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turning policy into outcomes  
a report on the implementation  
of well-being strategies

improving the  
quality of life for  
older people

the older people's  
shared priority



# turning policy into outcomes a report on the implementation of well-being strategies

from the South West Action Learning Set  
part of the Older People Action Learning Sets

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– what, how and where			
– key learning points and success criteria			

if we are to tackle the demographic, social and health care challenges set out in Opportunity Age then the delivery of services has to change to be more inclusive, more cost effective and more effective at meeting the needs of the whole community

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## executive summary

### Introduction

The South West Older People's Action Learning Set was one of a number set up as part of a shared priority programme on improving quality of life for older people. The purpose of the learning sets was to bring together people working in Local Authorities to explore how older people's services might be delivered differently in order to meet the challenges of the new policy agenda.

The Set focused on how to make the shift from providing dependency based services for highly vulnerable people to providing universal services which give control and choice to the people accessing them.

This report provides practice-based learning from the experiences of the Set in how to develop and deliver services differently and implement well-being strategies.

### Projects and Service Developments

#### How do you decide what services are needed?

As is well researched and documented, there are key factors that contribute to the quality of life or well-being of older people and in the majority of cases include the following:

- comfortable and secure homes
- adequate income
- safe neighbourhoods
- the ability to get out and about
- friendships
- learning and leisure
- keeping active and healthy
- having good, relevant information

#### Learning Point:

This message about the nature of services has been strongly reinforced by feedback from the different geographical areas and local authorities of the Learning Set.

## executive summary

Members of the Set assessed what was needed locally using the following methods:

<b>Penwith District Council</b>	Formation of Older People's Forum Conference for older people on 'Making a Positive Difference': Action Plan developed from this setting out short, medium and long term plans for the whole range of well-being services.
<b>Portsmouth City Council</b>	Bi-annual conferences where older people and service providers look at: <ul style="list-style-type: none"><li>• existing provision</li><li>• what has been achieved</li><li>• what needs to change and how this can be achieved</li></ul>
<b>Hampshire County Council</b>	Summer of 2003 a self selecting questionnaire was inserted in the County Council's own newspaper and resulted in 10,000 responses.  A focus group was also held in June 2004.

### Learning Points:

The needs of older people do not remain static and service provision needs to change accordingly. Building in regular opportunities to monitor and assess how needs are changing is important. An ongoing dialogue with older people is essential.

The questionnaire which Hampshire County Council sent out in 2003 had some very different responses from different parts of the county. Through the work of the Set, information has been shared about how to engage with district councils and local health services about particular priorities for people in those local communities.

There needs to be an output from consultation and involvement work that captures detail about needs. Action Plans are useful but only if monitored, reviewed and updated. Appendix 2 gives examples of those produced by the Set. They also detail the range of service developments and projects that have been identified as supporting the implementation of well-being strategies. The Set is now discussing ways of developing and incorporating more outcome based approaches.

## executive summary

### Good Practice:

The engagement work in Portsmouth City Council is going to be further developed by a project in partnership with the New Economics Foundation to carry out a [Well-being and Quality of Life for Older People in Portsmouth Questionnaire](#) which will build up a wealth of local knowledge about needs, wants and personal priorities for local citizens and will be the bedrock for developing local targets and indicators on which to measure progress.

### How do you develop and deliver services that are needed?

Members of the Set have shared learning and experience of how to get a well-being approach established and how to deliver identified services. The experience of Portsmouth City Council and Nick Bishop, the Manager of their Prevention Team, has been essential to influencing others in ways of working differently.

The Prevention Team approach is one way of delivering well-being approaches and ensuring services are developed. Four different approaches to delivery were identified across set members, some of which have been informed and shaped through the work of the Set. These included:

- managing mainstream services differently – Wiltshire County Council
- joining up thinking at a district level – Penwith District Council
- taking a corporate lead for well – being – Hampshire County Council
- a prevention and well-being network approach – Portsmouth City Council



## executive summary

### Learning Points:

Financial resources – there is not one method or funding stream currently available that will secure the delivery of a sustainable well-being strategy. The Sets have learned that opportunities from time-limited grants such as European Development Funds, Lottery Funds and Single Regeneration Budgets offer the best chance at pump priming developments that may then prove the need for ongoing investment. Further work and learning is needed to develop a realistic and achievable financial framework to implement sustainable well-being strategies.

Structures – the Set has tested the following structural options for delivering a well-being strategy:

- managing mainstream services differently
- joining up thinking at a district level
- taking a corporate lead for well-being
- a prevention and well-being network approach

The scope of the well-being agenda relies on a range of agencies, organisations and individuals to affect service development and delivery.

One size does not fit all and there is no obvious structural blueprint that can maximise the likelihood of the well-being strategy being delivered. What the Set has learned is that it is more about the sphere of influence at the point in time when recognition and momentum gathers for taking action and the levers that are available to effect change, than it is about which agency or organisation takes the lead. What remains paramount is the need for continued and ongoing improvements in the way older people are involved and have control over service delivery.

Leadership – from the work in Portsmouth City Council and Penwith District Council set members learned that a ‘Champion’ or ‘Leader’ of the well-being agenda was the pre-cursor for driving through change ahead of the cross government policy developments. In the recent report [Living Well in Later Life](#) about the implementation of the National Service Frameworks, the role of the Older People’s Champion was seen to remain key in raising the profile of older people within the community and the corporate structure. This does take determination and commitment to make the role work in local government.

## executive summary

### Good Practice:

Penwith District Council has some particular local challenges – the high number of second homes is changing the make up of the community leaving older people isolated in vacant villages. Twenty-eight percent of the population are over 65. These issues were brought to the learning set triggering some creative solutions. One of these is the idea of an older people's radio station – run by older people, for older people. This idea came from work done in Portsmouth to develop one. By focusing on older people's needs and discussing older people's issues it is easier to introduce sensitive subjects like money, loneliness and sorrow at the loss of friends and family. The development of a community radio station is able to meet the needs of these two geographically diverse communities – a small urban city and a large rural community.

### Measuring Success

The current climate of performance management in local government and the NHS does not encourage a well-being approach. Aspects of people's lives which enable them to live independently with a good quality of life are not measured by the current indicators.

One way forward is the development of an outcomes based approach. The following need to be in place to succeed in measuring performance in this way and be developed incrementally as one leads on from the other:

- outcomes
- indicators
- strategy

The Department of Health's White Paper [Our Health, Our Care, Our Say](#) has clearly set out new outcomes and Commission for Social Care Inspection (CSCI) have used these to develop a draft new performance assessment framework for Adult Social Care. The seven outcomes in the White Paper are used plus two additional measures on leadership and commissioning and use of resources.

