



Ageing Well

Intergenerational practice review
Bristol City Council

Report on outcomes



Introduction

Increasingly, councils and their partners recognise the value of supporting intergenerational practice. The nature and degree to which this takes place varies enormously, from short term project-based initiatives to collaborative approaches leading to improved service design and delivery. For some, intergenerational practice has become part of a different way of thinking, planning and working, leading to whole system change and efficiency gains.

The Ageing Well programme commissioned the Beth Johnson Foundation through its Centre for Intergenerational Practice, to design and implement a peer based support programme to help councils develop their approach to intergenerational practice [IP] as a key part of positive ageing programmes.

The purpose of this programme was to work with councils and their partners to explore the opportunities offered through intergenerational approaches and, through shared learning, support on-going development. During the programme seven intergenerational practice reviews were held across the country and this is the summary report for Bristol City Council of a review, which was carried out in January 2012.

For more information about Ageing Well see www.local.gov.uk/ageing-well

For more information about the Beth Johnson Foundation see www.bjf.org.uk

Intergenerational Practice: development and support programme

Within the framework of the Ageing Well programme, the Local Government Association [LGA] has collaborated with the Beth Johnson Foundation [BJF] Centre for Intergenerational Practice [IP] in developing a support programme designed to assist councils to develop their approach to IP.

Stage One consists of a peer-based Practice Review of current IP within the council together with an analysis of what more could be achieved. It offers a 'light touch' overview of how an area is addressing IP within the context of wider policy initiatives, including particularly those relating to positive ageing. The Practice Review is undertaken by a visiting team of peers drawn from councils and partner organisations with a range of IP experience. Their role is to act as 'critical friends', sharing learning and exploring opportunities to enhance IP both for the host authority and their own councils.

Working within a thematic framework, experience from the Practice Review series will be drawn together to provide self-assessment guidance and case studies of good practice to promote and support the continuation of good practice beyond the 'life' of the programme.

Stage Two was originally planned to offer action learning style workshops as 'follow ups' to the Practice Reviews, the format and focus of each workshop would be determined by the Practice Review areas themselves. In practice the preferred working model resulted in Review team members and hosts from the first four Reviews sharing learning at a workshop held on 4 October 2011, outcomes of which will inform the on-going programme and the development of legacy tools. There will also be the opportunity for participants to attend regional legacy seminars in early 2012 to share learning from both the IP Reviews and the wider Ageing Well programme.

Bristol City Council [BCC] IP review

The IP Review Team comprised:	
Psyche Hudson	Arts and Culture Manager, Telford & Wrekin Council
Deb Breedon	Scrutiny Officer, Wolverhampton CC
Joanne Hindmarsh	Partnerships Officer for Adults with Learning Disabilities, Bradford MDC
Andrew Hayden	Work Ready Project Officer, Central Berkshire Education Business Partnership [IP Lead, Reading BC]
Alison Clyde	National Development Officer, Scottish Centre for IP
Vanda Carter	Intergenerational Development Officer, LB Camden
Host Lead:	
Kay Russell	Strategic Planning Manager, Health & Social Care, Bristol CC
Facilitator:	
Clare Batty	Development Officer, Beth Johnson Foundation

Context for intergenerational practice review for Bristol City Council

Considerable intergenerational working is taking place across the City. This is promoted through key council services notably Health and Social Care [HSC] and Neighbourhoods working in partnership but not exclusively with organisations such as LinkAge¹ and Young Bristol². There is growing interest and awareness of the added value IP can bring across all sectors, and as initiatives have developed and considerable experience has been gained, there is a growing appetite to maximise the outcomes IP can bring and in order to do this develop a more planned and strategic approach. With this in mind the Review was set in the context of supporting the Council in addressing the following:

- How to develop the case for intergenerational practice across council services and in partnership with others
- Identifying any gaps in the Council's intergenerational practice or service areas
- Finding alternative ways to approach intergenerational practice bearing in mind that some key work has been achieved through links with schools
- The Council has found that intergenerational practice helps build community resilience and promotes social capital and is keen to identify more links e.g with its Neighbourhood Partnership structure
- The Council works very closely with Public Health and structural changes on the horizon will bring the two closer together – the Council wanted to know if intergenerational working could provide a platform for further joint work
- It is intended that, Children & Young People's Services [social care and education] will merge with Health & Social Care [adult social care] in the future to form one directorate – could intergenerational practice enable the Council to forge the new Directorate?
- The Council was keen to hear from others what, in their experience might need more work in Bristol, particularly, in terms of engagement with older people, younger people, children, service providers and commissioners, partner organisations and other stakeholders

