

THE BEACON SCHEME 2008 APPLICATION FORM

PART 1 - AUTHORITY INFORMATION	
Authority Name	Lancashire County Council
Equality standard rating	
Beacon Theme	Positive engagement of older people to support and promote greater independence and wellbeing in later life
Contact Name	Paul Robinson
Position	Project Manager LAA Older People
Email	paul.robinson@ssd.lancscc.gov.uk
Telephone	07789031278
This application can be made available on the IDeA web site once Beacon awards have been made	Yes
Application Number	6148
Application Status	Submitted

2.1 Please summarise the excellent practice for which you are seeking Beacon Status.

Leadership, Vision and Strategy

The vision of the Lancashire Partnership for older people is:

Lancashire is a county where older people are empowered to live their lives in the way they choose and where their skills and expertise are valued.

That vision has been translated into actions that will result in a positive future for older people in the county.

The Champion for Older People has mobilised resources to develop partnership with older people and so give them a real voice and influence.

From working with older people we now have in place a strategy, the Lancashire Strategy for an Ageing Population that sets out clear priorities, the structures and tools and is owned by all partners. It is complemented by the delivery of the local area agreement and the Public Service Agreement 17, ensuring that national and local priorities will be aligned.

We have changed the perception of older people as being silent and dependent to vocal and contributing and are reshaping services to ensure this continues through greater independence and improved wellbeing.

Community and Customer Engagement and Empowerment

We have engaged with older people throughout and continue to put resources into doing so. There are effective mechanisms in place, through forums, partnership boards and around specific developments such as the LINKs and Help Direct Gateways and we continue to develop ways of doing so especially to those older people who are socially excluded.

Older people are empowered through having a place on the board of the Lancashire Partnership and provision of resources to change and develop services themselves.

Actions

We have used the information and intelligence available from all partners alongside the views of older people to provide a solid basis for action and fundamental change of how we support independence and wellbeing of older people.

Universal services such as our customer access service have been redeveloped under the guidance of older people, from a range of backgrounds, while working with partners to ensure access is simplified, cost effective and inclusive to all sections of the community.

The Lancashire 50+ assembly will provide older people with a single county level arena that will provide the high profile and status that they deserve.

Partnerships

We have got so far because of our already successful partnership with Lancashire's older people, created through the older people's forums and partnership boards. We will strengthen that further and give it permanent foundations.

Working with partners through the Lancashire Partnership and around specific areas of need has resulted in much more responsive services that reflect older people's priorities. These partnership activities are not restricted to meeting health and social care needs but cover the full range of preventative and wellbeing services.

Outcomes

There are identifiable outcomes as a result of engagement with older people, across all of the community. These include outcomes of new innovative services and outcomes in hard terms, for example having more money or regaining independence.

The continued development of outcome frameworks will help us become much better at this.

2.2 Leadership, Vision and Strategy.

As a four-star council we are committed to continual improvement in all that we do. The cornerstone of this is the corporate strategic approach that enables us to contribute effectively to achieving the Lancashire Partnership's 20-year community strategy, Ambition Lancashire.

Our vision - 'Lancashire ... A place where everyone matters' - is translated into actions that respond to:

- the issues that matter most to local people;
- the national priorities set by central government; and
- the unique challenges arising from Lancashire's changing social, economic and environmental contexts.

The aspirations, needs and views of older people are specifically expressed in our strategy documents and delivery plans.

We recognised that this, even along with existing good practice, was not enough to give the older people of Lancashire the voice and influence they deserved in the 21st century, so we created a high-profile elected member role of older people's champion. The role has been seized enthusiastically by Mrs Dorothy Westell, county councillor for Oswaldtwistle and long-time advocate for older people.

She has placed the engagement, independence and wellbeing of older people high on the agenda for the county council and its partners.

She has the full support of Cabinet and leader of the Council to act. She has dedicated officer support and a budget, the *Lease of Life Fund*, for small projects designed to deliver positive outcomes for older people locally. This budget of £10 000 is made up of £5 000 provided by Help the Aged matched by the County Council.

"The fund is intended for things of social benefit, things such as musical instruments, books, games or even paying for speakers. Public bodies spend millions of pounds on older people but, quite often, it is small things that really get appreciated." County Councillor Dorothy Westell

She has been instrumental in the creation of a wider older people's champion network across the districts within Lancashire and the North West of England.

This network is a partnership with Better Government for Older People and is part of the role Lancashire County Council as the lead local authority for Better Government for Older People in the North West Region.

County Councillor Westell believes passionately in doing something about the inequalities and exclusion that older people experience. During 2003 she hosted several Maturity Matters conferences across the county to stimulate debate on older people's issues and connect with changing perceptions and service delivery. These conferences generated overwhelming support for the development of a strategic approach specific to older people. This was swiftly followed by the publication of Opportunity Age, the Government's strategy for an ageing population that acted as a further catalyst for change.

'Older people want a life experience, to grow old and to do things that they want to do. We must find a way to be creative in response, to help people in Lancashire live their aspirations.'

