



Our Strategy

For a fairer later life

2025 - 2030





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We are a local, independent charity working for a fairer later life in Oxfordshire - challenging ageism, tackling inequality, and focusing our support for older people and unpaid carers where it matters most.

An introduction from...



Andrew Lane, Chair of Trustees

At the start of 2025/26, along with the charity's Leadership Team, the Board of Trustees set a clear direction for the next five years - shaped by solid evidence, real insight and most importantly, the voices of the people we're here for.

Our strategy to 2030 is ambitious. It reflects a shared vision for a bold future - one where we evolve how we work, grow our impact, and continue to be a trusted presence for older people and unpaid carers across Oxfordshire.

During the development of this strategy, we listened. Over **400 people** took the time to share their views. As well as our own staff, we heard from **99 professionals** and **organisations** and **278 members of the public**. The response was overwhelmingly positive: **96% supported our vision, 94% backed our mission** and **95% agreed with our ambitions**.



Paul Ringer, CEO

Together, we can build a fairer later life for older people in Oxfordshire - one rooted in dignity, connection and opportunity for all.

To achieve this, we know we must do things differently. Delivering on this strategy means embracing change - not only in what we do, but how we do it. It means making tough decisions, investing where it matters most and building a culture of collaboration, learning and shared purpose.

We're clear that our future must be inclusive. Our commitment to justice, equity, diversity and inclusion shapes how we work and who we listen to, ensuring no one is left behind.

This strategy is a shared promise to older people and unpaid carers across Oxfordshire.

It's a call to action and an invitation to everyone who shares our values to help bring it to life.

Our vision

An age-friendly Oxfordshire where every older person and unpaid carer is seen, heard, included and valued; every day matters for everyone.

Our mission

To provide community-based support that promotes independence, tackles inequality and drives change where it matters most, focusing on older people and unpaid carers affected by poverty, loneliness or illness/disability.



“Never give up fighting for the rights of the older generation.”

Member of the public, female over 75

Our values

Listen

Compassion

Empower

Shaped by our staff, the people who know our work best, our values sit at the heart of everything we do and guide every decision: listening deeply, acting with compassion and empowering people.

Our principles

1. We keep our **focus on the rights and needs** of older people and unpaid carers.
2. We value individuals, **go beyond EDI compliance** and take an intersectional view.
3. We use data/evidence to **simplify things**, plan, make decisions and report impact.
4. We embrace **continuous improvement**, latest ideas, perspectives and change.
5. We achieve success as **'one team'** with a strong sense of collective responsibility.
6. We make **bold choices** to do what's best for the charity and those we support.



“Our staff and volunteers really care about the people they support and go the extra mile because they care and are proud to represent the organisation.”

Age UK Oxfordshire employee

Ageing and caring in Oxfordshire

Locally, we are facing several realities which bring both challenges and opportunities:

The population is ageing faster than the national average.

By 2034:

age 65+ age 80+
+25% **+38%**

3,500 people aged 65+ live in an area amongst the 20% most deprived nationally, where poverty and poor health hit hardest.

8000+



people aged 65+ dedicate 20 hours or more of unpaid care per week.

7.4 years

Life expectancy is 7.4 years shorter in most deprived areas, with people facing 14 more years of illness or disability.



1 in 40

older people go a week without speaking to a friend or family member.



10% of people aged 65+ are on a low income and eligible for Pension Credit.



35%

of people aged 65+ live with a long-term health condition, that limits their day-to-day activities.



20,000

people aged 65+ provide unpaid care to others.



10,000+

people aged 65+ are affected by loneliness.

Our purpose

As an independent local charity, we have a role and responsibility to amplify the voices of, and shine a spotlight on, the most pressing issues affecting older people and unpaid carers in Oxfordshire.

Services are oversubscribed, underfunded and facing growing demand. Therefore, we must focus our efforts where they are needed most.

Our priority is to support those experiencing poverty, loneliness or social isolation, as well as those living with illness or disability - or caring for someone who is.

We will continue to challenge ageism and address the exclusion of older people and unpaid carers.



Our impact

Ultimately, the change we want to see is that people's lives improve – and that they are better able to live in ways that are:

- ✓ financially secure and comfortable
- ✓ socially connected in ways that are meaningful and bring hope
- ✓ independent, with real choice and control over their lives

“Age UK Oxfordshire makes an incredible impact across our communities. Here’s to shaping a future that works for everyone.”

Karen Fuller, Director of Adult Social Care, Oxfordshire County Council

How we make a difference

We work to challenge social exclusion and inequality for older people and unpaid carers through our services, community and partner work, and external advocacy.

Our support focuses on the following key areas:

Advice and
advocacy

Social
connection

Empowerment
and
independence

We help people to understand their rights, navigate systems and access the support they need; create opportunities for genuine social connection to reduce loneliness; and empower individuals to remain independent, allowing them to make choices and live life on their own terms.



“Now, it just feels that there is a future to be had.”

Stephen, Oxfordshire resident

Our strengths

- ✓ **We're rooted in Oxfordshire.** With over 65 years of experience, we're a trusted local charity that people know and rely on.
- ✓ **Our people make the difference.** Our team of dedicated staff and volunteers bring a mix of lived and professional experience.
- ✓ **We know our stuff.** We have specialist knowledge and skills to support older people and unpaid carers.
- ✓ **We know our communities.** Our insight connects people to the right support at the right time.
- ✓ **We take the time.** We build meaningful relationships that go beyond quick fixes.



“Here in Oxfordshire, Age UK Oxfordshire are a fantastic and very much valued partner.”

Professor Sarah Harper CBE, Professor of Gerontology and Chair of HelpAge International



Our ambitions for 2030

Design services around
people's real lives

Focus support where
it makes the biggest
difference

Centre on lived
experience to drive
lasting change

Raise our profile to
inform, influence
and inspire

Double our volunteers
and grow our
ambassadors

Diversify income and
grow voluntary
support

How we'll work towards our ambitions

We know services face growing demand and limited resources. To make a real difference for older people and unpaid carers in Oxfordshire, we must focus on what matters most: strategic investment, innovation, change and collaboration to deliver lasting impact.

By working with public services, universities, businesses and the voluntary sector, we'll share knowledge, amplify our collective voice, and deliver smarter solutions that reach more people.

Together, we're building the foundations for a fairer later life - where older people and unpaid carers are seen, heard, included and valued.



For a fairer later life



0345 450 1276

www.ageuk.org.uk/oxfordshire

contactus@ageukoxfordshire.org.uk

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