

# Strategic Plan

## 2019-2024

Age UK Cambridgeshire and Peterborough

**“Grow old along with me!  
The best is yet to be”**

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# Executive Summary

**Melanie Wicklen**  
Chief Executive



**Melanie Wicklen**  
Chief Executive



**Hazel Williams MBE**  
Chairman

Older people have been supported through the charitable work of local Age UK's in the Cambridgeshire and Peterborough area for over 60 years, by delivering high quality services within homes and communities.

Back in April 2016 Age UK's Cambridgeshire and Peterborough merged to form the charity we know today. Whilst there have been the teething problems one would associate with any merger, we now confidently deliver support across the vast area to an estimated 26,000 people each year, recognising the distinct differences in demographics and geography. By 2036 it is estimated that the older population (aged 60 plus) will increase by over 50% in Cambridgeshire and Peterborough, to almost 300,000.

Our aim is to promote and give access to support which can enable older people to feel well and able in their later life, even when there may be difficulties to overcome; to promote independence and provide the means to make this possible through social friendships and practical services.

Through campaigns and the sharing of topical matters we aim to provide the platform for the voice of older people to be heard, giving a sense of purpose and fulfilment. Most of all we will celebrate later life and all the opportunities that it can bring.

As with the majority of organisations within the voluntary sector we are, and will no doubt continue to, experience difficult times.

These challenges are particularly prevalent with difficulties experienced within health and social care resulting in funding cuts which are likely to continue for a considerable period. For this reason we must think differently, taking an innovative approach to develop our offering, and most importantly working with older people and their carers, to meet the demands in what is a changing climate with differing needs.



# Introduction

Age UK Cambridgeshire and Peterborough is a well-established and well recognised voluntary organisation within the Eastern Region, working with and for the local older population.

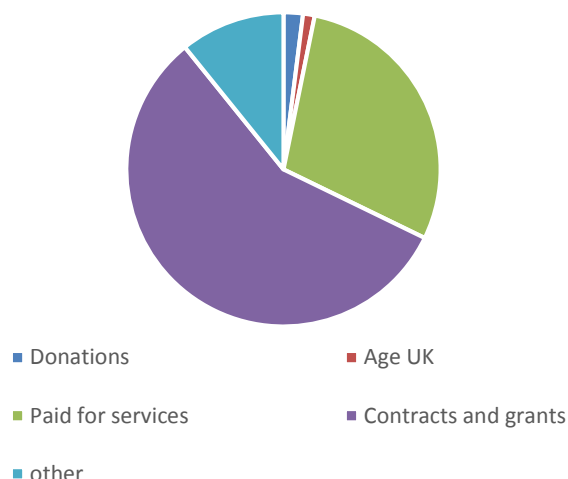
Age Concerns in Cambridgeshire and Peterborough became registered charities back in the late 1940's and on the merger of national Age Concern and Help the Aged in 2009, both charities were two of the early adopters of the new Age UK brand. Today Age UK Cambridgeshire and Peterborough, which formed in 2016, is a local independent Charitable Incorporated Organisation and is very much part of the nation Age UK network Brand Partnership. Additionally, we have a Trading Company, Age UK Cambridgeshire and Peterborough Enterprises, which generates valuable surpluses to directly support the delivery of support for older people through the charity.

The Board works closely with, and is supported by, a committed workforce of around 170, full-time equivalent of 60, staff members which is led by the Chief Executive and Senior Management Team. Our team of over 500 volunteers provides crucial support to our many services.

Our annual turnover in 2018-19 was £1,841,112 of which only 1.2% was received from the national charity, 56% through grants and commissioned contracts and 42.8% through funds raised (including paid for services) or donated independently.

We have recently achieved the Charity Quality Standard and are working towards an information and Advice Quality Standard and Day Services Standard.

Income 2018.19



Our previous 'Making the Most of Later Life' strategy was created following the launch of the new Charitable Incorporated Organisation in 2016 and we proudly report on the achievements during this time such as increased community participation with our Friendship Clubs and more support within the homes of older people through the introduction of further Community Warden Services as examples. We have also more recently increased our capacity to support those experiencing more challenging times through our Visiting Support Service for Older People, an extension of and complementary to our flagship Information and Advice Service.

