



# BUSINESS PLAN

2023-26

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# Introduction, Vision and Mission



Age UK Blackburn with Darwen is a registered charity that exists to support older people within the Borough of Blackburn with Darwen. This document provides an overview of the context and environment that the charity works within and details of our current priorities, aims and objectives which are delivered through an annual action plan.

The charity's **vision** is for *all older people in Blackburn with Darwen to have the opportunity to live the life they choose.*

And its **mission** to support this is to *listen to the diverse voices and views of local older people and use these to influence both our own and others priorities. To deliver quality, person centred services which meet local needs and maximise independence.*

This is achieved through the provision of a range of community-based services, through engagement activity with the local older population and through a range of influencing and partnership work.

# Values & Principles

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## Organisational values

We will

- Treat people with respect and dignity
  - Listen and respond to people's views
  - Recognise and respond to the diversity of individuals
  - Recognise and maximise the contributions individuals can make
  - Care about each individual and be passionate in what we do
  - Encourage and support innovation
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## Operating principles

We will

- Be customer led and responsive to changing needs
  - Offer effective services delivered by a professional and trained workforce
  - Work in partnership to achieve the best result for local older people
  - Be efficient and offer the best value we can
  - Have a workforce we are proud of and who are proud to work for us and who feel valued, supported and respected
  - Provide quality services, striving at all times for best practice and continuous improvement
  - Work as one team to meet our aims and objectives
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# Strategic Framework

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## Operating Context

According to the 2021 Census there are 22,500 people aged over 65 living in the borough which is 14.5% of the total population, with 1.7% being over 85. Since the 2011 Census the over 65 population has grown by 18% compared to 3% for the rest of the population and is expected to grow by 40% over the next 20 years. The latest Census data on ethnicity is yet to be released - in 2011 people from BME communities made up 9% of the older population, however this is expected to have increased and become more diverse over the past 10 years.

The borough is 9th in the Indices of Multiple Deprivation (2019) and some of its population are experiencing significant health inequalities. There are significant levels of poverty including amongst its older population, with a higher than average proportion of older people reliant on the benefits system.

The borough has lower than average life expectancy, and lower than average healthy life expectancy with a higher proportion of people living longer in poor health. Over 50% of the older population have a long-term limiting health problem, which is higher than the England average, and with this, associated higher levels of disabilities and reduced independence.

The numbers of older people caring for a loved one is also increasing. In common with many areas, there is also a predicted significant increase in the prevalence of people living with dementia. The borough has higher than average falls resulting in a permanent effect and is 39th out of 326 authorities for estimated prevalence of loneliness and the effects on health and independence that this has. In addition, fuel poverty levels are high at 15.6% and levels of digital exclusion are high with 60% of those aged 75+ never having been online. The older population in the borough was disproportionately affected by Covid-19 and its impact both directly and indirectly on physical and mental health and on healthy life expectancy worsening many of these factors.

The organisation is one of the largest voluntary sector organisations in the borough operating with an average of 33 paid staff (both full and part time) and 70 volunteers at any one time. Our services are experiencing increasing demand both in terms of number of people and the complexity of need. As such the wellbeing and workforce development support we can offer to our workforce is a key priority. Our services are funded from a variety of sources including contracts from the local public sector, grants from a range of trusts and funders, and income generation via charitable activities such as our charity shop, paid for services and fundraising. We are aware of a continued need to diversify our income sources and this is also a priority within our action plan.

## Local Plans & Developments

The Local Health and Wellbeing Strategy for Blackburn with Darwen identifies a number of key priorities relevant to the older population including:

- Healthy homes, places and communities
- Mental and physical wellbeing
- Good work and maximising income
- Positive ageing and independence in later life
- Dying well

The Age Well Partnership, which is a strategic sub group of the Health & Wellbeing Board, and a key element of the Blackburn with Darwen Place-Based Partnership is responsible for oversight of these priorities in the context of 'ageing well' and has also identified a number of key workstream for the next two years to provide an additional specific focus, which include:

- Development of dementia framework to support a joined-up approach to supporting people to live well with dementia
- Reducing frailty and development of a falls prevention strategy
- Development of Blackburn with Darwen as an Age-Friendly place and oversight of implementation of the Positive Ageing Framework

These priorities have been drawn up based on consultation with local older people and on the needs identified through the Joint Strategic Needs Assessment. The organisation's key actions and priorities cut across all of these priorities and support the achievement of them.

The health and care environment, priorities and models of delivery are all evolving, with Blackburn with Darwen developing as a Place Based Partnership within the Lancashire and South Cumbria Integrated Care System and the ongoing development of 4 local primary care neighbourhoods in the borough. The focus on population health, health inequalities, new models of care, the continued development of neighbourhood delivery and the drive to avoid unnecessary admissions to hospital will all shape how we need to deliver and develop our services going forward and this forms a key part of our future action planning.

