholders. It builds on recent progress and forms the starting point for a process of implementation, learning and improvement, that - crucially - focuses on outcomes for learners and communities.

[1] Renewing Scotland's Public Services, Scottish Government, 2011

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2. THE PURPOSE OF CLD, AND THE OUTCOMES WE EXPECT

2.1 CLD should empower people, individually and collectively, **to make positive changes in their lives and their communities, through learning**. The principles that underpin practice are:

Empowerment - increasing the ability of individuals and groups to influence matters affecting them and their communities;
Participation - supporting people to take part in decision-making;
Inclusion, equality of opportunity and anti-discrimination - recognising some people need additional support to overcome the barriers they face;
Self-determination - supporting the right of people to make their own choices; and
Partnership - ensuring resources, varied skills and capabilities are used effectively.

The purpose and principles are embodied in the competences and ethics for CLD practice as set out by the CLD Standards Council for Scotland. 2

2.2 Our current guidance (*Working and Learning Together,* 2004) outlined CLD priorities as (i) achievement through learning for adults; (ii) achievement through learning for young people; and (iii) achievement through community capacity building. These priorities provided a clear focus for CLD, but we were told in our recent discussion phase, they sometimes led to artificial boundaries for practice between age groups and between work with individuals and groups.

2.3 The Government's National Performance Framework sets out the strategic objectives for all public services, including those delivering CLD (see Annex B). Within this, CLD's specific focus should be:

- **improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship**
- **stronger, more resilient, supportive, influential and inclusive communities.**

2.4 CLD helps to develop the resilience and ambition needed to combat the effects of economic factors which cause deprivation and inequality. It ensures that barriers to achieving better life chances are identified, understood and overcome and that communities are full partners in delivering practical and policy solutions.

3. EFFECTIVE DELIVERY

3.1 This guidance sets out the principles within which CPPs should co-ordinate planning of CLD provision, setting out specific priorities. By clearly defining roles and responsibilities, it provides a basis on which community planning partners should work together to make best use of available resources.

3.2 CLD is a coherent and distinctive set of practices, defined by clearly identified competences; it is delivered in diverse settings and sectors, by practitioners with a wide variety of job titles, working with people of all ages. We must link all this together effectively if we are to achieve the impact that we seek.

2 See the CLD Standards Council for Scotland website

3.3 CPPs should ensure CLD has a core role in delivering identified outcomes for communities. This will depend on maximising the contribution of the following partners:

- services in local authorities and government bodies with an identified CLD remit, and in voluntary sector organisations publicly funded for this purpose. These services should be closely aligned with education, culture, sport, leisure and library services and should use the resulting synergies to deliver agreed outcomes;
- those - often in the voluntary sector - in settings such as community health, housing, social enterprise, anti-poverty work, equalities or sustainable development;
- other public service organisations such as colleges and universities, the NHS and Skills Development Scotland;
- local communities or communities of interest, for example ethnic minorities or people with disabilities, concerned with shaping CLD services in order to deliver the outcomes that are important to them.

3.4 All these partners should aim to deliver CLD outcomes through:

- community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers);
- youth work, family learning and other early intervention work with children, young people and families;
- community-based adult learning, including adult literacies and English for speakers of other languages (ESOL);
- volunteer development;
- learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders;
- learning support and guidance in the community.

3.5 Local strategies for CLD should maximise the synergies between all these roles, across sectors; to do this, CPPs should consider if they are delivering the core activities of CLD through a sufficiently joined-up approach.

4. IMPROVING OUTCOMES FOR COMMUNITIES

'Communities have high expectations of public services and have a key role to play in helping to shape and coproduce better outcomes within their communities. If community planning partnerships are to unlock that potential, their foundations must be built on a strong understanding of their communities, and provide genuine opportunities to consult, engage and involve them. CPPs must be able to engage closely with the needs and aspirations of their communities, within the context of local and national democratic control…' [3]

[3] Review of Community Planning and SOAs: Statement of Ambition, 2012

4.1 The foundation of CLD delivery is an assessment - in partnership with learners and communities - of needs, strengths and opportunities. This clearly aligns with the Government's response to the Commission on the Future Delivery of Public Services, which sets out the approach to public sector reform as built on four *pillars*:

- a decisive shift towards prevention
- greater integration of public services at local level
- enhanced workforce development and effective leadership
- a sharp focus on improving performance through greater transparency, innovation and use of digital technology.

Prevention

4.2 A focus on prevention is a long standing feature of CLD practice. CLD practitioners prioritise preventative measures, work to reduce inequality and target the underlying causes of inter-generational deprivation and low aspiration.

4.3 Working with communities to realise and build on their own strengths or assets is at the core of the CLD delivery model. We want everyone involved in delivering CLD to emphasise this primary role. Activities must be designed with individuals and communities as active partners, in ways that focus on reducing the longer term need for input by public services - including CLD.

4.4 Public service planners and decision-makers will want to prevent problems from emerging and increase the opportunities for individuals, families and communities to shape their own lives. To this end they should make full use of CLD's ability to:

- build an in-depth understanding of people's needs, strengths and aspirations through sustained dialogue;
- identify issues and solutions at an early stage;
- identify barriers to participation and strategies for overcoming these;
- mobilise and support direct participation in planning and service design; and
- enable community organisations to develop their infrastructure.

Effective partnerships: services and communities

4.5 The growing diversity of CLD provision coupled with the increase in partnership working to deliver a wide variety of programmes, services and initiatives means CLD activities and approaches now have a role in many partnerships.

