



WORKING TOWARDS  
PRIDE IN CARE



2023/2028

# Strategy



# Table of Contents

---

- 01 — About Us**
- 02 — Vision, Mission & Values**
- 03 — Challenges**
- 04 — Strategic Plans**
  - a) — People**
  - b) — Financial Resilience**
  - c) — Service Development**
- 05 — Steps Forward**

# About Us

Age UK Calderdale & Kirklees is a local independent charity, we deliver services throughout the two boroughs in West Yorkshire for older people to help them love later life. We are a member of the Age England Association and are affiliated with the National charity Age UK.



We strive to deliver high quality services, our achievement of the Age UK Charity Quality Standard recognises the high standard of our performance as an organisation. It certifies that our organisation is well governed and managed; has a clear direction and strategy; and is committed to ensuring the well-being and safety of older people, our staff and volunteers.

# About Us

---

Our role as a leading Third Sector organisation in the community is well established and is recognised as adding value to the local, regional and national arenas, in particular those for health and social care. We have trustee seats on the boards of Healthwatch Calderdale and Kirklees and Calipso, as well as being a member of the Calderdale Safeguarding Adults Board. We are working with both Councils and the ICB on Ageing Well and Age Friendly Communities.

We have consulted with trustees, service users, staff and volunteers to identify key strategic plans under three themes. These themes are People, Financial Resilience and Service Development. We believe by working together we can help older people to remain independent and keep doing the things they love.



**Our achievement of the Age UK Charity Quality Standard recognises the high standard of our performance as an organisation.**

**Age UK Charity  
Quality Standard**

certified by



**AGE UK CALDERDALE & KIRKLEES  
STRATEGY 2023/2028**



# Vision, Mission & Values



## Vision

Our vision is to be a centre of excellence providing services that meet the needs of older people in our communities and empower them to improve their quality of life.



## Mission

Our mission is to recognise older people's right to independence, fulfilment, dignity and choice. We will work with them, and their carers, providing the support and services they want to help them to 'love later life'.



## Values

- The older person will be at the centre of everything we do
- Our services are delivered with compassion
- We value our staff and volunteers
- We are inclusive and embrace equality and diversity
- Develop trust in our services and work together to achieve the same objectives



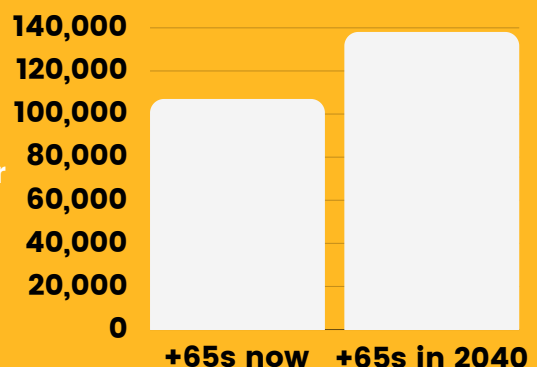




# Challenges

We have identified the following challenges, and developed a strategy to ensure we acknowledge and respect these challenges and work together to overcome them and strive to reach our Vision.

There is an increasing older population meaning demand for services will increase. Currently in Calderdale & Kirklees, the number of people aged 65+ is over 107,000. Estimates suggest that by 2040 there will be a 30% increase in this population group, equating to an additional 32,000 potential individuals.



There is a greater focus on living independently for longer.



The move to digital services is excluding many older people. Age UK analysis indicates there are still 2.7 million people in the UK aged 65+ who have not used the internet in the last three months, most of who say they have never used it.

The current Cost of Living Crisis is putting pressure on older people, three quarters of over 65s and worried about their finances, we are experiencing an increased demand for our Information & Advice service supporting people to access financial support.

Pressures on funding, particularly sustainable funding. The financial climate means charities need to increase financial resilience during this period of increasing costs and reduced availability of funding.



Engage with other communities.