Richard Jones, executive director, Adult and Community Services Directorate, Maturity Matters 2005

Led by the older people's champion and fully supported by the leader of the council, cabinet and the senior management team, we led on the development of an older people's strategy through the county's strategic partnership, the Lancashire Partnership. The Lancashire Strategy for an Ageing Population was launched in 2007, emphasising what older people saw as their priorities. Consultation events involving over 300 older people from all backgrounds, and officers from a range of statutory and voluntary organisations, identified five outcomes for the strategy, each underpinned by aims.

1. Older people should have sufficient financial security to maintain their quality of life and well being
2. Older people should have access to mainstream services
3. Older people should be healthy and well
4. Older people should feel safe and supported
5. Older people should have the opportunity to make a positive contribution

The strategy was project managed by an officer with dedicated time and resources, supported by a project team drawn from policy, community engagement and operational services. This was further supported through district-based health liaison and service development officers and a named officer from each directorate (making up the Older People's Officer Working Group) to champion the strategy; ensure that it influenced business planning processes and co-ordinate delivery. Members of the Older People's Officer Working Group provide a resource for their colleagues, questioning how they can better serve older people, highlighting good practice, challenging age discrimination and supporting the use of older people's views and feedback in service design.

The Strategy for an Ageing Population was published with the aims of being accessible and easy to update. Hard copies of the core document have been distributed to all stakeholders and the full document is available on the Lancashire Partnership website.

Also available through the website is the comprehensive strategy handbook. This gives detail of the strategy background, national and local policies, the outcome framework and delivery of the strategy. It provides a voice for older people, planning at a district level and supporting tools. The research document that provided the supporting evidence for the strategy is also available on the same website.

The outcome framework in the strategy sets out the links between the strategy's priorities and the wider world. It connects to national and local indicators and responds to the question 'How will older people know if things are getting better?' through an extensive selection of targeted actions and associated outcomes. It connects to the move to measure outcomes for people instead of outputs, across all agencies. For example, the priorities set out in the strategy shaped the priorities for the new Lancashire Local Area Agreement (LAA). The selection of indicators for this:

- NI 137 - Healthy life expectancy at age 65; and
- NI 139 - People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently;

resonate with the strategy, are clearly outcome based, capture the views and perceptions of older people and relate directly to their independence and wellbeing.

The wider Local Area Agreement will also address older people's priorities. For example the economic development theme, leading on the cross cutting theme of workless-ness, will build into its delivery plans increasing the opportunities for paid and unpaid work for older people.

An equality impact assessment, involving equality groups from across Lancashire, identified issues and actions to be included in the action plans for the LAA. This ensures that equality issues for older people and other equality areas are kept to the fore.

We want to make a difference to the quality of life of everyone in Lancashire and to the opportunities available to help people achieve their potential. This is expressed clearly in terms of age, disability, faith, gender and sexuality in Making a Difference, our equality and diversity strategy. Put into practice through councillor and officer working groups and directorate champions, this strategy ensures that discrimination on the basis of age is challenged and that older people are not the subject of stereotyping.

Recognition that services for older people cannot be 'one size fits all', but must reflect the diversity of the older population, is an important message that is spread internally and with partners. Equality and diversity are embedded in the business-planning processes of all parts of the organisation.

2.3 Community and Customer Engagement and Empowerment.

Our engagement in shaping the Strategy for an Ageing Population is not the first or only time that we have engaged with older people to shape services.

Our older people's services have commissioned and worked with Age Concern Lancashire to create and facilitate older people's forums in all 12 districts. These forums scrutinise and feed back on the quality and direction of social care services. Their work has also helped us develop the local involvement networks (LINKs) in Lancashire.

The LINKs will be the focal points for the public to influence commissioning of health and social care services. The LINKs Advisory Board includes representatives from the forums and has overseen the award of the full LINK contract. The LINKs will give older people a critical role in influencing services.

We have also supported the development of seven older people's partnership boards that cover the entire county. Each has developed to reflect local circumstances. For example, the South Ribble Older People's Partnership Board was created as a result of our work with the district council to give older people a voice in local planning. Some partnership boards have grown out of existing strong forums; others have emerged from local strategic partnership health and wellbeing groups.

The partnership boards are interested in everything that affects older people and have influenced the Strategy for an Ageing Population and the Local Area Agreements. After initial guidance and support, they are now all well on the way (many already there) to being self-sustaining, with independent chairs and setting their own agendas.

Membership of the boards is drawn from across communities and takes advantage of the wealth of experience, skills and knowledge that Lancashire's older people possess. For example:

- West Lancashire Older People's Partnership Board is chaired by Dr Alex McMinn MBE, an ex-chair of the University of the Third Age in Aughton and Ormskirk;
- Fylde and Wyre Older People's Partnership Board is chaired by Mr Graham Kelly, ex-chief executive of The

Football Association

The value of partnership boards has been recognised in local planning processes as all are now formally linked to their local strategic partnership.