4.6 Partnership working is already embedded in how CLD is delivered, but, as part of our drive for reformed public services, we need it to be deepened further, widened and more closely focused on outcomes.

- First, we want providers to go further in involving learners and communities as active partners in planning and delivering CLD, and to strengthen their focus on helping communities to influence, shape and co-produce services more generally.7

- Second, we want to see partnerships that plan and deliver CLD include the full range of relevant partners. This means each local authority should have a clearly defined framework for planning and delivering CLD, through partnership, as a key element of its reformed public services.

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- Third, partnership working to deliver CLD outcomes should provide the basis for delivering key priorities such as:
  - securing agreements to ensure effective links between learning in the community and college-based learning;
  - joined-up working to deliver better outcomes for children and young people through Curriculum for Excellence, including family learning;
  - more clearly focused and integrated support for communities to build their own capacity;
  - engaging fully in delivering shared outcomes with national and local Third Sector organisations, including culture and sport;
  - developing stronger links with Community Justice Authorities and community safety partnerships;
  - further development of CLD's role in local employability partnership work.

Finally, we want CLD practitioners and managers to build on the role they already play in helping other public service providers to engage effectively with service users and communities. The delivery of the three Change Funds, for Older People, Offenders and Early Years, should provide opportunities to use CLD expertise, making best use of existing resources.

Workforce development and effective leadership

4.7 At national level, CLD policy and related legislation are being developed in response to changing needs. We ask that workforce development keeps pace with these and supports their implementation.

4.8 The national CLD CPD Strategy and the *i-develop framework* provide the focus for developing a learning culture across the sector. The CLD Competences provide a common framework for practice, underpinned by a code of ethics.

4.9 Education Scotland, in partnership with the CLD Standards Council, will work with others to support CLD providers to build partnerships that continue to develop the CLD workforce. We welcome the joining-up of CPD partnerships across local authority and professional boundaries, for example the joint CPD programmes in the North Alliance and Glasgow Life.

4.10 We want to see an integrated approach to all stages of professional learning. A core of highly skilled practitioners will remain essential to achieving the impact we expect from CLD, and we recognise the need to consider further the future of pre-service training in that context.

4.11 Clearly, effective leadership is crucial to CLD delivering its role and impact. Further work to develop the skills, understanding and confidence for leadership at all levels within the CLD workforce should be a key focus for CPD.

Improving performance, innovation and sharing good practice

4.12 Effective self-evaluation by groups, services and partnerships is essential to improving performance and delivering better outcomes for learners and communities. Education Scotland will provide public accountability through inspection, challenge and support to local authorities and partnerships. In addition, CPPs should ensure that CLD providers are part of the planning and reporting process supporting Single Outcome Agreements, paying particular attention to local indicators.

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4.13 In this context, CLD providers have developed a range of management information systems to support performance management and improvement. The information and evidence these produce is strong in relation to individual projects – but need more development in relation to wider programmes and outcomes at partnership level.

4.14 Valuable work has been done to quantify the impact of CLD and to identify savings it can help deliver for other areas of public investment. We will work with partners to build on this and develop the best unified, flexible framework possible for self-evaluation, performance management and measurement of impact, to meet local needs and improve understanding at national level.

4.15 We will work with partners to support CLD providers in driving forward the modernisation of their own services, using self-evaluation as a tool for continuous improvement.

5. IMPLEMENTATION AND SUPPORT

5.1 The implementation of this guidance provides the impetus for CLD to be delivered as a consistent, central element of public services in Scotland and will be based on a continuing dialogue with key stakeholders.

5.2 Throughout this guidance, we have laid out what we expect from community planning partners, with local authorities providing clear leadership and direction. We have also asked Education Scotland to develop an implementation framework, ensuring its own programmes of policy implementation, inspection, self-evaluation and practice support provide the necessary challenge in order to secure change.

5.3 This approach will achieve greater consistency in the provision and practice of CLD across Scotland, continuing to foster local flexibility in establishing priorities and delivering services, whilst improving outcomes. The implementation process should ensure that:
- the core purpose of CLD is closely aligned with developments in post-16 education reform and community empowerment policy;
- CLD services will help to deliver the new partnership with communities envisaged by the Christie Commission reforms;
- the roles of all partners are clarified both within core services and wider CLD landscape;
- local authorities will be supported to audit the need for CLD, in line with the proposed duty in forthcoming legislation.

5.4 We recognise that the current financial climate means, while there is increasing demand for CLD intervention and expertise, there is limited current scope for additional investment. We hope that Community Planning partners approach this challenge by focusing on prevention and seeking to innovate in their use of existing resources, including Change and Regeneration funding.

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5.5 Specifically, we see the following responsibilities as being necessary.

We expect CPPs to:

- Ensure that systematic assessments of community needs and strengths provide the basis for SOAs and service strategies and plans.
- Ensure this assessment is based on engagement and continued dialogue with communities, utilising CLD expertise, as well as on analysis of other data.
- Ensure SOAs have a clear focus on prevention and community empowerment as the foundation of reformed public services and utilise CLD provision and methods for these purposes.
- Review current partnership arrangements for planning, monitoring and evaluating CLD and ensure that they are fit for the purposes set out in this Guidance.

