



Strategy

April 2021 – Mach 2024

Executive Summary

Age UK Bromley & Greenwich, has for over 50 years, been a provider of services for older people, whilst much has changed through this period, our vision of making later life fulfilling for all remains the same. From our beginnings as a small charity providing practical help and support, the organisation has become a major provider of contracted services to adults in both boroughs.

Our previous three year strategy focused on our need to increase the scope and reach of our services in the Royal Borough of Greenwich, to improve our digital media content, as well as diversifying our income streams.

In Greenwich we have expanded our hospital discharge services to the cover the borough, our information and advice service was recommissioned and we have recently contracted with the CCG to provide Care Navigation services for the new frailty pathway. However, the organisation is still highly reliant on local authority and government contracts, and our attempts to employ professional fundraising capacity was unsuccessful.

Context

The development of this strategy has taken place in a time of unprecedented uncertainty. The Covid 19 pandemic which begun in March 2020 has meant that the organisation has had to adapt in order to continue to provide services to older people during a time of national restrictions. Whilst we have been able to do so mainly by the introduction of online services, it has also meant that it has been more difficult to consult with stakeholders and staff on the development of this strategy. A virtual away day was held with Staff and trustees in July 2020.

The away day brought into focus a number of issues for the organisation. In 2017 the organisation along with Bromley Lewisham and Greenwich Mind, Bromley Mencap, Bromley CAB and Community Links Bromley came together to bid for a contract in Bromley to provide primary and secondary intervention services for the borough.

This was done via a separate legal vehicle, Bromley Third Sector Enterprises (BTSE), BTSE was initially constituted as Community Interest Company, and latterly as Charitable Incorporated Organisation.

As part of the contract Age UK B & G provided services for older people as well as services to adult carers, and people with long term health conditions. Whilst it is apparent that a large proportion of clients who are carers and accessing the long term health conditions service are older people and that the Memorandum and Articles of the organisation allow us to provide services to anyone over the age of 18, it is raised as a concern that some staff felt that the organisation was “shifting” away from our main demographic and as such could be seen to be diluting our core message.

The work from the away day was used to produce both SWOT and PESTEL analysis of the organisation. These documents are provided as appendices A and B

National and Local Perspectives:

Like many other countries, the UK's age structure is shifting towards later ages. By 2050, it is projected that one in four people in the UK will be aged 65 years and over – an increase from approximately one in five in 2018. This is the result of the combination of declining fertility rates and people living longer¹

According to projections, the population share of later-life age groups is set to increase further in future years too. By 2041, the 1960s baby boomers will have progressed into their 70s and 80s, and by 2068 there could be an additional 8.2 million people aged 65 years and over in the UK – a population roughly the size of present-day London. This would take the UK's 65 years and over age group to 20.4 million people, accounting for 26.4% of the projected population.

In 1998, around one in six people were 65 years and over (15.9%), this increased to one in every five people in 2018 (18.3%) and is projected to reach around one in every four people (24.2%) by 2038.²

¹ Office of National Statistics "Overview of the UK Population 2019"

² Office of National Statistics "Overview of the UK Population 2019"



Bromley

Demographic Information

Bromley has the largest population of older people of all the London boroughs, with 58,200 people aged 65+ years in 2017 (POPPI, January 2019). It is expected that this will increase to 60,100 by 2020 (3% increase) and 82,500 (42% increase) by 2035

The implication of this growing demographic situation is the increased demand for social care services from people who desire to stay and are living at home longer. As people's needs become more complex it may be the case that support packages will become increasingly expensive to deliver and will put pressure on already constrained budgets. This is compounded by the fact that many of Bromley's older population are 'asset rich but cash poor' and unable to contribute to the cost of their care packages as their money is tied up with their properties. People's expectations are also increasing with the introduction of more self-directed support and less reliance on residential care.³

³ Bromley JSNA 2019 Chapter Older People.

Greenwich

The population of Greenwich is expected to increase by 10% from 282,800 in 2017 to 311,100 by 2027.

The population of Greenwich is ageing with increases predicted mainly amongst the older age groups. The proportion of the 75 years and over population is expected to increase by almost 25%, to 16,200 people by 2027

By 2027:

- 70-74 years' age group set to increase by 11% (818 people)
- 75-79 years' age group set to increase by 14% (699 people)
- 80-84 years' age group set to increase by 17% (676 people)
- 85+ years age group set to increase by 24% (933 people)

However, the younger age groups, those between 0-4 years and 25-29 years are all predicted to decrease by up to 5% between 2017 and 2027 (with the exception of 10-14 years' group who are predicted to increase by 5%).⁴

The changes in demographics in both boroughs indicate the likely increase in the need for our services in the coming years.

⁴ JSNA Greenwich 2018



Vision:

To make Bromley and Greenwich places where all can enjoy later life

Mission:

We will provide quality services for older people in both boroughs

We will work with older people to enable, support and connect.

We will promote independence and well-being.

Values:

Equality: We value diversity and strive to give equality of opportunity.

We believe that the organisation and society is enriched by its diversity.

Respect: We respect our staff, volunteers and clients. We believe in their potential and we will help to realise their ambitions.

Creativity: We encourage innovation in the solutions we adopt.