Engagement is not restricted to forums and partnership boards. We recognise that not all older people are able or want to be part of such formal structures. We continue to use other avenues and involve older people in wider consultations. Our Adult Learning Service uses the feedback forms completed by older students and consults older people's groups to shape future study programmes. Our Library Service consults users regularly about its services. This has supported a recently successful Big Lottery bid for the community libraries programme. As part of that programme we are setting up Friends of the Libraries groups. Many of the people joining these groups are older people. They will form a committee and work with their local library to develop services relevant to their community.

Our Adult and Community Services Directorate has created posts to specifically engage with black and minority ethnic (BME) communities. These service development officers have had particular success in reaching older people. In response to the concerns of older members of the Asian Women's Group in Chorley, Arthritis Care was commissioned to provide pain management training for a group of older people suffering from arthritis. This was successfully repeated in Preston.

Having listened to what older Asian citizens were saying, we have developed a breakfast club in Chorley with financial support from the Chorley Older People's Partnership Board and the Primary Care Trust. This is particularly significant as Chorley has a relatively small BME population which can be overlooked as an area of need.

As an authority we have moved from considering older people in terms of the 15% who require health and social care to recognising our responsibility to promote and support the independence and wellbeing of the whole population. The first step, a lower-level needs strategy, was based on consultation with a wide range of stakeholders, including significant numbers of older people.

This strategy and its immediate outcome (a lower-level needs database) have paved the way for a more ambitious approach to supporting adult health and wellbeing. Help Direct Gateways to be created in each district will provide information, practical help, outreach services and joined-up referral networks accessible to all adults. It will commission its services from the great resource available in the voluntary sector along with supporting volunteer services. We have identified that most of the customers using this service will be older people, and it is no accident that the service will address the priorities identified in the Strategy for an Ageing Population.

Given the gateways' potential to make such a big difference, the creation of a Public Stakeholder Group was an early step. While representing all adults, this group includes a large number of older people drawn from the forums and partnership boards. This connects the service to older people at a local level.

The stakeholder group has influenced the model adopted for the gateways and the specification for the service. It also assessed the bids submitted as part of the tender process. It will continue to monitor and assess delivery of services and the scheme itself.

The research for the Low Level needs strategy confirmed that black and minority ethnic groups have a relatively low take up of low level preventative services.

To help this change we have invited the University of Central Lancashire (UCLan) Centre for Ethnicity and Health to consult with potential users of the Help Direct Gateways with special emphasis on their area of experience and expertise; engaging hard to reach and minority service users groups across Lancashire.

Our Customer Access Strategy sets out our approach to providing access to services, information and feedback. Over 2000 members of the public, including many older people, expressed their views to help us identify where resources needed to be focussed and how to provide customers with a good experience.

Feedback from older people has led us to strengthen face to face customer access and to develop Telly Talk - an innovative approach to customer access, available through libraries. Telly Talk allows customers to speak to and see the person at our customer access centre through a web-based video link.

All directorates and service areas have feedback systems under the umbrella of 'Comments, compliments and complaints' (or similar). Details of these systems are available in leaflets at the point the service is provided, by telephone and on our website.

Customer experience of health and social care services in Lancashire has been the subject of a pilot project based on the seven outcomes identified in the White Paper 'Our health, our care, our say'.

Older service users have been asked to complete a questionnaire about the service they have received. We are using the responses from these questionnaires to review the services we provide in partnership.

The Lancashire Telecare Project, a full partnership venture has engaged with older people for its development and review. All older people forums and partnership boards have been involved as have black and ethnic minority elders groups. Three workshops enabled older people to give views on the effectiveness of the project, of the equipment provided and its impact upon their daily lives.

2.4 Actions.

To provide a firm basis for developing the Strategy for an Ageing Population, our Policy Unit produced a research document. This consisted of:

- an analysis by age of the population of Lancashire
- a quantitative survey of 1,706 respondents aged over 45, comparing how attitudes and service needs differed by age; and
- five focus groups using the Life in Lancashire (LiL) panel, to explore the perceptions and motivations of older people in more depth.

LiL is a panel of over 2,000 Lancashire residents from all walks of life and localities. Members provide us with a broad range of views about local services and life in Lancashire through a regular survey sent to them.

This research stimulated debate in the strategy consultation and supported the agreement of five priority outcomes for the strategy. These outcomes are therefore based on real facts and real views of older people.

The Joint Strategic Needs Assessment (JSNA) will influence the review of our strategic approach to older people's needs. We adopted an innovative approach avoiding a snap shot of health and social care needs, drawing together information from partners to provide an evolving picture of Lancashire and its people to help shape strategy and commissioning. Although firmly rooted in health and social care, this approach goes further to cover the wellbeing of the people of Lancashire.

Performance data from across the county council, collected by the corporate Perform system, gives an up-to-date picture of how we are achieving. This has the added advantage of being the system that collates all local area agreement performance information.

The strategy communication plan sets out how older people across the county, staff of Lancashire County Council and partners and the wider audience available through Better Government for Older People (BGOP) will be kept informed of how they can be involved in the strategy development and continuing engagement.

The Strategy for an Ageing Population will be formally reviewed annually. This will involve:

- discussion with older people's partnership boards and local strategic partnerships on achievement of outcomes and the changing needs of older people;
- scrutiny of progress by the Lancashire 50+ Assembly (the new county wide representative body)
- the Older People's Officer Working Group reporting outcomes achieved against the strategy in individual directorates; and
- service-specific reviews.

