

**MEMORANDUM OF UNDERSTANDING****1. PARTIES TO THIS AGREEMENT**

- 1.1. This Memorandum of Understanding (MoU) is between the Centre for Ageing Better (referred to as 'Ageing Better'), Lincolnshire County Council (referred to as 'LCC') and East Lindsey District Council (referred to as 'ELDC').

**2. SCOPE OF THE MEMORANDUM OF UNDERSTANDING**

- 2.1. This Memorandum of Understanding sets out how Ageing Better, LCC and ELDC will work together, through a strategic partnership from July 2020 to July 2025.
- 2.2. This agreement complements a joint strategic commitment to more people enjoying a good later life, and ELDC's membership of the UK Network of Age-friendly Communities.
- 2.3. Whilst the signatories to this agreement are Ageing Better, LCC and ELDC, we are taking a whole county approach to the partnership, working with a wide range of stakeholders to maximise knowledge, expertise and impact. This is particularly important in a two tier authority area across a large and varied geography.
- 2.4. We will work together to research and secure the best outcomes and opportunities for people in and approaching later life across Lincolnshire, focusing on the areas we know will make a transformational difference to people's later lives, including employment, homes, communities, and health.**
- 2.5. Ageing Better, LCC and ELDC share the following **vision and goals**:
- To add to the evidence base and share learning about what works in order to positively influence how those currently in their 50s and 60s can enjoy a good later life.
  - To actively encourage people to plan for their later life, including planning that ensures financial security, good physical and mental health, that could make a transformational difference to their lives
  - To share learning and evidence of what works across all agencies in Lincolnshire, and engage with them to ensure they play their part in delivering services that enable people to effectively plan for later life.
  - For more people in Lincolnshire to enjoy later life in terms of better health, financial security, social connections and wellbeing
  - For Lincolnshire to be recognised locally, regionally, nationally and internationally for its work in ageing and to become an age-friendly county
  - For the partners and others in Lincolnshire to apply evidence-based practices, and to develop and test innovative approaches to address inequalities in later life

- 2.6. We will also ensure that the partnership and its agreed outcomes recognise and take account of recovery from the Covid19 pandemic and the associated challenges and opportunities in rural and coastal areas.

### **3. ABOUT LINCOLNSHIRE**

#### **GEOGRAPHY AND DEMOGRAPHICS**

- 3.1. Lincolnshire is a mainly rural county in the East Midlands and the fourth largest county in England. It has a population of 755,833, 48% of which lives in rural areas. 43.4% of the population is over 50.
- 3.2. The number of people aged between 50 and 69 is 205,690, which represents 27% of the entire population.
- 3.3. The over 75 population is predicted to increase by 88% between 2016 and 2041.
- 3.4. 14% of the population live in the top 20 deprived lower super-output areas (LSOAs) and 12% experience fuel poverty.
- 3.5. Lincolnshire also has over 50 miles of coastline.
- 3.6. Lincolnshire has a two-tier local government system with one county council and seven district councils. It also has 512 local Town and Parish Councils.
- 3.7. The county is covered by a single clinical commissioning group (CCG).

#### **CHALLENGES**

- 3.8. As a rural and coastal county Lincolnshire faces a series of interlinked challenges, including:
- Sparsity, and poor transport and digital infrastructure compared to urban counterparts contributing to social isolation. People have to travel further to access services and many communities have poor or no mobile and broadband coverage
  - Coastal towns like Skegness and Mablethorpe have seasonal economies largely based on tourism. There is a low skilled, low paid, transient workforce.
  - Parts of the Lincolnshire coastline have high levels of temporary and/or hidden residency, to which the NHS attributes £22m of additional health costs.
  - Lincolnshire has one of the highest levels of caring responsibilities with over 77,000 unpaid carers, with almost 3,000 of these providing more than 50 hours per week
  - There are 20,000 care workers (more than the total NHS workforce in the county) working across 740 SME providers. By 2035 it is estimated that Lincolnshire will not have enough people to fill the projected health and care jobs.

- Seasonality also brings challenges in upskilling the workforce. People often move quickly from job to job, leaving before they have had a chance to progress or upskill in an area.
- Housing stock in rural areas tends to be older and therefore not suited to adaptation. Homes are often off-grid for mains gas and harder, and more expensive, to heat.
- Rates of inactivity in those aged 55 and above are worse than the national average, with 31% of adults aged 55-74 and 59% of adults over 75 in Lincolnshire inactive, compared to national averages of 27% and 49% respectively.

3.9. Whilst Lincolnshire's rurality and sparsity appears to have provided some protection from high levels of infection and mortality from Covid19, the impacts of the pandemic are yet to be fully understood. There will be opportunities for innovation but also potentially disproportionate impacts in our rural context which will need to be understood and addressed.

## **OPPORTUNITIES**

3.10. Lincolnshire has a number of strengths which can support delivery of partnership goals, including:

- Strong record of partnership working across the county council, seven districts and 14 primary care networks. Statutory bodies spend a lot of time talking to each other and with stakeholders, building relationships so that decisions are made in the best interests of the whole community rather than a single organisation.
- A positive voluntary sector with 315 organisations benefitting from over 7,000 volunteers. Involving Lincs is a consortium of VCS organisations that supports the engagement of the third sector in strategic policy development and to influence the development of service delivery. Lincolnshire Voluntary Executive Team (VET) is a partnership of voluntary organisations and statutory stakeholders that have chosen to work together to promote third sector opportunities in health and care.
- The TED project in East Lindsey provides an important evidence base and blueprint for 'what works' in tackling loneliness and social isolation. The six year programme was awarded £2.7m as part of the National Lottery Communities Fund Ageing Better programme. The aim of the project has been to support people aged over 50 who are experiencing or at risk of social isolation and loneliness, so that they can lead more fulfilling lives, better connected to their communities. It has built a programme of work around age-friendly businesses, evidence-based service delivery and was an important catalyst in East Lindsey becoming an Age-friendly district. TED provides a platform for the partnership to build on and an opportunity to share learning across the county.