¹ LinkAge – www.LinkAgeBristol.org.uk

² Young Bristol – www.youngbristol.com

Review conversations

During the Practice Review, the Team held conversations with stakeholders engaged with, or having an interest in, IP from across the City. A programme of conversations is attached at **Appendix A**. In addition the Review Team attended the launch of a resource pack for schools aimed at tackling age discrimination [for Key Stage 3 students] and based upon 'Acting my Age' - a film, made by actor Dudley Sutton with local people and based within the City.

As initial feedback, a brief summary of first impressions was provided at the end of the Review day; these are set out in the table below. The more considered outcomes of the Review are encompassed within the narrative of this report.

Summary of the main strengths and areas for development

The summary is structured around the core themes of the review as indicated below:

The IP approach	
Strengths	Areas for further development
<ul style="list-style-type: none"> • Commitment to IP across the City and synergy with local and national policy frameworks 	<ul style="list-style-type: none"> • Develop a shared understanding of IP and its role in achieving better outcomes for the City
<ul style="list-style-type: none"> • Strong advocates in all sectors with experience and enthusiasm to 'do more'. 	<ul style="list-style-type: none"> • Widen the strategic reach across the Council and embed within corporate and City wide priorities
<ul style="list-style-type: none"> • Council restructuring and emergence of Health and Wellbeing Board presents an opportunity to strengthen the role of IP 	<ul style="list-style-type: none"> • Explore opportunities to enhance elected member support and the wider role of champions
<ul style="list-style-type: none"> • Collective support for this Review and the range of expertise and commitment this offers 	<ul style="list-style-type: none"> • Strengthen links with Children & Young People's Services
Engagement and participation in IP	
Strengths	Areas for further development
<ul style="list-style-type: none"> • Role of LinkAge and Young Bristol in mobilising capacity and support for IP 	<ul style="list-style-type: none"> • Create mechanism for bringing key players together and sustain collaborative approaches
<ul style="list-style-type: none"> • Strong volunteer base for IP across the City 	<ul style="list-style-type: none"> • Strengthen support and consider appropriate recognition for community and volunteer leaders
<ul style="list-style-type: none"> • Co-production initiatives including 'Acting my Age' film and resource pack and Celebrating Age Festival 	<ul style="list-style-type: none"> • Share good practice and facilitate appropriate training and development to widen IP reach across the City

Outcomes	
Strengths	Areas for further development
<ul style="list-style-type: none"> • Outcomes are achieved across a range of initiatives and for different sectors e.g. reduction in crime figures for Henbury 	<ul style="list-style-type: none"> • Work with partners to clearly define priority outcomes and gather evidence supported with outcome stories / personal journeys
<ul style="list-style-type: none"> • Commissioning model for Health and Wellbeing 	<ul style="list-style-type: none"> • Explore opportunities to influence the work of the Health and Wellbeing Board
<ul style="list-style-type: none"> • Raised profile through key initiatives e.g. <i>Acting my Age</i> Film and <i>Celebrating Age Festival</i> 	<ul style="list-style-type: none"> • Develop communication and marketing arrangements as part of a more structured approach to IP
<ul style="list-style-type: none"> • Potential for IP to accelerate 'step change' in new working arrangements with the local community 	<ul style="list-style-type: none"> • Celebrate success
Impact and added value	
Strengths	Areas for further development
<ul style="list-style-type: none"> • Progress by LinkAge in identifying Social Return on Investment 	<ul style="list-style-type: none"> • Develop a business case for IP which has corporate and key stakeholder support and buy-in
<ul style="list-style-type: none"> • Developing culture with generations increasingly being seen as a resource 	<ul style="list-style-type: none"> • Bring key commissioners together to explore the added value of IP intervention across a range of service priorities
<ul style="list-style-type: none"> • Proactive approach to prevention and wellbeing 	

Review findings – strengths and areas for development

The IP approach

There is a diverse range of IP across the City of Bristol and the Review Team were fortunate in having the opportunity to meet with many of the key players. Team members were impressed by the enthusiasm, commitment and energy to use intergenerational mechanisms to provide better outcomes for all generations.

