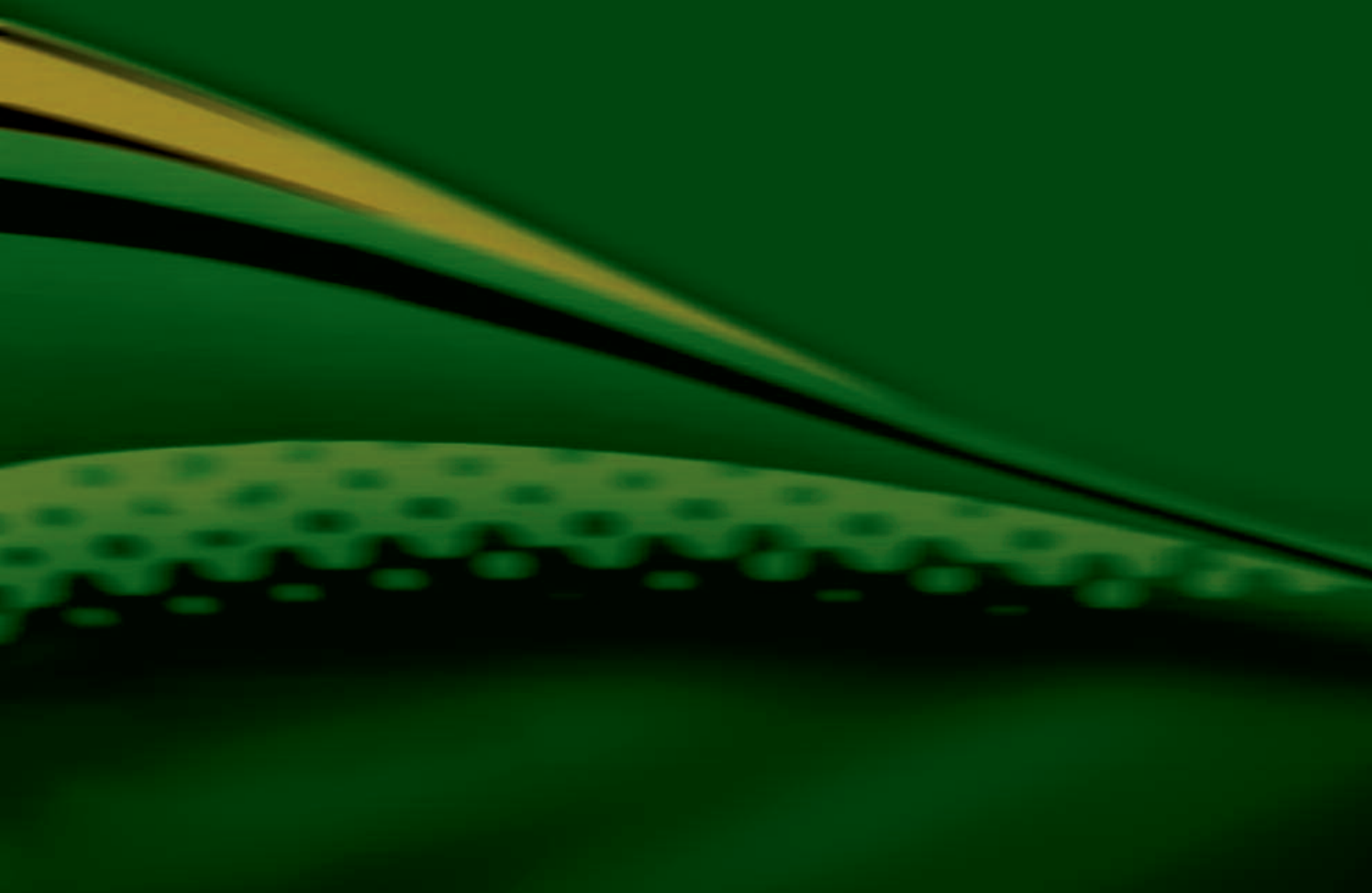# Section 3

Outcome framework and delivering the strategy

Section 3 Outcome framework and delivering the strategy

- Introduction
- Summary of outcomes and aims
- Outcome framework
- Outcomes and actions
- Delivering the strategy

Introduction

This section focuses on how you can use the handbook with chapters 2, 4 and 5 of the strategy.

Link to strategy

It provides a summary of all the strategy's objectives, aims and outcomes, and a chart that links these together with suggested targets and national indicators.

There is also an edited version of the original consultation document to share the contributions of all those involved in developing the strategy.

Note
The actions and outcomes described as action plans are recommendations only, even where an organisation has been suggested to achieve them. It does not mean that the organisation is committed in any formal way to delivering them.

Summary of outcomes and aims

Outcome 1: Older people should have sufficient financial security to maintain their quality of life and wellbeing

Aim 1a: Older people will have an adequate income

Objectives
- Simplify the benefits system and reduce means-testing.
- Increase the real value of state pensions and reform the system to remove inequalities.

- Improve older people's financial awareness and encourage financial planning for retirement.
- Move people who are entitled from the basic pension onto the pension credit system.
- Increase the number of older people applying for benefits.
- Provide a single route to a wider range of benefits.
- Improve good practice to deliver a better service to older people entitled to benefits.

Aim 1b: Older people will have the opportunity to work if they want

Objective
- Increase access to and flexibility in employment for people aged 50 and over.

Outcome 2: Older people should have access to mainstream services

Aim 2a: Older people will have access to good quality information, advocacy and advice

Objectives
- Co-ordinate information provided by public organisations for older people.
- Help older people to benefit from new information technology.
- Improve access to information provided for older people.

Aim 2b: Older people will have improved access to services

Objectives
- Extend the scope of the concessionary fares scheme.
- Improve access for people with special needs.
- Improve access to local services.
- Encourage more older people to use public transport.
- Promote walking and cycling to older people.
- Make sure older people can continue to use their cars.
- Involve older people in transport planning.

Outcome 3: Older people should be healthy and well

Aim 3a: Older people will be physically, mentally and emotionally healthy

Objectives
- Make sure all older people can access suitable health promotion programmes.
- Make sure health services are accessible to everyone.
- Respect the dignity and human rights of all older people.
- Promote older people's mental health.
- Make sure older people can exercise choice and influence.

Aim 3b: Older people will have good social networks

Objectives
- Help older people to maintain and develop their social networks.
- Provide suitable treatment for older people with depression.

Aim 3c: Older people will have access to a range of activities

Objectives
- Improve access to all leisure, learning and cultural activities.
- Make sure information about leisure, learning and cultural activities is readily available.
- Improve access to adult education by providing a wide range of lifelong learning opportunities.
- Increase the availability of leisure facilities for older people.
- Make sure socially excluded groups can access leisure, learning and cultural activities.

Outcome 4: Older people should feel safe and supported

Aim 4a: Older people and carers will receive suitable support

Objectives
- Make sure all older people have access to information, advice and assessment on community support services and how to access them.
- Reduce the use of hospital and long-term care and help more older people to be supported at home or in a housing setting.
- Increase self-help which enables people to have active, fulfilling lives.
- Develop a commissioning and funding model that involves a wider range of partners.
- Make sure people from black and minority ethnic communities can access suitable support services.

Aim 4b: Older people will feel safe at home and in the community

Objectives
- Make sure all community safety strategies consider the needs of older people.
- Develop a unified approach to providing community safety information.
- Develop 'older people friendly' environments.
- Develop citizenship modules in schools.
- Promote positive images of community safety that build confidence.
- Make sure community safety preventative programmes target older people.
- Make sure older people are safe in their own home.
- Make sure older people are safe from abuse and exploitation.

Aim 4c: Older people will have suitable and decent accommodation

Objectives
- Develop and apply a joint strategy for key partners which sets a clear direction to provide housing and service choice for older people.
- Make sure all older people have access to information, advice and assessment on housing options and how to fund them.
- Re-balance the specialist housing system for older people to reflect future needs and expectations.
- Provide safe, secure, high quality and sustainable general housing for older people.
- Develop and promote a wider range of housing and support services to help more older people remain living independently.
- Improve access to sheltered housing for older people from black and minority ethnic communities.

Outcome 5: Older people should have the opportunity to make a positive contribution

Aim 5a: Older people will be able to contribute to community life

Objectives
- Achieve flexibility between employment, volunteering, leisure and learning in older age.
- Match skills to volunteering opportunities.
- Build community development strategies around the skills and experience of older people.

Aim 5b: Older people will be able to build links with younger people

Objectives
- Break down barriers between older and younger people.
- Encourage older and younger people to feel part of the same community.
- Involve older and younger people of all ethnic origins.
- Involve young people in providing services for older people.

Aim 5c: Older people will be free from discrimination

Objectives
- Reduce ageism in media coverage.
- Increase the number of older people employed by organisations which commission and provide services used by older people.
- Increase the number of people from black and minority ethnic backgrounds employed by organisations which commission and provide services used by older people.
- Make sure older people from black and minority ethnic communities are involved in planning and delivering services.

Aim 5d: Older people will play an active part in decision-making

Objectives
- Develop a broad-based forum for older people in each district.
- Develop an older people's partnership board to serve each district or a combination of districts.
- Set up a Lancashire County Older People's Forum and Partnership Board.
- Find new and better ways of involving older people, particularly from more isolated groups.
- Review the structures for involving older people to respond to their growing expectations and changes in the political landscape.

Delivering the strategy

Objectives
- Make sure agencies across all sectors in Lancashire age-proof their strategies and services so they can meet the needs and expectations of our ageing population.
- Establish strong senior leadership to take the strategy forward.
- Make sure procedures and resources are in place to take the strategy forward.
- Develop a more integrated approach to funding and commissioning services.
- Communicate the strategy widely and effectively.
- Review and update the strategy regularly.