- The National Centre for Rural Health and Care is a membership CIC which is national in scope and based at the University of Lincoln and aims to improve outcomes and reduce health inequalities in rural areas. The University of Lincoln has established a Global Chair for Rural Health and Care. Both of these reflect Lincolnshire's ambitions to be a national exemplar on rural health and care.
- Lincolnshire has the opportunity to attract up to £100 million investment (Boston, Lincoln, Mablethorpe and Skegness) through the Towns Fund. These Town Investment Plans create an important opportunity to drive economic growth and recovery and improve outcomes and opportunities for communities

#### **4. ABOUT THE CENTRE FOR AGEING BETTER**

- 4.1. The UK's population is undergoing a massive age shift. In less than 20 years, one in four people will be over 65. The fact that many of us are living longer is a great achievement. But unless radical action is taken by government, business and others in society, millions of us risk missing out on enjoying quality lives in those extra years, with knock on implications for public services and communities. At the Centre for Ageing Better we want everyone to enjoy later life. We create change in policy and practice informed by evidence and work with partners across England to improve employment, housing, health and communities. We are a charitable foundation, funded by The National Lottery Community Fund, and part of the government's What Works Network.
- 4.2. We work with places so that more people can enjoy their later life. We have strategic locality partnerships with Greater Manchester Combined Authority, Leeds City Council and Leeds Older People's Forum, and Lincolnshire. We support the UK Network of Age-friendly Communities and are the World Health Organisation's affiliate lead for the Global Network of Age-friendly Cities and Communities.

#### **5. ABOUT LINCOLNSHIRE COUNTY COUNCIL**

- 5.1. LCC operates within a two-tier local government system and has responsibility for: children's services, adult social care and public health; highways; recycling and waste disposal; economic development, environment; fire and rescue, and emergency planning.
- 5.2. LCC is the Accountable Body for the Greater Lincolnshire Local Economic Partnership (GLLEP).
- 5.3. LCC convenes the Health and Wellbeing Board which is an executive committee of the County Council.

- 5.4. LCC wants to understand in order to positively influence how those currently in their 50s and 60s are planning for their retirement – including keeping physically and mentally active and socially engaged – before they reach retirement age. We want to actively encourage people to plan early to make a transformational difference to their lives. We want to ensure that all agencies in Lincolnshire play their part in using the experience of these people to transform their services so that collectively we can help make retirement better for people living in Lincolnshire.
- 5.5. LCC want to support a society where people contribute to their communities and are willing to look after themselves and others; a county where communities are safe and protected, health and wellbeing is improved, businesses are supported to grow and resources are effectively targeted. The aim is for communities to be resilient and to improve the health and wellbeing of people in Lincolnshire. LCC believes this can best be achieved when people and communities have the information they need to come together, solve the problems they face and build the county they want, when people are supported to be independent, make healthier choices and live healthier lives.

## **6 ABOUT EAST LINDSEY DISTRICT COUNCIL**

- 6.1 ELDC delivers services across one of the largest districts in England. At 700 square miles East Lindsey is sparsely populated with a range of market towns, coastal towns and dozens of villages. A large part of the district is an Area of Outstanding Natural Beauty and the district is also home to most of the Lincolnshire coastline.
- 6.2 East Lindsey is the 30<sup>th</sup> most deprived district out of 317 in England with stark contrasts between inland and coastal areas. Some coastal towns are within the top 1% most deprived across the country.
- 6.3 30% of East Lindsey residents are aged over 65.
- 6.4 The council holds the contract to deliver a countywide Wellbeing Service alongside the other Lincolnshire district councils. Focussed on supporting and enabling Lincolnshire residents to stay safe, independent and well at home, this is a key preventative service to reduce demand on crisis services such as hospitals and social care.
- 6.5 East Lindsey is a member of the UK Network of Age-friendly Communities and is actively delivering a work programme to ensure that Better Ageing is a key focus for the District. ELDC has refocussed its portfolio structure to include a Better Ageing specific portfolio.
- 6.6 ELDC is one of seven districts that collaborate regularly on many opportunities and partnership goals, meeting together as an executive leadership group to cooperate and advance partnership working, Using existing mechanisms to work alongside City of Lincoln Council, North Kesteven District Council, South Kesteven District Council, West Lindsey District Council, South Holland District Council and Boston Borough Council; ELDC will represent and advocate for the interests of the district councils within the Rural Strategic Partnership.

## THE AGREEMENT

### 7 ROLES AND RESPONSIBILITIES

#### 7.1 Ageing Better's role will include:

- Providing strategic advice and acting as a critical friend to Lincolnshire on ageing issues
- Sharing evidence of what works and providing support to translate this evidence into practice
- Actively promoting, facilitating, and encouraging the development of solutions to issues of importance to people in later life in Lincolnshire, and helping to unblock barriers to action
- Sharing evidence of what works in Lincolnshire with other rural localities across England and with central government
- Actively facilitating connections with third parties, including assisting with identifying funding opportunities to support the objectives of the partnership
- Supporting agreed evaluations and pilots of innovative approaches on agreed topics
- Providing funding and employing a dedicated Partnership Manager
- Providing resources for specific partnership initiatives, subject to further agreement.
- Promoting evidence and learning from the partnership across national and international networks.