## executive summary

### Learning Point:

As well-being strategies get developed and become integral to Local Strategic Partnership or Local Area Agreement developments, there needs to be early consideration of how designated local authority social care resources – both human and financial – support the implementation and contribute to achieving outcomes. The draft Performance Assessment Framework for adult social care (CASSR) quite clearly and appropriately seeks to capture a more comprehensive assessment of the performance of a council's improvements to older people's quality of life. This expands the true scope and expectation of what designated social care resources must deliver if the view is taken that the adult social care sphere of influence comprises all older people within the local authority. Similarly the relationship between the assessment of adult social care and other local authority performance assessments needs clear definition.

### Good Practice:

The indicator which counts the level of support given to older people helped to live at home demands that those older people have been assessed under the Community Care Act. Wiltshire County Council has engaged CSCI in this discussion, working with them to agree that locally agreed targets counting those older people who have been supported through non-assessed services can be included as part of their performance assessment. If this is successful then this can be rolled out to other Local Authorities tackling the same issue.

### Recommendations

The Set has shown that shared learning and thinking time, reflection and 'critical friend' type approaches has encouraged set members to continue to pursue change locally.

Achieving local change requires:

- a commitment to the vision of improved well-being for older people
- energy, drive and determination – sometimes over many years – to change the way services are delivered
- an ability to lead in a charismatic, inspiring and creative way.



## executive summary

Maintaining a two tier system approach to delivering well-being strategies may not support effective delivery for the community of older people in any one area. Local Area Agreements are an opportunity to reduce this differential approach.

Implementing well-being Strategies requires:

- cross local government and community involvement
- involvement of older people at the start and commitment to finding and continually improving appropriate ways for them to stay driving the agenda
- a long term approach that builds in opportunities for ongoing monitoring and review
- attention to shifting the culture within organisations so that at every opportunity older people are treated as citizens with equal rights and responsibilities to make informed decisions
- being explicit and opportunistic about funding arrangements
- paying attention to measuring success through older people designing and delivering the approach.

### Emerging Considerations

The Set is keen to pursue its collective consideration of measuring effectiveness and the development of performance indicators. They will be learning from the development of the Quality of Life Survey in Portsmouth City Council.

Also on the horizon is the need to consider procurement of services to support the delivery of a well-being strategy. Of particular interest is the 2007 Comprehensive Spending Review (CSR) and the detailed assessment of the long-term trends and challenges that will shape public services over the next decade, including: 'demographic and socio-economic change, such as the rapid increase in the old age dependency ratio as the 'baby boom' generation reaches retirement age'.

The CSR will therefore be informed by the analysis and conclusions of a series of detailed reviews on specific cross-cutting issues including:

['Review of the Future Role of the Third Sector in Social and Economic Regeneration'](#)

## introduction

The South West Older People's Action Learning Set was one of a number set up as part of a shared priority programme on improving quality of life for older people. The programme was a joint initiative by Better Government for Older People, Audit Commission, Association of Directors of Social Services, Local Government Association, Department for Work and Pensions, IDeA, Department of Health and Office of the Deputy Prime Minister (now Department for Communities and Local Government). The purpose of the learning sets was to bring together people working in Local Authorities to explore how older people's services might be delivered differently in order to meet the challenges of the new policy agenda.

The publication of [Opportunity Age](#) by the DWP in 2005 at the same time as the DH Green Paper [Independence, Well-being and Choice](#) followed by the content of the White Paper [Our Health, Our Care, Our Say](#) in 2006 have all given a new drive to the importance of improved services for older people but, more importantly, a need for a new way of delivering those services.

There is a wealth of evidence in work done by the Audit Commission, the Joseph Rowntree Foundation and others which shows that Local Authorities are spending large sums of money supporting small numbers of the older people in their communities. The NHS spends £16bn on health care for older people and social care services account for £7bn spent on only 16% of the older population.

If we are to tackle the demographic, social and health care challenges set out in [Opportunity Age](#) then the delivery of services has to change to be more inclusive, more cost effective and more effective at meeting the needs of the whole community.

The learning sets were established to address these issues through enabling representatives from key organisations to share ideas, experiences and challenges and to find ways forward.

The South West Set adopted an action-based approach to testing out what and how services could be developed and delivered differently to promote the well-being of older people within their authorities. Their focus was very much on how to make the shift from providing dependency based services for highly vulnerable people to providing universal services which give control and choice to the people accessing them.

## introduction



This report provides practice-based learning from the experiences of the Set in how to develop and deliver services differently and implement well-being strategies.

The report is structured as follows:

### [Projects and Service Developments](#)

What happened as a result of the Set across the Local Authorities involved

### [Key Learning Points and Success Criteria](#)

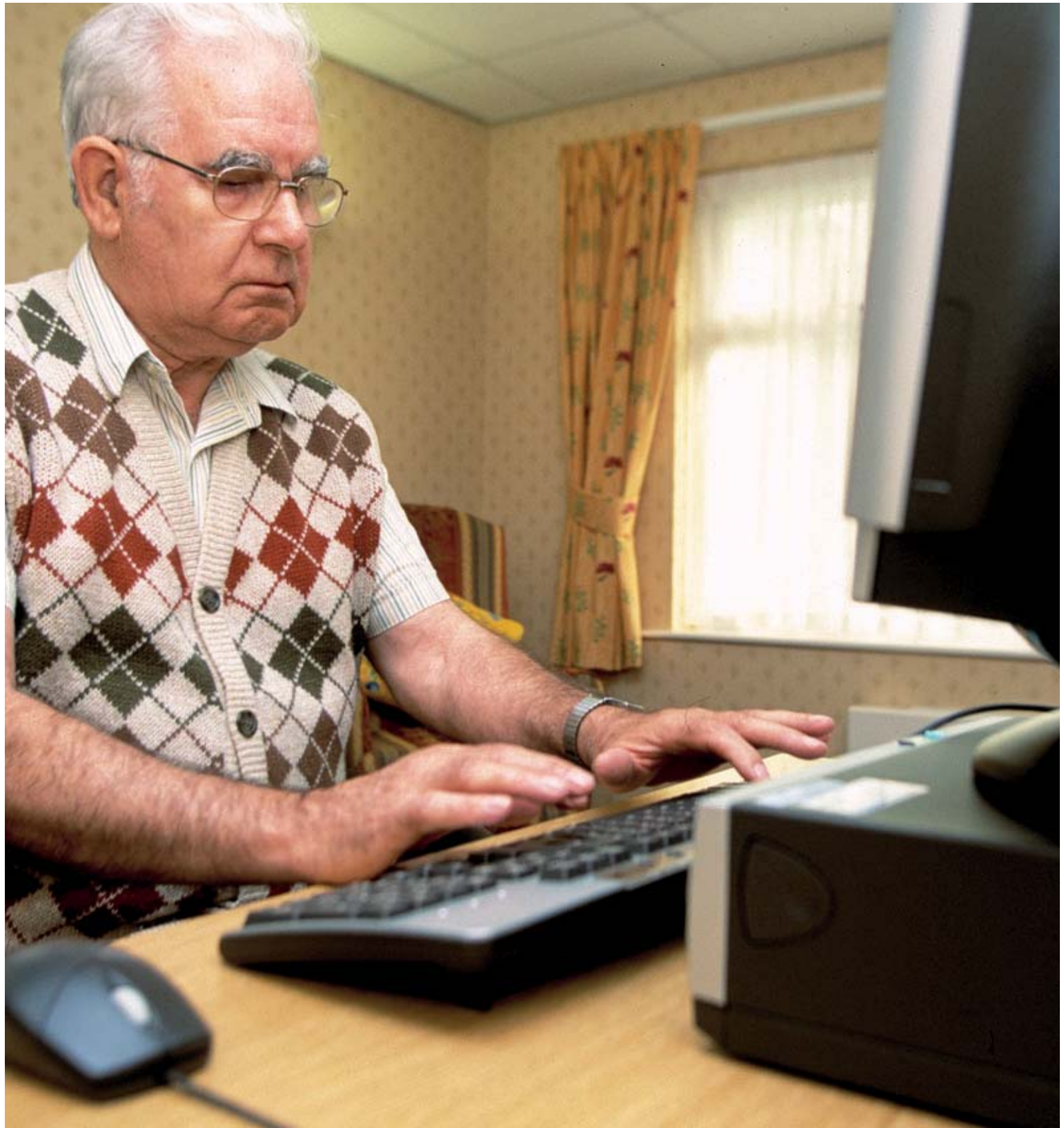
What can be learned from these experiences about what works and why