Education Scotland will:
- Raise awareness of the opportunities, challenges and responsibilities outlined above.
- Ensure its own CLD activities have a clear focus on implementing this Strategic Guidance and build and maintain a national overview of the impact of CLD. This will include:
    - policy implementation;
    - practice development;
    - support and challenge to local authorities and their partners;
    - support for self-evaluation; and
    - evaluation and scrutiny including inspection.
- Promote the national CPD strategy and the *i-develop* framework.
- Promote high standards of practice underpinning CLD.
- Contribute to delivering the implementation framework and subsequent action plans.
- Highlight to Scottish Government any issues arising relating to workforce development.

Education Scotland, working with key national partners, will:
- Establish an implementation framework, ensuring that issues identified in this Guidance are addressed and that existing and proposed strategic developments in the broad CLD field are integrated with this implementation process e.g. ALIS 2020
- Ensure learning from the implementation process is shared by local and national partners, and informs its continuing development.
- Keep under review the progress in implementing this Guidance and report to Scottish Government annually or with specific issues.
- Support the CLD Standards Council to become an independent registration body for practitioners.

We expect the CLD Standards Council for Scotland to:
- Establish a registration system for practitioners delivering and active in CLD practice.
- Deliver a professional approvals structure for qualifications, courses and development opportunities for everyone involved in CLD.
- Develop and establish a model of supported induction.
- Convene a CLD employer group for Scotland and explore options around workforce, including links with UK wide work on National Occupational Standards.

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The Scottish Government will:

- Explore legislative powers for CLD and communicate progress with partners.
- We will pursue improving the involvement of colleges in community planning as part of implementation of the recent SG/COSLA review.
- Examine the need to consider further the future of pre-service training.
- Continue to involve CLD stakeholders in its post-16 Education Reform Programme.
- Continue to promote the benefits of CLD methods across a wide range of policy areas.
- Support Third Sector national organisations through the distribution of core funding.
- Fund the SCQF Partnership to allow it to support and credit rate CLD courses.
- Continue with plans to refresh the current youth work strategy, *Moving Forward*, in partnership with national youth work organisations.
- Work with the Improvement Service and Education Scotland to develop improved indicators for the impact of CLD work as part of the on-going Local Outcome Indicator Project which supports CPPs in Scotland.
- Commission Education Scotland to provide an evaluative report on the impact of the guidance, based on inspection evidence and any other thematic evaluative activity.

APPENDIX 3

S C O T T I S H S T A T U T O R Y I N S T R U M E N T S

2013 No.

EDUCATION

The Requirements for Community Learning and Development (Scotland) Regulations 2013

Made - - - -

Laid before the Scottish Parliament

Coming into force - - 1st September 2013

The Scottish Ministers make the following Regulations in exercise of the powers conferred by section 2 of the Education (Scotland) Act 1980(**a**) and all other powers enabling them to do so.

Citation, commencement and interpretation

1. (1) These Regulations may be cited as the Requirements for Community Learning and Development (Scotland) Regulations 2013 and come into force on 1st September 2013.
(2) In these Regulations—
   "community learning and development" includes programmes of learning and activities designed with individuals and groups to promote the educational and social development of those individuals and groups; and
   "target individuals and groups" means those individuals and groups, within the area of the education authority, that the education authority considers are most likely to benefit from the provision of community learning and development.

2. An education authority is required to initiate and, having done so, to maintain and facilitate a process by which community learning and development secured within the area of the education authority is secured in a way that—
   (a) identifies target individuals and groups;
   (b) has regard to the needs of those target individuals and groups for that community learning and development;
   (c) assesses the degree to which those needs are already being met; and
   (d) identifies barriers to the adequate and efficient provision of that community learning and development.

3. In exercise of the requirement in regulation 2, the education authority is to consult with—
(a) persons appearing to the education authority to be representative of the target individuals and groups; and

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(**a**) 1980 (c.44). Section 2 was amended by the Education (Scotland) Act 1996 (c.43), Schedule 6 and the Self-Governing Schools etc. (Scotland) Act 1989 (c.39), section 69. The functions of the Secretary of State were transferred to the Scottish Ministers by virtue of section 53 of the Scotland Act 1998 (c.46).

7   (A5147405)

(b) persons appearing to the education authority to be representative of bodies providing community learning and development within the area of the education authority.