#### 7.2 Operating within its existing governance arrangements, policies, and procedures, LCC's role will include:

- Applying, implementing, and rolling out evidence-based approaches to specific local ageing issues and helping to unblock barriers to acting on these.
- Identifying opportunities for innovation, new evidence and new delivery models within new and existing structures and services
- Collaborating with Ageing Better on pilots, delivery projects, evaluations, research and learning initiatives
- Promoting agreed findings and initiatives across regional, national, and international networks
- Sharing learning from the partnership with other stakeholders across the county and more widely
- Actively facilitating connections with third parties, including assisting with and identifying funding opportunities to support the objectives of the partnership
- Applying and sharing evidence of what works with other localities and with central government.
- Leading and delivering funding opportunities to support the objectives of the partnership
- Acting as a research and innovation partner on agreed topics
- Collecting and sharing management and administrative information and other metrics with Ageing Better to benchmark and measure outcomes as well as demonstrate the impact of innovation and change initiatives (subject to appropriate data sharing arrangements being in place).

- Convening the local Steering Group
- Hosting the Partnership Manager funded and employed by the Centre for Ageing Better.

7.3 Operating within its existing governance arrangements, policies and procedures, ELDC's role will include:

- Applying, implementing, and rolling out evidence-based approaches to specific local ageing issues and helping unblock barriers to acting on these.
- Identifying opportunities for innovation, new evidence and new delivery models within new and existing structures and services
- Collaborating with Ageing Better on pilots, delivery projects, evaluations, research and learning initiatives
- Promoting agreed findings and initiatives across regional, national and international networks
- Sharing learning from the partnership with other stakeholders across the county and more widely
- Sharing learning from the TED in East Lindsey programme and its membership of the UK Network of Age-friendly Communities
- Representing the Lincolnshire district councils on the Steering Group, ensuring each of their voices are heard and that the partnership makes an impact in each area
- Actively facilitating connections with third parties, including assisting with and identifying funding opportunities to support the objectives of the partnership
- Applying and sharing evidence of what works with other localities and with central government
- Collecting and sharing management and administrative information and other metrics with Ageing Better to benchmark and measure outcomes as well as demonstrate the impact of innovation and change initiatives (subject to appropriate data sharing arrangements being in place).

## 8 PRIORITIES/OPPORTUNITIES

8.1 In the light of Covid-19, the partners recognise the need for flexibility in how we implement this MOU in order to remain responsive to rapidly changing contexts. However, early discussions have identified the following joint opportunities and areas of interest which we will work together to further explore, define, and then take forward in the first year of the partnership. The partnership also presents an important opportunity for recovery by considering the work programme in the context of Covid-19.

8.1.1 **Housing:** The partnership will look at the supply and mix of new homes in a rural setting and how to stimulate and shape demand for homes that meet the needs of all ages – and that are digitally connected – supporting work on the Lincolnshire design guide and Homes for Independence Strategy. Resources in Lincolnshire are already being mobilised to accelerate work to re-design home adaptation and equipment services, including Disabled Facilities Grant (DFG). This topic is a priority for Ageing Better's programme of work on existing homes. Initially the partnership will explore the barriers and enablers to achieve better outcomes for individuals in existing

homes through e.g. integration of DFG, equipment and support for independence. Funding has been secured and new relationships built with the NHS to understand and address the impact of poor housing on health outcomes and service pressures.

- 8.1.2 **Connected Communities:** The Covid-19 crisis has brought forward a focus on community resilience and social connections. The Lincolnshire wide response to coronavirus by individuals, communities and voluntary organisations, and parish councils has highlighted an already existing sense of community spirit in many areas of the county. Ageing Better is interested in qualitative work to get underneath the stats on who's experiencing what and find out what it is that people value about interventions such as neighbourly support, involvement in volunteering etc. and what their own views are about 'what works' for them. This will include groups who are missing out and to build a picture of how the crisis has intersected with existing inequalities in older age groups. This offers an opportunity to build a picture of how to support a recovery with social connection and community resilience in mind and develop joint actions for the partnership. This will include looking at changes in use of, or attitudes to, digital services and information and opportunities to accelerate what works regarding digital solutions and accessibility. The lack, or poor standard, of digital infrastructure in rural communities puts them at a disadvantage in terms of access to services and connectivity with friends and family. Likewise poor transport infrastructure, including the road and rail networks in Lincolnshire, make it more difficult to travel for work, education and recreation. Ageing Better and Lincolnshire will work together to explore and test new solutions to these issues.
- 8.1.3 **Employment:** Ageing Better has a programme of work and is growing the evidence base on tackling worklessness and improving workplace practices. Together with GLLEP, the partnership will explore and implement opportunities to support people to stay in good quality work for as long as they want, including engaging with SMEs and other businesses to pilot and test promising age-friendly employment practices for an older workforce. Early work will include analysis to better understand challenges and focus efforts. As a rural and coastal county Lincolnshire presents a number of labour market challenges as well as strengths and opportunities to work together. For example, ELDC's TED programme delivers an age-friendly business initiative around employment and skills and already has supported a number of businesses in the district to adopt best practices. Proactive development of Employers for Carers schemes has begun to raise awareness across Lincolnshire of the needs and also the experience and skillset of those with unpaid caring responsibilities.
- 8.1.4 **Health:** Physical activity is one of seven priorities within Lincolnshire's Health and Wellbeing Strategy and in May 2019 Lincolnshire's Physical Activity Taskforce (LPAT) published its shared vision and commitment to tackling low levels of physical activity for people of all ages and abilities through a whole system approach. Ageing Better's programme of work to address physical inactivity in the over 50s includes encouraging active travel and addressing barriers in the leisure and fitness sector with the aim of increasing disability free life expectancy. This will form the basis of initial activity on health through the partnership. Other opportunities include place-based approaches to tackle rural and coastal health inequalities, such as the Towns

Fund bids, and through the Lincolnshire based National Centre for Rural Health and Care.