### [Measuring Success](#)

Mapping the service developments against national performance assessment

### [Recommendations](#)

For implementing well-being strategies



## projects and service developments

### How do you decide what services are needed?

The Set focused its attention on the development of those preventative services that promote well-being and increase the quality of life for older people in their own areas. In deciding what services are needed, there is a wealth of evidence that shows that older people want services that help them to remain independent with a good quality of life that is, services that not only help maintain their independence, but also to continue feeling that they are in control of their own lives. In other words, services which help them to carry on being themselves. As is well researched and documented, there are key factors that contribute to the quality of life or well-being of older people and in the majority of cases include the following:

- comfortable and secure homes
- adequate income
- safe neighbourhoods
- the ability to get out and about
- friendships
- learning and leisure
- keeping active and healthy
- having good, relevant information

#### Learning Point:

This message about the nature of services has been strongly reinforced by feedback from the different geographical areas and local authorities of the Set.

## projects and service developments

The following table sets out how members of the Set assessed what was needed locally and the methods they used.

Authority	Penwith District Council
Method	<p>Formation of Older People's Forum. The Forum:</p> <ul style="list-style-type: none"><li>• is a voice for older people</li><li>• is a means for carrying out consultation</li><li>• gives an opportunity for older people and service providers to get together in a relatively informal venue to discuss issues</li><li>• sets up 'theme groups' of people to look into specific areas and make recommendations to relevant agencies</li><li>• has a newsletter which keeps approximately 400 people in touch with developments and news</li></ul> <p>Conference for older people on 'Making a Positive Difference'. Action Plan developed from this setting out short, medium and long term plans for the whole range of well-being services.</p>
Outcome	<p>Further developed work with partners and greatly increased involvement of older people.</p> <p>Plans to hold a follow-up conference in September 2007 to re-visit and update the 2005 Action Plan.</p>
Contact	<p>Louise Dowe, Committee Manager 01736 336841 louise.dowe@penwith.gov.uk</p> <p>Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk</p>

## projects and service developments

<b>Authority</b>	Portsmouth City Council
<b>Method</b>	Bi-annual conferences where older people and service providers look at: <ul style="list-style-type: none"> <li>• existing provision</li> <li>• what has been achieved</li> <li>• what needs to change and how this is achieved</li> </ul>
<b>Outcome</b>	Five major themes identified at first conference and action plans produced with measurable targets
<b>Contact</b>	Nick Bishop, Strategic Partnerships & Prevention Manager 02392 688389 Nick.bishop@portsmouthcc.gov.uk
<b>Authority</b>	Hampshire County Council
<b>Method</b>	Summer of 2003 a self selecting questionnaire was inserted in the County Council's own newspaper and resulted in 10,000 responses.  A focus group was also held in June 2004. Key themes highlighted from both of these were: independence, home security, community support, financial information and health.
<b>Outcome</b>	The value of consulting rather than making assumptions as to older people's priorities and concerns. This enabled a clear work plan to be developed with initiatives and resources targeted at specific areas of concern
<b>Contact</b>	Jeff Pattison, Head of Corporate and Legal Services 01962 847321 Jeff.pattison@hants.gov.uk

## projects and service developments

### Learning Points:

The needs of older people do not remain static and service provision needs to change accordingly. Building in regular opportunities to monitor and assess how needs are changing is important. An ongoing dialogue with older people is essential.

The questionnaire which Hampshire County Council sent out in 2003 elicited some very different responses from different parts of the County. Through the work of the Set, information has been shared about how to engage with district councils and local health services about particular priorities for people in those local communities.

There needs to be an output from consultation and involvement work that captures detail about needs. Action Plans are useful but only if monitored, reviewed and updated. Appendix 2 gives examples of those produced by the Set. They also detail the range of service developments and projects that have been identified as supporting the implementation of well-being strategies. The Set is now discussing ways of developing and incorporating more outcome based approaches.

### Good Practice:

The work in Portsmouth City Council is going to be further developed by a project in partnership with the New Economics Foundation to carry out a [Well-being and Quality of Life for Older People in Portsmouth Questionnaire](#) which will build up a wealth of local knowledge about needs, wants and personal priorities for local citizens and will be the bedrock for developing local targets and indicators on which to measure progress. The intention is to ensure hard to reach groups of older people participate and are represented in the survey. This will become the source of information so badly needed to prove that preventative well-being type services are meeting local need.



## projects and service developments

### How do you develop and deliver services that are needed?

The South West Set has made progress with some important service developments and improvements in the time they have been working together. In particular members have shared learning and experience of how to get a well-being approach established and deliver identified services. The experience of Portsmouth City Council and Nick Bishop, the Manager of their Prevention Team, has been key to influencing others in ways of working differently. His work dates back to 1997 in terms of focusing the work of the team on the needs of older people in local communities and development of preventative services. Portsmouth received national recognition for the work of the prevention team and influenced the prevention agenda enshrined in the Green and White papers.

The lack of understanding of the importance of the prevention agenda has frustrated Nick and his team over the years, but the ability to demonstrate its worth through results in national awards and feedback from other agencies such as the PCT and Government Office of the South West and older people themselves, has protected the resources allocated for this work. As well as the support from the Director of Social Services who had a strong vision for community empowerment, the team and its work have been sustained through one-off monies from the Single Regeneration Budget, the Health Action Zone and the European Development Fund.

The 'prevention team' approach is one way of delivering well-being approaches and ensuring services are developed. The table following sets out four different approaches to delivery identified across set members, some of which have been informed and shaped through the work of the Set.