Lacking a planned and strategic approach, IP has developed 'organically' driven largely by the enthusiasm of individuals and the availability of timely funding streams, including the Social Care Reform Grant which has now ceased. During a period of on-going change, considerable budget reductions and the need to focus more closely on a commissioning and enabling role, Bristol is concerned to consider carefully the role and contribution of IP to ensure that *'the good is not lost'* in what is a rapidly changing landscape.

Within the Council it is difficult to identify a key driver for IP, but there is clearly an important but informal leadership role being taken by senior managers within HSC. The

emergence of new governance arrangements for HSC including the new Health and Wellbeing Board, and the move of Public Health into the Council are recognised as key opportunities to raise the profile and potential of IP. In addition the future intention to bring together Children & Young People's Services [Social Care and Education] with HSC [Adult Social Care] into one directorate provides an opportunity for IP to act as a catalyst, in strengthening corporate relationships and identifying shared priorities for two key service areas where IP can have significant impact. The initial step with this may be in developing a shared understanding of IP within the Council using the mapping of activities undertaken for the Review as a baseline, and then building consensus with wider partners. Over time there is a strong case to enhance the mapping into a series of case studies, which provide a comprehensive overview of IP activities across the City, demonstrating outcomes and impact.

Currently there is no formal champion for IP, within or outside of the Council. There is a potential role here for the Executive Member for HSC who takes a keen interest in IP. In addition we were introduced to a number of IP advocates representing different organisations and age groups who adopt an informal 'Community Champion' role. Brought together with key agency representatives they have the potential to provide structure, leadership, expertise and resources for collaborative planning for future initiatives, at least until IP has become embedded securely within mainstream working practices.

Engagement and participation in IP

For HSC, the value of IP is seen significantly in its contribution to low intensity prevention work and this can be evidenced through the work of LinkAge working in collaboration with Young Bristol and other organisations. LinkAge could best be described as the 'outreach arm' for the Council's community development work with older people, although it is not a 'council service'. It is a partnership between the Council's HSC service, the Anchor Society, St Monica Trust, Public Health and Guinness Care and Support. Currently the service is not commissioned but each partner contributes resources with shared ambitions to ensure its success. However, support arrangements will soon be subject to new commissioning regimes and therefore its work and subsequent impact will undoubtedly come under closer scrutiny.

Early success with intergenerational work through LinkAge and Young Bristol has taken place in Henbury and Brentry, one of the more deprived areas of the City, and this has flourished to such an extent that LinkAge is working with a number of organisations to build volunteering capacity with an intergenerational dimension across the City. Support is being levered in through schools, colleges, universities and the private sector with NatWest supporting the *Superjam*³ tea party project.

While the purpose of this report is not to comment on all initiatives, but to draw out key themes to support further IP development, the *Celebrating Age Festival* and *Acting my Age* film and resource pack are highly significant. The *Celebrating Age Festival*, now in its sixth year has taken an intergenerational focus, with the theme of 'Coming Together' for 2011, and a theme of 'Active Ageing' for 2012. A week-long festival co-produced with

³ <http://shop.superjam.co.uk/pages/the-superjam-tea-parties>

older people and wider local groups, it is grant funded by the Council, but could be subject to new commissioning arrangements in future. Attracting over 3,500 people in 2011 and with a budget of £30k it is a key mechanism for reaching wider groups and individuals and involving them in IP activities. We heard of the increased involvement of the Neighbourhood's Directorate, which this year took over the lead from HSC which continues to help organise the Festival. It is hoped that staff in Neighbourhoods will enable even greater participation of local communities through links with the Neighbourhood Partnerships.

This event is clearly the most significant gathering of people across Bristol with an interest in IP. The Review Team felt this provided a 'captive audience' to start a wider more sustainable network or forum to share IP lessons and good practice, linked to more strategic support – [See IP Approach section above]. In addition there is also the opportunity to recognise the contribution of community and volunteer leaders through for example accreditation schemes run by the Arts Councils. Arts Award⁴ is a national qualification, which supports young people aged 11-25 to develop as artists and arts leaders. There are bronze, silver and gold award levels.

The film and the resource pack for schools are excellent, and reflect the innovative and creative approach to IP in Bristol. Much is to be gained by rolling out these resources to schools across the City but we were aware of some of the challenges this is presenting. Again a steering group with appropriate school representation could resolve potential barriers and maximise the potential learning opportunities the film and resource pack present.