4.—(1) An education authority is required to publish a 3 year plan containing the information specified in paragraph (2) no later than 1st September in—
    (a) 2015; and
    (b) each third year after that.
(2) The plan must specify—
    (a) how the education authority will co-ordinate its provision of community learning and development with other bodies that provide community learning and development within the area of the education authority;
    (b) what action the education authority will take to provide community learning and development over the reference period of the plan;
    (c) what action other bodies intend to take to provide community learning and development within the area of the education authority over the reference period of the plan;
    (d) any needs for community learning and development that will not be met within the reference period of the plan.
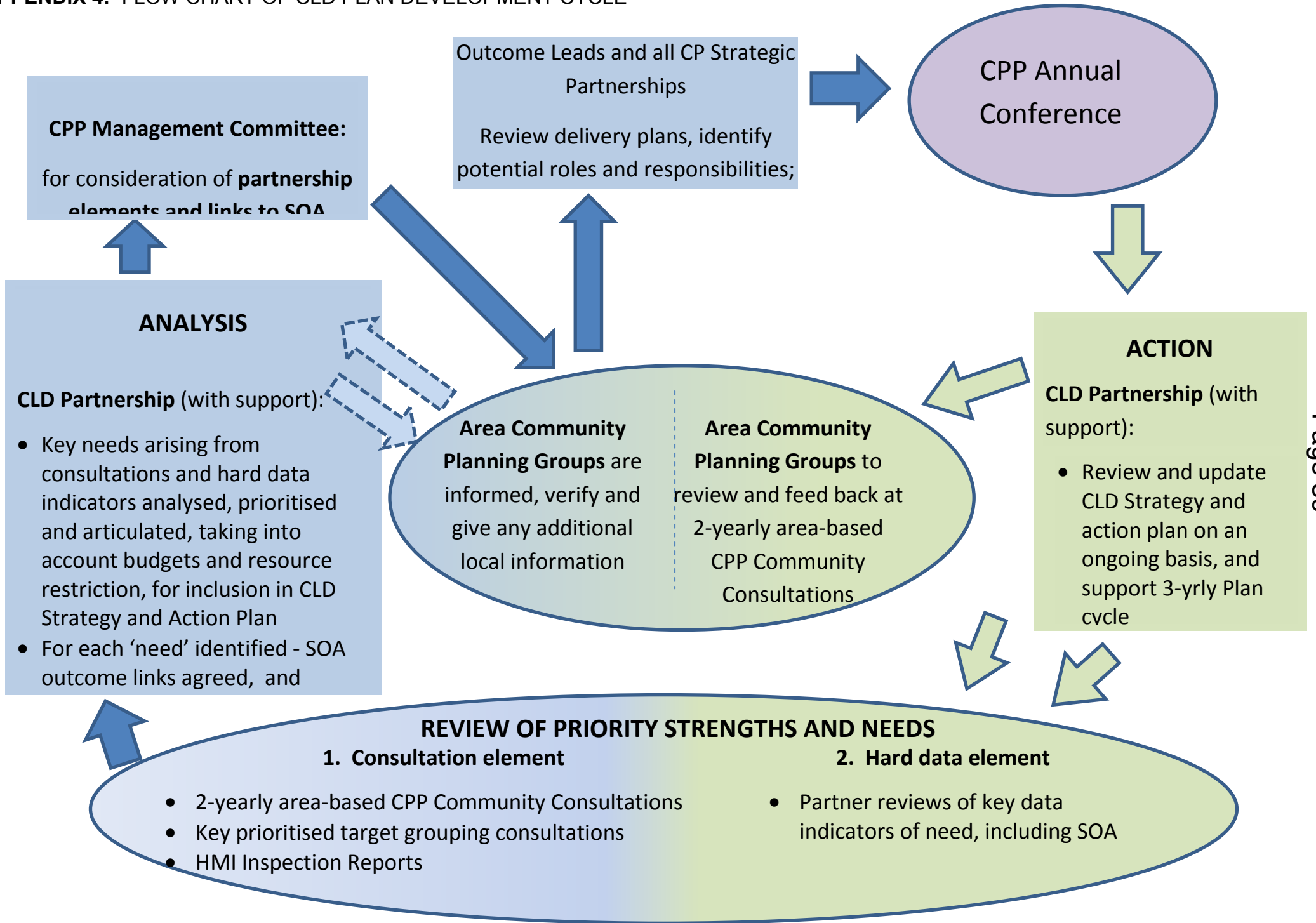(3) Before publishing a plan, the education authority must consult—
    (a) persons appearing to the education authority to be representative of the target individuals and groups for community learning and development;
    (b) persons appearing to the education authority to be representative of bodies providing community learning and development within the area of the education authority; and
    (c) such other persons as the education authority thinks fit.

                                              Authorised to sign by the Scottish Ministers

St Andrew's House,
Edinburgh

2013

APPENDIX 4: FLOW CHART OF CLD PLAN DEVELOPMENT CYCLE

Outcome Leads and all CP Strategic Partnerships

Review delivery plans, identify potential roles and responsibilities;

CPP Annual Conference

CPP Management Committee:

for consideration of **partnership elements and links to SOA**

ANALYSIS

CLD Partnership (with support):

- Key needs arising from consultations and hard data indicators analysed, prioritised and articulated, taking into account budgets and resource restriction, for inclusion in CLD Strategy and Action Plan
- For each 'need' identified - SOA outcome links agreed, and

Area Community Planning Groups are informed, verify and give any additional local information

Area Community Planning Groups to review and feed back at 2-yearly area-based CPP Community Consultations

ACTION

CLD Partnership (with support):

- Review and update CLD Strategy and action plan on an ongoing basis, and support 3-yrly Plan cycle

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REVIEW OF PRIORITY STRENGTHS AND NEEDS

1. Consultation element

- 2-yearly area-based CPP Community Consultations
- Key prioritised target grouping consultations
- HMI Inspection Reports

2. Hard data element

- Partner reviews of key data indicators of need, including SOA

APPENDIX 5

WEB-BASED CLD PLAN: NEW (UNPUBLISHED) PROJECTS DEVELOPING TO ADDRESS IDENTIFIED GAPS:

Ref *	Title	Identified Need	Partner involvement	Key actions:
cppc14-34	Improving access to learning	Improved access to course provision	Argyll College, Libraries, ABCAdult Learning Service	• Better partner understanding of provision and signposting • Optimal use of venues by partners • Improved support to remove barriers to individuals accessing courses
cppc14-36	Volunteer Recruitment	This problem is universal across the Third Sector. Anxieties on fear of litigation. Identifying and matching volunteers and voluntary opportunities/groups	Argyll Voluntary Action, ABC Community Development Team	• Increase and retain the number of volunteers across all community-led initiatives • Reduce the perception of fear of litigation, especially when volunteering with vulnerable individuals • Ensure that volunteers feel valued • Promote the mental health and wellbeing benefits of volunteering
cppc14-37	Youth Engagement	Increase and improve the links between Youth Forums and the Council	ABC Education, Youth Services	• Increase and improve the links between Youth Forums and the Council
cppc14-25	Employability and childcare	Lack of childcare has been identified as a barrier to finding and sustaining employment across Argyll and Bute	ABC Education, Youth Services	• Increased access to childcare for adults wishing to return to work
ab-1 TRIAL FOR ILLUSTRATION	Preparation for Universal Credit: Digital Skills	Rapid increase of reliance on digital communication, in particular the introduction of Universal Credit	DWP, ABC Adult Learning Service, IT Services	• Increased access to IT learning opportunities for adults in rural areas

*Reference key: example: 'cppc14-34' refers to the CPP Consultations report 'Argyll and Bute – a good place to live, work and play?' 2014, p 34.