Section 3 Outcome framework and delivering the strategy

Outcome framework

Ambition Lancashire		Maximise life opportunities for older people						Promote older people's health, safety and independence						
	Outcome	**1** **Financial security**		**2** **Access to mainstream services**		**3** **Healthy and well**			**4** **Safe and supported**			**5** **Making a positive contribution**			
Outcomes	Aims	1a Older people will have an adequate income	1b Older people will have the opportunity to work	2a Older people will have access to good quality information, advocacy and advice	2b Older people will have improved access to services	3a Older people will be physically, mentally and emotionally healthy	3b Older people will have good social networks	3c Older people will have access to a range of activities	4a Older people and carers will receive available support	4b Older people will feel safe at home and in the community	4c Older people will have suitable and decent accommodation	5a Older people can contribute to community life	5b Older people can build links with younger people	5c Older people are free from discrimination	5d Older people play an active part in decision making
	Delivery	Mainstream services meet the needs and expectations of older people Strong leadership to deliver the strategy Communicating and promoting the strategy Reviewing and updating the strategy													

Sample of national and local indicators

| Targets and indicators | | Number of older people awarded new benefits (measured by County Welfare Rights Service) | Number of older people in employment | Number of older people using information and advice services | Number of older people using Now card | Number of older people who say they have good health | Number of older people who say they enjoy a good quality of life | Number of leisure and learning sessions taken by older people | Number of older people being looked after at home | Percentage of older people who feel safe at home or out at night | Percentage of private sector homes in decent condition | Percentage of older people involved in decision-making who feel they have influence | Number of new older volunteers

Percentage of older people who say they are active in their community | Number of projects involving both older and young people | Percentage of older people and from under-represented BME communities employed by commissioners and service providers |

How older people will know if things are getting better

Actions				
• Making better financial advice and information available to older people. • Action to lobby central government to raise basic state pensions. • Information and advice to make older people claim benefits. • Link Age Plus services, providing complete approach to giving information and accessing services. • More opportunities for older people to remain in employment. • Retraining schemes aimed at older workers. • Incentives for people to remain in work. • Campaigns to tackle ageism at work.	• Public sector organisations providing information through a single service. • Investment in new technology so that it is available to all. • Training to help older people to use new technology. • A directory of all services for older people. • An extended concessionary fares scheme. • Integrated transport services including specialist transport. • A single source of information about all specialist transport. • Funding for transport included in individualised budgets. • Taxi vouchers. • Good transport links to all major services. • Community cars widely available. • Information about transport readily accessible. • Campaigns to encourage older people to use public transport more. • Plans to tackle older people's concerns about public transport. • Walking and cycling promoted to older people. • Car-sharing schemes to help people use private cars for longer. • An older people's transport forum.	• A network of independent forums in each district and county-wide, promoting the views and expectations of older people. • A network of older people's partnership boards at district level and county-wide, made up of older people and other partner organisations, to involve older people in decision-making and linked to local strategic partnerships. • The skills and experience of older people improving the community through flexible part-time working and volunteering. • A skills database in community resource centres to match people to volunteering opportunities. • Intergenerational work jointly promoted by older people's forums and young people's councils. • A media watch group set up by the network of older people's forums to improve the image of older people in the media. • Commissioners and service providers achieving targets for employing more older people and people from BME communities. • Older people from BME communities involved in decision-making and using more services provided for older people. • BME community organisations involved in providing services for older people.	• Create benchmarks to audit services and identify areas for change. • Redeploy NHS staff to deliver services in the community. • Promote and offer annual health checks. • Encourage learning and leisure activities as an alternative to drugs. • Audit leisure and learning providers. • Plan to improve access to learning, leisure and cultural activities. • A county-wide passport to services. • Work with private sector providers to open up leisure and learning opportunities. • Create a one-stop shop.	• Link Age Plus type scheme to provide a single route to increase income and benefit claims. • Online financial advice and information service. • Integrated concessionary fares scheme across all districts. • Extended range of transport and integrated booking system for people with special needs. • Age-positive employment scheme to increase the number of older people in the workforce, with employers signed up to a flexible retirement age. • Connexions service for people aged 50 and over. • 'Rosebud' scheme and entrepreneur support for people aged 50 and over starting a business.

Outcomes and actions

Outcome 1: Older people should have sufficient financial security to maintain their quality of life and wellbeing

Context

The links between poverty and good health, life expectancy and wellbeing are now widely recognised. And yet there are wide variations in terms of wealth and income across Lancashire. There are also major issues in terms of maintaining a large enough workforce to meet the county's future economic needs.

Aim 1a: Older people will have an adequate income

Lancashire County Council research into the attitudes of older people found that most of them use state pensions to fund their retirement. About 61% would use or are using a work-related pension, and 29% have a personal pension. The 45-64 age group is slightly more likely to have a personal pension and is more likely to have income from property (10%) to fund retirement. Almost one in ten (9%) of the 65+ age group works part time to fund their retirement.

There is a difference across gender, as 12% of men in the sample will have only a state pension, whereas 17% of women say they will have only the state pension. There is another significant difference with ethnicity, as the figure for state pension only is 15% for white residents but 30% for non-white residents.

The gender gap is a national feature marked by:

• only 24% of newly retired women entitled to a full state pension based on their own work record (Department for Work and Pensions, 2005);
• a woman on average receiving 24% of what a man receives in pension (Women and Equalities Unit, 2005); and
• one in five women pensioners living in poverty (Department for Work and Pensions, 2005).

Issues and priorities for older people
Older people involved in developing our strategy and other research with older people identified the following priority issues for improving financial security. These fall under three broad headings.

Improved financial planning for older age
• Provide older people with access to specialist financial advice on pension matters,

including increasing pension contributions, deferring a pension and working beyond normal retirement age.
* Encourage people to save for their old age.
* Provide more pension advice in mid-life, to help people prepare for their later retirement.
* Provide good quality information and resources to local older people's groups.

Increasing older people's incomes
* Increase of the number of older people claiming social security benefits, including pension credits and housing benefits.
* Provide expenses for voluntary and community service and payment for volunteering.
* Increase flexibility in retirement age and employment opportunities.
* Provide access to specialist advice for older people who are rich in assets but have little cash – for example, equity release schemes and increasing income (for example, by renting out rooms in their homes).
* Develop family-friendly employment policies so that older people caring for their parents do not have to retire.

Reducing costs to older people
* Fund more concessions and discounts on goods and services that are used mainly by older people on low incomes.
* Provide free public transport.
* Increase financial assistance for social outings and other services which will improve the quality of life of older people on very low incomes.
* Increase funding for leisure and lifelong services used by older people.
* Support low-cost property maintenance schemes.

Ambition Lancashire sets out to improve the life chances of older people by tackling the poverty they experience and encouraging them to claim welfare benefits. The LAA also aims to reduce poverty among Lancashire's older people. This will be measured by the number of new awards of attendance allowance, disability allowance, pension credit, housing benefit, Council Tax benefit and carer's allowance made to people over 65 as a result of help provided by Lancashire County Council and the district and city councils.

Actions to improve the incomes of older people are also set out in some district and city council community strategies. These include:
* increasing awareness of safety in the home and fuel poverty, particularly amongst older people and families on low incomes (Fylde Community Strategy);
* making sure that good quality independent advice is available to all Pendle residents, particularly in terms of increasing the incomes of those who depend on benefits (Pendle Community Strategy); and
* increasing the role of credit unions, as finance is a key issue affecting health and wellbeing (Rossendale Community Strategy).

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Challenge for Lancashire
To improve the financial security of older people by increasing their incomes.

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Objective: Improve older people's financial awareness and encourage financial planning for retirement

Actions could include:
• developing adult learning opportunities;
• providing online advice and information; and
• providing independent financial advisers for older people.

Objective: Move people who are entitled from the basic pension onto the pension credit system

Actions could include:
• encouraging applications for pension credits; and
• providing advice to older people.

Objective: Increase the number of older people applying for benefits

Actions could include:
• advertising benefits in imaginative ways, using accessible formats;
• providing imaginative information on benefits;
• offering independent advice on benefits;
• targeting promotions at groups who do not claim benefits, and the sons and daughters of people not claiming; and
• using other benefit claims (for example, housing benefit and Council Tax benefit) to identify older people entitled to more help.

Objective: Provide a single route to a wider range of benefits and improve good practice to deliver a better service to older people entitled to benefits

Actions could include:
• developing partnership-working and joint teams to manage benefits from a wider range of offices.

Aim 1b: Older people will have the opportunity to work if they want

Raising the retirement age will affect people over 50 in different ways. It will lead to an increased demand for:

• full-time employment (including self-employment) opportunities;
• 'lifestyle' business opportunities;
• part-time employment;
• leisure services and activities; and
• volunteer opportunities.

The North West Region's Economic Strategy also sets out the demand to:

'Create 150,000 net new jobs, 80,000 of which should be in ''knowledge'' occupations to bring the proportion of people working in these occupations up to the England average.'

This strategy recognises that as the rate at which people over 50 leave the workforce slows down, there will be two effects on the economy.

• More people over 50 will have higher levels of disposable income for longer.
• There will be more people in the workforce over the next 20 years.

Apart from one reference to this strategy in the County Economic Development Strategy 2006-2009, there is little explicit recognition of the potential and importance of older people in the workforce as a driver for economic development and change.

Issues and priorities for older people

Employment
• Challenge stereotypes and promote positive images of older people to create more employment opportunities for them.
• Create more flexible and phased retirement opportunities, including part-time work and job-sharing.
• Provide training opportunities so that older people can re-train.
• Offer support to older people in setting up new businesses
• Increase opportunities and support for older people to continue to use their life skills through volunteering.
• Challenge ageism and value, use and promote the skills and experience of older people amongst employers and the wider community.

Challenge for Lancashire

To improve access to full- and part-time employment, enterprise and training opportunities for people over 50 so they can:

• maintain financial independence;
• maintain the freedom to manage their own futures; and
• increase their quality of life.

Improving access to employment

The benefits of improving access to employment for older people

Direction of travel

Current employment trends for over 50s

Direction of travel

Additional people in full- and part-time paid employment between 2006 and 2015

Direction of travel

Additional people taking part in voluntary work

Direction of travel

Number of people who are fully retired

Age 50   Age 60   Age 70   Age 80   Age 90 or over

Objective: Increase access to and flexibility in employment for people aged 50 and over

Actions could include:
• developing a model to decide priorities and targets;
• developing targets and incentives to increase the number of people staying in employment and volunteering;
• allocating a percentage of the Learning and Skills Council budget for re-training;
• tackling ageism and stereotyping through a campaign which uses 'age-positive' employers and increasing the number of older people employed in the public and private sectors;
• setting targets for the percentage of employers increasing the number of people aged 50 or over in their workforce;
• setting targets for the number and percentage of employers with flexible workforce strategies (including retirement ages, part-time workers and job-sharing);
• increasing the number of people over 50 who are self-employed or starting a new business;
• establishing a careers link;
• working with the Department for Work and Pensions and universities to research

opportunities for people over 50 who want to continue working;
- identifying new over-50 employers as the over-50 economy grows;
- developing a Connexions service for the over 50s; and
- developing good practice examples to demonstrate the benefits of employing people over 50 and continuing to work after 50.

Outcome 2: Older people should have access to mainstream services

Context

Traditionally, strategies for older people have focused on specialist services for the 15% of older people who require support from health and social care. This has helped to reinforce the view that all older people are frail and need specialist help. A theme throughout the strategy is, rather, that older people should be able to access mainstream services and that these services must change to make this a reality.

We looked at two key issues that older people identified as a priority if they are to access mainstream services. These are:
- access to information; and
- good public transport.

There is growing recognition that improving information and advice for all older people is one of the best and quickest ways to bring about change and promote choice and control in older age. This forms one of the cornerstones of the 'Sure start in later life' approach outlined by the Social Exclusion Unit.
To view this document click on the link below.
http://archive.cabinetoffice.gov.uk/seu/downloaddoc7b5f.pdf?id=797

However, information on its own is not enough. It needs to be linked to advice, advocacy and easier access to services.

Issues and priorities for older people

The consultation events that we held and other research with older people identified the following priority issues.
- Provide clear information on key services in different formats and how to access that information.
- Establish a single point of contact for information on what services are available.
- Use simple technology such as touch screens to improve access to information at more sites.
- Develop e-technology and learning for older people.
- Involve older people in developing and reviewing access to information.
- How to deal with information overload.

- Provide help in keeping up with technology.

Challenge for Lancashire

To make sure older people retain choice and control in their lives through access to information and advice, and improved access to services.