# People

We will value all of the people involved with the organisation including the older person, their carers, staff and volunteers, we will do this by:

**Co-Design services so we provide support/services that are wanted and fill gaps in provision.**



**Fostering a positive work environment that promotes employee safety, growth and goal attainment**



**Growing our volunteer base by widely promoting our range of opportunities, providing a welcoming environment and valuing the expertise the volunteer provides.**



**Taking positive steps to ensure our organisation is diverse, equitable and inclusive.**



**Ensuring that the mental and physical wellbeing of our people is supported.**




# Financial Stability

To increase our financial stability, we will:




**By adopting an effectively pricing strategy for chargeable services, to provide a quality service at affordable prices whilst ensuring full cost recovery.**



**Obtain funding to grow the Information & Advice service across the whole area so older people can access the benefits they are entitled to, so they can overcome the cost of living crisis**



**Explore income generating initiatives and opportunities**



**Effective financial planning to enable the organisation to build resilience, establish sufficient reserves and invest in our development.**



# Service Development

To continue supporting people older people in Calderdale & Kirklees to live well, we will:

**Deliver high quality services, reaching and maintaining recognised quality standards.**



**By building relationships with funders, other voluntary sector organisations and communities we will provide the services people want and demonstrate to funders this impact to establish sustainable funding.**

**Develop new initiatives to ensure older people are not excluded from digital developments, providing support and training as necessary**



**Ensure we work with the diverse communities of Calderdale & Kirklees, ensuring we are accessible and inclusive in all we do.**







# Steps Forward

Our main priorities for the following year will be to:



**01. Explore different solutions to ease loneliness**

**02. Develop our Wellbeing Centres**



**03. Fleet management**

**04. Combat digital exclusion**



# Explore different solutions to ease loneliness:

We are finding it more and more difficult to recruit volunteers at the same rate as the referrals for befriending. We therefore need to explore other solutions to loneliness. We are opening a Companionship Café/Cuppa Club in both Huddersfield and Halifax as a first step. We will talk to the older lonely people that are referred to us and build a variety of options we can offer. Learning from the older people themselves, working with current community solutions that are already in place and developing options that fill any gaps in provision to provide a wide range of solutions. We anticipate we will need to obtain further funding for this development, there maybe an option to build in a digital solution if this is suitable.



**Learning from the older people themselves, working with current community solutions that are already in place and developing options that fill any gaps in provision to provide a wide range of solutions.**

## Develop our Wellbeing Centres:

Our Wellbeing Centres primarily provide Day Care, we have been sourcing small funding pots to develop a wider variety of activities that are primarily available to the people who attend day care but we have extended some activities to the wider community to come by paying for a specific activity session.

We will explore what else we can deliver from our wellbeing centres providing an age and dementia friendly space to deliver services and support that the older people in the area need to enable them improve their wellbeing.



**We have been sourcing small funding pots to develop a wider variety of activities.**



# Fleet Management:

Providing transport has become an expensive resource, we will develop a fleet management plan to ensure we operate an efficient effective fleet. We need to ensure the fleet is reliable and used effectively to both fulfill our current need and explore any potential developments and opportunities.



**We will develop a fleet management plan to ensure we operate an efficient effective fleet.**

# Combat digital exclusion:



We have delivered a digital tablet loan scheme during covid and have been researching suitable digital solutions.

We have some findings from digital training and support we are providing as needed.

We will draw all this learning together and develop a plan to make our digital support offer more structured.

We will need to look for funding to implement the plan.











[/AgeUKCalderdaleandKirklees](https://www.facebook.com/ageUKCalderdaleandKirklees)



[Age UK Calderdale & Kirklees](https://www.linkedin.com/company/age-uk-calderdale-&-kirklees)



[@AgeUKCK](https://twitter.com/ageUKCK)



[@ageukck](https://www.instagram.com/ageukck)



[youtube.com/  
@ageukck2361](https://www.youtube.com/@ageukck2361)

## Contact

**Age UK Calderdale & Kirklees**  
4-6 Square, Woolshops  
Halifax  
HX1 1RJ

[www.ageuk.org.uk/calderdaleandkirklees/  
enquiry@ageukck.org.uk](http://www.ageuk.org.uk/calderdaleandkirklees/enquiry@ageukck.org.uk)  
**01422 252 040**