



**Graham Terry  
Assistant Director – Service Delivery and Transformation  
Adults, Children and Education  
City of York Council  
10/12 George Hudson St  
York  
YO1 6LP**

12<sup>th</sup> November 2010

Dear Graham,

### **Ageing Well programme of development support for York City Council**

It was good to meet with you and Chris Weeks on 19<sup>th</sup> October, and find out about the work you are doing to take forward your corporate review of the council's preparedness to meet the needs and aspirations of an ageing population in York. Following our conversation, I am sending this letter which sets out an initial proposal for how Local Government Improvement and Development could provide development support to York City Council in meeting the challenges you are facing.

### **Your requirements**

You want to ensure your councillors and officers are aware and supportive of the work needed to meet the needs and expectations of older people, and want to ensure that services are effective in meeting those needs. You want to take a broad approach that ensures a wider understanding of the ageing agenda within the Council that goes beyond the confines of Adult Social Care, positively acknowledges the skills and experiences of older people, and recognises their role within local communities. You want to ensure that older people are fully engaged and involved in developments whilst raising their understanding of the issues and challenges facing the council as a service provider. In particular you:

- Are keen to increase awareness amongst councillors and officers of the challenges and opportunities an ageing population brings to the city

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- Welcome the opportunity for councillors and officers to visit or attend events including in other local authorities and areas
- Want to provide increased opportunities for the engagement and involvement of older people
- Welcome third part endorsement from LG Improvement and Development as this is important for you
- Welcome and value challenge and support from external sources, including councillors from other areas
- Would appreciate a bespoke development programme delivered locally in York

## Our response

LG Improvement and Development are well placed to support you and are delivering the Ageing Well Programme on behalf of the DWP. This is driven by the premise that older people in our society deserve every opportunity to age well, in communities that value their experience. This programme supports local authorities to improve their services for older people within the challenging context of unprecedented reductions in public sector funding and unprecedented increase in the numbers of older people.

With this in mind, we would very much welcome the opportunity to support York City Council with a bespoke programme of development work, with a view to sharing the learning and good practice from York with local authorities nationally and with our partners in the public sector. Drawing on our experience of working with local authorities and our partners, we propose a phased programme of development and support namely:

1. Presentation and launch of the Ageing Well programme of support available to York City Council to the Council's Corporate Leadership Team.
2. Development of executive workshops on the challenges and opportunities of an ageing population. We will work with you to develop a programme for the workshops, including content and design of each one
3. We will explore in the programme the role of local councilors and older people's champions and the role of local councilors as community leaders.
4. We will work with you to improve and extend the engagement and involvement of older people in service delivery and as participants in the local community possibly through a peer challenge event.
5. Follow up support – we will liaise with you after these events and agree any relevant activity to ensure that the outputs from each piece of work

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are used to inform improvement. We will signpost you to additional support available from the Ageing Well programme, for example peer mentoring and we will work with you to share the learning and promote the approach with our colleagues and partners in the sector.

## Outputs and outcomes

The outputs from the programme will include feedback from all activities and work with you to integrate these into recommendations and action planning as well as sharing good practice and learning more widely across the sector. Outcomes from the programme will include enhanced strategic leadership and understanding; assist in mainstreaming the ageing agenda in York; improve the council's response to the ageing society; raise awareness of the important contribution made by older people, and ensure that the views of older people are included in service planning and delivery.

## Our team

The team will comprise a Local Government Improvement and Development project sponsor, Sandie Dunne, Programme Manager, a Local Government Improvement and Development improvement manager, Joy Marshall who will be the project manager, and a Local Government Improvement and Development member peer, **to be identified**. The member peer will be an accredited councillor who has had experience of member development in his or her own authority.

The project sponsor has overall responsibility for quality and delivery. The project manager is responsible for day-to-day delivery of the project. The project manager will lead the on-site team and be responsible for the preparation of deliverables.