Objective: Co-ordinate information provided by public organisations for older people

Actions could include:
- one-stop shops to provide information on all services; and
- providing clear and concise information on key services.

Objective: Help older people to benefit from new information technology

Actions could include:
- investing in new ways of communicating, both in the community and at home – for example, touch screens in libraries and digital television; and
- providing training to help older people use information technology.

Objective: Improve access to information provided for older people

Actions could include:
- setting up a readers' panel of older people to review written information before it is published; and
- setting up an older people's forum website to build a library of specialist information on older people's issues.

Aim 2b: Older people will have improved access to services

Context

Any discussion with older people about what concerns them soon raises the issue of transport. Older people see access to good transport, or the lack of it, as having a significant effect on their quality of life as it governs their access to mainstream services.

Transport and social exclusion

The concept of transport as a key element of social exclusion has become increasingly recognised. Can people use public transport to access key services at a reasonable cost, in reasonable time and with reasonable ease? This is a broader issue than transport. It is about the location of key services and integrating transport and service planning.

Issues and priorities for older people

- Develop and promote schemes that develop local services – especially in more rural communities.
- Use the subsidies available to tackle the areas of greatest priority.
- Make the concessionary fare scheme more flexible.
- Improve co-ordination of specialist transport schemes for people who cannot use public transport.
- Support new schemes to help older people continue to use their cars (for example, car-pooling).
- Encourage greater use of public transport by providing better information and improving customer care.
- Promote alternatives such as walking and cycling, emphasising their value in keeping people fit and well.
- Promote initiatives such as 'communicator guides' (one-to-one support for people with dual sensory loss) so that people with disabilities can access public transport.
- Provide more accessible vehicles.
- Improve safety on public transport.
- Make sure older people are involved in transport planning, to reduce unnecessary barriers and promote access.
- Work with partners to improve access to key services such as health and employment.

Challenge for Lancashire

To make sure all older people can access services through good quality public and other transport.

Objective: Extend the scope of the concessionary fares scheme

Actions could include:

- extending the concessionary fare scheme so that people can access major services, such as hospitals and urban centres, or use services before 9.30 am.

Objective: Improve access for people with special needs

Actions could include:

• extending the integrated Transport Procurement Unit by including NHS patient transport services;
• providing a single source of information and booking for all forms of specialist transport;
• making sure that schemes to develop individualised budgets include an element for transport;
• piloting the use of taxi vouchers as an alternative to specialist transport; and
• making sure all taxis are suitable for wheelchair users.

Objective: Improve access to local services

Actions could include:

• working with partners to make sure service developments such as new health centres
• have good public transport links;
• making sure the travel plans for all major service centres specifically address older people's needs; and
  • extending schemes such as community cars to cover all areas of the county where a person is more than 10 minutes' walk from public transport.

Objective: Encourage more older people to use public transport

Actions could include:

- developing action plans with transport providers to tackle issues such as unreliability;
- developing a systematic approach to identifying and dealing with issues which influence use of public transport – for example, location, comfort of bus stops, and drivers' awareness of older people's needs;
- making sure access-mapping models include factors relevant to older people;
- making sure all transport information is available in relevant formats;
- carrying out pilot work with older people to make sure they can access information in real time;
- working with older people to develop approaches which will encourage people to use public transport – for example, local campaigns, 'taster' sessions, accompanied journeys and retirement training programmes;
- encourage people to use the concessionary travel scheme and Now Card; and
- work with transport providers to market services to older people.

Objective: Promote walking and cycling to older people

Older people can benefit considerably from walking and cycling – in terms of health and wellbeing as well as getting around.

Actions could include:

- encouraging local authorities to work with older people to make sure town centres are 'older people friendly';
- consulting older people when developing any schemes that aim to increase the number of people walking and cycling; and
- developing a pilot scheme to encourage older people in a particular area to walk and cycle more as part of their daily activity. This could be based on work done to develop safer routes to school and home zones.

Objective: Make sure older people can continue to use their cars

The main aim of this strategy is to increase access to public transport. However, access to and use of a car will always be a major influence on quality of life.

People tend to use the car less as they get older – partly because of the cost, but also because they may no longer be able to drive safely. Losing access to a car reduces many older people's sense of independence and their ability to take part in social activities. This in turn means they feel increasingly isolated from society. Local authorities

should investigate ways of tackling this problem.

Actions could include:

- developing car sharing arrangements for older people to increase their access to a car at reduced cost; and
- offering driver education to help older people drive safely for longer.

Objective: Involve older people in transport planning

The county council has consulted older people in detail and set up an Older People's Transport Forum.

Further actions could include:

- setting up a Lancashire Older People's Public Transport Forum.

Outcome 3: Older people should be healthy and well

Context

Maintaining good health is vitally important as people grow older. Life in Lancashire shows that health services are seen as most important to people both now and in the future. It also shows that health is seen as the most important area for more information.

Yet too often the approach to older people's health has focused on the minority who are in poor health, rather than on how to keep all older people as healthy as possible.

Good health is about more than just physical wellbeing. It's about people's happiness and mental wellbeing too. For all people over 50, access to community activities and good social networks is as vital as being free from illness or disability. So this section of the strategy is about promoting health in its broadest sense – about access to services such as leisure and learning opportunities, as well as health services.

Aim 3a: Older people will be physically, mentally and emotionally healthy

Context

One of the reasons Lancashire's population is ageing is that life expectancy is increasing. In recent years, the increase in life expectancy among older adults has been

dramatic, particularly for men. By 2002, women who were aged 65 could expect to live to the age of 84, while men could expect to live to the age of 81. Forecasts suggest that life expectancies at these older ages will increase by a further three years or so by 2020. Life expectancy for people aged 70 and 80 has also gone up. Source: 'Health expectancies in the UK, 2002' – Office for National Statistics, Health Statistics Quarterly, Spring 2006.

How much of this increased life expectancy can we expect to be free from illness and disability? Between 1981 and 2002, life expectancy at birth for men increased by 5.1 years. This was split into an increase of 2.8 years of increased life expectancy in good or fairly good health and 2.4 years in not good health. For women, life expectancy increased by 3.7 years, of which 3.2 years were healthy. The number of years spent in not good health increased by just 0.5 between 1981 and 2002.

These figures refer to life expectancy at birth. Looking at life expectancy at age 65 over the same period shows a different picture. Life expectancy for men increased by 3.1 years, but the proportion of life spent in either good health or without a disability decreased by just under 2 percentage points. For women aged at age 65, the increase in life expectancy is smaller at 2.2 years, but most of these extra years were ones in good health or without a disability. In other words, there is a difference between men and women, with a continuing gap not just in overall life expectancy but also in the length of time that a person can expect to enjoy good health.

Of course the picture is not even over the whole county. In 2000 to 2002, life expectancy for men ranged from 76.6 years in Ribble Valley to 74.3 years in Hyndburn. This is a range of 2.3 years. For women it ranged from 81.4 years in Ribble Valley to 78.6 years in Burnley. This is a range of 2.8 years. Within districts there will be great variation as well – generally associated with deprivation. To view your local area, follow the web link to the strategy.

Our strategy adopts an integrated approach so that each part of it affects the others. The challenge in Lancashire is to make the most of these positive factors and promote good health.

Issues and priorities for older people

Health and wellbeing
• Develop a strategy for wellbeing, including mental health and happiness.
• Stamp out ageism in healthcare.
• Provide local NHS dental surgeries.
• Provide health checks for older people.
• Make sure services are available when they are required.
• Improve information about what services are available.
• Provide more flexible services, including ones that can help with practical tasks.
• Provide more self-help schemes.

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Challenge for Lancashire

To have more healthier, active and happier older people year on year to 2026, reducing the inequalities which currently exist.

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Current strategy and gaps

The current focus on older people's health is overwhelmingly concerned with the 15% of older people who are ill and need support from health and social services. This will continue to be an important focus over the next 20 years. Even if the proportion of older people with ill health drops, the large increase in the number of people over 75 is likely to mean that the absolute numbers of older people suffering from ill health will rise. New approaches to treating and supporting these people, especially those with long-term conditions, need to be developed.

But the overall focus also needs to shift to a much greater emphasis on supporting older people to remain healthy and independent for as long as possible. This makes sense in terms of benefiting older people themselves and in terms of reducing demands on healthcare services. We need a complete approach across the county towards improving the health of people over 50 – including tackling health inequalities.

Older people identified some specific gaps in existing services – especially dentistry – that need to be addressed. But more than that, older people are asking that services should be provided:

• based on need, without age-related discrimination;
• as accessibly as possible –close to home and easy to gain entry to;
• with a focus of promoting good health as much as tackling ill health;
• with attention to good mental health as well as physical health;
• with dignity and respect; and
• in a way that gives them a voice and freedom of choice.

Objective: Make sure all older people can access suitable health promotion programmes

Actions could include:

• developing a complete programme of health promotion activities for older people in every area;
• promoting annual health checks and screening programmes which focus on removing the barriers to active life as well as preventing disease;
• providing extra support to socially excluded groups (including people with mobility,

sensory or cognitive problems, those in residential care and those who are socially isolated) and those who have specific needs because of their race or culture;
• promote active ageing programmes provided by older people themselves;
• make sure health promotion programmes actively deal with health inequalities; and
• target diseases that particularly affect older people from black and minority ethnic communities.

Objective: Make sure health services are accessible to everyone

Actions could include:

• carrying out a health service audit to establish the standards and availability of current services and identify areas for change;
• developing community based services as an alternative to hospital services;
• providing all older people with a complete NHS funded dental service;
• promoting new oral care procedures;
• setting up systems so that patients with stable long-term conditions can attend primary care clinics and be seen by specialist nurses;
• building on the work of local implementation teams to tackle age discrimination in health services;
• promoting self management programmes; and
• working with people from black and minority ethnic communities to promote the services available to them.

Objective: Respect the dignity and human rights of all older people

Actions could include:
• delivering the complete recommendations of 'A New Ambition for Old Age' (Department of Health, April 2006);
• developing a programme to train older people as 'dignity and respect' trainers;
• making sure all services provide training for all staff on respect and dignity in older age;
• making sure all organisations include ageism in their equal opportunities policy and provide suitable staff training;
• expand palliative care services so everyone receives suitable care at the end of their life; and
• include older people in all service inspections to look at issues of respect and dignity.

Objective: Promote older people's mental health

Actions could include:
- making sure older people have access to a full range of specialist mental health services;
- including mental health in health promotion programmes for older people; and
- encouraging older people to keep their minds active by reading and learning.

Objective: Make sure older people can exercise choice and influence

Actions could include:
- developing effective links between patient and public involvement forums and other older people's forums;
- setting up readers' groups to make sure all information published about health issues is older people friendly;
- extending advice services to older people who cannot act for themselves; and
- making sure older people have access to the information and advice they need to make informed choices.

Aim 3b: Older people will have good social networks

Context

People often associate growing older with social isolation and loneliness. In fact this is something of a myth. Research has reported that only 7% of older people say they are lonely and most older people have high levels of contact with family, friends and neighbours.

However reduced social contact, isolation and being alone do reduce older people's quality of life. Taking action to tackle these issues and help older people maintain their social networks is an important part of this strategy.