## projects and service developments

Authority	Wiltshire County Council
Approach	Managing mainstream services differently.
Challenges	Achieving cultural shifts in mainstream services when social care has been inundated with reform and new ways of working over the last decade e.g. care management, care trusts, single assessment.
Method	Cultural and structural change within mainstream social care through comparing the work of the travel industry to that of social care – as a means of inverting the triangle to provide more services to a greater number of the older population without injection of new resources. Key success criteria: assumption that older people want and need the same as everyone else – access to timely information in order to make informed decision and access to expert help and support when they need it – just as we all do when planning a holiday. Through comparison with the travel industry it gets a message across to staff that strikes a chord and is instantly understandable. This approach has led to a major restructuring of the service to provide: advice and assessment teams, community development teams, long-term teams.

Authority	Penwith District Council
Approach	Joining up thinking at a district level.
Challenges	District councils deliver many of the services which are important to older people locally and there is a need to ensure they are part of the discussions held between county councils and the NHS.
Method	The Health and Older People's Champion has taken a strong lead in the development of local services for older people and is driving the agenda for the change locally. The leadership by the Champion is respected and valued by the officers of the Council because it is an honest open and focused one with older people at the centre. Implementation of the action plans is being monitored by the council. Key success criteria: clear leadership role the council has taken in developing a partnership approach to the detailed action plan with detailed actions being identified.

## projects and service developments

Authority	Hampshire County Council
Approach	Taking a corporate lead for well-being.
Challenge	The time it takes to get new posts up and running when new jobs need evaluation and approval processes to be gone through and notice periods adhered to.
Method	Commitment of members to a priority based approach, identifying older people as a priority area across the council. Priority Group established with representation of all council departments. Learning from Portsmouth, a prevention team approach was developed and member approval gained. Leader of the Council committed £100,000 (half the costs) expecting the team to generate the remaining income themselves. Key success criteria: Members are personally responsible and empowered by their priority area and want to support the work of the group through difficult times.
Authority	Portsmouth City Council
Approach	A prevention and well-being network approach.
Challenges	Difficulty in getting some services to participate.
Method	Partnership of statutory services, service providers, voluntary sector organisations and importantly older people, working together to commission and provide a broad range of preventative services. Pivotal in changing the relationship between the local authority and the voluntary and independent sector. Paved the way for more flexible, innovative and responsive services which responded directly to the needs of older people as defined by them. Key success criteria: a shared goal of making a difference to the lives of older people in the city.

## projects and service developments

### Learning Points:

Financial resources – there is not one method or funding stream currently available that will secure the delivery of a sustainable well-being strategy. The Sets have learned that opportunities from time-limited grants such as European Development Funds, Lottery Funds and Single Regeneration Budgets offer the best chance at pump priming developments that may then prove the need for ongoing investment. Further work and learning is needed to develop a realistic and achievable financial framework to implement sustainable well-being strategies.

Structures – the Set has tested the following structural options for delivering a well-being strategy:

- managing mainstream services differently
- joining up thinking at a district level
- taking a corporate lead for well-being
- a prevention and well-being network approach

The scope of the well-being agenda relies on a range of agencies, organisations and individuals to effect service development and delivery.

One size does not fit all and there is no obvious structural blue print that can maximise the likelihood of the well-being strategy being delivered. What the Set has learned is that it is more about the sphere of influence at the point in time when recognition and momentum gathers for taking action and the levers that are available to effect change, than it is about which agency or organisation takes the lead. What remains paramount is the need for continued and ongoing improvements in the way older people are involved and have control over service delivery.

Leadership – from the work in Portsmouth City Council and Penwith District Council set members learned that a ‘Champion’ or ‘Leader’ of the well-being agenda was the pre-cursor for driving through change ahead of the cross government policy developments. In the recent report [Living Well in Later Life](#) about the implementation of the National Service Framework, the role of the Older People’s Champion was seen to remain key in raising the profile of older people within the community and the corporate structure. This does take determination and commitment to make the role work in local government.

## projects and service developments

### Good Practice:

Penwith has some particular local challenges – the high number of second homes is changing the make up of the community leaving older people isolated in vacant villages. Twenty-eight percent of the population are over 65. There are major challenges for public transport in such a rural geography and for employment in a community of small industries and low wages. The main acute hospital is 28 miles away from Penzance and 37 miles from Lands End, and with few remaining community hospital beds older people struggle to access necessary health services. Loneliness and isolation are a major difficulty with support services having high unit costs and drawing from an ever decreasing employment source. Poverty for older people is a major problem with £9 million of unclaimed benefits in the area and 20 percent of older people still not claiming their entitlement. These all create barriers to well-being.

These issues were brought to the learning set and triggered some creative solutions. One of these was the idea of an older people's radio station – run by older people, for older people. This idea came from work done in Portsmouth to develop one. By focusing on older people's needs and discussing older people's issues it is easier to introduce sensitive subjects like money, loneliness and sorrow at the loss of friends and family. The development of a community radio station is able to meet the needs of these two geographically diverse communities: a small urban city and a large rural community.



## measuring success

The current climate of performance management in local government and the NHS does not encourage a well-being approach. Aspects of people's lives which enable them to live independently with a good quality of life are not measured by the current indicators. There is a need to develop new indicators, but also to develop them differently in a way which enables local flexibility, diversity and ownership by older people and by those delivering services. They must also be indicators which recognise the need for long term change over realistic timescales and the need to persist with achieving that change even when times are hard either politically or financially. Portsmouth City Council has begun to look at this through their work with the National Economics Foundation (ref: page 3) and there is a wealth of evidence from the USA which shows how outcome based indicators and strategies can begin to improve the lives of local people. Work done in the USA in Vermont shows that performance indicators have to be an integral part of an overall plan and not separate measures of isolated activity.

One way forward is the development of an outcomes based approach. The following need to be in place to succeed in measuring performance in this way and be developed incrementally as one leads on from the other:

- Outcomes** Identify clear positive qualitative statements of well-being which are interactive and interdependent. 'Elders live with dignity and independence in settings they prefer.'
- Indicators** Develop qualitative indicators over time which are interactive, help to compare with others and motivate to improve. 'Are we getting better or worse?'
- Strategy** Agree a common purpose and a set of coherent collective actions that will deliver improved outcomes for older people. 'What can your organisation do to improve the well-being of the older people it serves?'

The White Paper [Our Health, Our Care, Our Say](#) has clearly set out the new outcomes and CSCI have used these to develop a new performance assessment framework for Adult Social Care. This consultation document is very welcome as the new outcomes framework it proposes places a clear emphasis on quality of life.

## measuring success

The Set has begun to consider the new draft framework. The seven outcomes in the White Paper are used plus two additional measures on leadership and commissioning and use of resources. These two additional measures are included separately because effective outcomes can only be delivered on the back of excellent leadership and effective commissioning and use of resources.

The table following details the outcomes and makes reference to the projects and service developments of the South West Action Learning Set in terms of how they may contribute to achieving the outcomes in councils with adult social care responsibilities.