A message we heard on a number of occasions was of 'silo' working with '*little sense of shared experience or impact realised*'. While we would not wish to advocate over-elaborate supportive arrangements for IP, there is a need to create a more balanced approach and provide stakeholders with more confidence as to '*what is happening and where?*' through the steering group and wider forum arrangements suggested above. Coupled with this is the need to consider suitable training and development programmes for IP, which are consistent in message but can be cascaded in nature [e.g. train the trainer courses]. Training a number of key individuals across organisations may be appropriate who could then cascade training more widely.

We heard that within the developing Neighbourhood Partnership arrangements for Southmead, Henbury and Brentry '*if you can make the work intergenerational, the various groups can understand other people's priorities better and come to a consensus*'. This cross-generational approach had worked particularly well for consultation arrangements for the outsourcing of youth service provision, when what started as a protest led to a joint meeting and briefing from the community to inform potential service providers. The interesting issue in this instance was that the community as a whole was interested in youth service provision, considering it 'community business' and not just the domain of younger people. This sends an important message about the service commissioning process and who to engage in it.

Outcomes

⁴ www.artsaward.org.uk

Taking a more strategic and planned approach to IP will support the council and its partners in more clearly defining outcomes. The added value of IP is where it supports multiple outcomes for different groups, and we heard of many initiatives where there is cross-generational gain. We heard in relation to the *Celebrating Age Festival*, 'the opportunity to meet' while a 'soft' outcome is a consistent feedback message across all generations, important in that it can lead to more sustained relationships, addressing isolation and supporting cohesion. All those receiving small grants have to provide evaluation, and this is reviewed by the Festival Working Group. We did not however, get a sense of how outcomes inform other key initiatives which might arise as a consequence of a Festival activity and therefore there is value to be gained in mapping outcomes to inform future priorities.

There is the potential to document outcome stories or personal journeys that can convey powerful messages, changing 'hearts and minds' for those sceptical of the value of IP. We heard for example of an intergenerational 'scrap heap' challenge initiative in Henbury, organised by a School Beat Officer to provide a diversionary activity for young people while involving older people as mentors. The success of this had contributed to a reduction in anti-social behaviour and youth crime by a significant 65%. The personal stories of those engaged and also those of the wider community, and agencies involved would provide important testimonies and contribute to the potential replication of the initiative in other areas of the City with similar issues.

The Council has recognised the importance of building sustainable and resilient communities especially at the current time of the economic downturn and consequent reductions in service budgets. Difficult service decisions have to be taken, a situation common to all councils and 'low intensity prevention work' is often most vulnerable at these times. As a response to this the Council has established a working group⁵ to explore the Marmot Review⁶ findings into health inequalities and their implications for Bristol's population. HSC are represented on the working group and wish to see IP as part of the debate, influencing and informing commissioning decisions [using the new Commissioning Model for Health and Wellbeing] by aligning IP to priorities leads to priorities and enabling IP leads to feel empowered and engaged. This work is at an early stage of development, but could ensure IP is part of a wider conversation about building resilient communities as the Health and Wellbeing Board develops a Health and Wellbeing Strategy.

The Neighbourhood Partnerships are well placed to explore new ways of working with local communities, and for the Southmead, Henbury and Brentry Partnership this takes an intergenerational focus. Experience from the *Inspiring Communities*⁷ initiative which had an intergenerational element and the intergenerational consultation work for Youth Service and Parks provision has meant that not only have Neighbourhood Partnership officers needed to work and engage differently, but also colleagues from other Council services and agencies increasingly need to adopt different approaches.

Documenting and sharing intergenerational engagement work has been identified as an important next step. This will encourage others to adopt an intergenerational mindset

⁵ The Wider Determinants of Health working group.

⁶ Fair Society Healthy Lives – Marmot Review, 2010

⁷ <http://www.communities.gov.uk/documents/communities/pdf/19234911.pdf>

where involving the generations becomes a more natural part of strengthening communities. This is also important in the context of supporting communities which may increasingly wish to be the providers of local services.

While little reference was made to the Bristol Partnership during the Review, one of its roles is to monitor the outcomes of partnership working and to check its effectiveness at front-line, management and strategic levels. If a steering group arrangement is put into place it should seek the support and representation of the Partnership.