- 8.1.5 **Creating an Age-friendly County:** Ageing Better is the national World Health Organisation's affiliate lead for the Global Network of Age-friendly Cities and Communities. ELDC is a member of the UK Network of Age-friendly Communities, the first district council in the country to join that network. As part of this MOU Ageing Better, ELDC and Lincolnshire commit to working together to support Lincolnshire to become an age-friendly county, adopting the WHO's framework and joining the UK and WHO networks.

## 9 GOVERNANCE

- 9.1 The partnership will report to Lincolnshire Health and Wellbeing Board.
- 9.2 The partnership will submit an annual report to the Health and Wellbeing Board and an information report twice a year as a minimum.
- 9.3 A steering group of senior leaders from Lincolnshire, including LCC and ELDC, including a representative from GLLEP and HWB will sit around the partnership manager to provide strategic guidance and help navigate joint work across the various councils, their departments and partners. GLLEP will provide strategic input and steer, with particular reference to employment, worklessness, economy and business engagement. The partnership will provide regular updates to GLLEP as required and at least once a year.
- 9.4 A half yearly update will be provided to the Lincolnshire Chief Executives Group.
- 9.5 The post of Partnership Manager will be employed by Ageing Better, hosted by LCC, with accountability to Ageing Better's Head of Localities and LCC's Director of Public Health and Assistant Director (Prevention & Early Intervention)
- 9.6 A hosting agreement will be put in place between Ageing Better and LCC to provide guidance on the management arrangements for the post covering operational accountability and precedence of policies and procedures.
- 9.7 Representatives from Ageing Better, LCC and ELDC will meet at least twice a year to discuss operational progress, programme delivery and the effectiveness of the partnership agreement.
- 9.8 The partnership and MoU will be reviewed annually by senior representatives from Ageing Better, LCC and ELDC.
- 9.9 This MoU will be updated as required. Any party can terminate the agreement with a written notice of three months.

## **10 CONFLICT OF INTEREST**

- 10.1 Each party confirms that no actual, potential, or perceived conflict of interest exists in relation to their role within the partnership.
- 10.2 Each party will endeavour to ensure that no such conflict of interest arises and agrees to promptly notify the other party if it does. Where there is notification of an actual, potential, or perceived conflict, the parties will discuss and agree the necessary actions to ensure a conflict of interest is avoided.

## **11 COMMUNICATIONS**

- 11.1 All parties will include the others' name and give recognition for work carried out under this MoU and include joint branding where relevant and agreed.
- 11.2 All parties will give the other due notice of communications activity relating to the partnership.
- 11.3 Ageing Better, LCC and ELDC will agree a form of words to describe the partnership, share brand guidelines and logos, establish press office and out of hours contacts and liaise regularly about communications opportunities.
- 11.4 No one party will speak on the others' behalf.
- 11.5 All parties will continue to publish information not linked to the partnership.
- 11.6 All parties will continue to have bilateral discussions meetings and joint activities outside the scope of this MoU.
- 11.7 Where partners have evaluated and agreed evidence or good practice to be disseminated to others it will bear the relevant partners' communication brands. This will not limit each from publicising evidence of best practice using solo brands.
- 11.8 All parties should follow the Communications Guidelines set out in Annex 3.

## **12 DATA SHARING, PROTECTION AND CONFIDENTIALITY**

- 12.1 Ageing Better has been endowed with £50m from the National Lottery Communities Fund (NLCF). Under the additional terms and conditions of its endowment, Ageing Better has entered into a data sharing agreement with NLCF for the legal, secure and confidential exchange of personal data, as collected and defined by the Data Protection Act 1998. Any personal data collected as a result of joint activity under this MoU will be subject to this data sharing agreement.
- 12.2 Reports will normally be in the public domain.

### 13 PAYMENT

- 13.1 No commitment of funding is made by any party to any other party under this agreement. Any commitment of funds will be governed by separate agreements.

### 14 WIDER OPPORTUNITIES

- 14.1 Outside of the formal MoU there may be other opportunities where Ageing Better, LCC and ELDC can explore how best to collaborate. These include, for example, potential joint funding bids or research collaborations.
- 14.2 All parties are engaged in other national and international networks and partnerships and will seek opportunities to promote this work through these, including the UK and Global Networks of Age-friendly Communities, District and County Council Networks, Association of Directors of Public Health, Association for Rural England, What Works Network, NCLF-funded Fulfilling Lives, Ageing Better programme network and others.
- 14.3 All parties will share evidence and best practice from other related partnerships and programmes as they develop.

### SIGNED BY:

[signature]

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Dr Anna Dixon  
Chief Executive, Centre for Ageing Better

[signature]

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Dame Carol Black  
Chair, Centre for Ageing Better

[signature]

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Councillor Patricia Bradwell OBE  
Deputy Leader, Lincolnshire County Council  
Group  
Executive Councillor for Adult Care, Health  
and Children's Services

[signature]

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Councillor Craig Leyland  
Chair, Lincolnshire CEOs and Leaders  
and Leader of East Lindsey District  
Council

[signature]

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Debbie Barnes OBE  
Chief Executive, Lincolnshire County Council

[signature]

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Rob Barlow  
Chief Executive, East Lindsey District  
Council