Strategic Aims

- 1) To continue to provide quality services which meet the needs of older people.**
- 2) To maximise income and ensure value for money in the provision of services**
- 3) We will encourage and support independence and wellbeing for people in their later lives. We will increase access for all sections of the community who would benefit from our support.**

Strategic Aim 1. To continue to provide quality services which meet the needs of older people

Age UK Bromley & Greenwich aims to provide a range of quality services in order to meet the needs of its clients. All services will be of the highest quality. We aim for excellence at all time.

As of December 2020 the organisation provides the following services:

- Information and advice (Bromley & Greenwich)
- Connecting Communities (Greenwich)
- Men is Sheds (Penge Eltham and Woolwich)
- Befriending (Bromley & Greenwich)
- Gurkha project (Greenwich)
- Clip It (Bromley & Greenwich)
- Help @ Home (Bromley)
- Take Home and Settle (Bromley & Greenwich)
- Hospital Aftercare (Bromley)
- Handy person service (Bromley)
- Forms Completion (Bromley)
- Long Term Health (Bromley)
- Adult Carers (Bromley)
- Sitting Service (Bromley)
- Care Navigation (Bromley & Greenwich)
- Dementia Hub (Bromley)
- Hospital Care Navigation (Bromley)
- End of Life Care Navigation (Bromley)

Meeting Strategic Aim 1

Funding is essential for the ability to provide quality services, we will undertake the following in order to maintain and expand our service offer.

1) We will retain existing contracts with the statutory and health sectors:

We will work with our BTSE partners, London Borough of Bromley and South East London Clinical Commissioning Group on the recommission process for Bromley Well.

We will work with the Royal Borough of Greenwich to maintain our contracts for Befriending, Information and Advice and Care Navigation.

2) We will expand our income from contracts within the statutory and health sectors:

We will continue to engage with commissioners on services beneficial to our client group. We will look to compliment the services already provided by the organisation.

In order to maintain organisational strategic direction, all proposed projects must fit within one of the 3 strategic aims of the organisation.

3) We will ensure the highest standards of service delivery:

Our registered services will be awarded at least a good from the CQC on reassessment

We will obtain quality marks in relation to our information and advice services as well as maintain the charity standard mark awarded by Age UK.

4) We will expand our range of online services, whilst being aware that not all older people are able to access through lack of knowledge, technology or cost of service.

We will work with other voluntary and statutory sector organisations to ensure ease of access to those clients who wish to use online services. We will ensure that alternative service provision is available for those who don't.

5) We will monitor all services for quality and performance.

We will produce an operational plan for each service, which will embed all KPIs and service standards. SMT will monitor performance on a monthly basis.



Strategic Aim 2: To maximise income and ensure value for money in the provision of services

Meeting Strategic Aim 2.

Age UK Bromley & Greenwich has been heavily reliant on contract income for a number of years, whilst this has proved to be advantageous during the Covid 19 pandemic, it does pose a significant risk to the organisation. Failure to re contract will reduce the income to the organisation significantly. Strategic Aim 1 and 2 are closely related as the ability to provide excellent services directly relates to the organisational ability to develop effective paid for services and increased voluntary income.

- 1) We will review the funding streams for all our services, in order to identify sustainable funding. Using this review we will develop an effective fundraising strategy to increase targeted voluntary income in order to support underfunded projects. We will increase voluntary funding in line with the fundraising strategy.
- 2) We will reconsider the case for employing a professional fundraiser.
- 3) We will establish criteria for determining social value of services and make specific recommendations to trustees in respect of services which require additional financial support

It is acknowledged that some services may be beneficial to our clients and to the organisation's brand and reputation, whilst not being fully funded by either contract/grant or private means. We will establish a criteria which will measure social value in order to make reasoned recommendations to trustees on the case for support from charitable monies.

- 4) We will review costs and charges for all paid for services in order to ensure that services are cost neutral.
- 5) With ongoing negotiations in relation to our office space in Greenwich and the switch to remote working through the pandemic, we will review the organisation requirements for physical office space.
- 6) We will progress proposals for increasing investment income through disposal of underutilised assets to maximise benefit to all service users
- 7) We will look to cover the core costs of the organisation by ensuring all contracts are based on full cost recovery. Where costs can't be covered we will aim to raise voluntary income to ensure cost neutrality.
- 8) We will review the service delivery methods of all projects in order to establish if they can be delivered by way of social enterprise.

Advantages

Strategic Aim 3: We will encourage and support independence and wellbeing for people in their later lives. We will increase access for all sections of the community who would benefit from our support

Meeting Strategic Aim 3.

- 1) We will consult with service users, their representatives, community groups and the statutory sector to establish which services are most effective and where there are gaps
- 2) We will carry out a data mapping exercise to establish who is accessing services and which sections of the community might be excluded
- 3) We will consult with BAME and LGBT+ groups to ensure that services are meeting the needs of all older people
- 4) We will represent the voice of older people to the statutory sector through participation in voluntary sector forums, health and wellbeing meetings and CCG older peoples and frailty groups.
- 5) We will arrange an annual older people forum to consult, inform and include
- 6) We will work with other older people organisations in both Bromley and Greenwich as well as pan London to ensure the voice of older people is heard.