Our new Strategic Plan explores our mission and what this actually means in terms of outcomes for older people. Allowing ourselves to visualise this over the course of five years (2019-2024) gives time to prioritise, develop ideas alongside Strategic Objectives whilst managing the challenges. Our Strategy demonstrates our commitment and desire to securing resources in different ways to increase capacity, therefore responding more professionally and effectively.

## Our Vision

To be the most trusted, reliable and recognised organisation for older people in Cambridgeshire and Peterborough

### Barriers faced by older people in our area

Isolation and loneliness | Poor or worsening health and mobility | Financial difficulties | Access to services

### Our current interventions and support

- Information and Advice
- Visiting Support Service
- Community Hubs
- Older Residents' Coordinator
- Talks and Presentations, social media information sharing
- Social connections
- Day centres
- Friendships Clubs
- Sharing Time
- Practical Support,
- Home Support,
- Handyperson,
- Home Checks,
- Community Wardens and Community Support at Home
- Many volunteering opportunities

### How we are enabled to be the 'go to' organisation for older people?

- Strong reputation with external partners
- Strong Brand and local reputation with service users
- Committed Board, staff and volunteers
- Wide presence
- Quality mark

### Objectives 2019 - 2024

- **Preventing and reducing poverty and associated risks**  
That older people and their carers will be more independent and enjoy a better quality of life, with less or delayed need for more intensive services, whilst feeling safe within their own homes and communities
- **Recognise and support individual needs**  
That older people will be aware of and confident to engage within local communities and participate in volunteering opportunities
- **Promoting independence and wellbeing**  
Will experience improved health and wellbeing
- **Campaigning on local and national matters affecting older age**
- **Generate funds for long term sustainability of the charity**  
That Age UK Cambridgeshire and Peterborough will be sustainable, resilient and accessible for the future

## Main Outcomes

- ⇒ That older people and their carers will be more independent and enjoy a better quality of life, with less or delayed need for more intensive services, whilst feeling safe within their own homes and communities
- ⇒ That older people will be aware of and confident to engage within local communities and participate in volunteering opportunities
- ⇒ Will experience improved health and wellbeing
- ⇒ That Age UK Cambridgeshire and Peterborough will be sustainable, resilient and accessible for the future

## Our Values

empowered, sense of purpose, valued, respected, confidence, opportunities, togetherness

## Our Mission

Age UK Cambridgeshire and Peterborough seeks to promote a positive experience in later life by working with older people and those connected with old age.

Tackling challenges and barriers by providing Information, practical and social support, together we will achieve a sense of purpose and fulfilment, demonstrating to all that Age Matters