Recent research has suggested that the following factors need to be taken into account in finding solutions to this problem.

- Older people must retain a sense of purpose and continue to have a role in society. They do not want to be patronised or have their views ignored.
- We must distinguish between loneliness – often experienced as a sense of loss, for example following a bereavement – and isolation from normal social networks. People who are isolated often need practical support or resources, whereas people who are lonely need social support and improved networks.
- As people's ability to take part in some activities declines, they need to learn and

share new skills.
- One-to-one support – such as befriending schemes – is highly valued.
- There is a significant gap between the responses often offered and what older people want. Too often services such as day centres are seen as encouraging a culture of helplessness. What people are often looking for is not new opportunities, but support to still take part in their current activities such as visiting a friend down the street.
- Different groups of older people are looking for different things – for example, men do not want the same as women. Black and minority ethnic groups look for activities that are appropriate to their culture.
- Services need to be more flexible – for example, available at weekends.
- If older people have been actively involved in designing and delivering services, those services are more likely to be appropriate and appeal to that age group.
- A person's sense of isolation can be heightened by difficulties in communicating, so services need to be accessible – for example, to people with speech or hearing difficulties.
- Depression amongst older people is often seen as a natural consequence of growing older and is not treated as it should be.

Challenge for Lancashire

No older person in Lancashire should experience unwanted isolation, loneliness or lack of social relationships.

Objective: Help older people to maintain and develop their social networks

Actions could include:

- adopting the programme 'Developing a Strategic Approach to Prevention for Adults and Older People with Lower Level Needs' across all local strategic partnerships in the county;
- involving older people in designing and delivering all programmes to develop services for low level needs;
- making sure that people with communication difficulties can access all services;
- developing new ways of connecting older people – for example, telephone conference calls and internet chat rooms;
- developing initiatives to improve the confidence of local communities and tackle social isolation – for example, neighbourhood wardens and neighbourhood watch schemes;
- developing specific services for groups with particular needs – for example, older men and people from black and minority ethnic communities;
- making neighbourhoods and town centres more older people friendly – for example, by providing good public toilets, benches, street lighting and safe pavements; and
- developing services that focus on one-to-one support such as befriending schemes.

The sections on transport, care and support, and work with young people are also relevant to this objective.

Objective: Provide suitable treatment for older people with depression

Actions could include:

- providing older people with information on how to recognise depression and get it treated; and
- developing procedures for identifying and treating depression through a wide range of primary care and social care workers.

Aim 3c: Older people will have access to a range of activities

Context

Being able to take part in different activities is very important for older people. The following diagram, taken from the Social Exclusion Unit's report 'A Sure Start in Later Life' gives some idea of the popularity of different activities. You can see the full report at http://archive.cabinetoffice.gov.uk/seu/downloaddoc7b5f.pdf?id=797.

Range of activities

44
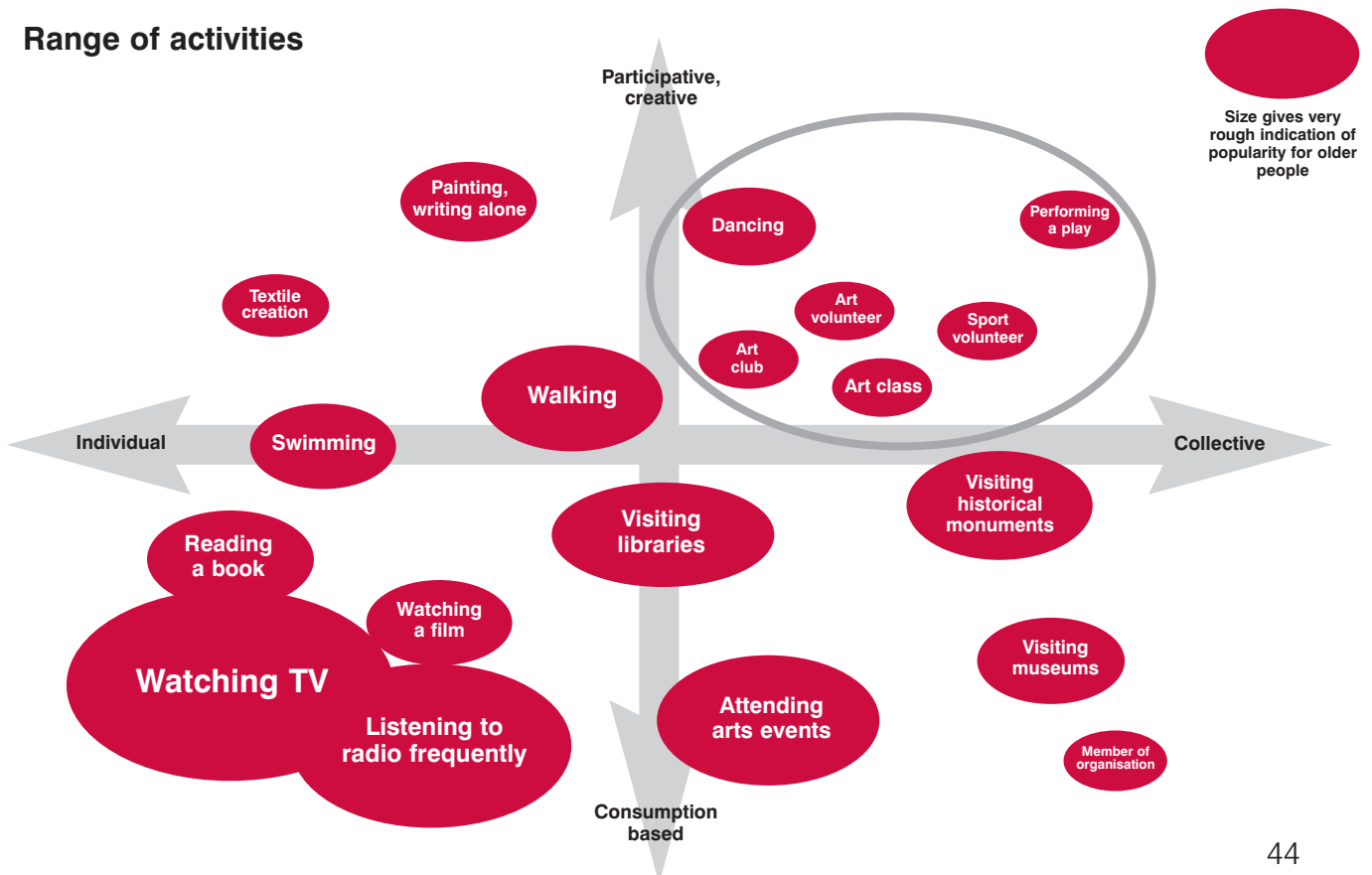
Activities that are both collective and active, as shown in the top right hand corner of the diagram, may have stronger benefits for strengthening communities as a whole. There is clear evidence that people who take part in community activities of any sort experience considerable benefits, not only in terms of increased social relationships, but also improvements in physical and mental wellbeing.

Many older people do take advantage of the opportunities that are generally available – but too often people face barriers to taking part. These can include:

- too much emphasis on adult learning as a means of gaining new skills for the labour market;
- services that are not seen to be older people friendly – for example, leisure centres that employ only young people as instructors;
- services which are too expensive;
- poor transport links to services;
- a lack of suitable information about activities and events; and
- ignorance of the contribution older people can make.

The range and variety of learning, leisure and cultural activities available has never been greater. This trend is likely to increase over the next 20 years with the growth of new media, especially the internet. The challenge for Lancashire is to make sure all older people can take advantage of these new opportunities and the richness they represent.

Current strategy and gaps

This issue covers a range of activities and services to be covered in this document. However, some services are clearly aware of the need to meet the challenges of an ageing society and the importance of making sure services are accessible to older people. For example, the Library Service's Strategic Development Plan for 2006 – 2009 includes a specific section on developing and improving services for older people. By contrast 'Culture Matters', the county's cultural strategy, does not contain any references to older people. Some district community strategies (for example, Lancaster) recognise the importance of these issues for older people. Others do not.

Issues and priorities for older people

- Provide free access to adult education.
- Improve access to sport and leisure services.
- Involve older people more in planning services.
- Develop more exciting opportunities for older people.

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Challenge for Lancashire

Older people should be able to enjoy leisure, learning and cultural activities of their choice.

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Objective: Improve access to all leisure, learning and cultural activities

Actions could include:

- carrying out an audit of organisations providing courses, lifelong learning opportunities and leisure activities;
- improving access to sport, leisure, creative and cultural services – for example, through a county wide passport to services;
- increase the range of organisations providing leisure and learning opportunities;
- encouraging service providers to see older people as an important market; and
- reviewing schemes that subsidise the cost of activities, with the aim of:
  - making the cost as low as possible;
  - targeting excluded groups;
  - making subsidies consistent across the county; and
  - encouraging as many people as possible to take part.

Objective: Make sure information about leisure, learning and cultural activities is readily available

Actions could include:

- creating a one-stop shop for information – for example in libraries or health centres;
- developing an A to Z database of all facilities;
- sending out information at the most relevant times – for example, when someone is about to retire or after they have suffered a bereavement; and
- targeting awareness raising activities specifically at older people.

Objective: Improve access to adult education by providing a wide range of lifelong learning opportunities

Actions could include:

- developing partnerships and funding to provide learning facilities for older people in schools, colleges, libraries and voluntary groups;
- widening the range of subjects which older people can study; and

- actively encouraging and supporting peer based and self-help approaches such as the University of the Third Age.

Objective: Increase the availability of leisure facilities for older people

Actions could include:

- encouraging partnerships to fund facilities for older people who have difficulty accessing services;
- working with the private sector to increase access for older people – for example, by employing older instructors at leisure centres;
- involving older people in developing plans to improve public open spaces; and
- developing a range of more challenging activities for older people – for example, climbing and water sports.

Objective: Make sure socially excluded groups can access leisure, learning and cultural activities

Actions could include:

- developing a range of activities available on prescription;
- working with providers to make sure all facilities are accessible to everyone;
- developing schemes to help people access facilities – for example, escort services;
- making sure all residential homes have an activities programme for all residents; and
- encouraging ethnic minority and cultural groups to take part in activities.

Outcome 4: Older people should feel safe and supported

Context

Older people are concerned about feeling safe – whether it is in our own homes or outside in the local community or town centre. The extent of this concern is sometimes exaggerated. However, living in decent accommodation and getting support when we need it are fundamental human needs. In many ways what older people want is no different from other groups in the population. And, like other groups in our communities, their needs vary greatly.

Aim 4a: Older people and carers will receive suitable support

Context

The national context for social care and support is changing rapidly. There is growing focus on:
- improving prevention and early intervention, including investing in housing related initiatives such as extra care housing and home improvement agencies;
- giving older people more choice through direct payments and individualised budgets, where everyone has a budget to spend on care as they wish;
- tackling inequalities;
- integrating health and social care services, and other related services such as housing;
- supporting people in the community – for example, those with long term or chronic conditions; and
- supporting carers.

Issues and priorities for older people

The events we held and other research with older people identified several priority issues.