Profiles of team members are attached at the end of this proposal.

## Our proposition

As discussed with Joy Marshall, LG Improvement and Development will meet the costs of supporting you with this programme of work, this includes all fees and expenses associated with delivery, through the National Ageing Well programme.

## Working with Local Government Improvement and Development

In order for the project to work smoothly we would need to work very closely with you. The key things we would expect from you are:

- to supply necessary key documents

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- to arrange all necessary interviews and meetings, this would include arranging rooms, facilities and confirming attendance
- if necessary to provide the Local Government Improvement and Development team with office space and facilities
- to clarify reporting requirements and agree the completion date
- to be available to answer further questions and enquiries.

Local Government Improvement and Development is committed to equality and values diversity. We are a dynamic organisation, with a diverse range of staff. We aim to reflect this in all the work that we do. We work for local government, with elected members, officers and other partners. This means that every day, we work with a wide range of people with different needs and experiences. We seek to deliver improvement support that is tailored to meet the specific needs of individuals, groups and organisations.

We will ensure that our work supports local authorities and their partners in their legal obligations with regards to equality (e.g. the public sector equalities duties on gender equality, disability equality, and race equality; human rights obligations and employment legislation). Our work managing the Equality Standard for Local Government (ESLG) means that all our teams are supported by staff knowledgeable and experienced in equalities and diversity.

The design and delivery of our work addresses accessibility covering a range of issues such as:

- physical access at events - e.g. through induction loops, timings of meetings, catering and interpreting)
- materials – e.g. being provided in different formats, following the Plain Language Commission, RNIB and other accessibility guidelines
- actions – e.g. responding well to situations that might arise, and ensuring respectful behaviour when facilitating workshops.

We will ensure that these issues are addressed, by actions taken either by clients or by ourselves in order that all relevant stakeholders can benefit from our improvement support.

### **Making sure we deliver**

All Local Government Improvement and Development assignments are managed in accordance with our quality assurance framework. This covers, project management, client contract management, management of all relevant papers and materials, billing and invoicing, and procedures for review and sign off of all client deliverables, including presentations and reports.

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## Evaluation

Evaluating the effectiveness and impact of our projects is central to our work and our client approach. We would like to discuss with you how:

- we can jointly evaluate the effectiveness of the project during its life and at its completion
- you may wish to sustain the benefits of the project
- we could disseminate generic messages on practice more widely
- Promote the approach to the local government sector

## Next steps and contact details

Once you have confirmed your wish to accept this proposal we will confirm in writing that we can proceed as outlined in this proposal and discuss and agree a start date with you. Following commissioning we will agree a plan for the work, formalise reporting arrangements and agree these with you.

I hope that this proposal meets your requirements. If you have any queries, or wish to talk about anything outlined here in further detail please do not hesitate to contact me.

I look forward to hearing from you.

Yours sincerely,

Joy Marshall,  
Improvement Manager, Ageing Well  
**Local Government Improvement and Development**  
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76-86 Turnmill Street  
London EC1M 5LG

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## Programme Team

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### **Sandie Dunne – Programme Manager**

Sandie is the Programme Manager for the Ageing Well programme and manages the core team of Ageing Well Improvement Managers at LG Improvement and Development.

Sandie has worked in public service delivery for a number of years. From 1995-1998 Sandie worked as a Principal Policy Officer in Local Government on areas including Democratic Renewal, Community Consultation and Equalities. She also undertook a number of large-scale community consultation projects working with business partners, voluntary sector and government bodies and was policy advisor on a number of ALG networks. From 1987-1994 Sandie was a Service Manager in Local Government (Finance) and from 1984-1986 Sandie worked in the Department of Health as a civil servant.

Sandie joined the National Partnerships Programme as programme manager in January 2009, following a year as the Regional Senior Improvement Manager in the South and South East of England. Her previous role was as a Senior Manager for the London Borough of Camden from January 1999 to June 2005 responsible for corporate transformational change management and service improvement.