Impact and added value

The key conversation question here is “*what difference has it made within and across generations, agencies and communities?*” Experience suggests IP is most effective when it is seen as adding value, with intergenerational principles considered as a ‘way of working’ integrated into operational activities and service delivery.

For Bristol there are encouraging signs that through taking a planned and more structured approach IP will increasingly become a routine part of the commissioning and service ‘mix’. In summary, factors supporting this include:

- Robust cross-generational collaborative approaches
- The case has already been made within HSC and will need embedding within the new directorate arrangements
- Grass-roots experience and enthusiasm for intergenerational working
- Growing volunteer base
- Innovative good practice including work bringing together different minority ethnic communities which should be shared locally and more widely
- Links into the commissioning framework for Health and Wellbeing and potential to influence the work of the Health and Wellbeing Board
- Intergenerational approaches evolving through Neighbourhood Partnerships
- Opportunity to use the flagship event, the *Celebrating Age Festival*, to communicate the benefits of IP and engage partners

In addition the Social Return On Investment analysis currently being carried out by the University of the West of England to develop a monitoring system to track the scope and impact of LinkAge may influence future priorities for IP across Bristol.

Recommendations

The Review identified many examples of good practice and innovative thinking to promote IP. The Team offers the following recommendations in support of the developing business case:

- Develop a shared understanding of IP within the Council by using the mapping of activities undertaken for the Review as a baseline.
- Develop the mapping into a series of case studies and outcomes stories which provide a comprehensive overview of IP activities across the City,

demonstrating outcomes and impact. Include the findings from the Social Return on Investment evaluation of LinkAge

- Use this information to help build consensus with wider partners about what IP means for the City, how it can add value to services including neighbourhood working, and services for well-being and prevention
- Establish a Steering Group or similar arrangements of key stakeholders from across the City to provide leadership, determine future priorities and agree resources. The mechanism should connect IP with the various change programmes underway in the Council, notably the CYPS and HSC Transformation Programmes with a view to ensuring they consider intergenerational approaches within projects and in relation to commissioning decisions
- Engage elected members in a planned approach to their ongoing engagement and participation
- Bring together key commissioners to explore new and innovative approaches to service delivery using IP as the evidence base
- Consider suitable training and development programmes for IP which support the shared understanding and increase the resource base for participation and engagement. The longer term goal should be for IP to be an integral consideration when commissioning or undertaking new projects. Initial capacity and support will be needed during the early stages but should be reviewed as part of the Transformation Programmes
- Facilitate a community based city wide IP forum [may operate virtually] to support shared learning, good practice and co-production with good communication networks for intergenerational practitioners across the City
- Address resource implications including the benefits of some dedicated support, perhaps through 'task and finish' arrangements to provide momentum and focus for the above

Acknowledgements

The Review Team are grateful to all those who gave their time to share their experience with us. We would particularly like to thank Kay Russell for organising such an interesting and enjoyable programme. We hope that this report and the shared learning from the Review will prove useful in your future work.

Deb Breedon, Alison Clyde, Joanne Hindmarsh, Andrew Hayden, Psyche Hudson, Vanda Carter, Clare Batty

Peer Review of Intergenerational Practice: Bristol City Council

30th January 2012

- 5pm** **Review Team arrive at hotel**
Premier Inn, Llandoger Trow
- 5.30pm - 6.15pm** **Welcome Briefing for Review Team**
Room 1A, Amelia Court Council Offices, Pipe Lane
Kay Russell, Strategic Planning Manager, HSC
- 6.45pm** *Taxis to Redland Green School*
- 7.15pm** **Launch of Scheme of Work for KS3 Students** - based on 'Acting my Age' film.
- The scheme of work is aimed at Key Stage 3 students, but could be used across secondary school ages and comprises 9 lesson plans using clips from the film - raising topics from how stereotypes affect people, to looking at the ageing population and the future of Bristol and the UK in relation to this. The launch is to promote the scheme of work to teachers in Bristol for use in Citizenship, PSHE, English, Media Studies, Humanities, APEX).**
- Programme:
- 7.15pm Welcome: Annie Hudson, Strategic Director, Childrens & Young People's Services, Bristol City Council.
- 7.20pm National picture: Guy Robertson, Joint Head, National Ageing Well Campaign, LGA.
- 7.30pm Poem, Redland Green School Student
- 7.35pm Emma Waldon, Teacher explains the resource pack for teachers
- 7.50pm Screening of 'Acting my Age'
- 8.25pm Questions and Answers with Robin Toyne, Director, Quintessence Films and actor Dudley Sutton.
- 9pm Close.
- 8.30pm** *Taxis from Redland Green School to restaurant*
As the review team will be leaving before the Q&A session, I've booked taxis to arrive at the school around 7pm so there should be a short time when members of the team might like to talk to Robin Toyne and Dudley Sutton about the film.
- 9pm** **Table booked: Riverstation restaurant**