Outcomes and social care description	Set examples
<b>Improved health:</b> services promote and facilitate the health and emotional well-being of people who use the services.	In Portsmouth falls prevention strategy in place that includes the following: <ul style="list-style-type: none"><li>• DASH</li><li>• exercise programmes</li><li>• awareness programme</li><li>• sloppy slippers campaign</li><li>• LIT/DIT</li><li>• home-check</li><li>• city LIT for falls</li></ul>
<b>Improved quality of life:</b> services promote independence, and support people to live a fulfilled life making the most of their capacity and potential.	From work on culture shift in Wiltshire: encouraging all practitioners to move away from issuing a menu of services to developing care plans with service users which reflect the service-users' abilities to use local universal services and minimal statutory intervention only where there is no alternative.



## measuring success

**Making a positive contribution:** Councils ensure that people who use their services are encouraged to participate fully in their community and that their contribution is valued equally with other people.

In Hampshire a communications campaign was planned and implemented. There were two phases – the first was based around an awareness raising exercise, promoting mainly Hampshire County Council services and encouraging older people to request further information. The second phase increased involvement from voluntary groups and other partners. It encompassed a targeted special edition of Hampshire Now and a series of 14 road shows around the county. The key message for this second phase was based around well-being.

**Exercise of choice and control:** people who use services, and their carers, have access to choice and control of good quality services, which are responsive to individual needs and preferences.

In Wiltshire we are suggesting that we refocus what we do and concentrate on those people at the bottom of the triangle, giving good information and advice at the right time so people can make informed positive decisions about their own care.

**Freedom from discrimination or harassment:** those who need social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm.

In Portsmouth Vietnamese/Chinese and Bangladeshi Access Development.

**Economic well-being:** people are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this.

In Hampshire joint Sessions with Department for Work and Pensions – Joint information sessions were run between the county council's treasury department and DWP.

## measuring success

**Personal dignity and respect:** adult social care provides confidential and secure services, which respects the individual and preserves people's dignity.

In Hampshire: Trading Standards established a permanent Quick Response Team to tackle incidences of rogue trading.

**Leadership:** Centre for Advanced Social Science Research will have a key role in assuring accountability of services to local communities through consultation with local people and in particular people who use services.

In Portsmouth prevention and Well-being network provides an important interface between older people and service providers – ensuring older people are fully engaged in the planning and delivery of new services.

**Commissioning and use of resources:** Adult social care leaders commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available and so demonstrate value for money.

In Portsmouth all providers as part of network involved in the planning and delivery of contracted services rather than previous climate of non-cooperation and competition.

### Learning Point:

As well-being strategies get developed and become integral to Local Strategic Partnership / Local Area Agreement developments, there needs to be early consideration of how designated local authority social care resources – both human and financial – support the implementation and contribute to achieving outcomes. The draft Performance Assessment Framework for adult social care quite clearly and appropriately seeks to capture a more comprehensive assessment of the performance of a council's improvements to older people's quality of life. This expands the true scope and expectation of what designated social care resources must deliver if the view is taken that the adult social care sphere of influence comprises all older people within the local authority. Similarly the relationship between the assessment of adult social care and other local authority performance assessments needs clear definition.

## measuring success



### Good Practice:

The indicator which counts the level of support given to older people helped to live at home demands that those older people have been assessed under the Community Care Act which is not very compatible with providing low level, enabling and empowering services for which older people do not need to be assessed. Wiltshire have engaged CSCI in this discussion, working with them to agree that locally agreed targets counting those older people who have been supported through non assessed services can be included as part of their performance assessment. If this is successful then this can be rolled out to other Local Authorities tackling the same issue.



## recommendations

The Sets have shown that shared learning and thinking time, reflection and critical friend type approaches has encouraged Set members to continue to pursue change locally. The learning has been turned into new service delivery – particularly the Well-being team in Hampshire, the proposed radio station in Penwith, new structures in Wiltshire and the peer group questionnaire in Portsmouth. Some key learning points have emerged from the work and discussion and are summarised below.

Achieving local change requires:

- a commitment to the vision of improved well-being for older people
- energy, drive and determination – sometimes over many years – to change the way services are delivered
- an ability to lead in a charismatic, inspiring and creative way.

Maintaining a two tier system approach to delivering well-being strategies may not support effective delivery for the community of older people in any one area. Local Area Agreements are an opportunity to reduce this differential approach.

Implementing well-being Strategies requires:

- cross local government and community involvement
- involvement of older people at the start and commitment to finding and continually improving appropriate ways for them to stay driving the agenda
- a long term approach that builds in opportunities for ongoing monitoring and review
- attention to shifting the culture within organisations so that at every opportunity older people are treated as citizens with equal rights and responsibilities to make informed decisions
- being explicit and opportunistic about funding arrangements
- paying attention to measuring success through older people designing and delivering the approach.

### Emerging Considerations

The Set is keen to pursue its collective consideration of measuring effectiveness and the development of performance indicators. It will be learning from the development of the Quality of Life Survey in Portsmouth.

## recommendations

Also on the horizon is the need to consider procurement of services to support the delivery of a well-being strategy. Of particular interest is the 2007 Comprehensive Spending Review and the detailed assessment of the long-term trends and challenges that will shape public services over the next decade, including:

[‘demographic and socio-economic change, such as the rapid increase in the old age dependency ratio as the ‘baby boom’ generation reaches retirement age’](#)

This long-term challenge has fundamental and far-reaching implications for public services that require innovative policy responses, co-ordination of activity across departmental boundaries and sustained investment in key areas. As announced in Budget 2006, the CSR will therefore be informed by the analysis and conclusions of a series of detailed reviews on specific cross-cutting issues including:

[‘Review of the Future Role of the Third Sector in Social and Economic Regeneration’](#)

The terms of reference of the review are to:

- consult with the range of organisations in the third sector, including charities, voluntary and community groups, mutuals, co-operatives and social enterprises, to examine their future role in the social and economic regeneration of England; and
- ensure that the future role of the sector, in the context of the long-term challenges is defined through a sector-led consultation process.

To examine:

- the [evidence](#) that the third sector has an [added or distinctive value](#) in its roles including; in public service reform and delivery; in advocacy on behalf of under-represented groups; in promoting volunteering and giving; in local economic regeneration; and in promoting social capital and building communities
- the [impact](#) the sector can have in various key outcomes – enterprise, health, social capital, economic regeneration, community cohesion
- what currently [promotes or inhibits](#) the sector in its roles; and
- the [priorities](#) for third sector development in all of its respective roles and how Government can contribute to this development over the long term.