Our Adult Social Care Contracts Section has led on the use of citizens' panels to evaluate tenders. Panel members are selected based on the nature of the service, its potential customers and sections of the community it will serve. This means that older people are well represented where it matters most.

This system has recently been used for contracts relating to direct payments support and community deaf services. It will be used for extra care contracts.

Officers and citizens on the panel have equal decision making rights. Citizens set their own scoring criteria and focus on what is important to them. Tendering organisations produce a written tender summary for citizens and present to the citizens' panel.

Older people have reshaped the way we have contact with our customers. Under the banner of Customer First, research into equal access identified the over 65s as one of the groups who might be unwilling or unable to access our services by phone or the internet.

Further research involved over 100 venues and 2000 citizens. It included more than 80 organisations and all 12 district councils. 53% of those taking part in the research were aged over 60. Of these, 55% preferred to access our services by phone, 42% face to face and 3% through the internet.

Analysis of findings and customer feedback was used to develop our Face to Face Access Strategy. The strategy proposes:

- fixed services, available from locally-based, accessible venues - offering a range of services in one venue;
- flexible services, where mobile officers targeted activities
- a wide range of venues to reach target groups;
- working with partners such as Age Concern, district councils and primary care trusts; and

- encouraging and supporting older people to use other ways of contacting us.

Supporting our customer service centre and the Help Direct Gateways is a web-based wellbeing directory of local services. This helps provide information about local services that meet 'lower level' needs - the services that support independence and wellbeing through advice and practical help. Public access to the directory through the internet site is being created.

All directorates encourage formal customer feedback. Leaflets at the point of service explain the process and provide relevant contacts. Our customer service centre encourages feedback by phone and there is also a simple form on our website. This feedback is analysed by the age, gender and ethnic origin and so gives us a picture of how different sections of the community are experiencing our services.

Our monthly newspaper, Vision, provides communication with all our residents. Delivered to every home in the county, it is also available online. The paper covers new developments in county council services, local interest features and the more everyday things that matter to residents. It also regularly carries items specifically intended for older people and has been a useful vehicle to spread the word about the Strategy for an Ageing Population. Customer research shows that the over 65s are the largest group to report reading Vision and the group which feels most informed about our services.

Older people are involved in deciding how we provide information. In 2006, a revamp of all social care communication known as the Older People Public Information and Communication Project was overseen by an expert reference group of older people. The project resulted in:

- improved quality and distribution ...*10 leaflets were reduced to 4 easy to read brochures*
- improved quality of correspondence relating to older people....*all standard letters were changed*
- clearer explanation to the public of the role of older people's services
- clearer processes and systems for older people going through the assessment process; and
- more open communication about Lancashire County Council

All are available in Bangla, Gujarati, Punjabi, Urdu , Easy read format , large print, Braille and audiotape.

We continue to use the expertise of this group to maintain standards and identify new opportunities.

The LINKs will enable us to further improve how we involve older people, especially in health and social care. The new engagement and delivery structures being developed through the Strategy for an Ageing Population will provide an exciting opportunity to bring together all strands of engagement with older people.

Recognising the key role that older people will play in shaping a modern Lancashire, and based on the recommendation from the Lancashire Strategy for an Ageing Population, the Lancashire Partnership has approved the creation of an Older People Thematic Forum within its structure and a place on the partnership board for a member of the forum. This forum will take the form of, the choice of older people, a Lancashire 50+ Assembly - a consultation and development group to provide a voice for the generations aged 50 and over. It is expected to be launched in autumn 2008.

District Local Strategic Partnerships will act as the focus of the election process for the assembly to keep local ownership and relevance.

2.5 Partnerships.

The aim of all described above is to create real partnership with older people.

Councillor Dorothy Westell, the Champion for Older People ensured that the 2003 Maturity Matters conferences were full partnership events built around older people.

Older people's independence and wellbeing depends on more than one agency so we developed effective partnerships strengthened by support from the Lancashire Partnership in the development of the Strategy for an Ageing Population and the Lancashire Local Area Agreement.

The Lancashire Partnership represents partners from all sectors, including local authorities, emergency services, health care organisations, voluntary, community and faith groups and private companies. All signed up to the Strategy for an Ageing Population, the foreword to the document coming jointly from our champion for older people and Mr Frank Hayden, chair of the Lancashire Partnership and operations director for military air solutions at BAE Systems.

The partners that translate engagement into outcomes for older people go beyond the core services of health, social care and housing.

No Cold-Calling Zones and Bogus Trader Prevention Schemes have been developed in partnership with the Police, Lancashire Trading Standards Service, Social Care and Primary Health Care.

The Fire and Rescue Service's Signpost scheme provides information to vulnerable people they identify in their work. It is aimed primarily at older people, identified as particularly at risk of fire injury or death. This grew out of the Fire Safety Check+ pilots run across the Fire Service, social care services and primary care trusts that enabled services to refer to each other when vulnerable people were identified to be at risk.