Peer Review of Intergenerational Practice: Bristol City Council

31st January 2012
Council House, College Green, Bristol

- 9am - 9.45am** **Welcome Briefing for Review Team**, Committee Room 5
Bob Durie and Richard Jarratt, LinkAge West of England
Kay Russell, Geraldine Summers and Sarah Salter, HSC
- 9.45am - 10.45am** **Group discussions** – see attached
Discussion A, Committee Room 4
Discussion B, Room 139
Discussion C, Committee Room 4
- 10.45 - 11.15am** **Break/informal discussion** - *Review Team only*
Committee Room 5
- 11.15 - 12.00** **Presentations on intergenerational work**
Lord Mayor's Reception Room
- 11.15 1: Roger Allen, Neighbourhoods (Housing)
- 11.25 2: Chloe Stirk (Young Bristol) & Ben Meller (M Shed)
 Nick Merrick, Police Officer
- 11.40: 3 Claire Miller (LinkAge), Kim Brooks, Helen Seacombe, Helen Kerr
- 11.50 4: Keith Houghton & Abdulrazak Dahir, Neighbourhoods
- 12.00 - 1pm** **Group discussions** – see attached
Discussion D, Committee Room 4
Discussion E, Committee Room 5
Discussion F, Room 139
- 1pm - 1.30pm Lunch** – **opportunity to network**
Lord Mayor's Reception Room
- 1.30pm – 2.45pm** **Collation of initial findings** - *Review Team only*
Committee Room 5
- 2.45pm – 3.15pm** **Initial feedback from review team**, Lord Mayor's Reception Room
Di Robinson, Service Director, Neighbourhoods
Netta Meadows, Service Director, HSC
Kay Russell, HSC
Richard Jarratt, LinkAge West of England
- 3.15pm – 3.30pm** **Next Steps**

Discussion Group A

Roger Allen, (Tenant Participation), Neighbourhoods: Good Practice Guide and Toolkit for involving younger people in **Committee Room 4**

Discussion Group B

Asif Khan, Library Service on 'Easton & Us' project; **Sharan Wilder**, Public Health on intergenerational opportunities enabled as a result of the work of Public Health; **Kay Russell**, HSC in **Room 139**.

Discussion Group C

Sarah Salter and **Geraldine Summers**, HSC and **Judith Brown** (Chair, Bristol Older People's Forum) re Celebrating Age Festival, Schools Resource Pack, Bedminster Older People acting group in **Committee Room 5**

Discussion Group D (useful if this was different reviewers to those doing Group B)

Claire Miller (LinkAge), **Kim Brooks** (Superjam at Clifton College), **Helen Seacombe** (UWE) and **Helen Kerr** (Contact the Elderly) would discuss how student volunteering is enabling skill sharing and aiding understanding across generations inc through use of drama workshops

Discussion Group E (useful if different reviewers to those doing Group D)

Chloe Stirk (Young Bristol), **Ben Meller** (M Shed) to discuss how Young Bristol and LinkAge are working in Henbury to promote understanding across the generations and outline some of their successes to date. Ben is a council employee who has opened up the resources of museums, galleries and archives to enable an intergenerational approach. They will be joined by **Nick Merrick**, a Police Officer attached to Henbury School and **Helen Moss** (Dolphin Society) would discuss how volunteers working with Clifton College and Brunelcare Extracare Housing are promoting intergenerational practice including the ipad project.

Discussion Group F

Keith Houghton, **Abdulrazak Dahir** Area Co-ordinators and **Lorna Heaysman**, Community Development Worker, Neighbourhood Partnerships

Lunchtime

We may be joined by a number of people who would like to meet the review team, including some we haven't been able to get into a discussion group or presentation. These include Paul Conway from BCC's Young Employees Group (16-27 years), Lynne Bothamley a volunteer working with schools and sheltered housing schemes, Sue Appoo Manager of Extracare scheme.