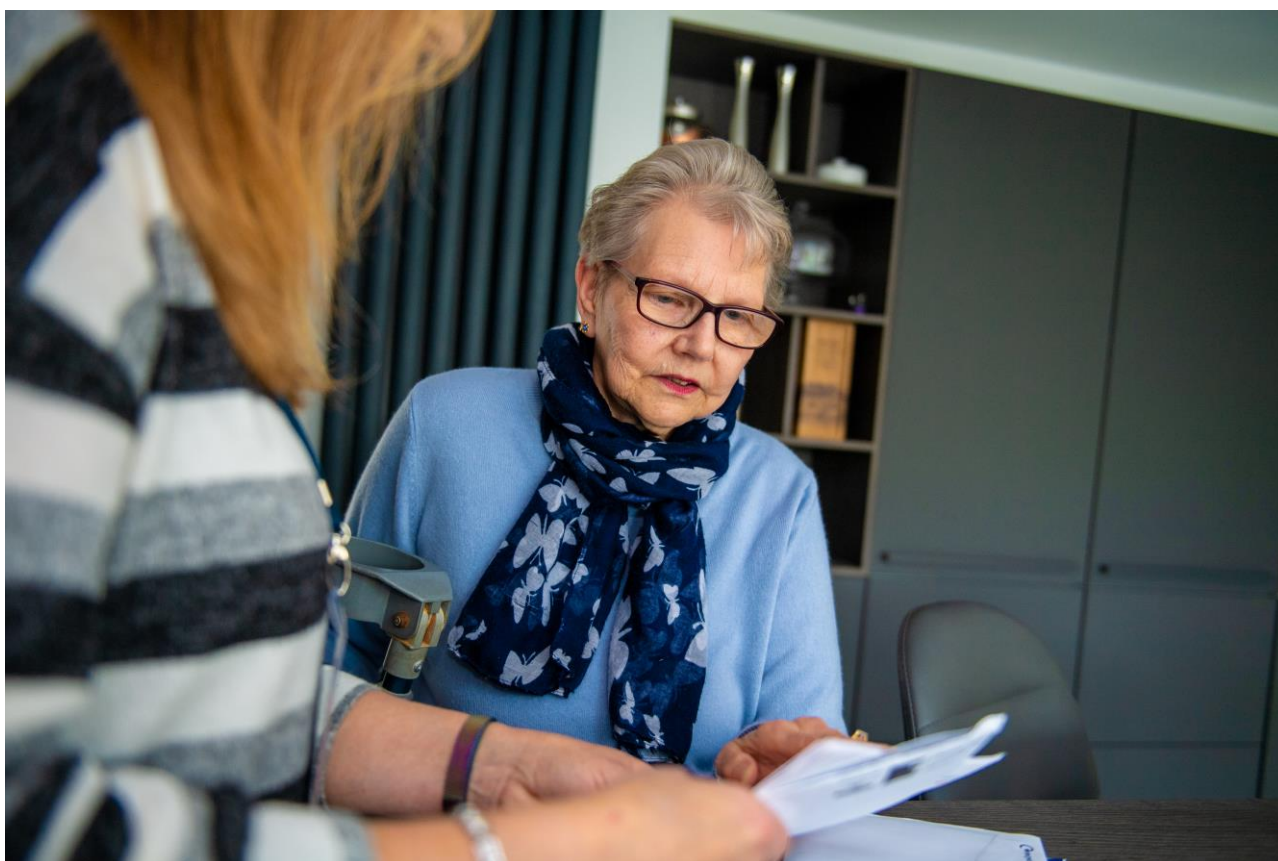
## Strategic Objective 1

### Preventing and reducing poverty and associated risks

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**In 2018 we supported the local older population to receive over £2.5 million in welfare benefits per annum. We know that there are still a large number of individuals and households who are not claiming the benefits they are entitled to, for example**

*2 in 5 of the eligible older population are not claiming Pension Credit (Age UK study).*



Not only does this potentially increase household income, even if by a small amount but it gives support in other ways such as automatic entitlement to Housing Benefit and the continuation of free TV Licences, which may cease soon for those not in receipt of Pension Credit.

Another notable benefit which can be misinterpreted is Attendance Allowance which is not means tested. If physical support needs increase such as the inability to drive, therefore requiring a taxi or community transport, or the difficulty in doing ones' own cleaning, all of sudden these normal activities may come at a cost which can put pressure on individuals.

Experiencing poverty can increase the risk of isolation, resulting in loneliness in many cases. It can lead to poor health and diet, mental health illness, cold homes and general vulnerability.



## Future actions

Our skilled staff will continue to offer Information, Advice and Guidance on how welfare benefit claims can be made. In addition, we will:

- Increase awareness of welfare benefits and other grant opportunities through campaigns, social media, talks and presentations and the distribution of promotional materials in prominent places such as GP surgeries and hospitals
- Ensure our helpline is well serviced to take enquiries and work with the national team to ensure a back-up provision is available in busy periods
- Ensure all staff and volunteers are well informed of welfare benefit changes and empowered to signpost for support
- Increase the number of hub information drop-ins with a view to expand on this across the whole area (not just East Cambs, Fenland and Huntingdonshire as is currently the case)
- We will give clear realistic feedback to statutory sector of the true picture of poverty affecting older people in our area
- We will actively carry out free Home Energy Checks and install measures to improve warmth and reduce household energy costs