## ANNEX 2: EARLY ACTIVITIES AND TIMELINE

Activity	Date
<b>Partnership</b>	
1a Partnership approved by board	March 2020
1b MoU agreed and signed	July 2020
1c Job advert published	May 2020 / July 2020
1d Interviews held	August 2020
1e Public launch	Sept / Oct 2020
1e Partnership Manager in post	Sept / Oct 2020
1f First quarterly monitoring and review meeting	November 2020
<b>Safe and accessible homes</b>	
2a Programme leads meeting	August 2020
<b>Connected communities</b>	
3a Programme leads meeting	August 2020
<b>Fulfilling work</b>	
4a Programme leads meeting	August 2020
<b>Healthy ageing</b>	
5a Programme leads meeting	August 2020
<b>Creating an Age-friendly County</b>	
6a Introduce the framework to the county and districts	Q1 2021

## ANNEX 3: COMMUNICATIONS GUIDELINES

### Ageing Better brand guidelines

1. Ageing Better brand guidelines must be followed at all times. For any queries on use of the brand or logo contact [emma.twyning@ageing-better.org.uk](mailto:emma.twyning@ageing-better.org.uk).
2. Ageing Better operates in part to funding from the National Lottery Community Fund. Some promotional and communications materials will require co-branding with NLCF – please refer to the Ageing Better brand guidance. If you are unsure this applies please contact [emma.twyning@ageing-better.org.uk](mailto:emma.twyning@ageing-better.org.uk).
3. In copy, Centre for Ageing Better's name should always be written in full at the first time of using and can then be referred to as Ageing Better on the same page. Never refer to Ageing Better as 'the Centre' or 'CfAB'.
4. All parties will adhere to the relevant brand guidelines when using the other organisation's name and logo.

### Sign off procedure

1. References to Ageing Better should be cleared in advance and Ageing Better will give LCC and ELDC similar notice. Ideally five working days will be allowed for copy sign off, while press announcements will have 48 hours or by prior notice and agreement.
2. Each party will regularly update the others on its lines to take and Q&As about the partnership and related activities.

### Media materials

1. All press releases and media briefing materials issued by the parties about the partnership must acknowledge the partnership.
2. This includes standard phrasing about both organisations to be included in the main body text and a standard 'Notes to Editors' which includes contact details for the media contact/press office of all parties.

### Digital and social media strategy

1. LCC and ELDC will include Ageing Better in social and digital media activity about the partnership and vice versa.

### Rebuttal and high-profile external enquiries

1. All parties will inform each other immediately, including out of hours, of any significant external enquiries such as media, FOI or social media both nationally and regionally, particularly if it is potentially negative or reputationally damaging.
2. All parties will mutually agree a joint handling approach and share any statements or letters of response for clearance prior to issue.

### Parliamentary and public affairs

1. Ageing Better's aim is to ensure clear, consistent and coordinated communications with political opinion formers that avoids duplications or contradiction and aids transparency.
2. Ageing Better, LCC and ELDC will work together to ensure that MPs, appropriate APPGs and Ministers are notified of any key announcements about the partnership or investment made by Ageing Better.

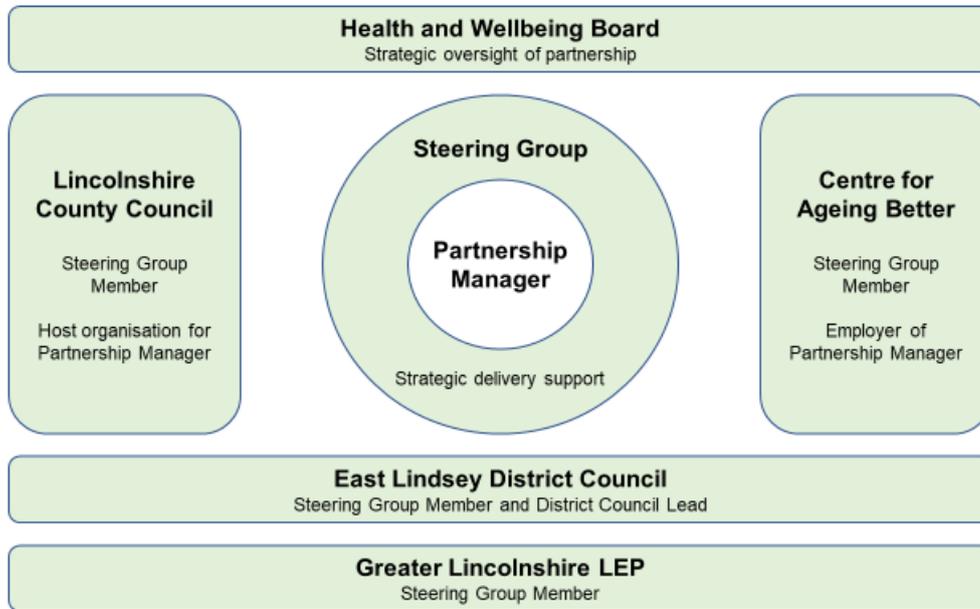
### **LCC brand guidelines**

1. LCC brand guidelines must be followed at all times. [Relevant guidance from LCC to be included]
2. For help or further guidance contact [LCC communications email to be included]

### **ELDC brand guidelines**

1. ELDC brand guidelines must be followed at all times. [Relevant guidance from ELDC to be included]
2. For help or further guidance contact [ELDC communications email to be included]

## ANNEX 4: GOVERNANCE STRUCTURE



**Lincolnshire Partnership with the Centre for Ageing Better Rural Locality Strategic Partnership – Discussion Paper**

As a unique and dynamic partnership, the work programme will evolve and be refined. It may also benefit from other opportunities to support the mutually agreed objectives and role of Lincolnshire as a rural and coastal testbed / exemplar. This will be particularly relevant in the context of Covid19 recovery.