- Provide more information about where to go for help.
- Aim to improve quality of life.
- Provide support services to maintain independence – including shopping, cleaning and preventative measures.
- Use volunteers to help older people with practical tasks.
- Develop reliable, accessible and flexible services, including home care and occupational therapy.
- Develop self help strategies, building on local groups, with community development workers to support the process.
- Improve integration of health and social care, and integration of these with other services such as leisure and housing.
- Buddy a younger person with an older person through school and education.

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Challenge for Lancashire

By 2026:
- *to develop and integrate the range of services that older people and carers say they need to improve quality of life and choice in older age; and*
- *to make sure older people and carers have access to the information, advice and support they need to make their own choices and control their own lives.*

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Building a more integrated system between social care and health by developing the single assessment process

This involves:

- promoting transitional care which diverts older people from hospital and provides effective rehabilitation, care and support when they come out of hospital;
- developing effective systems for providing unscheduled care across health and social services, based on rapid assessment, bypassing accident and emergency departments and helping older people to return home as soon as possible;
- developing a complete approach to helping older people manage long term conditions; and
- developing a long-term prevention and support approach based on:
  - working with community matrons to support people with long-term conditions;
  - using assistive technology;
  - providing extra care; and
  - establishing resource centres for people with mental health needs.

A broader approach to commissioning

This involves:

- basing commissioning on assessments aimed at treating the whole person; and
- promoting direct payments and individualised budgets.

Broadening solutions beyond social care

The aim of all these initiatives is to develop a more integrated approach to supporting more older people at home. This means supporting older people with complex needs, but also extending the approach to prevention.

The main difficulties are:

- reconciling a broader approach to information, advice and assessment with tightening social care funding which may restrict Fair Access to Care services to the two highest bands;
- the need to develop a broader approach to prevention that goes beyond social care; and
- developing a commissioning and funding model that matches the ambition of taking social care and prevention beyond social services to involve a wide range of partners and stimulate the market.

Objective: Make sure all older people have access to information, advice and assessment on community support services and how to access them

Older people and carers need easy access to the right information and assessment at the right time.

Actions could include:

- developing a comprehensive electronic database of all services that older people need, and making this database available to the public;
- developing an integrated advice, assessment and commissioning system that puts older people in control and allows them to choose the help they want;
- developing a broader single assessment approach that links health, social care and housing support;
- developing advice services for older people and their carers; and
- developing integrated IT and support systems for health, social care and housing.

Objective: Reduce the use of hospital and long-term care and help more older people to be supported at home or in a housing setting

Actions could include:

- developing a wider range of services to support older people at home or in a housing setting, linked to the Lancashire hub;
- developing integrated health and social care commissioning frameworks and teams, built around re shaped GP practices, which offer a full range of services to support older people locally;
- involving older people in designing services;
- developing a comprehensive approach to help older people manage their own long-term conditions; and
- making sure all mainstream services can assess and support older people with dementia and arrange suitable support for them from specialist services.

Objective: Increase self help which enables people to have active, fulfilling lives

This involves providing a wider range of services and opportunities for older people and carers to support health and wellbeing. It also involves increasing and developing the range of community good neighbour schemes. This will:

- help older people to become less dependent on services;
- increase their sense of ownership and responsibility for their own health and quality of life;

- improve the range of rehabilitation and prevention services available; and
- make better use of technology.

Actions could include:

- reviewing existing services;
- developing effective self-help schemes and good neighbour schemes;
- developing community support models for prevention;
- offering incentives such as tax credits, reduced Council Tax, or the Duke of Edinburgh Scheme;
- encouraging 'younger' older people to support 'older' older people; and
- developing co ordinated evaluation processes.

Objective: Develop a commissioning and funding model that involves a wider range of partners

Actions could include:

- creating new commissioning structures that involve the whole range of partners needed to deliver a wider approach;
- agreeing an approach to joining up budgets, starting with mainstream funding sources that can easily be put together;
- strengthening consumer power by putting money into older people's pockets – for example by extending direct payments or individualised budgets;
- working with employers to set up voucher schemes which help employees pay for older relatives' care while they go to work;
- working with service providers to develop higher quality services by providing incentives such as training and quality premiums; and
- following the example of the best private sector manufacturing and retail organisations in developing long-term partnering arrangements with selected providers to develop new or different services.

Objective: Make sure people from black and minority ethnic (BME) communities can access suitable support services

Actions could include:

- developing services for BME communities provided by BME service providers.

Aim 4b: Older people will feel safe at home and in the community

Context

Feeling safe – both in our homes and outside – is important for us all. Evidence from Life in Lancashire suggests that most people feel very or fairly safe in their homes during the day, but slightly less so after dark. This is the same for both older and young people, although many community safety strategies assume that older people feel much less safe than younger people. (Older in this context usually means 65 and over.) This emphasises the fact that older peoples' needs in this context are no different from anyone else's.

Issues and priorities for older people

The events we held and other research with older people identified the following priority issues.

- Increase safety at home.
- Provide safe and secure housing, suitable to meet individual needs.
- Invest in technology to help people live in their own homes.
- Help people to feel safe in their neighbourhood.
- Reduce anti-social behaviour.
- Improve road safety, including better and more pedestrian crossings.
- Put more policemen on the beat and increase neighbourhood watch schemes.
- Tackle anti-social behaviour.
- Increase drug and alcohol programmes.
- Improve street lighting.
- Tackle alcohol on the streets.
- Provide more facilities for young people.
- Promote understanding between older and young people.
- Improve buildings and landscaping in neighbourhoods and town centres.
- Develop a sense of community.
- Give people the confidence to live as they wish.
- Encourage generations to mix and respect each other – for example, through community projects.

Current strategies and gaps

There are already several strategies in place to tackle these issues.

- A Falls Prevention Strategy for Central Lancashire was published in 2005. It sets out a detailed approach to prevent, treat and help people recover from falls in the home.

Similar strategies need to be developed for the other parts of the county.
- 'No secrets in Lancashire' is a county-wide strategy developed by organisations from the public, private and voluntary sectors to protect all vulnerable adults from abuse. The strategy has been in place since 2001 and builds on work that started in 1995.
- The Fire and Rescue Service has identified older people as an at risk group and has developed a risk reduction strategy covering the period up to 2009.

Each district also has a community safety strategy to tackle issues such as crime and safety in the community. Older people are often seen to be affected by fear of crime more than any other group in our society. Action to tackle this issue rightly includes dealing with some of the things that cause this fear – for example, anti-social behaviour by some young people. But there are generally few specific actions targeted at, for example:

- building confidence among older people;
- building bridges between older and younger people; or
- encouraging older people to go out more into their communities and town centres.

Challenge for Lancashire

By 2026 older people will feel as safe as other sections of the community in all places.

Objective: Make sure all community safety strategies consider the needs of older people

Actions could include:

- making sure all community safety strategies consider the specific needs of older people.

Objective: Develop a unified approach to providing community safety information

Several different organisations deal with community safety issues in neighbourhoods. There is scope to improve joint working between these organisations at local level.

Actions could include:

- developing a single point of access for non-emergency issues, involving the police and fire and rescue services, trading standards and youth and community services; and
- developing neighbourhood community safety teams.

Objective: Develop 'older people friendly' environments

Older people often say that their local neighbourhood and town centre could be much more 'older people friendly' with just a few small changes. These would help older people feel more comfortable when using these places.

Actions could include:

- making town centres a friendlier and safer place to walk through;
- asking older people to identify ways of making their town centre more 'older people friendly; and
- involving older people in designing all new and regenerated public spaces.

Objective: Develop citizenship modules in schools

The older people we spoke to wanted to see more contact between older and younger people. This is covered in aim 5b of this section, which looks at younger and older people working together. This was a specific proposal from the community safety group that links with that section.

Actions could include:

- introducing citizenship modules in all schools for pupils aged 11 to 16.

Objective: Promote positive images of community safety that build confidence

Much of people's fear of going out is because they imagine their local area to be much more unsafe than it actually is. Crime levels in the county are lower than the national average and are continuing to fall. We need to increase reassurance and reduce the fear of crime.

Actions could include:

- using the local media to promote more positive stories about safety on the streets of Lancashire;
- making sure people are aware of support networks such as Victim Support;
- using community people such as the police and traffic wardens as 'eyes and ears';
- presenting community awards to members of the public; and
- highlighting the good work of schools and communities.

Objective: Make sure community safety preventative programmes target older people

One of the negative effects of an ageing society could be that problems traditionally associated with younger people, such as drug and alcohol abuse, may become more common amongst older people. Yet programmes to tackle these issues are mainly targeted at young people.

Actions could include:

• making sure programmes to tackle domestic violence, racial harassment and drug and alcohol abuse take into account the needs of older people.

Objective: Make sure older people are safe in their own home

The need to help people feel safe from physical injury at home has been recognised as increasingly important. It is estimated that 14,000 people a year die as a result of hip fractures caused by osteoporosis. But this is only one dimension of safety in the home. Equally important are other issues such as protecting people from the risk of fire, making sure people with dementia do not hurt themselves and protecting people from doorstep crime and rogue traders.

However, sometimes measures to protect older people in these areas can have the opposite effect. Programmes to prevent falls can make people feel even more unsafe and undermine their confidence. Technological solutions can seem rather unattractive and make people feel isolated and more anxious. There is the potential to make people feel more safe without these side effects, but we need to actively involve older people in developing new approaches.

Actions could include:

• developing falls strategies across the county that emphasise the positive, such as improving strength and balance;
• using new technology to build 'smart' homes in partnership with older people;
• developing schemes to give older people access to new technology either free or at a reasonable cost;
• promoting community care alarm services to all older people, including home owners and those living in private rented accommodation; and
• expanding direct intervention schemes across Lancashire to tackle doorstep crime.

Services which provide help with household tasks, such as minor maintenance and repairs, can also play a role in promoting safety at home.

Objective: Make sure older people are safe from abuse and exploitation

A relatively small number of older people are at risk from direct abuse or exploitation. For several years the county has had a well-developed strategy, 'No secrets in Lancashire', to deal with this. However, this strategy does not seem to link effectively with other strategies aimed at protecting people from violence and abuse, such as domestic violence and racial harassment. This is a link that should be made.

Actions could include:

• making the connection between action to protect older people from abuse and programmes to tackle domestic violence and racial harassment.

Aim 4c: Older people will have suitable and decent accommodation

Context

Accessible housing and environment need to be at the heart of helping older people to stay healthy, safe and independent in older age.

The number of older people is growing and expectations are changing rapidly in terms of standards of specialist housing, housing choice and staying at home in standard housing in older age.

If expectations and lifestyle continue to change as rapidly over the next 20 years, by 2025 older people are likely to expect:

• homes with more space and flexibility (for example, for home working);
• technology and equipment in the home at the touch of a button;
• information and access to a range of services to support independent living; and
• greater housing choice to support lifestyle and care options, so that they can choose to move when they want at key stages in their lives.

Issues and priorities for older people

The events we held and other research with older people identified the following priority issues.

• Provide flexible, safe, secure, good standard housing of all kinds and for all income groups to support people at different stages of their lives and promote independence and quality of life.