SOA OUTCOMES REFERENCED INTO THE PLAN:

From Outcome1
1.8.3 To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research etc.

From Outcome 3
3.1.2 Develop a wider range of qualifications for the Senior Phase to support schools and pupils with course options that reflect local labour market employment opportunities and opportunities for progression to further study.
3.2.2 Increase the number of planned work placements for Senior Phase pupils.
3.4.1 Increase the number of young people engaged in youth forums/CPP decision making process
3.4.3 Increase the number of young people engaged in volunteering.
3.6.2 Develop the Argyll Young entrepreneurs website to support young entrepreneurs.
3.6.3 Increase the capacity of community groups.
3.6.4 Provide the opportunity for adults to participate in certificated courses across Argyll and Bute.
3.6.6 Support adults to access learning opportunities and progression so that they gain skills and confidence with a particular focus on digital literacy.
3.6.7 Improve the learning and skills needs of people seeking a pathway to employment, education or training.
3.6.8 Provide opportunities for older people to be involved in community projects.

From Outcome 4
4.3.5 Work together to offer all children and young people a wide range of educational experiences which challenge and support appropriately, developing the whole child.

From Outcome 5
5.6.3 Reducing inequalities through employment/employability.

From Outcome 6
6.6.5 Communities are empowered through peer, social and third sector communities to work and play together and to have a voice which is heard.

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Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group

12 May 2015

Agenda Item

Update on Community Benefits Clauses – Bute & Cowal

1.0 EXECUTIVE SUMMARY

The purpose of this report is to provide an update to the Bute & Cowal Community Planning Group of the progress made to date with Community Benefits Clauses (CBCs) within contracts relevant to the Bute & Cowal area.

One contract currently has an ongoing CBC relevant to Bute & Cowal; and two contracts currently have CBCs that are still to be progressed, that are relevant to Bute & Cowal.

Due to the longer term nature of some contracts which include CBCs, which is expected due to their higher values, a number of the community benefits expected to materialise may not occur until the later stages of the contracts. Ongoing contract management will enable this to be monitored and reported on.

ARGYLL AND BUTE COUNCIL	Bute & Cowal Community Planning Group
Procurement and Commissioning Team	12 May 2015

Update on Community Benefits Clauses – Bute & Cowal

2.0 INTRODUCTION

2.1 The use of Community Benefit Clauses (CBCs) in appropriate tenders provides a method of including social, environmental and economic matters in contracts for the supply of goods, services or works that do not conventionally have these requirements as defined or measured outcomes.

3.0 RECOMMENDATIONS

3.1 That the Bute & Cowal Community Planning Group note the contents of this report.

4.0 DETAIL

4.1 **The use of Community Benefits Clauses within Council Contracts**

CBCs are included within Council contracts with estimated values over £350,000.00. Records are now kept on all tenders over £350,000.00 in value, and if CBCs are not to be included then a justification must be provided.

4.2 **Ongoing Community Benefits Clauses**

There is currently one contract in place which has an ongoing CBC relevant to Bute & Cowal:

Contract	Update on CBC	Area
Provision of Addiction Recovery Services	Addaction have commenced a men's group in Dunoon that their staff will facilitate in the short term. Within the next few months it is their intention to train any members of the group who would like to become peer facilitators with the view that this group will become a fully peer led recovery group. They are in the process of identifying some women who may also be interested in establishing a group. Addaction's intention is to provide people in recovery with the skills and tools to kick start peer led recovery movements throughout Argyll and Bute. Addaction are in the process of recruiting for Senior Practitioners and Project workers throughout Argyll and Bute. All of their jobs have been advertised utilising the local press so as to attract experiences and skilled individuals who live in Argyll and Bute to be part of their new team. Addaction have made a commitment to utilise the supplies and services of as many local agencies as possible and where practical. They utilise local trades people and purchase goods from local suppliers.	ALL

4.2 Planned Community Benefits Clauses

There are currently two contracts in place which include CBCs which are still to be progressed relevant to Bute & Cowal:

Contract	Update on CBC	Area
Dunoon – Wooden Pier Redevelopment – Phase 1A Structural Repairs	This contract is due to commence in May 2015, the Council used the Client-Based Approach to CBCs for this procurement.	B&C
Dunoon – Wooden Pier Redevelopment – Phase 1B Pier and Associated Buildings Refurbishment	This contract is due to commence in May 2015, the Council used the Client-Based Approach to CBCs for this procurement.	B&C

5.0   CONCLUSION

5.1   The Procurement Team together with the Employability Team will continue to offer support and guidance by providing direction and assistance in the identification, evaluation, capture, monitoring and reporting of Community Benefit Clauses throughout the life of a contract. This will require minimum effort from the procurement areas while offering a maximum impact from the contract.