Sandie's additional professional activities include being a mentor to third/voluntary sector managers, an Executive Coach, Chair of Governors and Interim Executive Board Member for the Department of Education.

Sandie has a BA Honours (Oxford) in Politics, Philosophy and Economics (2:1), an MSc in Research and Social Analysis and an MA with Merit (Tavistock and Portman NHS Trust) in Consultation Skills. Sandie is an accredited MSP and PRINCE II practitioner in programme management and a Qualified Executive Coach.

Email: [sandie.dunne@local.gov.uk](mailto:sandie.dunne@local.gov.uk)

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### **Joy Marshall - Improvement Manager**

Joy is an Improvement Manager at LG Improvement and Development on the Ageing Well Programme. In this role she is responsible for working with local authorities in the North East and Yorkshire and the Humber.

Joy is seconded from Leeds City Council, Adult Social Care, where she led work to develop the Council and partners strategic approach to ageing. This included managing a team developing work across the LSP to take forward work on older people's health and wellbeing, including intergenerational work, community capacity building and engagement, and projects focusing on the digital inclusion of older people and access to information and advice.

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Joy has experience in both the voluntary sector and local government, where she has worked for the past 20 years. This has included a variety of roles from research and planning, to commissioning and policy development, with a particular interest in involving and working with local communities.

For a number of years, Joy managed the Strategic Planning team within Adult Social Care and has instigated and project managed a number of innovative projects most of which have focused around ageing. This has included Leeds LinkAge Plus pilot, and a current project working with European partners to explore how cities adapt to their ageing populations.

Joy has a BA, and an MA from Leeds University.

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Local Government Improvement and Development is local government's own improvement agency. We are wholly owned by the Local Government Association (LGA). Just over half our work is funded by a top slice of the annual Revenue Support Grant (RSG). Our share of this is less than 0.1 per cent a year. From this we lever in a further £22 million of improvement resources, through a combination of grants and paid for services, making a total spend of around £47 million. For example, our strategic development work, through central government-funded programmes on issues such as health, housing and third sector commissioning, brings valuable new improvement resources into the sector.

Our board represents local government and other key independent interests in public service improvement including business and central government.

We believe that local government has the capacity to lead its own improvement. We share learning between members, officers and across authorities and transfer knowledge of what works across the sector. We then use this knowledge to influence national policy. We believe that national proposals for public service reform need to be driven by local political priorities and the experience of citizens and customers.

We're the first port of call for support on improvement. There are nearly 400 councils in England and most will have had contact with us. At any one time, we are working on nearly 100 individual assignments with over 60 councils. We also receive support from the Welsh LGA to help Welsh councils. You're just as likely to see Local Government Improvement and Development people helping a small district council to improve its services as you are to find them at a top table discussion in Whitehall.

Local Government Improvement and Development has a network of experienced regional associates who are always available to find you the support you need to tackle the most pressing issues facing your organisation, whether it is delivered by Local Government Improvement and Development or other organisations within the local government family. They can advise on the opportunities available through national programmes, the Regional Improvement Partnerships and other channels, and they are a key liaison point with Communities and Local Government, the LGA, government offices and the Audit Commission.

Every month, thousands of councillors and officers use our information resources, attend one of our programmes or contribute to our work on national policy. We are aiming for a 90 per cent satisfaction rating for our services.

We help all councils but we prioritise and subsidise support for those facing particular leadership or workforce challenges and those in the lower performance categories.

We offer a range of bespoke support on individual services or to groups of councils with common issues. Between them, Local Government Improvement and Development people spend over 13,000 days every year with councils and their partners, helping to support improvement. We focus our work around the following five themes, the areas in which we believe we can have the greatest impact for local government:

- supporting local government improvement
- stronger political leadership
- developing a talented workforce
- improving places through partnership
- helping people and communities.



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