- Provide help with home improvements, adaptations, equipment, practical services and financial assistance to help older people remain in their own homes.
- Develop a planning approach that encourages the housing market to provide housing and neighbourhoods which are suitable for an ageing population, and that takes account of changes in older people's lifestyles.
- Offer a wider range of housing options to meet different needs, including alternatives to residential care, such as extra care and retirement villages.
- Provide better information and advice (including financial advice) to help older people make suitable housing and service choices.
- Develop a more imaginative, flexible, co-ordinated and person centred approach to services.
- Improve and invest in technology to help older people remain in their own homes.

Challenges for Lancashire

- *To improve housing choices that meet the needs and expectations of Lancashire's diverse ageing population.*
- *To make sure older people have access to information, advice and support services to help them make their own informed decisions.*

Current strategies and gaps

Ambition Lancashire refers to 'empowering vulnerable older people and help them live their lives in a way they choose, with more flexible care and support in their own homes through investment in home care, greater use of direct payments, extra care developments, investment in home improvement agencies'. It also identifies the need to use the latest technology to provide increased support at home, working with housing providers to provide 'lifetime homes' adaptable to the needs of all households and age groups.

The local area agreement (LAA) also sets targets for meeting decent homes standards.

The Regional Housing Strategy sets no specific actions around older people.

At county level, the Supporting People Strategy sets out priorities for older people based on increasing:

- extra care housing;
- the role and resources of home improvement agencies;
- housing and support for people with dementia and mental health problems;

- low level support for people in general housing; and
- support for older people from black and minority ethnic communities.

It also suggests rationalising community alarm services, increasing the availability of technology and information for older people, and reducing sheltered housing.

The county council and all the district and city councils have extra care housing strategies. The districts also have housing strategies and needs assessments for older people. And they are developing new planning policies through local development frameworks which provide an opportunity to move issues relating to older people higher up the agenda.

Objective: Develop and apply a joint strategy for key partners which sets a clear direction to provide housing and service choice for older people

Actions could include:

- developing an older people's housing strategy for Lancashire that builds on the objectives and actions set out in this strategy and takes account of the circumstances of each district; and
- agreeing a suitable structure to take responsibility for developing and driving the strategy and to commission actions for change. This could be an existing group such as the local area agreement Housing Group, or another existing housing group that brings in other key partners.

Objective: Make sure all older people have access to information, advice and assessment on housing options and how to fund them

Older people have identified that good information is central to having power and control over their lives in older age. This objective, and the actions set out below, relate specifically to housing.

Actions could include:

- developing a housing options service which covers all types of housing and is linked to a broader information and advice service for older people;
- improving information about affordable housing options; and
- linking housing support to a broader advice, assessment and commissioning service.

Objective: Re-balance the specialist housing system for older people to reflect future needs and expectations

At the moment, older people in Lancashire have limited options between home care and long-term care. The main alternative is fairly uniform sheltered housing, with some extra care housing. In addition, there is a mismatch, because most older people are home owners, but most specialist housing is for rent.

The Supporting People Strategy sets out some principles for re balancing the system. We need to build on these as part of our county wide strategy.

Actions could include:

- as part of the Lancashire Housing Strategy for Older People, agreeing principles for moving specialist accommodation away from long-term care and towards a wider range of options;
- as part of the Lancashire Housing Strategy for Older People, agreeing 10 year targets for each district for:
    - the number of county council care home placements;
    - the number of extra care housing units provided;
    - the number of specialist housing units for older people with dementia or learning disabilities;
    - the number of specialist housing units that allow older people and family carers, and people with learning or physical disabilities to stay together;
    - the number of sheltered housing units;
    - the number of other new forms of housing unit such as co-housing and older people's villages; and
    - delivering on these targets;
- working with providers to offer older people the chance to buy specialist housing, rather than renting;
- developing specific guidance to encourage private developers to develop specialist housing for older people and help them to compete in the housing market with family housing schemes; and
- setting standards for specialist housing through the local development framework.

Objective: Provide safe, secure, high quality and sustainable general housing for older people

Most older people want to stay in general housing. We therefore need to make sure there is a suitable range of good quality general housing to provide choice for older people at different stages of their lives.

Actions could include:

- improving housing conditions by increasing the percentage of social and private

housing meeting decent homes standards, increasing average energy efficiency ratings and increasing the number of households claiming energy efficiency grants;

*   making sure regeneration plans include affordable housing options;
*   making sure all new homes meet lifetime homes standards;
*   developing sustainability guidelines for all new and refurbished houses;
*   setting up funding schemes to help older people meet the cost of adapting or improving their homes – for example, through equity release schemes and schemes linked to employment; and
*   making sure all schemes for new or renovated housing consider safety at home, the environment, open spaces and smart technology.

Objective: Develop and promote a wider range of housing and support services to help more older people remain living independently

Actions could include:

*   developing more consistent county wide property based support services linked to grants;
*   developing a trades register;
*   rationalising community alarm services and developing a more integrated approach to community alarm and assistive technology services;
*   extending housing support services to home owners and tenants and to specialist and general housing;
*   developing a more flexible, co ordinated and person centred approach to services by linking housing services with health and social care;
*   working with other partners, in particular adult social care and community health, to develop a model for providing older people in general housing with extra care at home; and
*   promoting new models of housing that help people with dementia to remain in the community.

Objective: Improve access to sheltered housing for older people from black and minority ethnic communities

Actions could include:

*   using community organisations to strengthen relationships with older people from black and minority ethnic communities.

Outcome 5: Older people should have the opportunity to make a positive contribution

Context

Active citizenship among older people is at the core of central government and local policies and plans for meeting the needs of an ageing population. The aim of the Better Government for Older People (BGOP) Programme is to 'improve public services for older people by better meeting their needs, listening to their views and encouraging and recognising their contribution…'.   The programme's final recommendations specifically included tackling age discrimination and involving older people.

In 'Opportunity Age (Meeting the challenges of ageing in the 21st century)' the Department for Work and Pensions (www.dwp.gov.uk/opportunity_age) identified three priority areas for action. One of these is to 'enable older people to play a full and active role in society…'. This will be achieved by 'working together to: identify and tackle issues which limit older people's ability to get the most out of life, including rooting out age discrimination…; and, ensure that older people can be actively engaged locally in influencing decisions which affect their lives'.

The Social Exclusion Unit's report 'Ending Inequalities for Older People (A Sure Start to Later Life' highlights the importance of outlawing unjustified age discrimination and promoting the right of older people to play a full part in society and maintain meaningful relationships and roles throughout their lives.

Now, the Comprehensive Performance Assessment (CPA) framework for inspecting local authorities requires authorities to demonstrate 'meaningful engagement with older people' (Audit Commission, 2005).

Key messages from an Audit Commission inspection of local services for older people in ten areas in England found that although authorities were involving older people in various ways, this was not always systematic or carried out routinely. They found that many older people were sceptical about the value and impact of consultation and other involvement exercises.

In 2006, the Office of the Deputy Prime Minister report 'Promoting Effective Citizenship and Community Empowerment' stated that: 'Effective governance depends upon an informed, engaged citizenry which votes at elections, participates in decision-making and works with service providers in designing, delivering and monitoring services.' One of the visions for older people set out in Ambition Lancashire is to 'maximise the life

opportunities for older people and engage them in all levels of decision-making'. And our Local Area Agreement also sets the target for 'Lancashire's older people to have a greater say in how local services are developed and delivered'. This is re-stated in the following district council community plans.

- '… ensuring that older people can contribute their skills, knowledge and experience to the community, and that their contribution is properly recognised.' (Burnley Community Plan)
- '… commitment to ensure the community sector participates in decision-making and that its voice has influence; to ensure there are more opportunities for elderly (and youth) to contribute.' (Rossendale Community Plan)
- '… ensuring that people have the information they need and the opportunity to express their views and play a full part in the life of the community.' (South Ribble Community Strategy)

We believe older people will relish the challenges and opportunities to invest in their neighbourhoods and in the fabric of community life.

To achieve this outcome of older people making a positive contribution, we have four aims. Our strategy will make sure that older people are:
- contributing to community life;
- building links with younger people;
- free from discrimination; and
- playing an active part in decision-making.

Aim 5a: Older people will be able to contribute to community life

According to the Audit Commission's review of progress against the National Strategic Framework for Older People, those who take on active roles are more likely to report that they have better health and wellbeing than those who do not.

It is vital for older people to continue leading an active and fulfilled life, particularly after they retire. Feeling valued by others leads to a sense of self-worth, which contributes towards good health, both physically and mentally. The overall vision for this strategy is that Lancashire is a county where the skills and expertise of older people are valued.

Outside employment and family life, the strategy should encourage opportunities for older people to be valued by contributing to community life. This can be achieved at several levels – very locally within a neighbourhood or more widely across a parish or district.

For some older people, community activity may add value to what is already a good

quality of life. But for others, a stronger sense of local community and the opportunity to take on a valued role may help to combat loneliness, social isolation and depression.

Volunteering by older people is well established in the voluntary sector, particularly in older people's organisations. And retired people provide the core membership of many local community development organisations running residents' associations and community centres. Volunteer time given through faith communities in Lancashire, often by older people, has an estimated economic value of £8 million a year.

> **Challenge for Lancashire**
>
> *To make sure all older people have the opportunity to enjoy a full and active life as members of their local community.*

Issues and priorities for older people

Older people involved in developing the strategy and other research with older people identified the following priority issues for making a valued contribution to community life.

- Increase opportunities and support for older people to continue using their life skills through volunteering.
- Challenge ageism, and value, use and promote the skills and experience of older people among employers and the wider community.
- Involve older people in wider development work to build local communities and target isolation and alienation.
- Involve older people in civic activities such as Lancashire Locals, area forums, district and parish councils and patient and public involvement forums.
- Provide local community resource centres with long-term funding which focuses on the needs of older people and will encourage more community involvement.
- Develop older people's neighbourhood watch, health, wellbeing and security schemes.
- Maintain or reinstate local facilities such as shops, banks and post offices.
- Develop community neighbourhood schemes to bring together local workers.
- Provide practical and effective support for voluntary organisations and volunteers – for example, through a volunteers' charter.
- Offer rewards for volunteering – for example, through community exemption certificates.

Our challenge for this aim should be to:

- anticipate opportunities before people retire;
- look for imaginative and flexible ways of expanding opportunities for volunteer work and harnessing older people's potential as volunteers; and
- build community development strategies around the skills and experience of older people.

Objective: Achieve flexibility between employment, volunteering, leisure and learning in older age

Actions could include:

- developing flexible retirement models for employers in the Lancashire Partnership to consider; and
- helping older people to make choices through lifestyle coaches and older people's employment agencies.

Objective: Match skills to volunteering opportunities

Actions could include:

- developing a database to co-ordinate activities between organisations;
- promoting volunteer opportunities, and managing and recognising good practice;
- setting up a training and back-up service run by older people to recruit, re-train and supply volunteers; and
- developing training for older people on forums and partnership boards.

Objective: Build community development strategies around the skills and experience of older people

Actions could include:

- giving older people access to community resource centres, youth and community centres, community schools and libraries.