5.2   It should be noted that due to the longer term nature of some contracts which contain CBCs, which is expected due to their higher values, some community benefits expected to materialise may not occur until the later stages of the contracts. Purchasing Officers will ensure that appropriate monitoring arrangements are in place to monitor the Community Benefits element of contracts.

6.0   IMPLICATIONS

6.1   Policy – None at present

6.2   Financial – None at present

6.3   Legal – None at present

6.4   HR – None at present

6.5   Equalities – None at present

6.6   Risk – None at present

6.7   Customer Service – None at present

Executive Director of Customer Services
Policy Lead – Councillor Dick Walsh
30 April 2015

For further information contact: Elaine Appleby, Purchasing Officer – Elaine.appleby@argyll-bute.gov.uk, 01369 708594

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Agenda Item 9

Argyll and Bute Community Planning Partnership

Bute and Cowal Area Community Planning Group

argyll and bute
community**planning**partnership

ARGYLL AND BUTE HEALTH AND SOCIAL CARE PARTNERSHIP – UPDATE

The Group is asked to:

- **Note** submission to Scottish Government of the Argyll and Bute HSCP Integration Scheme.
- **Note** the interim arrangements to be implemented in both the council and NHS until April 2016
- **Note** the establishment of the Strategic Planning Group

1 Background and Summary

The purpose of this paper is to provide Community Planning Group with a progress report on the action undertaken to establish the Argyll and Bute Health and Social Care partnership (HSCP) since its last meeting.

NHS highland and Argyll Bute Council in April 2014 meeting endorsed the integration model as "Body Corporate" for the Argyll and Bute Health and Social Care partnership and confirmed the scope of service inclusion in June 2014.

2 Argyll and Bute HSCP Establishment Update

2.1 Integration Scheme

Argyll and Bute's Integration Scheme was completed and submitted to the Scottish Government in March 2015, the Integration Scheme will now be approved by the Cabinet Secretary and set before Parliament for the statutory 28 day period.

The expectation is that we will receive full approval by the end of May 2015, to proceed with the formal constitution of our Integration Joint Board (IJB). Full authority and resources will not be delegated to the IJB until the Strategic Plan for Argyll and Bute is completed and adopted, the planned date for this is April 1st 2016.

2.2 Interim Arrangements until April 2016

Following the issuing of Scottish Government guidance on the disestablishment of CHPs as at 31st March 2015, interim arrangements have been put in place until the resources can be legally delegated to the Argyll and Bute HSCP Integrated Joint Board (IJB). This is dependent upon the production and approval of the Argyll and Bute HSCP strategic plan (see section 2.3)

NHS Highland, having considered the risks, and to meet the clinical and care governance and financial accountability requirements, will put in place Argyll and Bute Health Governance Committee will be established as a new subcommittee of the Board.

The Argyll and Bute council has confirmed the transition arrangements will be through its existing Community Services Committee.

The end of these transition arrangements must be by the 31st March 2016 as dictated by statute or sooner once resources can be legally delegated to the Argyll and Bute HSCP Integrated Joint Board (IJB).

2.3   Argyll and Bute Integration Joint Board

The Argyll and Bute HSCP Integration Joint Board (once legally constituted) will assume responsibility for the following:

- Production of the Argyll and Bute HSCP Strategic Plan
- Oversight of the integration transition arrangements regarding:
    o Health and Care Governance (Quality and Safety)
    o Health and Social Care Workforce and partnership arrangements
    o Financial Governance
    o Organisational Development
    o Patient and Carer engagement and involvement arrangements

The IJB therefore has no responsibility at this time for day to day operational services.

Argyll and Bute Integration Joint Board required membership has been established as prescribed in the legislation as set out in the Public Bodies (Joint Working) (Scotland) Act 2014 which is as follows:

Designation	Source
Chief Officer Health and Social Care	Through appointment
Chief Social Work Officer	Through appointment
4x Board Members, NHS Highland	Agreed by NHS Highland Board
4 x elected members, Argyll & Bute Council	Agreed by Argyll and Bute Council
Independent sector representative	Through Scottish Care or Community Care providers
Third sector representative	Through Third Sector Interface
Registered Nurse	Through appointment
Registered medical practitioner who is not a GP	Through appointment
Registered General Practitioner	Through appointment
Trades Union representatives to represent staff in each organisation	Through Partnership Forum
2 x Public Representatives	Through application and interview process

Carer Representative	Through application and interview process
Finance/ Section 95 Officer	Through appointment
Other members as agreed by the voting members of the IJB	Through application and interview process
In attendance:	
Integration Programme Lead	Through appointment
Minute taker	Through appointment
Other stakeholders/Officers co-opted	As required

2.4 Strategic Planning Group

The Scottish Government has now issued the final guidance in relation to 3 year strategic plans and shadow IJBs are now being asked to enact this and confirm their programme for producing their plans. The table below outlines the timetable for this:

Production of Strategic Plan- Indicative timetable;

| Item	Task	Time Scale
1	Establish Strategic Planning Group- Membership, ToR, Governance	Jan/Feb 15
2	Prepare proposals about matters the strategic plan should contain	End of Mar 15
3	Consult the Strategic planning group on proposals	End of April 15
4	Produce first draft of plan for SPG consideration	End of June 15
5	Consult the Strategic planning group first draft	End of July 15
6	Prepare second draft of Strategic Plan	End of August 15
	Consult the Strategic Planning Group and wider stakeholders on Strategic plan (3 months)	End of November 15
7	Prepare final strategic plan	End of December 15
8	A&B HSCP approved by IJB and SGHD go live date agreed, delegated responsibility passed to IJB	Feb 2016
9	A&B HSCP Go Live	April 2016

The strategic planning group (Appendix 1 outlines its membership from the guidance) has been established, with the first meeting in March 2015 and monthly meetings planned thereafter. We have support from the Joint Improvement Team (JIT), with an identified JIT Associate working closely with the strategic planning group to provide advice and guidance.

