

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 30th 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, is 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]

[signature]

Dr Anna Dixon
Chief Executive, Centre for Ageing Better

Dame Carol Black
Chair, Centre for Ageing Better

[signature]

[signature]

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

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

[signature]

[signature]

Debbie Barnes OBE
Chief Executive, Lincolnshire County Council

Rob Barlow
Chief Executive, East Lindsey District Council

ANNEX 1: SUPPORTER ORGANISATIONS

As the Memorandum of Understanding states, the signatories to the partnership are the Centre for Ageing Better and Lincolnshire County Council and East Lindsey District Council, to reflect the two tier local government structure in Lincolnshire. In practice, and throughout the development of the partnership, the group of key partners and stakeholders is much wider.

Over the five years of this strategic partnership the NHS, academia, businesses, third sector organisations, community groups and more will all play a role in improving later life for people in Lincolnshire.

These organisations and governance bodies therefore have signed to indicate and pledge their support for this partnership.

Greater Lincolnshire Local Enterprise Partnership	
GLLEP is a business-led partnership made up of private and public sector leaders. The purpose of GLLEP is to drive economic growth and to be the voice of the local business community, ensuring that the economic interests of the area are properly represented.	Signed by: Ruth Carver Chief Executive

Lincolnshire YMCA	
Lincolnshire YMCA is a charity focusing on the creation of supportive, inclusive and energised communities. It is the host organisation for the TED in East Lindsey Ageing Better programme.	Signed by: Amy Thomas Director of Communities

All agencies in Lincolnshire are invited to sign a Partner Commitment to support the relationship and work programme as these develop. This will be reviewed and updated regularly, and included in the annual report.

ANNEX 2: EARLY ACTIVITIES AND TIMELINE

Activity	Date
Partnership	
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
Safe and accessible homes	
2a Programme leads meeting	August 2020
Connected communities	
3a Programme leads meeting	August 2020
Fulfilling work	
4a Programme leads meeting	August 2020
Healthy ageing	
5a Programme leads meeting	August 2020
Creating an Age-friendly County	
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.
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.
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.

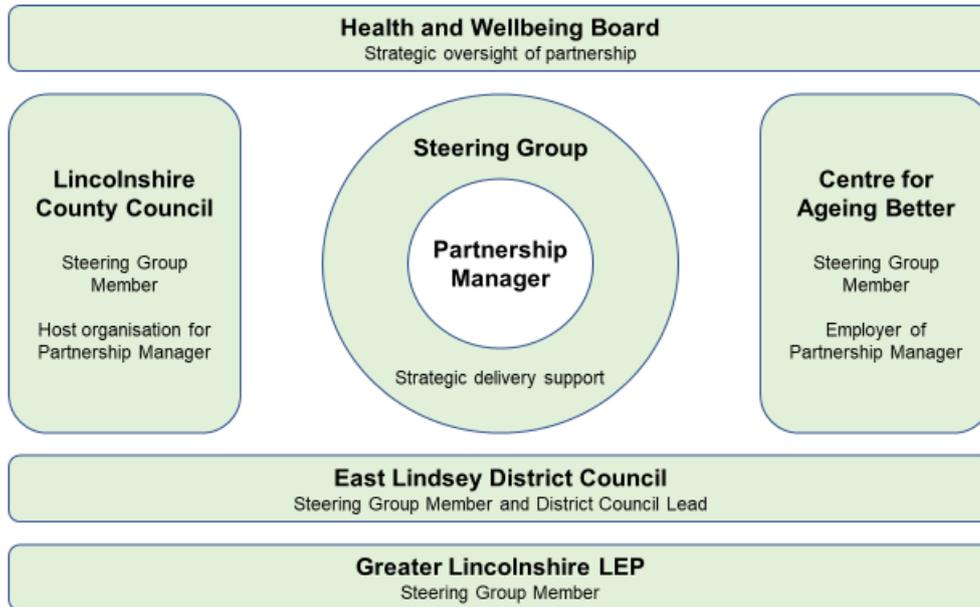
LCC brand guidelines

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



This page is intentionally left blank