[This will be an important review for the ongoing development and implementation of well-being strategies. The South West Action Learning Set will be keeping up with the discussion as it emerges.](#)



## appendix 2

### 1. Penwith action plan

#### Projects at Penwith District Council during Action Learning Set

Project	Formation of Older People's Forum
Outcomes	<p>This has been very positive.</p> <p>The Forum:</p> <ul style="list-style-type: none"><li>• is a voice for older people</li><li>• is a means for carrying out consultation</li><li>• gives an opportunity for older people and service providers to get together in a relatively informal venue to discuss issues</li><li>• sets up 'theme groups' of people to look into specific areas and make recommendations to relevant agencies</li><li>• has a newsletter which keeps approximately 400 people in touch with developments and news.</li></ul>
Lessons learned	Further developed work with partners and greatly increased involvement of older people.
Contact	<p>Louise Dowe, Committee Manager 01736 336841 louise.dowe@penwith.gov.uk</p> <p>Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk</p>



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### 1. Penwith action plan

<b>Project</b>	Conference for older people on 'Making a Positive Difference'
<b>Outcomes</b>	110 people attended of which 40% were older people.
<b>Lessons learned</b>	Further developed work with partners and increased involvement of older people. Plans to hold a follow-up conference in September 2007 to re-visit and update the 2005 Action Plan.
<b>Contact</b>	<p>Wendy Williams, PA to the Head of Sustainable Development and Improvement 01736 336845 wendy.williams@penwith.gov.uk</p> <p>Louise Dowe, Committee Manager 01736 336841 louise.dowe@penwith.gov.uk</p> <p>Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk</p>

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### 1. Penwith action plan

<b>Project</b>	Loneliness and Isolation survey and chat line
<b>Outcomes</b>	<p>Over 400 questionnaires returned from 1,000 sent out. Many issues identified which resulted in 12 recommendations being accepted by partners to tackle general issues raised.</p> <p>Individual issues raised were actioned by the council or partner agencies.</p> <p>Chat line was set up; use was limited but did provide some fascinating conversations.</p>
<b>Lessons learned</b>	Successfully sought the assistance of partners who work with older people as a means of communicating (including housing support workers and age concern). Also used media, local newspaper and radio, to spread the word.
<b>Contact</b>	<p>Louise Dowe, Committee Manager 01736 336841 louise.dowe@penwith.gov.uk</p> <p>Margaret Ford 01872 266388</p> <p>Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk</p>
<b>Projects</b>	Older People communicating with the Council
<b>Outcomes</b>	Much improved communication for all.
<b>Lessons learned</b>	Diversity Officer worked with Older People's Forum members, including the manager of a day care centre, to improve service in this area.
<b>Contact</b>	<p>Nigel Clark, Day Care Centre Manager 01736 364307</p> <p>Debbie Groves, Customer Relations and Diversity Manager 01736 336831 deborah.groves@penwith.gov.uk</p>

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### 1. Penwith action plan

<b>Project</b>	Befriending Scheme in St Just
<b>Outcomes</b>	Progress slow but three befrienders are working in the community. Nine have been trained.
<b>Lessons learned</b>	Cornwall is a long, rural county and there is only one Age Concern officer responsible for befriending across the county. Efforts have been made to maximise the resources available.
<b>Contact</b>	Jane Richards, Age Concern 01872 266388  Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk
<b>Project</b>	Carers Group
<b>Outcomes</b>	We are in the process of developing this group to identify carers and their needs, and to ensure that they are able to access support services.
<b>Lessons learned</b>	Working with carers groups and support officers to get more carers identified and give the support they require.
<b>Contact</b>	Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk  Peter Collins 01736 360506  Wendy Gauntlett c/o 01736 336841

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### 1. Penwith action plan

<b>Project</b>	Senior Lifeskills Exhibition
<b>Outcome</b>	Excellent day, met over 200 older people. Good opportunity for them to discuss issues with a wide range of organisations.
<b>Lessons learned</b>	Through meeting and listening to older people, able to learn a lot about their views, needs and concerns.
<b>Contact</b>	Suzi Neaum, Community Safety and Young People Assistant 01736 336769 suzi.neaum@penwith.gov.uk  Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk  David Raymer, Hayle Age Concern 01736 755000
<b>Project</b>	Community Radio Station in Penwith, run by older people for older people
<b>Outcome</b>	In early stages, but the project is ongoing.
<b>Lessons learned</b>	Considered to be of considerable value to the area, through increased access to information and services, wider choices for older people, and opportunities for development of skills and experience for volunteers.
<b>Contact</b>	Anthony Newson, Social Inclusion Officer 01736 336609 anthony.newson@penwith.gov.uk  Louise Dowe, Committee Manager 01736 336841 louise.dowe@penwith.gov.uk  Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk

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### 1. Penwith action plan

<b>Project</b>	Appointment of Councillor Champion for Health and Older People
<b>Outcome</b>	This appointment has ensured that cross-cutting service delivery and services involving partner organisations have improved, with clear priorities, leadership and accountability. Many projects have been set up and driven forward directly due to the Councillor Champion.
<b>Lessons learned</b>	Need to prioritise and the wide range of services involved. Since this appointment was made additional Councillors have been appointed as champions for other areas.
<b>Contact</b>	Councillor Chris Goninan 01736 788722 chris.goninan@penwith.gov.uk

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### 2. Hampshire project plan

#### Projects at Hampshire County Council during Action Learning Sets

Project	Consultation exercises to set the agenda for the projects developed below
Description/ outcome	<p>Summer of 2003 a self selecting questionnaire was inserted in the County Councils own newspaper and resulted in 10,000 responses.</p> <p>A focus group was also held in June 2004. Key themes highlighted from both of these were independence, home security, community support, financial information and health.</p>
Lessons learned	The value of consulting rather than making assumptions as to older peoples priorities and concerns. This enabled a clear work plan to be developed with initiatives and resources targeted at specific areas of concern.
Contact	Jeff.pattison@hants.gov.uk Head of Corporate and Legal Services

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### 2. Hampshire project plan

<b>Project</b>	Good Neighbour Award Scheme
<b>Description/ outcome</b>	<p>Developed in partnership with five Hampshire voluntary associations.</p> <p>Award ceremonies were held in March 2005 and 2006, with over 40 individual and groups presented with awards by the leader of the council in The Great Hall, Winchester Castle.</p> <p>Recognised and valued the work of individuals.</p> <p>Allowed recipients to thank their neighbours.</p> <p>Promoted the importance and value of small acts of help through press coverage received.</p> <p>Example of good partnership working.</p>
<b>Lessons learned</b>	<p>To advertise more widely in order for award winners to come from across the county.</p> <p>Greater clarity over group awards and individual awards</p> <p>Planned to run again in March 2007.</p>
<b>Contact</b>	<p>Jeff.pattison@hants.gov.uk</p> <p>Head of Corporate and Legal Services</p>

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### 2. Hampshire project plan

<b>Project</b>	Contractors in the Community
<b>Description/ outcome</b>	<p>Sponsorship scheme to attract funding from County Council Contractors to fund work on homes and in the community for older people.</p> <p>Raised £23,000 from 45 responses.</p> <p>Funding used for a gardening scheme in Andover run by MENCAP providing work for adults with learning disabilities and the National Probation Service to carry out repairs on community buildings.</p>
<b>Lessons learned</b>	<p>To promote the scheme and what it achieved more widely.</p> <p>To provide a wider definition of how the funding will be used.</p> <p>Gain more sponsorship by publicising the benefits to the prospective sponsors.</p> <p>Aim to run the scheme again in 2007.</p>
<b>Contact</b>	<p>Mike.fitch@hants.gov.uk Head of Property Management</p> <p>Jon.whale@hants.gov.uk Community &amp; Business Support Manager Regulatory Services</p>