The National Steering Group for Strategic Commissioning has suggested that a good plan should be based around the established strategic commissioning cycle:

- Identify the total resources available across health and social care for each care group and for carers and relate this information to the needs of local populations set out in the Joint Strategic Needs Assessment (JSNA)
- Agree desired outcomes and link investment to them
- Assure sound clinical and care governance is embedded
- Is future looking and uses a coherent approach to selecting and prioritising investment and disinvestment decisions

- Reflect closely the needs and plans articulated at locality level

Figure 10 commissioning cycle
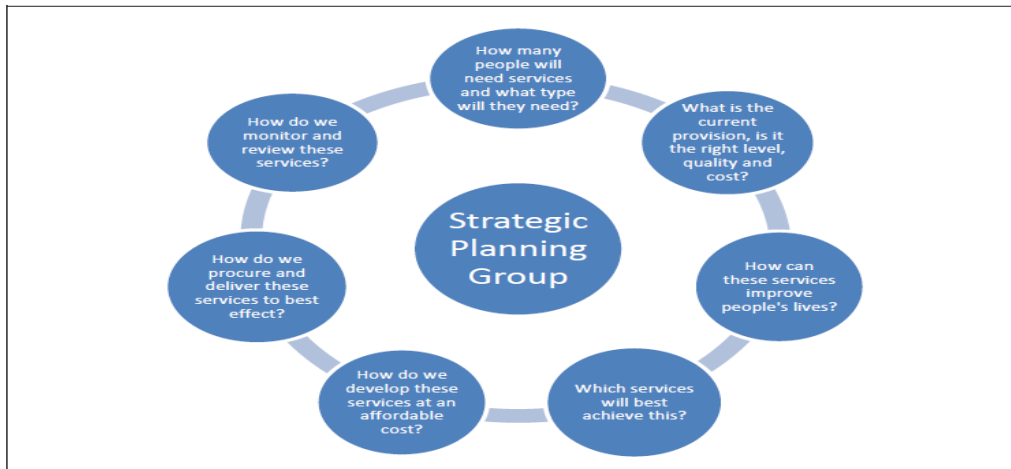
2.5 Staff and Public Engagement

The series of public and staff engagement events held in December, January and February informed staff and the public about the Integration Scheme and elicited considerable feedback, much of which will relate to the strategic plan.

Supporting the Communications and Engagement process a dedicated Integration programme website has now been set up hosted by Argyll Voluntary Action and this can be found at http://www.healthytogetherargyllandbute.org.uk/

Monthly newsletters, with recent developments and updates are distributed to approximately 3,500 households in Argyll and Bute, as well as to a list of significant organisations.

3 Contribution to Objectives

This is a significant area of policy development for both the Council and NHS Highland as it is a legislative requirement which both partners will need to comply with fully.

4 Governance Implications

4.1 Corporate Governance

The new Partnership will be established by a statue agreement. In particular the governance and accountability arrangements will impact on the current arrangements and standing orders of both partners and is detailed in the Integration Scheme.

4.2 Financial

The revenue and capital budgets of the specified council and NHS services will form part of an integrated budget for the new Health and Social Care Partnership to manage.

4.3   Staff Governance

The body corporate model of integration being adopted will mean, the majority of staff contract arrangements will be unaffected however there will be substantial changes to the operational and strategic management arrangements for all staff.

Staff are integral to the success of the new Health and Social Care partnership and significant effort is being made to ensure staff are fully involved and engaged in the process

There are implications for a variety of staff roles and responsibilities, notably management and support services. Some of this is a continuum of the work already underway but others are also opportunities as identified by the Christie report regarding rationalisation, redesign and review of service as a consequence of integration of health and social care. There are also opportunities for staff co-location and professional and team development.

Organisational Change Policy and a jointly agreed staff protocol will underpin the approach to be taken, supported by workforce planning and development strategies.

4.4   Planning for Fairness:

EQIA scoping exercise will be undertaken if required once the service model and its operational arrangements have been identified. Once again lessons learned from North Highland partnership process will be applied.

4.5   Risk

The process of integration introduces a large number of risks for the partners. The project is reviewing and updating its formal risk register:

- Governance
- Finance and Resources
- Performance Management and Quality
- Human Resources
- Integrated IT
- Engagement and Communications
- Organisational Development
- Equity
- Programme and timescale

4.6   Clinical and Care Governance

There are a number of implications including clarification over pathways, roles and accountabilities in the new organisation which will require to be detailed and implemented through the course of the integration programme.

Notwithstanding this the integration model will be required to be safe, effective and evidence-based. There will be a need to build significant clinical engagement and consensus across the localities in the partnership catchment area.

5   Engagement and Communication

This major service change will require the Partnership to put in place a comprehensive public involvement and engagement process in establishing the new arrangements for PFPI in the partnership.

The intention of the communication and engagement approach is to focus on Person Centred Care and outcomes demonstrating how services will improve by integration. This will be the core of both public and staff engagement and consultation.

A comprehensive communication and engagement plan has been developed and is a discrete project work stream with members drawn from staff, the public and management, supported by SGHD. Designated funding for communication and engagement has been identified.