Lancashire Fire and Rescue Service is a member of Better Government for Older People, has invited Councillor Westell to be its Champion for Older People and in October 2008 will hold the first national fire service conference on good practice models in work with vulnerable older people.

As advocates for and providers of services to older people, voluntary sector organisations bring a unique perspective to partnership work, supporting older people's involvement, providing reality checks for statutory organisations and delivering services where they are needed most. In rural areas around Lancaster, Age Concern provides representatives at Lancashire County Council mobile unit visits to offer advice and provide information specifically to older people.

Older people's partnership boards have gained the status and recognition to enable them to make real decisions and allocate resources.

In 2006 £1.5m of reward monies gained through partners achieving targets in the Local Public Service Agreement round 2, was distributed across all older people's partnership boards to allocate to projects that meet the needs of older people in their area and address priorities identified within the Strategy for an Ageing Population or the Local Area Agreement.

The projects include:

- Action for Life coordinator... improving older people's levels of activity
- Golden Age...Preston Muslim Forum, over 50s mainly from the BME community, bringing communities together and enhancing participation
- Green Gyms... using gardening to improve health and wellbeing
- Caring Café , a resource for carers of Alzheimer's sufferers, providing space and support
- Grandparents Matter... a support group for Grandparents who are sole carers of their Grandchildren.

The Lancaster Older People's partnership board, known as the Lancaster Forum for the Older Person, guided the development of 50 Forward, a Linkage+ pilot project supported by the Department of Work and Pensions. Older people are full members of the Operational Board, activity project teams and interview panels for project manager posts.

The project has 4 strands of activity:

- An employment agency for the over 50s
- A volunteer bureau...helping older people volunteer
- Information helpline...
- Care Navigator service ... helping people find and organise the services they need to support their independence.

Despite the success of the older people's partnership boards, many older people choose not to or are unable to take part in them.

Partnership boards have addressed this by creating virtual boards and reference groups - people who receive minutes and briefings and whose views are sought on key issues.

Great efforts are made to recruit older people. Word of mouth is used, along with marketing through GP's surgeries and the local press. Consideration is given to the basics such as access to transport and selecting and advertising accessible meeting venues such as town halls and civic centres. Participation as individuals will be promoted using technology such as the internet and a range of marketing techniques.

We aim to reach socially excluded older people through wider channels. For example in Preston Social Services' Surgeries at the Pukar Centre, Gujarat Hindu Society, Sahara, a voluntary organisation supporting the health and well being of women from ethnic minorities, and the Muslim forum have been used to make the connection with older people from the Asian population.

Other faith organisations have been similarly used, but there is still much potential to take this further.

As a large county council working with 12 district councils, three primary care trusts, seven acute hospital trusts and a large voluntary sector, bringing together administration and communications is a challenging remit. Added to this

is the diversity of our population across urban and rural areas and the wide range of affluence and deprivation across the county.

We have tackled this challenge through the Locality Focus Programme. Lancashire Local Committees, made up of county and district councillors, are empowered to make joint decisions on services in their area. They promote the engagement of older people and directly support the running of older people's partnership boards.

Locality plans are a recent step in bringing together priorities, service planning and outcomes. These plans, based around a small number of shared priorities bring together county and district council services. Joint working between county and district has been effective for many years - for example, in providing equipment and adaptation services. Locality plans bring this work into a formal framework.

The 5 plans already in place have relevance to older people for example

- Undertake a project to strengthen relationships across all ages...South Ribble
- Deliver an integrated local advice service with a single gateway for all participating agencies...Rossendale

Our Face to Face project has joint service delivery at its heart.

We provide partner staff with training to access our systems so they are able to offer information and services on our behalf from their locally based venues.

Mobile staff are trained on partner systems to provide information and services, on their behalf, in remote venues and sessional activities for our priority groups that include the over 60's.

Lancashire County Council staff located in districts alongside District Council staff enable citizens to access all services in one building. This is so popular and successful that it was noted in Chorley Borough Council's recent Comprehensive Performance Assessment (CPA).

The Local Area Agreement Housing Group shows partnerships taking what older people's priorities to heart.

The group, strategic housing representatives from all 12 district councils, county council officers and registered social landlords, recognised the role that housing and where people live plays in the well being and independence of older people. The group chose to support the inclusion of the national indicators NI137 and 139 (see above) and to work to deliver them instead of a set of traditional housing indicators.

2.7 Outcomes.

Engagement with older people has resulted in improvement in services that address their well being and independence.

Measuring improvement is challenging as it moves away from measuring outputs that we have for so long been so good at.

The Strategy for an Ageing Population provides an outcome framework; this is connected to that for the Local Area Agreement and to the Help Direct Gateways outcomes framework. All have been developed with older people and have a basis in the 5 priority outcomes of the strategy.

The outcomes expressed in the Department of Work and Pensions Public Service Agreement 17, "Tackle Poverty and promote greater independence and well being in later life" closely match those that came from the Lancashire Strategy for an Ageing Population a year earlier. This brings the advantage of being well placed to ensure that delivery plans will cover both. The PSA 17 has already been considered by older people's partnership boards alongside the strategy and the local area agreement.