Through this partnership we will:

- Adopt a joined up, **strategic approach to ageing** in a rural and coastal context
- **Apply what works** and learn from local implementation about how to scale and spread
- Where we don't know what works, **test and innovate**; generating and sharing learning locally, regionally and nationally

**Our Vision**

*Our Vision is to work with & to secure the best outcomes and opportunities for people approaching later life across Lincolnshire. To ensure that Lincolnshire is a place where people are able to age well in an environment that's inclusive, supportive and empowering.*

*We will ensure that Lincolnshire is a place where:*

- *People are supported to live securely and independently for as long as possible (Housing, Health & Care)*
- *Carers are recognised, supported and valued, as individuals and in their caring roles (Carers)*
- *We value and support people to remain in and return to the workforce*
- *People approaching later life are at the heart of the decision-making about services that impact on them and can maximise the opportunities of living longer lives*
- *People have access to a range of opportunities that support and enhance their well-being and enjoyment of later life*

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<p><b>Theme</b> National Centre for Ageing Better Priority Goals</p>	<p><b>Opportunities to turn MoU into Action</b> <i>(to be developed and refined)</i></p>	<p><b>Examples of impact, include from Leeds / Manchester strategic partnerships</b> <b>(2018/19 Impact Review)</b></p>
<p><b><u>Healthy Ageing</u></b></p> <p><b>Aim:</b> For more people to reach later life in good health and free of disability. That will require:</p> <ul style="list-style-type: none"> <li>• Persistent and coordinated actions by a wide range of actors nationally</li> <li>• Changes to structural and environmental factors influencing health locally</li> <li>• Effective interventions to influence individuals to adopt healthy</li> </ul>	<p>DPH report 2018: 'poor health in older age is not inevitable'.</p> <p>Build on / inform / support development and delivery – Lincolnshire Physical Activity Strategy – but what?</p> <p>Review commissioned services – any scope to drive forward aspirations?</p> <p>Blueprint for a more active Lincolnshire How do we link arts / culture offer with increased physical activity? Arts Council showing an interest in Lincolnshire- opportunity to link with physical activity?</p> <p><b>'Test and learn' through Ageing Better's strategic partnership</b></p>	<ul style="list-style-type: none"> <li>• <i>Work with Chief Medical Officer's Expert Group of researchers, and in partnership with Public Health England (PHE); published new evidence on the best exercise to improve strength and balance, which gained widespread coverage.</i></li> <li>• <i>Released report 'Raising the bar on strength and balance: The importance of community-based provision'. Highlighted that programmes designed to boost the muscle strength and balance of people at risk of falls and injury are not being prioritised by the NHS and local authority commissioners. Worked closely with 14 local areas to help them improve</i></li> </ul>

Theme National Centre for Ageing Better Priority Goals	Opportunities to turn MoU into Action (to be developed and refined)	Examples of impact, include from Leeds / Manchester strategic partnerships (2018/19 Impact Review)
<p>behaviours</p> <p><b>Goal:</b> “For people to have five more years free of preventable disability, and to reduce the gap between the richest and poorest people in disability-free life expectancy by 2035”</p>	<p><b>with PHE ; Lincolnshire as rural and coastal exemplar / testbed</b></p>	<p><i>referral pathways and commissioning of local programmes.</i></p> <ul style="list-style-type: none"> <li>• <i>Memorandum of Understanding with Public Health England. Through a five-year strategic partnership, we will work together with PHE in using evidence based public health interventions to help people maintain their ability to do the everyday things they want to do as they age.</i></li> <li>• <i>Insights fed into the development of the NHS Long Term Plan.</i></li> </ul>
<p><b>Housing</b></p> <p><b>Aim:</b> For more people to live in ‘<b>safe and accessible homes</b>’ by:</p> <ul style="list-style-type: none"> <li>• Improving the condition and accessibility of existing housing</li> <li>• Increasing the diversity of suitable homes for people approaching later life who choose to move</li> <li>• Making information and advice more easily available to help people approaching later life make good housing choices</li> </ul> <p><b>Goal:</b> “By 2030 there will be one million fewer homes defined a hazardous and half of all new homes will meet accessibility standards”</p> <p>Key External Relationship(s): Care and Repair England</p>	<p><i>Prevention Innovation Acceleration Integration Independence</i></p> <p>Work overseen by HHCDG</p> <p><b>A focus on new and existing homes</b></p> <p><b>A person centred, evidence led and system wide approach to the provision of assistive equipment for Lincolnshire residents – choice, opportunity, empowerment, independence. Test and learn in a rural and coastal context</b></p> <ul style="list-style-type: none"> <li>• SADL</li> <li>• Hospital</li> <li>• Digital and Tech</li> <li>• ‘Invisible Adaptations’</li> <li>• Evidence based innovation in telecare commissioning?</li> </ul> <p><b>Accelerate and innovate in preventative DFG</b></p> <ul style="list-style-type: none"> <li>• Increase system capacity (shared post)</li> <li>• An innovative housing assistance policy for Lincolnshire</li> </ul> <p><b>Analysis to inform opportunities – improving non decent homes</b></p> <ul style="list-style-type: none"> <li>• Empty homes brought back into use with DFG funds / loan or grant opportunities, to meet accessibility standards, make use of</li> </ul>	<ul style="list-style-type: none"> <li>• <i>‘Homes that help’ research - explored lived experiences of individuals who use home adaptations, and practitioners who work alongside them</i></li> <li>• <i>‘Adapting for ageing’ report, in collaboration with Care &amp; Repair England. Explored innovative approaches by local areas in delivering home adaptations for residents and encouraged councils to learn from each other’s good practice</i></li> <li>• <i>Research influenced a review of Government capital grants and revenue funding. “We were pleased to see the Government pledge an extra £55 million for the Disabled Facilities Grant (DFG), and a further £37m announced as part of the 2019/20 Policy framework for the Better Care Fund”</i></li> <li>• <i>Influenced Design Council’s Spark Programme and the National Housing Federation Greenhouse project (development of products that make living at home easier). Evidence used to design <b>invisible adaptations</b> – now being prototyping with housing associations.</i></li> <li>• <i>Campaign for a greater proportion of new housing to be mandated as accessible started to take shape in</i></li> </ul>