Aim 5b: Older people will be able to build links with younger people

Context

For older people, improving contact and building relationships with younger people is a further example of contributing to community life. It also has the benefit of helping to tackle anti-social behaviour and improving community cohesion. In many communities, these two generations have little or nothing to do with each other. This leads to negative stereotyping by both young and old and contributes to older people's concerns about community safety.

Issues and priorities for older people

Older people involved in developing the strategy and other research with older people identified the following priority issues for activities involving older and younger people.
- Break down barriers between older and younger people and improve community safety.
- Encourage young people and older people to feel part of the same community.
- Encourage older people to provide support to young people by sharing their skills, experience and knowledge.
- Promote opportunities for older and younger people to learn together and learn from each other through partnerships between schools and older people's organisations.
- Encourage older people to help in nurseries, schools and with young people's activities.
- Develop awareness courses and local history sessions run by older people.
- Encourage older people to mentor individual young people through education.
- Encourage young people to help care for grandchildren and supporting parents, and set up 'adopt a grandparent' schemes.

Challenge for Lancashire

To break down any barriers there may be between older people and young people in communities throughout the county.

Objective: Break down barriers between older and younger people

Actions could include:

• older people visiting schools; and
• developing joint working between older people's champions and younger people's champions.

Objective: Encourage older and younger people to feel part of the same community

Actions could include:

• setting up a joint parliament or council for older and younger people;
• appointing a champion to encourage older and younger people to work together; and
• involving older and younger people in planning services.

Objective: Involve older and younger people of all ethnic origins

Actions could include:

• inviting older representatives from black and minority ethnic communities into schools; and
• running a 'respect' week in all schools and colleges.

Objective: Involve young people in providing services for older people

Actions could include:

• inviting groups of younger people to design services for older people.

Aim 5c: Older people will be free from discrimination

Context

In their sample inspection of health and care services in ten areas across England, the Audit Commission found evidence of ageism across all services and deep-rooted discrimination against ageing.

Cultural attitudes which present older people as incapable and dependent lead to widespread discrimination in many forms. The two most widespread areas of ageism are in:

- employment – where many employers maintain a compulsory retirement age and apply unnecessary age limits when recruiting new staff; and
- access to services – where older people are denied access to services or given different services because of their age (including health and leisure services).

In some communities, older people suffer from discrimination in many areas. In 2004, analysis of income deprivation affecting older people in Lancashire found that:

- almost 28,000 pensioners (around 15%) had low incomes;
- 54 areas of Lancashire were in the worst 10% in England for elderly deprivation;
- 30 areas had more than a third of the population in black and minority ethnic groups, and 19 of these areas were in the 10% most deprived areas in England for elderly deprivation;
- there were three areas of Lancashire where over half of older people had low incomes (part of Deepdale in Preston and in the Daneshouse and Stoneyholme areas of Burnley);
- in each of these three areas, at least two thirds of the population was from a black or minority ethnic group; and
- in Asian communities in Lancashire, first-generation immigrants who are now aged over 50 have cultural differences specific to their region of origin and have more difficulty accessing mainstream services than second- and third-generation family members born in this country or coming here as children. Many older people from black and minority ethnic communities need separate health, social care and leisure services for men and women.

As well as the usual barriers that can prevent older people claiming the benefits they are entitled to, the Department for Work and Pensions (DWP) has found that older people from black and minority ethnic communities experience additional barriers. These include:

- language and literacy difficulties;
- feeling nervous about contacting the service;
- not understanding the benefits system;
- worrying about how claiming benefits might affect their residency status; and
- not having a national insurance number.

The government's response to the discrimination faced by older people is the new Commission for Equality and Human Rights (CEHR). This has wide powers to root out discrimination, and to promote equality and respect for diversity and human rights in all services.

Legislation to make age discrimination illegal in employment and vocational training came into force in October 2006. This law means that employers can no longer enforce compulsory retirement below age 65 without good reason. It also gives people the right to ask to continue working beyond 65. (Employers must consider these requests but do not have to agree to them.)

In Lancashire, the county council has taken a strong lead in eliminating all forms of discrimination by adopting its Equality and Diversity Strategy. Amongst other things, this recognises that as the biggest employer in the county it can make a real difference to increasing the number of people employed from under-represented groups, including older people.

In Preston, Hyndburn, Burnley and Pendle, the district councils are working with black and minority ethnic communities in their areas. The county council's Directorate of Adult and Community Services is also working with community, voluntary and faith organisations to meet the needs of older people from these communities. The work of the black and minority ethnic community consultation groups is supported by their membership of umbrella organisations and partnership boards.

Issues and priorities for older people

Older people involved in developing the strategy and other research with older people identified the following priority issues for tackling inequalities and discrimination.

• Challenge the myths and stereotypes about older people.
• Tackle ageism and age discrimination and break down age barriers.
• Value the experience of older people in the workforce through retraining.
• Combat ageism in healthcare by training staff to have more respect for older people.
• Provide equal access to health services, especially NHS dentistry which is becoming too expensive for older people.
• Encourage older learners and involve them in developing lifetime learning courses.
• Provide leisure and social activities at times and places chosen by older people.
• Encourage older people to claim all the benefits they are entitled to.
• Provide more financial discounts for older people – for example, on fuel, healthy food options, and access to sport and leisure facilities.
• Agree a county-wide scheme to provide free public transport across Lancashire for older people.
• Increase the number of black and minority ethnic members in consultation groups.
• Recognise the distinctive cultural needs of first-generation black and minority ethnic older people in each community and provide more suitable services for them.
• Recruit more black and minority ethnic staff to specialist health services.
• Improve access to mainstream services for older people from black and minority ethnic

communities, including reception services and transport.
- Improve the housing conditions of older people from black and minority ethnic communities.

Challenge for Lancashire

To make sure older people in Lancashire are treated fairly, whatever their circumstances.

Objective: Reduce ageism in media coverage

Actions could include:

- setting up a media watch group to research and challenge the way the local media cover older people; and
- highlighting positive stories about older people to local and national media.

Objective: Increase the number of older people employed by organisations which commission and provide services used by older people

Actions could include:

- reviewing all recruitment and selection procedures to stamp out unjustifiable age discrimination; and
- setting annual targets to increase the number of older people employed.

Objective: Increase the number of people from black and minority ethnic backgrounds employed by organisations which commission and provide services used by older people

Actions could include:

- reviewing recruitment and selection policies and setting targets.

Objective: Make sure older people from black and minority ethnic communities are involved in planning and delivering services

Actions could include:

- increasing the number of black and minority ethnic representatives in older people's forums; and
- working with local community groups and voluntary organisations.

Aim 5d: Older people will play an active part in decision-making

Context

Decision-making reaches into every level and every sector, from local neighbourhood forums and customer focus groups through to statutory authorities and the strategic partnerships at district, city and county level.

If older people are to play a full part in decision-making, logical, reliable and thorough arrangements must be in place. Older people's contributions are vital to the success of our strategy and to monitoring and reviewing our priorities.

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Challenge for Lancashire

To develop logical and thorough approaches to involving older people and meeting their needs and expectations for a high quality of life.

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Issues and priorities for older people
Older people involved in developing the strategy and other research with older people identified the following priority issues for getting involved in decision-making.
- Create real partnerships between older people and authorities to give older people a real influence over decisions.
- Involve older people in designing, planning, delivering and monitoring services through a direct link or specific representatives in local decision-making groups.
- Make it possible for older people from all communities in Lancashire to take part, including those with learning difficulties, physical disabilities and mental health needs, and those who are from black and minority ethnic communities, gay or lesbian, and people of different faiths.
- Recognise the different needs and expectations of other groups of people aged over 50, including those living in both rural and urban areas and people on low incomes.
- Establish mutual respect based on giving older people all the facts and providing them with feedback on the outcome of the consultation.

- Establish joint responsibility between older people and the authorities for overcoming any barriers to communication and genuine involvement.
- Invest in information, training and support to maintain genuine communication and involvement.
- Develop a co-ordinated approach so that authorities do not repeat consultation activities unnecessarily or compete to involve the same older people in similar activities.

A model for engagement in Lancashire

The Lancashire districts demonstrate a strong commitment to supporting older people to play an active part in decision-making. Local groups include the Pendle Seniors' Group, the Ribble Valley Senior Action Forum, the Lancaster and Morecambe Forum for the Older Person, the Rossendale Seniors' Advisory Group, the Wyre Pensioners' Forum, the West Lancashire Pensioners' Forum and the Chorley Older People's Forum. The scope of these groups also varies, but with core interest usually focusing on health, social care or housing.

A single framework for Lancashire

In Lancashire, the framework for older people to play an active part will be based on the diversity and distinctiveness of district-based initiatives. But it will also provide a systematic and complete approach across the whole county. This framework is set out in the 'Nothing about us without us' section of this handbook. Link to chart

A single framework provides the opportunity to make the most of scarce resources and simplifies structures to promote understanding and involvement by ordinary people. The framework is based on the following key features.

Older people's forums

These will:
- meet the needs of older people as citizens;
- cover all the services that older people need and want;
- have the scope to campaign, provide information and take part in decision-making;
- be capable of demonstrating meaningful involvement and detailed consultation on specific policies and services;
- be owned and managed by older people;
- be open, honest and accountable;
- be independent of statutory partners;
- have a long-term presence;
- receive suitable resources; and
- have systems in place to review progress and recruit new members.

They may be involved in:
- developing links to other older people's organisations, regional and nationally;
- serving as an 'umbrella' organisation to bring together existing older people's groups and organisations at district level;
- looking beyond those already represented to involve older people from minorities and seldom-heard groups;
- consulting individual older people as well as groups and organisations;
- challenging and contributing to the work of authorities – for example, by sharing ideas and knowledge with local councillors; and
- providing a single route for older people to become members of the older people's partnership and a reference group for those older people.

Local older people's partnership boards

These will:
- be dedicated to older people's needs;
- involve statutory partners, voluntary organisations and members of older people's forums from the area; and
- answer to the local strategic partnership.

They may be involved in:
- monitoring the effectiveness of local services used by older people;
- age-proofing local services;
- providing effective leadership for developing and applying the local older people's strategy;
- supporting the local older people's forum; and
- supporting the local older people's champion.

A Lancashire Older People's Partnership Board

We will build a parallel structure at county level, based on the foundations of the district older people's forums and partnership boards.

The Lancashire Older People's Partnership Board will:
- consist of delegates from each local partnership board;
- answer to the Lancashire Partnership;
- monitor and review the way our older people's strategy is delivered; and
- support the network of older people's champions in the county.

Resources

To meet the challenges set out above, older people's forums at both district and county level will need resources for:

- administration (including members' expenses);
- publicity, recruitment and expansion;
- training and other development activity; and
- campaigning, producing information and other publicity.

Some existing resources may be used to support these activities. However, as the county, city and district councils and primary care trusts have a common interest in meaningful involvement for older people, and a common agenda for promoting health and wellbeing, they should share responsibility for funding the forums and pool the resources they can each make available. Other statutory authorities and NHS hospital trusts may also consider contributing.

Objective: Develop a broad-based forum for older people in each district

Actions could include:

- advertising and promoting the forum to people over 50 and all existing groups.