# Partnerships

Partnership is a key area of focus for the organisation and we work with many organisations across the public and voluntary, community and faith sectors either informally, or through formal contract arrangements. We also work with the private sector to support our fundraising and income generation activity. In addition, as a community based organisation we view our work with the education sector as a key responsibility which is achieved, for example through the provision of placement opportunities for students from several education establishments and working with local schools to promote intergenerational interaction. The provision of volunteering opportunities for local people is also a key activity for us which also enables us to enhance and add value to our service offer through the skills, knowledge and experience our volunteers bring.

We are a brand partner of the Age UK network, working closely with Age UK national charity on areas such as development of evidence based service models. Being a brand partner also brings particular requirements in relation to quality and organisational standards. During the timeframe of this business plan we will be proactively involved in shaping the next Shared Strategy for the Age UK network and the associated network partner agreement which supports the implementation of the strategy.

## **Our Key Stakeholders**

In delivering our mission and objectives we view our key stakeholders as the local older communities; our current service users, customers and their carers and families; our staff team; our volunteers; the local authority; local and regional NHS commissioners and service providers; GP's and other primary care providers; NHS trusts providing hospital and community services for our population; our funders; people who fundraise for us; the local key voluntary and community sector partners we work with; Age UK national; the Age England Association of Age UK brand partners and our key suppliers. We communicate and update our stakeholders through a variety of mechanisms including publication and distribution of our Annual Review, through our website and social media and through distribution of service leaflets, updates and reports.

Our **ambition** is to deliver the highest quality services which support older people to have a good quality of life, be as healthy and well as possible and remain independent for longer. We aim to embed our service offer within local health, wellbeing, care and support pathways and to play a key role in delivery models, so that as many older people can benefit from our expertise as possible. We are an agile and responsive organisation that can demonstrate the ability to adapt to change and respond to new and emerging needs, retaining a focus on the fact that all older people are individuals and that our offer must therefore be flexible.

# Strategic Priorities

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The organisation has eight strategic priorities for the next three year period



- To provide flexible service models which use a person-centred, individual approach, recognising that we all age differently and have different strengths and needs
- To ensure all our services and activities are dementia friendly and to continue to expand our service offer for people with dementia and their families and carers
- To ensure our services reach and are accessible to those who are most in need
- To maintain a focus on prevention and earlier intervention to maximise independence
- To maximise the use of digital technology to improve efficiency and increase the number of people we can support
- To increase our reach to support people across the diverse communities in the borough
- To diversify and sustain our income sources to support the ongoing delivery and development of our service offer
- Maintenance of quality standards and a culture of continuous improvement

These will be delivered through the following Aims & Objectives



# Aims & Objectives

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## 1. Aim A

We will ensure we understand and respond to the current and future needs of local older people in all their diversity

### Objectives

1. Ensure our engagement reaches the diversity of local older people, their carers and families through a variety of mechanisms and partnerships
2. Ensure we use all relevant data and insights to inform service development and respond to emerging needs
3. Ensure feedback from older people and their carers is used to inform service developments and priorities
4. Support national campaigns which are relevant to local older people



## 2. Aim B

We will develop and deliver person-centred services to meet local needs and demand

### Objectives

1. Continue to develop and extend our approach to delivering flexible, individual person-centred service models
2. Focus our marketing to target identified gaps in who we reach
3. Develop and deliver services which focus on prevention, earlier intervention and recovery, to support resilience and maximum independence
4. Maximise the use of digital technology to support service access, delivery and development
5. Ensure that all our services feel welcoming to any older person who wishes to use them
6. Extend our service offer for older people living with mental health conditions including dementia
7. Develop new and existing partnerships which support and enhance our service delivery priorities



## 3. Aim C

We will take positive action to support the ongoing sustainability and development of our charity

### Objectives

1. Proactively pursue all relevant opportunities for commissioned services
2. Maximise the full potential of all current income generation and funding streams
3. Explore and develop new models of income generation through services
4. Ensure best use of all resources to manage costs
5. Retain existing external quality standards and achieve new ones, as relevant, to support continuous improvement
6. Ensure implementation of the new Environmental & Sustainability Policy
7. Ensure our workforce are trained and supported to deliver quality provision and maximise retention
8. Adapt and evolve our approach to volunteer recruitment and retention to increase organisational capacity

## 4. Aim D

We will actively engage, be involved in, and respond to current and forthcoming changes in the external operating environment

### Objectives

1. Be proactively involved in the development and delivery of the Age UK network shared strategy
2. Be involved in Lancashire and South Cumbria ICS developments that are relevant to older peoples issues and services
3. Be an active partner in the Blackburn with Darwen Place-Based-Partnership
4. Play a lead role in the development and oversight of the delivery of the Age Well priorities for BwD
5. Influence the development and delivery of services used by older people, utilising our own and other organisations' data and insights

# Activity

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Our **annual action plan** sets out the activity that will be delivered to achieve these aims and objectives. In addition we also have a number of **specific action plans** in place which focus on key priority areas and which form part of this overall business plan.

These include:

- Equality, Diversity and Inclusion delivery plan
- Environmental & Sustainability implementation plan
- Volunteering Strategy
- Funding action plan

Agreed 29 March 2023

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