The old local area agreement has included action on increasing the "Number of attendances at older people's representative bodies such as Older People's Partnership Boards and forums" to encourage and show developments in the opportunities for older people to make a contribution. Performance has been almost 5 times the original target. (2006/07 full year target = 525, performance = 2438).

The Lancaster 50 Forward project, with its high level of older people involvement, has achieved, as at the end of May 2008:

- 86 people over 50 supported into work
- 109 older people have become volunteers
- 888 older people supported by the Care Navigator scheme.

The engagement of older people in East Lancashire has resulted in initiatives that include:

- Improved transport systems between hospitals following service reconfiguration.
- The development of *HearSay*, a group of volunteers who interview those experiencing services e.g. about the quality of hospital meals.

As at the end of May 2008 the Lancashire Telecare Project had provided equipment for 529 older people to help them remain safe and independent.

Older people told us, in the research for the Strategy for an Ageing Population, that their biggest worry as they got older was "being financially comfortable"; 74% of 45-64 year olds and 71% of over 65s gave it as their top priority.

In 2007/08 the LAA activity, through the Lancashire County Council Welfare Rights service, achieved 1708 new awards of benefits for older people. With an estimated £50m of unclaimed Pension Credit and Council Tax benefit in Lancashire there is still a long way to go on this.

Life in Lancashire Survey

In your area do you think older people are able to get the services and support they need to continue to live at home for as long as they want to?

70% of older people said yes in 2008.

The Strategy for an Ageing Population has used demographic information, research and the involvement of representative bodies to support its approach to equality and diversity. Faith, disability, black and ethnic minority and GLBT groups were represented at the consultation events and as part of the supporting project team.

The voluntary sector is playing a critical role in overcoming barriers to the involvement of harder to reach groups.

Engagement with the older gay, lesbian, bisexual, and transgender communities, undertaken by *Age Concern Preston and South Ribble*, highlighted the particular circumstances, needs and concerns of these communities as they get older. For example assumptions of service commissioners about support networks may need to be challenged and fear of discrimination deters some from seeking health or social care.

The older peoples Assembly and the district older people's partnership boards will judge the success of engagement and its impact upon the well being and independence of older people.

They will receive reports on improved outcomes for older people, through the monitoring of the Strategy and LAA delivery framework.

This will be shared formally with District LSPs and the Lancashire Strategic Partnership.

Reporting to Lancashire Locals and through Overview and Scrutiny arrangements in the County and District Councils will keep elected members abreast of progress.

The strong connections to BGOP will help sharing with the wider community and arrangements for overview of the LAA and the Comprehensive Area Assessment will present the opportunity to share success with government offices.

The Lancashire Partnership Newsletter, Ambition, and Vision will be used to spread the word to partners and public.

There has been overwhelmingly positive but realistic feedback from older people on the impact of our engagement. The message is that we are all going in the right direction but the journey will be long.

"Lancashire County Council members and officers have been enthusiastic and sincere in involving older persons, from the outset, Through County and local workshops the involvement of the older person has been valued. Their comments, proposals and needs were taken seriously " ...Mrs Mary Aitchinson South Ribble Older People's partnership board.

While we have changed perceptions of all older people being vulnerable and dependent we have not lost sight of the needs and views of those who remain so.

The consultation with domiciliary care customers pilot will be extended to all older people receiving domiciliary care and carried out annually.

In addition to using the feedback to evaluate individual providers, we will use aggregated feedback to shape services.

Lancashire Care Services routinely engages with customers.

For example the Re-ablement service surveys customers to use their experiences and views to support service development.

It gives a very personal feel to older peoples views and highlights what really matters especially when feeling vulnerable.

"They have always been very encouraging and I have looked forward to them coming. The fact that they locked the doors at night always made me feel more secure"...

"Further to your visit to my home I have now had my benefit restored. Also 50+ has visited and is in the process of

helping me with housing and advice"

Re-ablement customers quotes from feedback surveys

Older people using care services and their carers are asked what they want that goes beyond their care needs. In response the Lancashire Adult Learning service provides learning opportunities for frailer older people and those suffering from dementia in care settings.

- Vale View Day Centre...9 older people on Creative Crafts course
- Oaklands Day centre...16 older people who suffer from moderate to severe dementia on Music and Reminiscence courses
- Galloway's Society for the Blind...25 + older people who have a visual disability on Social History, Arts and Gentle Exercise courses

We seek to engage with all older people including those at risk of exclusion from society.

As part of the Library Service Traveller outreach project in the Morecambe area we visited Traveller sites to consult with the residents. This included older Travellers and we asked how the service could be better for them.

Many of the older Travellers had low literacy skills so preferred either large print or audio books. They also borrowed CDs and DVDs. Some liked the books about Traveller and Gypsy heritage. Some liked the fact that we could access information via the Internet for them. This feedback has resulted in small changes, but has made our services much more accessible.