Objective: Develop an older people's partnership board to serve each district or a combination of districts

Actions could include:

- agreeing to set up a local partnership between older people and statutory and independent organisations.

Objective: Set up a Lancashire County Older People's Forum and Partnership Board

Actions could include:

- arranging a conference of local older people's forums and partnership boards to set up a county structure.

People need to be heard in a variety of ways

The proposals above will provide a complete approach to involving older people. As umbrella organisations, forums will provide a permanent channel for allowing older people to take part. They will also:

- bring together the strengths of all the organisations in a district that involve older people;
- provide a single route for older people to take places on the partnership boards; and
- maintain an independent voice for older people, as they are controlled by and depend on active participation from older people.

However, there is a danger that the forum and partnership board approach may institutionalise participation and deter partners from trying new and imaginative ways of making contact with older people.

Forums and partnership boards must continually look for new ways and opportunities to find out older people's views and involve them in planning and improving services. They must also promote and support initiatives set up by older people themselves.

This aim applies particularly to older people from minorities, and from deprived and rural areas, who are poorly represented in existing networks. To build the foundations for trust and participation, partners must continue to look for ways of reaching out to older people in the places where they feel most comfortable.

Objective: Find new and better ways of involving older people, particularly from more isolated groups

Actions could include:

- working with community and voluntary organisations, parish councils and so on to increase membership of the forums.

Good practice

Looking further ahead, there are trends in local government that may affect the way we involve older people in Lancashire.

One of these can be seen in Brighton and Hove, where an older people's council is elected by older people on the electoral register alongside the election of local authority councillors. The older people's forum, the Brighton and Hove Coalition of Older People, has around 2000 members who campaign, provide information, challenge age discrimination and stereotypes, and create opportunities for older people to be involved in new activities. It also provides a sounding board for the older people's council. Each of the nine members of the council has a special interest and works with relevant decision-makers across the city-wide partnership.

Objective: Review the structures for involving older people to respond to their growing expectations and changes in the political landscape

Actions could include:

• reviewing structures.

Delivering the strategy

Introduction

A strategy is not a goal or an objective. It's about difficult choices that any organisation has to make. When we talk about improving the lives of older people, it's always about how services and plans can make a difference to the ordinary people living in your street and your town.

Making a difference to people's lives involves making difficult choices. Our strategy and this handbook illustrate what some of these choices are through outcomes and aims. These documents will be helping to change our culture to one that values and celebrates older age and the contribution of older people. This will need leadership and action from us all.

The rest of this section is an edited version of work carried out by a range of people from organisations across Lancashire who worked with older people to develop the strategy. It highlights the areas which those people felt would be useful when considering how best to deliver the strategy, and sets out seven areas for action to drive the strategy forward.

The seven areas are:
• seeking out and challenging ageism;
• involving older people as true partners who can contribute their ideas and talents and promote change;
• providing effective information, advice and access so that older people have choice and control;
• making sure mainstream universal services meet the needs and expectations of older people;
• developing a more joined-up approach to funding, commissioning and delivering services;
• having a proactive approach to communicating and promoting the strategy; and
• reviewing and updating the strategy.

Seeking out and challenging ageism

All partners in the strategy must recognise this as central to achieving the cultural change required to help older people in the county fulfil their potential in later life. We expect all partners to develop programmes that positively promote age equality – matching the requirement to do the same for race and gender.

Involving older people as true partners who can contribute their ideas and talents and promote change

We already know that when older people are involved in decision-making as partners, the decisions are better and more likely to succeed. Our proposed method is built around older people's forums linked to older people's partnership boards which are part of local strategic partnership structures at both district and county levels. These proposals are fundamental in supporting long-term change and must be put into practice at an early stage of delivering the strategy.

However, many older people do not want to be formally involved. So it is equally important to deliver on proposals to increase the voice of older people more widely across all walks of life in Lancashire.

Providing effective information, advice and access so that older people have choice and control

Throughout the work to develop this strategy, older people have made it clear that good information and advice are essential if they are to make meaningful choices and have control of their lives. We have therefore recommended a detailed approach to developing information and advice for all older people, linked to assessment for those who are vulnerable. We believe this is the key to helping people retain power and control in older age.

Good information and advice are central to driving the culture changes needed and the types of both mainstream and specialist services on offer which will meet older people's expectations. All partners will need to treat this area as a priority for taking the strategy forward.

Making sure mainstream universal services meet the needs and expectations of older people

Historically, most strategies and action plans for older people have concentrated on specialist services such as care or specialist housing. However, these are used only by a

minority of older people. It is services that are used by the population as a whole that have the greatest effect on the lives of older people. This was widely recognised in the consultations carried out for this strategy.

Many organisations also recognised that they had not yet given enough attention to understanding how our ageing population would affect the markets they worked in and the future of their business. In many cases, older people are still a hidden part of the goods and services market. Unless we tackle this cultural pattern head on, Lancashire will continue to miss out on the potential which older people offer to the future economy and wellbeing of our county.

To help organisations consider our ageing population in their business and service plans, we are promoting an age-proofing initiative across the county.

What is age-proofing?

Our vision

Agencies in Lancashire across all sectors will age-proof their strategies and services, developing actions which will make sure they meet the needs and expectations of our ageing population.

Section 6 includes a sample toolkit template which organisations can use to see if their services are fully age-proofed. It looks at five areas of service delivery and asks a series of questions which focus on the key challenges presented to services by an ageing population. The five areas are:

• strategies and plans;
• use of services;
• consultation and involvement;
• information and marketing; and
• employment.

The toolkit will also link well with the proofing approach being adopted through the Local Area Agreement

As well as age-proofing existing strategies and plans, organisations will need to make sure future documents take into account the need to plan for an ageing population. Whenever new strategies are developed or existing ones are reviewed, they should be age-proofed as a matter of course. They should also take into account the outcomes and aims set out in this document. This process should start when the Local Area Agreement is revised later this year.

Reviewing the Local Area Agreement

This review will be an early opportunity to influence the way mainstream services are delivered. It will deal with some, but not all, of the issues identified in this strategy and will make the Local Area Agreement a key vehicle for implementing the strategy. Most importantly, older people will be actively involved in this process.

Leadership

It is easier to write and sign up to strategies than to put them into practice. This is particularly true when they demand the kind of fundamental change in approach which planning for an ageing population requires.

We will need strong top-level leadership from the Lancashire Partnership and other organisations working in the county to turn this strategy into action. At the moment no group has been established to take on this role. But one of the recommendations is that these actions should be taken forward by a county-wide older people's partnership board, acting on behalf of and with a clear reporting relationship to the Lancashire Partnership.

Developing a more joined-up approach to funding, commissioning and delivering services

We need to develop a more integrated approach to funding, commissioning and delivering services. The current initiative to develop a more joined-up approach to preventative services is a good example of working both top down and bottom up at district level, as well as across a range of agencies. This strategy provides a range of other opportunities to develop this approach

Having a more proactive approach to communicating and promoting the strategy

We need to inform and educate people across the county about the major population changes we are experiencing and how these changes will affect the future of Lancashire and its residents. It is therefore vital to communicate and promote this strategy widely.

Reviewing and updating the strategy

Developing a strategy is about a process, not just about producing a document at a fixed point in time. We recommend that the proposed county-wide older people's partnership board monitors the strategy's progress, and that there is an agreed process and timetable for reviewing and updating the strategy.

How will we know if we have delivered? – Looking ahead to 2025

How do we measure whether the strategy has been successful in 2025? This could be achieved in the following ways.

• How the strategy has affected older people
The key questions below could be used as the basis for a framework to assess the strategy's overall progress.
  • How far have the views and priorities expressed by older people been put at the centre of planning and action for change?
  • How far is the strategy responding to an older population that:
        - will have higher expectations;
        - will not accept a 'one model fits all' approach; and
        - will want greater choice and control of services and resources?
• How far is the strategy meeting the needs of:
        - the majority of older people, who live in ordinary housing and are not major users of health and care services (85%); and
        - the minority of older people who place high demands on these services (15%)?
• How far has the strategy developed a greater focus on quality of life, active ageing and prevention?
• How far has the strategy put older people in control by providing greater choice and rethinking the way information, advice, assessment, resources and services are provided and paid for?
• How far has the strategy broken down the divide between public welfare services and the private sector and moved away from helping mainly the poorest and most dependent people through special products or services?
• How far has the strategy addressed the diversity of the older population and the needs of socially isolated and hard-to-reach groups?
• How far has the strategy developed a more joined-up approach to planning, commissioning and delivering services, and established local arrangements for joined-up services that meet the needs of all older people, whatever their circumstances?
• How far has the strategy tackled inequalities by reducing the gap between well-off and poorer older people and reducing overall death rates amongst people aged 50 or over?

How the strategy has affected Lancashire as a whole
We also need to assess the strategy's success in the context of the overall vision for Lancashire set out in Ambition Lancashire. The table below illustrates what the strategy's success might look like by 2025 for the county as a whole, based on the areas covered by Ambition Lancashire.

Ambition Lancashire themes	
Prosperous Lancashire	Lancashire is a prosperous county with an economy built around the wealth and skills of an ageing population who are valued in the workforce.
Accessible Lancashire	Lancashire has a first-class travel system that allows older people to access jobs and services in urban and rural areas.
Rural Lancashire	Older people are contributing to a dynamic and sustainable rural economy.
Image of Lancashire	Lancashire is the place where people choose to live, work and enjoy their life. Older people are recognised as being at the heart of the county and its future.
Learning Lancashire	Lancashire is a learning county where people of all ages enjoy learning and achieve success.
Every child matters in Lancashire	The contributions of children and young people are at the forefront of life. Older people are making a central contribution to caring for and supporting them.
Caring and healthy Lancashire	People are equipped to make good choices about their lifestyle. Income and class are no longer major factors in life expectancy. Access to information and opportunities for leisure and active ageing mean that older people are staying physically and mentally healthier for longer. This relieves pressure on health and social care services. Older people are valued in society and have the confidence and support to maintain their social networks and community activities.

cont.

Welcoming and harmonious Lancashire	Lancashire is welcoming and harmonious. Its diversity is celebrated. Older people from all different communities are making a major contribution to a fair and civilised society.
	Older people are recognised and valued for their wealth, knowledge and contribution to the economic and social fabric and future of Lancashire.
	Older people are free from discrimination and involved as full partners in decision-making at local and county level.
	Older people are contributing millions of pounds and hours of their skills and time through the older volunteer force and the 'intergenerational link' programme.
Safer Lancashire	Lancashire is a safe place to live, with a strong sense of community responsibility. People of all ages are involved in community life.
	Older people feel safe at home and in their communities.
Older people's Lancashire	Older people and carers feel supported to stay in their own homes through information, advice and a range of practical and personal services.
Living in Lancashire	Lancashire offers a choice of good quality housing in successful, secure and sustainable communities that cater for all generations.
	Older people have a wider range of housing options.
Cultural Lancashire	Lancashire's cultures are rich and diverse and belong to us all. Older people are recognised as central to the cultural richness of the county.
	Positive attitudes towards older people have reduced the level of abuse.
Greener Lancashire	Environmental issues are tackled successfully, with older people playing a leading role in environmental action.