Policy Leads Councillor Dougie Philand / Councillor Mary Jean Devon
Chief Officer Argyll and Bute HSCP Christina West
Executive Director Community Services Cleland Sneddon

For further information contact:
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Appendix 1 – Argyll and Bute HSCP Strategic Planning Group Prescribed Membership

Integration Authorities are obliged to establish a Strategic Planning Group for the area covered by their Integration Scheme for the purposes of preparing the strategic plan for that area. The group must involve members nominated by the Local Authority or the Health Board, or both. In effect, this provides for the partners who prepared the Integration Scheme, and are party to the integrated arrangements, to be involved in the development of the strategic plan.

In addition, the Integration Authority is required to involve a range of relevant stakeholders. These groups must include representatives of groups prescribed by the Scottish Ministers in regulations as having an interest.

The table below identifies the initial membership for the Strategic Planning Group.

Representative	Other
Chief Officer HSCP	1
At least 1 member of NHS Highland Board	1
At least 1 Elected member of Argyll and Bute Council	1
Health Professionals (GP, Consultant RGH & MH, AHP, Nurse)	10
Social Care Professionals	10
Users of Health and Social Care	2
Carers of users of Health and Social Care	2
Commercial providers of health care	0
Non-commercial providers of health care	1
Commercial providers of Social care	1
Non-commercial providers of Social care	1
Non-commercial providers of Social housing	1
Third sector bodies within the Local Authority carrying out activities related to health or social care	1
Locality Representatives *	4
Representative of NHSGG&C *	1
Total	**39**

* Note
The policy statement issued in December 2014 made provision for representatives for localities and neighbouring Boards to be represented. The views of localities must be taken into account with the Integration Authority required to identify the most appropriate person to represent each locality on the Strategic Planning Group. Local flexibility is allowed, so that an individual can represent more than one locality.

As NHS Highland main provider for secondary care services is NHSGG&C a representative is also identified for the group.

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Outcome 1 – the economy is diverse and thriving

SOA Code	SOA Delivery Plan Action	Additional local activity we know is taking place, relating to these themes	Areas for future development
1.1.2	Support an increase in international trade through more businesses trading internationally and businesses increasing international turnover		'Buy local' initiative to develop local trading markets and brands – businesses could buy local/buy Argyll & Bute (eg Bristol Pound currency type project)
1.1.4	Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway (BG)		
1.1.7	Ensure businesses are ready to take advantage of the opportunities offered by improved Broadband speeds		Outlying areas require broadband access
1.2.2	Develop a cross sectoral (Private, Public and Third sectors) Action Plan to attract new residents to Dunoon and Cowal		Need a plan for Bute and Cowal Planned mountain bike trail to attract people to the area; help local businesses and make it an attractive place to live and visit
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF		
1.2.6	Deliver Community Account Management model to support sustainable growth and community empowerment		
1.4.1	Increase awareness of marine employment,		

	education and business opportunities through engagement with SAMS and all local stakeholders		
1.4.2	Secure tenants for Malin House Dunstaffnage, European Marine Science Park,		
1.5.3	Support the development of the local energy supply chain		
1.6.1	Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.		Jobs in tourism could be developed but need to expand tourist season

Create quality jobs |
1.6.2	Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.		Undertake a communication exercise relating to Business Improvement District
1.6.3	Support the delivery of high quality tourism experiences across Argyll and Bute		ACPG needs to feed in ideas, not wait for others
1.6.4	Build upon the local food and drink offering		
1.7.1	To provide support business starts in each of the four council administrative areas.		
1.8.3	To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.		Invite update / further information on local arrangement

1.8.4	Optimise local benefits through public sector procurement process through continued usage of supplier development programme, utilising community benefit clauses where appropriate		

Outcome 5: People live active, healthier and independent lives

SOA Code	SOA Delivery Plan Action	Additional local activity we know is taking place, relating to these themes	Areas for Future Development
5.1.1	Continue to shift the balance of care from institutional to community based settings		Create consistency / balance of provision Care provision harder to provide in rural settings
5.1.5	All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people		
5.1.6	Maintain a new build social housing programme including housing for varying needs to enable people to live more independently	Development Trusts	Progressive Care houses
5.1.7	Carers are identified, supported and enabled to fulfil their roles		Awareness of training for carers and identifying gaps / how to plug them
5.2.1	Work in partnership to tackle obesity and diabetes		Identify local arrangements and gaps
5.2.2	Improve access and develop more opportunities for people to participate in physical exercise / activity	Third sector initiatives already happen	Explore ways of subsidising or providing free access to facilities e.g. Riverside

			Work with PA23 BID to consider whether they could support discounted or free access for local employees There is a need for free play recreational areas i.e. for kicking a ball around Cost of activities can be prohibitive
5.2.3	Increase accessibility to outdoor environments / green spaces	"Green Space" providers Partnership working with "Green Space Providers" e.g. Stronafian, Bute and Kilfinan Community Forests and other third sector land, to deliver programmes such as "Branching Out". In partnership with Community Woodlands Assoc, Forestry Commission Scotland and NHS Highland taking groups referred from mental health for 12 week programme of outdoor activity which counts towards their John Muir Award.	
5.4.1	Promote and build social networks to improve mental health	"Branching Out" programme	

5.4.3	Implement systems which support all people who have lost others to suicide either in a professional or personal capacity		
5.5.2	Deliver services that assist with the re-ablement of older persons		
5.6.7	Adverse effects of welfare reform are minimised		