3 **Outline, with reference to a specific case (a geographical area, a particular section of the community, an individual or particular issue) how you have taken action to address an issue and the impact that this action has had.**

Growing Older Active Lives: GOAL South Lancashire:

Outcomes and Engagement.

Lancashire County Council in partnership with primary health care, district councils and the voluntary sector developed a Partnership for Older People's Project (POPPS) bid in 2006. The Growing Older Active Lives (GOAL) project work was noted in an Inter Agency Group paper "working together for well-being from vision to reality" and was the subject of a popular workshop session at the Social Service Research Group (SSRG) annual workshop.

The Project.

The Growing Older Active Lives project aimed to convert a successful medicines management pilot, which had taken place in four residential homes, into a scheme that could extend to the whole community. The pilot had demonstrated that when working with the whole person i.e. understanding the role of medication whilst focussing at the same time upon diet, stimulation, physical activity, routine, self image and the broader wellbeing of residents, in tandem with care givers and families, dramatic reductions in the need for primary health care and emergency admissions to hospital could be achieved. At the same time the level of participation, communication and quality of life of residents also improved.

The challenge was to create a project that could develop further and implement the thinking and approach that had proved successful in the pilot in older peoples own homes, where working with the whole person presented greater challenges.

Engagement.

At the heart of the development of the bid was engagement with older people. Recent investment in developing a Lancashire Strategy for an Ageing Population and the development of local older people's forums and partnership boards in the community paid dividends in accessing local knowledge and providing a wider context for the project.

The project was based around three service design groups that were each to focus upon one of the activity areas. These were; Medicines Management, Community Support and Outreach Support.

Having presented the initial proposal to a stakeholder event in the South Lancashire area, older people were invited to join these service design groups.

Volunteers were readily forthcoming and the aim of having at least 50% representation of older people on the groups was achieved.

As a result the project was able to call upon a wide range of older people expertise. This included the active participation of an older person who had influenced Government thinking relating to best practice in prescribing, a significant number whose "employed" lives had been spent working in a host of health and social care settings, representatives from carers and diverse community groups and one member who had led the development of a University of the 3rd Age Group and who represented its 1400 members. This combined knowledge and experience enriched and enhanced the project.

The county council invested a full time project manager to the process and the local Primary Care Trusts provide funding to support the wider engagement of older people.

Outcomes Framework.

The project developed an outcome framework to help coordinate thinking across the three groups working simultaneously on developing different aspects of the project.

The framework set out ideas in an easy to follow format that could "travel" between the separate groups. It was an amalgam of ideas drawn originally from the framework contained within the document "every child matters" and refined by reference to the framework contained in the Commission for Social Care Inspection document "A new outcome framework for performance assessment of adult social care".

The framework established a hierarchy of "outcomes" cross referenced within the framework by Outcomes, Targets and Indicators.

The matrix created was populated through negotiation with the Service Design Groups with a final round of selection decided at a final Stakeholder Event.

While the outcome framework used outcomes identified in the White Paper Our Health Our Care Our Say the older

people members of the groups were keen that softer quality of life targets were included showing, perhaps, that they had a better grasp of what really mattered to real people.

The resulting framework sat comfortably alongside and complemented those being developed for the Strategy for an Ageing Population and the Local Area Agreement.

It enabled matching of outcomes to actions and planned partner commitment of resources whilst supporting project management and service gap analysis.

Conclusion.

As this was a bid preparation project it came to a halt at this stage pending it being judged by the Department of Health.

The GOAL project bid made it into the final round of POPPs bidding process but unfortunately did not ultimately secure funding.

Rather than it being left there the project having captured the imagination of the older people's partnership boards has been absorbed into their action plans and its aims and the outcomes for older people are being pursued through alternative routes.

GOAL highlighted how much more investment is required when moving from consultation to engagement with older people and it is not an easy option. Effective engagement required that all those involved in the project, including older people, needed to be kept involved with the development in thinking and their participation supported. This is demanding of time and resources e.g. the full time attention of a project manager, ensuring the availability of suitable venues in suitable places, providing information and practical support such as transport.

When that is balanced against the value of the support older adults gave to the process it can be seen to be a good investment. The older people's drive determination and straightforward enthusiasm to see services work together and to tackle inequalities on behalf of those who were typically excluded or less fortunate was a powerful experience.

4.1 Factors that underpin your success.

We are a successful, forward thinking, authority that :

- Is proud of our older people...*An annual reception held at County Hall celebrates the achievements of older people and thanks them for their contribution.*

We have:

- Strong leadership and vision provided by the Champion for Older People, all elected members and senior officers.
- Strong older peoples organisations within the county that have keenly taken up the opportunity to join with the county council and its partners *e.g the University of the 3rd Age and Retired Pensioners Association.*
- A voluntary sector that strongly advocates on behalf of older people.
- A locality focus that enables us to establish local needs and priorities.
- A history of successful partnerships... the Lancashire Partnership , LAA, Older People's, Physical Disability and Learning Disability Partnership Boards.
- Partners equally committed to engaging with older people. All 12 District councils and 3 Primary Care Trusts are active members of the older people partnership boards. District LSPs brought older people into their formal structures giving them a voice in local planning.
- Confidence that our diversity makes us stronger...we recognise the role that all members of the community can play, have built that into our core values and challenge discrimination and exclusion.
- A readiness to back up vision with resources ...£1.5m from PSA 2 to older people partnership boards

4.2 Successful initiatives.

There are connections between all of the "initiatives" that we will highlight in sharing our success.