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### 2. Hampshire project plan

<b>Projects</b>	Safe and Sound leaflet
<b>Description/ outcome</b>	<p>Trading Standards, designed an older persons friendly leaflet containing simple and clear consumer and safety advice and useful telephone numbers. Had two print runs with over 50,000 being produced.</p> <p>Now have a generic information leaflet that can be used across the county.</p>
<b>Lessons learned</b>	<p>Successful example of joint working within the County Council and with external organisations.</p> <p>Older people like the fact that information all in one place.</p> <p>Well circulated across the county.</p>
<b>Contact</b>	Joy Forrow ,Community Projects Officer Joy.forrow@hants.gov.uk
<b>Project</b>	Doorstep Traders
<b>Description/ outcome</b>	<p>Trading Standards established a permanent Quick Response Team to tackle incidences of rogue trading.</p> <p>A county wide education and promotional campaign is running to promote the service, through talks to organisations and clubs etc.</p>
<b>Lessons learned</b>	<p>Responded to needs identified in 2003 survey on safety and security.</p> <p>Now have a permanent dedicated team called 'Protecting Older People' to deliver this work and use county wide networks effectively to cascade information out.</p>
<b>Contact</b>	Joy Forrow ,Community Projects Officer Joy.forrow@hants.gov.uk

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### 2. Hampshire project plan

Project	Bobby Trust
Description/ outcome	Working through Parish Councils to identify older people requiring home security items to be fixed to their properties. The Bobby Trust responds to individual requests.
Lessons learned	Using existing communication channels at a local level.  The positive effect on individuals when they felt more secure in their own homes.
Contact	Jon.whale@hants.gov.uk Community & Business Support Manager Regulatory Services

Project	Joint Sessions with Department of Works and Pension
Description/ outcome	Joint information sessions were run between the County Council's treasury department and DWP.
Lessons learned	Responding to identified need from 2003 survey.  The value of bringing the agencies together at a local level and in one location to provide joined up information sessions Needs to occur on a regular basis.
Contact	David.Lovett@hants.gov.uk Treasurers Department

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### 2. Hampshire project plan

<b>Project</b>	There's never been a better time... Campaign
<b>Description/ outcome</b>	<p>A communications campaign was planned and implemented. There were two phases – the first was based around an awareness raising exercise, promoting mainly HCC services and encouraging older people to request further information.</p> <p>The second phase increased involvement from voluntary groups and other partners. It encompassed a targeted special edition of Hampshire Now and a series of 14 road shows around the County, during March and April 2006. The key message for this second phase was based around well-being.</p>
<b>Lessons learned</b>	<p>Research highlighted the gaps in older people's knowledge. Our key lesson was that there is an enormous amount of information out there for older people, a lot of different organisations and services that people could potentially access, but how to make it more easily accessible?</p> <p>It was also a challenge to reach those people that are truly 'hard-to-reach', specifically ethnic minority groups and those that are less mobile.</p>
<b>Contact</b>	Vicky Marr, Corporate Marketing Manager vicky.marr@hants.gov.uk
<b>Projects</b>	Establishment of an Older Persons Well-Being team
<b>Description/ outcome</b>	Appointed a Head of Older Persons Well-Being Team, February 2006 to take this agenda forward.
<b>Lessons learned</b>	The projects above and the scope of joint working they developed across the county provided the evidence for the County Council to commit to funding a team dedicated to proactively working to maintain the independence of older people.
<b>Contact</b>	Alexandra Burn, Head of Older persons Well-Being Team Alex.burn@hants.gov.uk

## appendix 2

### 3. Wiltshire triangles and travel paper

#### Triangles & Travel – the journey to promoting independence

We have a vision for social care in Wiltshire. It is a vision which was developed as part of a consultation with users, carers and staff on the Department of Health's Green Paper, [Independence, Well-being and Choice](#).

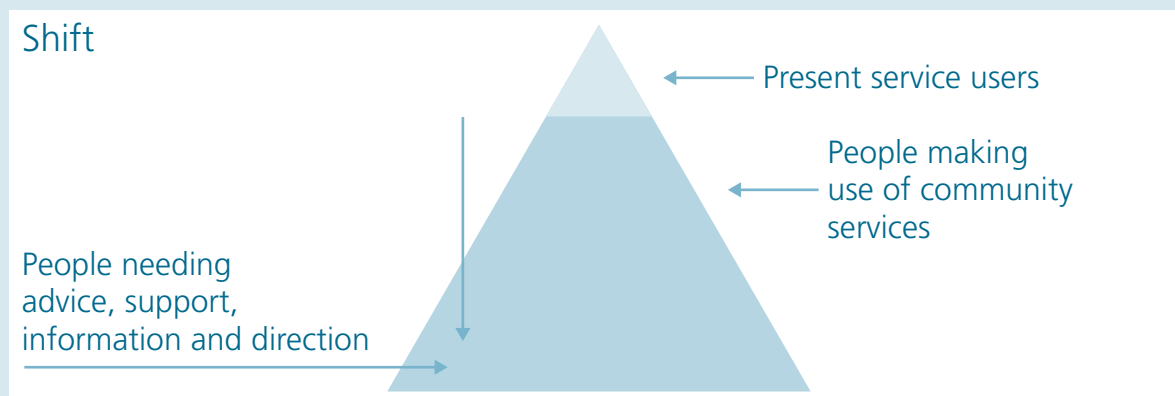
The vision seems clear enough. It is 'to deliver services to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs and to promote services and opportunities which help people remain well and independent'.

As a department we could argue that this vision defines what we already do. We have developed (jointly with health) intermediate care services which respond to people in crisis, our community teams routinely arrange domiciliary care packages for people who require high levels of support to ensure they remain at home, the number of direct payments we are arranging is increasing and we make available a large proportion of our budget to the voluntary sector for preventative services.

However, to have this vision and to continue to manage our business, as we do at present, is becoming increasingly difficult. We do believe the areas of work outlined in our vision are our responsibility, but we need to rethink if we are to meet the vision.

We have spent some months now explaining how we intend to invert the triangle of care. The argument runs along these lines:

If all those people who require social care support are contained within a triangle and the more support you need then the further towards the apex of the triangle you are, then in social care we work with only those at the apex of the triangle. We have an eligibility criteria which limits services to only those who have substantial and critical needs.



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### 3. Wiltshire triangles and travel paper

Our problem is that the population at the top of the triangle is getting bigger because of increasing numbers of older people; younger people with profound disabilities surviving childhood and trauma; and pressures from the NHS as 'health needs' are more strictly defined. But our budget to provide services is not growing at the same rate.