Theme National Centre for Ageing Better Priority Goals	Opportunities to turn MoU into Action (to be developed and refined)	Examples of impact, include from Leeds / Manchester strategic partnerships (2018/19 Impact Review)
	<p>innovative adaptations</p> <ul style="list-style-type: none"> <li>Any opportunity to evaluate warm homes fund / GLEEN activity?</li> <li><b>Innovation in extra care</b> – invisible adaptations and digital? EL Towns Fund Link?</li> </ul> <p><b>A Lincolnshire wide design standard for new homes</b></p> <p><b>A Lincolnshire wide ‘marketing document’</b></p> <ul style="list-style-type: none"> <li>Local Design &amp; Build standards &amp; marketing to support self-care / planning ahead</li> <li>National issues– how to describe &amp; market a wider housing offer</li> <li>Marketing an offer of choice (language)</li> <li>Increasing accessibility</li> <li>Ensure general housing is adaptable to prevent moves &amp; adaptations if possible.</li> </ul> <p>Opportunity for long term change</p>	<p>2018/19. Public statement to the Home Builders’ Federation (HBF), co-signed by other major influencers in the housing sector. Led to support from many local areas looking to push forward their accessible housing proposals.</p> <ul style="list-style-type: none"> <li>Part of the MHCLG working group to review Part M of the Building Regulations and pushed for minimum mandatory accessibility standards for all new housing</li> <li>Funded report into ‘Rightsizing: Reframing the housing offer for older people’, which examined the kinds of homes older people live in across the UK, the type of moves they make, and the reasons why. The report called for local authorities, planners and developers to shift their emphasis from downsizing to ‘rightsizing’, when it comes to planning housing provision for older people.</li> </ul>
<p><b>Connected Communities</b></p> <p><b>Aim:</b> More people approaching later life to be living in connected communities by:</p> <ul style="list-style-type: none"> <li>Creating the social infrastructure and physical environment for social connections to thrive</li> <li>Removing barriers to participation and creating opportunities for people to do the things they enjoy and matter to them</li> </ul> <p><b>Goal:</b> “By 2030 we want to see an increase in the proportion of people aged 50+ who report that they feel they strongly belong to their neighbourhood”</p>	<p><b>Covid Recovery opportunities – a role in delivery of recovery framework?</b></p> <p><b>Digital as an enabler:</b></p> <ul style="list-style-type: none"> <li>Infrastructure</li> <li>People</li> <li>Systems</li> <li>Service Delivery</li> </ul> <p><b>Review / shape sustainability of community and voluntary activity to enable people to live and age well</b></p> <p><b>Travel and Transport?</b></p>	<ul style="list-style-type: none"> <li>Launched grant programme with DCMS – awarded over £270,000 to five projects to pilot, develop and share new approaches to age-friendly and inclusive volunteering. (£50,000 each to North Yorkshire, Oxfordshire, East Sussex, Kent and London with ongoing support from Ageing Better). Funding to develop good practice approaches that will help to <b>promote and sustain voluntary and community activity for people aged 50 and over</b>, with a focus on those who might face barriers to taking part. This includes people in formal volunteering roles as well as those who may help their friends and neighbours in other ways. The fund was launched following a review by Ageing Better on community contributions in later life.</li> <li>In Greater Manchester; co-sponsored a guide on age-friendly transport, which has been taken forward as recommendations for the city region’s Transport Strategy.</li> </ul>

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<p><b>Employment</b></p> <p><b>Aim:</b> For more people aged 50 and over to be in fulfilling work by:</p> <ul style="list-style-type: none"> <li>Improving workplace practices to help people remain in work for as long as they want</li> <li>Improving support for people seeking to return to work</li> <li>Supporting healthy working lives</li> </ul> <p><b>Goal:</b> “1 million more people aged 50 to 69 in fulfilling work in 2022”</p>	<p><b>Lincolnshire ‘Working Well’ charter – age friendly employers</b> (evidence based, test and learn)</p> <ul style="list-style-type: none"> <li>Recruitment, retention, support, reskilling</li> <li>Covid recovery goals / opportunities</li> <li>LEP link / Employers / Industrial Strategy</li> <li>Private and public sector support</li> <li>Analysis – economic value</li> <li>Supporting people to learn, realise their earning potential and to be able to return to work</li> <li>Carers</li> <li>Rural and coastal ‘returneeships’</li> <li>Concerted action to enable people approaching later life to adapt their work to changing circumstances rather than leaving the workforce, or to return to work e.g. after caring roles</li> <li>Proactive support package to help people learn, earn, return</li> </ul>	<ul style="list-style-type: none"> <li><i>Published guidance on Becoming an age-friendly employer; five actions employers can take to improve the way they recruit, support and retain older workers. Includes flexibility, recruitment and health at work.</i></li> <li><i>Guidance used extensively in discussions with employers and government, including with the Flexible Working Task Force, and the Women and Equalities Committee inquiry into older people in the workplace and in the job market.</i></li> <li><i>Worked with four national employers and service providers to set out the lessons from their pilots of the ‘mid-life MOT’ scheme. Report ‘Developing the mid-life MOT’ offers insights from the pilots, which saw Aviva, Legal &amp; General, The Pensions Advisory Service (TPAS) and Mercer trialling a package of support to help staff plan and prepare for the future.</i></li> <li><i>Published ‘Health warning for employers’ report in April 2018. Summarised key findings from research with Greater Manchester, and informed the design of the Working Well Early Help service for over 50s (a programme to tackle inequalities and develop and test new and innovative approaches to supporting people aged 50 and over back into work)</i></li> <li><i>Evidence base - workplace-based prevention and management of health conditions; many small and inexpensive adjustments can provide a huge benefit to people who want to continue working in later life.</i></li> </ul>