A small number are listed separately as good starting points for picking up the wider context.

Champion for Older People. This is not a new or unique approach but one well worth promoting as it gives a clear message, within and outside the organisation, that older people are to be taken seriously.

Older Peoples forums. These show how a relatively small amount of money invested through a motivated organisation, Age Concern, can provide a great deal of feedback on service provision.

Older People's Partnership Boards. These have developed reflecting local circumstances. As slightly different models they provide good studies of how best to achieve engagement.

Customer Access Strategy and Service. A well structured and implemented approach to creating a modern service to provide effective access to services for everyone.

Lancashire Adult Learning customer feedback and Older Learner Programme. A good example of how strategy and ongoing feedback come together to shape services.

Lancashire Strategy for an Ageing Population. The framework, for everything else, its delivery will change Lancashire for older people. Its emphasis on outcomes leads the way.

Help Direct Gateway...while not solely a service for older people it will directly address their Health and Wellbeing and has been developed using the messages from older people that have come from the Strategy for an Ageing Population and continuing engagement. It is a good model of how to engage with all including the socially excluded.

4.3 Who are the key target audiences that would benefit from hearing your key messages?

The Health and Wellbeing of Older People is dependent upon all who provide services in and for communities. The target audience for sharing our learning is therefore very wide and while those who are able to influence strategy and commit resources need to hear the message so do those who come into contact with older people on a day to day basis, to understand why things have to happen in certain ways.

How older people are perceived by society reflects how it values them. There is, therefore, a case for sharing beyond the statutory and voluntary sectors to a wider community audience, including the private sector who will recognise the economic value, and opportunities to do so will be found.

Our key audiences are:

- Chief officers and strategic planners of Local Authorities and Primary Care Trusts who need to better engage with older people in their planning processes.
- Other two tier local authorities to pick up on the learning in such a complex political and organisational environment.
- Elected members to promote their leadership role for older people's engagement.
- Local Strategic partnerships to place the voice of older people at the centre of local planning.
- Central government ministers and departments to allow them to better understand how to make listening to older people change strategic thinking.
- The media to continue to promote positive images of ageing and older people.
- Older people both individual and through representative bodies to inspire and empower.

4.4 Beyond the national Learning Exchange conference and Open Day, how might you work with other Beacons within your theme to maximise the impact of your learning activities?

It is important that we take the lead on sharing learning as a partnership, not single authority process. When we achieve Beacon status it will be due to older people working in partnership with us so older people will be invited to take part in the work with other Beacons.

Suggestions for doing so will be sought from the Older People Partnership Boards and approved via the same route.

It may well be also the subject of one of the early debates for The Lancashire Assembly for Older People.

Potential ways maximising the impact of our learning will include:

- Extending and /or connecting the Champion for Older People network across beacon authorities. To promote the champion role.
- Develop outcome frameworks together with other beacons, learning how each other is measuring the impact on health and wellbeing.
- Host Beacon Action learning sessions on service design and delivery for health and wellbeing.
- Conduct shared reviews across beacons on continuing engagement and health and wellbeing outcomes to support benchmarking and continual improvement.
- Connect older people's partnership boards across Beacons to enhance their role as critical friends. To facilitate communication.
- Use technology to reinforce connections e.g. A Theme Beacon discussion website and web discussion forum accessible and promoted to all older people. (linked to the I&DEA).
- Annual review event and a report of beacon good practice for the theme, a showcase.

4.5 What experience does your authority have with sharing lessons with others? Give examples of where your authority has supported others to improve.

Through Better Government for Older People we share our learning gained in the development of the Strategy for an Ageing Population with other organisations.

We have had the support of Gloucestershire County Council in following their model of community engagement with older people through the Village-Agents initiative, and have used Devon County Council's innovative self assessment framework to support our Help Direct Gateways development.

We are grateful to Peterborough City Council for sharing with us the models of older people's forums and partnership boards.

Together with Preston, Burnley and Pendle Borough Councils we have developed a guide for LSPs to strengthen equality and diversity in sustainable community strategies

Active membership of Research into Practice for Adults and Social Care Institute for Excellence.

Secondment of senior officers to support the Commission for Social Care Inspection's performance framework

development.

Presentation to Social Services Research Group conferences on

- Performance management culture and frameworks.
- Growing Old Active Lives Project

Presentation of good practice and learning from the Help Direct Gateway development by the Programme Director, Well-being and Prevention to "Putting Older People First: Making it Happen" Department of Health and Department of Work and Pensions conferences June / July 2008.

Lancashire County Council is linked with Lithuania in an EEC project, SENEMPOWER, to develop joint learning on enaging, empowering and utilising the expertise and energy of older people. This has involved secondments across the participating nations that also include Germany, Italy, and Austria. The project is supported by Lancaster University.