We are suggesting that we refocus what we do and concentrate on those people at the bottom of the triangle, giving good information and advice at the right time so people can make informed positive decisions about their own care.

We want to encourage the development and use of universal, community services (leisure centres and libraries, pubs and clubs, shops and restaurants) which are available to everyone.

The result should be to slow down the rate at which people rise to the top of the triangle and shortening their stay if they get there. In the process, control and choice is back in the hands of the user.

We have used this explanation for the vision over the last few months. So much so that staff now groan when the triangle is mentioned!

We need to get the message across in a way in which will strike a chord and be instantly understandable.

So, let's talk about holidays. We have a number of holiday brochures at home at the moment and it made me start to think. Why is it that millions of people now take for granted and even look forward to doing something which even 100 years ago was left to explorers or the very rich. Taking long journeys to foreign countries where the language is different, the cultures are alien and there are no familiar faces seems like a risky and stressful thing to do. Yet we all choose to do this and most of us look forward to it. So how was this achieved?

Well the travel companies do a lot of work, before we even have an idea of where we would like to go, to make foreign countries familiar. They use the media generally and in their brochures they go into minute detail on what to expect, what the journey will be like, what the accommodation is like. Before we choose a particular holiday we are familiar with the process.

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### 3. Wiltshire triangles and travel paper

Then they work with the carriers and hoteliers to ensure they understand what the expectations of the customers are. So when we arrive at our destination there are a number of aspects which make us feel at home. For example, the Mediterranean people do not eat cereals for breakfast, but almost all hotels will serve cornflakes and rice crispies!

And lastly, they make available resort reps. Their job is to have detailed knowledge of your chosen destination and to be available should you have any issues or concerns. They often speak the language and can communicate for you if necessary. They can introduce you to others and they give you useful tips on the dos and don'ts which will make your holiday stress free. As a holidaymaker it is up to you how much you use the rep, but having them in the background instils a sense of confidence in many to find their own holiday programme.

#### Are you making the connections?

Linking back to inverting the triangle we need to provide advice and information which helps people make informed decisions about their social care needs, promote and market planning for old age, raising awareness of actions which can prolong independence; encourage community developments which would lead to greater social inclusion and encourage self-assessment and informed risk management.

We need to ensure we know what the expectations of people who will require social care support are. We need to engage not just with existing service users, but we need also to ensure involvement of potential users in service development and resource planning.

Our thinking needs to be wider in terms of potential service provision. For most of us our social interactions take place in shops, clubs, leisure centres, libraries and restaurants and our own homes. These are our familiar everyday experiences and yet traditionally social care support has narrowed social interaction to exclusive day centres.

The best practice from our social care staff already focuses on promoting independence. We need to encourage all practitioners to move away from issuing a menu of services to developing care plans with service users which reflect the service-users' abilities to use local universal services and minimal statutory intervention only where there is no alternative.

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### 3. Wiltshire triangles and travel paper

The vision for social care is contained in any holiday brochure. Solid straightforward information, freely available, which means that before any journey is even contemplated the process is familiar. Services which meet with the expectations of users, which again are familiar and part of our everyday experience and lastly 'resort reps' with detailed knowledge to be used according to the level of support required. The more part of the everyday experience additional support is to people, the more confidence they will have to do their own thing.

Of course this philosophy doesn't just apply to adult social care, but all council services. We should be the resource which enables people to make their own improvements to life and in the process we put promoting independence and well-being at the top of our agenda.

[Jeanette Longhurst](#)

Assistant Director, Wiltshire Department of Adult & Community Services

## appendix 2

### 4. Portsmouth prevention team action plan 05/06

Service Development	Outcome	Action
Food and Health in Somerstown	Improve health, diet and exercise	Healthy Eating Champion appointed
Food and Health in Landport	Using the community garden to increase eating of fruit and vegetables	Cookery lessons given using own produce
Food and Health in Milton	Community allotment scheme to encourage well-being	Access more funding to expand service
Food and Health Older Persons website	Provide advice on healthy eating to reduce incidence of CHD, diabetes and stroke	Develop website links to other healthy eating sites
Five a Day City wide promotion	Encouraging healthy eating	Demonstrations to older people and their carers
Health education Training Needs questionnaires	Feedback from staff	Improvements to courses and targeted training
Healthy Walks Project	Encourage citizens to exercise	Set up more healthy walks
Improve Home-check service	Increase hours available	Link to referrals for home adaptations
Sustain progress on Falls prevention	Falls prevention strategy in place	DASH (Dietary Approaches to Stop Hypertension OR Disablement Association Hillingdon) Exercise programmes Awareness programme Sloppy slippers campaign LIT/DIT Home-check Engage all stakeholders in programme City LIT for falls



## appendix 2

### 4. Portsmouth prevention team action plan 05/06

Service Development	Outcome	Action
Meals on Wheels	Support older people to live at home	Develop Women's Royal Voluntary Service (WRVS) services
Shop-mobility	Establish shop-mobility service	Develop steering group
Equalities Action	Establish quality in service delivery	Ensure services meet agreed equality targets
Age Discrimination	Ensure Older people do not suffer discrimination when accessing services	Develop steering group with cross sector membership Gather baseline information for INRAs
Leisure and learning opportunities	Develop service and database to give information about leisure and learning opportunities	Secure sustainability funding
Carers Development	Improve service and respite for carers	Continue to improve outcomes – roll out across PCC
Vietnamese/Chinese and Bangladeshi Access Development	Develop resources to meet community needs	Enable service to be more proactive and responsive to community needs
Increase volunteer management	Increase volunteer support for projects	Needs assessment and recruitment plan
Drayton and Farlington Action group	Older people involved in planning, delivery and monitoring of services	Continue work of action group
Shopping project 1	Enable older people to visit supermarkets with assistances	Develop service with commissioners
Shopping project 2	Older people access shopping via home shopper service	Ensure continued funding

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### 4. Portsmouth prevention team action plan 05/06

Service Development	Outcome	Action
Furniture moving project	Older people remain living at home	Ensure continued funding
Fratton live at home scheme	Older people remain living at home	Continue to secure funding
Good Neighbour scheme	Older people remain living at home	Explore replacing SRVS. Expand service out of the City
Sitting Service	Carers able to take a break	Continue funding and ensure quality of service
Age Concern laundry	Provide laundry service throughout City	Ensure continued provision and ensure quality of service
PCCS Gardening Scheme	Older people live at home happy with their garden	Expand service and increase volunteer support
Red Cross Home From Hospital service	Enable safe and timely discharge by providing short term intensive support	Review provider
Age Concern Help in the Home	Enable older people to live at home	Develop service capacity
Day Activity Groups	Reduce isolation and depression	Expand provision in line with Day Care BV Review
Older People's Council	Establish Council in Portsmouth	Set up consultation meetings
Community newspapers	Distribute newspapers in Buckland Landport and Portsea	Secure funding to develop and maintain newspapers



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