## Lincolnshire Housing Project – Proposed Approach

This document outlines a proposed approach for a project between the Centre for Ageing Better and our rural strategic locality partner, Lincolnshire, to deliver on our joint ambition to support more people to live independently in their existing homes for as long as possible, where appropriate to do so. This project will build on work already undertaken locally to improve Disabled Facilities Grant (DFG) and Occupational Therapy (OT) services but will specifically explore opportunities for re-thinking approaches to encouraging people approaching later life to plan ahead, and re-designing and integrating relevant support services. This seeks to deliver separate services (e.g. DFG, OT, equipment, digital technologies) within a wider, more integrated approach to improving the system of support around housing adaptations, repairs, heating and insulation improvements and equipment.

Partners across Lincolnshire have indicated their political commitment, readiness and interest in developing a new and innovative model that can act as a regional and national exemplar. The project will report to the Housing, Health & Care Delivery Group, and be overseen by the Lincolnshire Rural Strategic Partnership Steering Group.

We are proposing to take an approach that we have applied successfully with our other strategic locality partners. We have used this approach to support Leeds City Council to access over £1m of funding to develop and deliver a new approach to community transport and in Greater Manchester we have used this approach on several projects, including a large transformation project on employment support for over 50s.

### Outline approach

The approach has four key stages which will take us from understanding the problem through to disseminating and sharing learning and best practice:

#### 1) Understanding the problem

This stage involves turning our joint vision into a series of clearly defined problems that we are trying to address. We will prioritise the problem/s we want to address and will conduct some work to better understand the context and drivers behind the problem/s.

This stage will typically involve:

- Problem-mapping workshops with key stakeholders across the county e.g. councillor and officer leads for housing, voluntary, community and social enterprise (VCSE) organisations, health and care providers, OTs, housing associations and others.
- Problem-mapping workshops with people with lived experience of the issues
- Mapping of the local systems and services surrounding the identified problem areas

We will have to think creatively about how to deliver these workshops and gain the necessary insights remotely given the current context with COVID-19.

The Centre for Ageing Better will lead this in conjunction with a shared DFG officer and may commission external experts to assist and / or advise on elements of this process. This may also involve engagement with Care and Repair England who Ageing Better has a partnership with, and Foundations. The County and District Councils will help broker relationships and support access to relevant stakeholders and people with lived experience, as well as providing capacity.

#### 2) Developing the solution

Once we have clearly articulated the problems the partners would like to focus on resolving, we will undertake a process to develop potential solutions to addressing the problem/s. This

process will build upon local knowledge and assets and will involve a wide range of stakeholders to develop practical, feasible and scalable solution/s.

This stage will typically involve:

- Developing, utilising or re-focussing the appropriate partnerships and forming a steering group to steer the co-design process
- Co-design workshops with key stakeholders and people with lived experience to explore and develop potential solutions and approaches
- Developing service model blueprints, feasibility assessments and business case/s where investment is required

The Centre for Ageing Better will lead this with significant input from the County and District Councils to drive forward this work. We will likely commission an external expert to manage this overarching process. This process will be informed by the previous work between the Centre for Ageing Better and Care and Repair England in [‘Adapting for Ageing’](#) which identified the elements of high quality and innovative practice in the provision of home adaptations, using practical examples of local areas that are organising and delivering adaptations effectively.

### **3) Testing and developing**

This stage involves delivering the proposed approaches. There will likely be a process of iteration and continued development and refinement of the model being implemented. Throughout this process, the model will be continually evaluated to improve its impact and efficacy.

This stage will typically involve:

- The identification of funding / resources and partners to deliver the model
- Evaluation of how the model is being delivered and identification of lessons that will help improve and inform service delivery
- Evaluation of the impact of the pilot

The County and District Councils will utilise current funding / resources and source additional funds as appropriate to pilot the delivery models. The Centre for Ageing Better will fund and manage the evaluation.

### **4) Learning and dissemination**

Throughout the journey, learning and insights will be captured and where appropriate will be shared across Lincolnshire and with other stakeholders nationally. We will capture the final outcomes of this work and will produce reports, deliver events etc., as necessary to share the lessons from this project both within Lincolnshire and nationally e.g. through our Age-Friendly Communities networks and strategic partnerships.

Ageing Better would also look to identify the lessons learnt and to highlight the challenges and opportunities available to create good quality outcomes for people in later life for other local councils both in single tier and two-tier authorities. We are also keen to develop a better understanding of how to align these priorities with others at a local level to have impact – including decarbonisation of existing housing stock.

The outcomes of this project will play a key role in informing Ageing Better’s priorities for influencing local and national government within its wider programme of tackling poor housing.

This stage will typically involve:

- Report production summarising the findings of the evaluation
- Local workshops to disseminate the findings with the local districts
- Webinars and workshops with national audiences to share findings and lessons learnt

The Centre for Ageing Better will work collaboratively with Lincolnshire's partners to share learning locally, regionally and nationally.

## Summary of roles

<b>Stage</b>	<b>Ageing Better</b>	<b>Lincolnshire Councils (District and County)</b>
Understanding the problem	Lead and fund	Provide steer, provide access to information, participate in workshops, broker local relationships.
Developing the solution	Lead and fund	Provide steer, provide access to information participate in workshops, broker local relationships
Testing and developing	Manage and fund evaluation	Fund and deliver service
Learning and dissemination	Lead and fund dissemination activities	Co-design and take part in dissemination activities locally, regionally and nationally

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