## Strategic Objective 2

### Recognise and support individual needs

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**Taking a person-centred approach to every aspect of our work ensures beneficiaries are able to confidently express their wishes and level of support required. We recognise that individual needs do not fit into a 'one size fits all' box, instead we tailor our support, working with our service users, rather than for.**

Our staff and volunteers engage with older people and their carers to determine together what provisions can be accessed and where this can be sought, giving choice and empowerment. We also recognise that needs constantly change so our open-door, one gateway approach gives older people and their carers the confidence to come back to us time and time again for support.

Unfortunately, at times, access to health and social care can be a constant minefield, especially as things change so rapidly, and for some it can feel easier to accept what is being proposed as part of their packages, rather than consider the alternatives, such as different hospitals for treatment, choosing to take on a Direct Payment for social care, rather than accepting the package given. Selecting care packages for those who must fund their own care can be very difficult, often resulting in the wrong level of package or even moving to residential or nursing care at an earlier stage than perhaps necessary.

#### **Future actions:**

We will:

- Continue to regularly review individual needs for all beneficiaries
- Consult with current and future service users to shape services and activities, both those in place and new ideas
- Ensure staff and volunteers are aware of existing and new service developments within, and external to, our organisation, to give choice and control to older people and their carers
- Lobby with our statutory stakeholders to recognise the importance of access to support for self-funders
- Improve our data collection to reduce the need for individuals to repeat their story, allowing more time for conversation and a seamless experience for beneficiaries.
- Engage further with Health and Social care to work closer together for the benefit of those we support, now and in the future



## Strategic Objective 3

### Promoting Independence and Wellbeing

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**We know that a majority of people prefer to live independently for as long as they can and we recognise that in many cases this is made possible through low level interventions and regular contact.**

*“In Cambridgeshire and Peterborough over 50,000 individuals aged 65 and over live alone.”*

*“The Joint Strategic Needs Assessment states that 65% of older carers live with long term health issues or disabilities themselves.”*



We offer a wide range of information, guidance and support to enable and promote independence and wellbeing. Our practical services give either one-off, such as our Handyperson Service, or regular interventions, such as Home Cleaning and Community Wardens. By providing these low-level interventions we can assist in some aspects of daily living, support individuals to access other practical support and generally give reassurance and confidence in the home and out and about in the community. We are able to work with our health professional colleagues by enabling the timely discharge of patients, offering practical support such as the installation of keysafes and short term and long-term contact through our warden services.

Without our interventions individuals are at a greater risk of accidents in the home, often resulting in hospital admissions. According to the NHS Improvement Reference Costs document, a non-elective admission costs on average £1,603, a cost which can be avoided in many cases, but more importantly the effect on the health and wellbeing of an older person can be detrimental, causing loss of confidence and longer term mobility issues.

We actively promote healthy living through many channels, such as campaigns, exercise within Day Centres and Friendship Clubs and providing healthy balanced meals within these settings. Providing this focus supports a healthy lifestyle but also contributes towards the prevention of isolation which can often result in loneliness.

## **Future actions:**

- Considering the NHS Ten year Plan we will seek funding opportunities to increase our preventative offering within Cambridgeshire and Peterborough.
- In addition, we will also influence the development and implementation of local government strategies, such as the Early Intervention and Prevention Strategy, in order to ensure our diverse older population are well provided for through commitment of extra funds to support preventative services
- We will engage with older people to determine the need and most beneficial areas to roll out current services such as community wardens and social connections such as Friendship Clubs.
- We will review our volunteering model, promoting the benefits, increasing volunteering opportunities and welcoming new ideas to develop and utilise existing skills
- We will increase our presence and communication with health and social care, recognising the need to carry this out regularly because of their high staff turnover
- We will gather more evidence to demonstrate the individual impact of interventions to secure the future of preventative services.
- We will work with more partner organisations to improve the offering and experience for older people and their carers
- For services which are over-subscribed, we will develop ways to increase capacity
- We will continue to build to support communities to play an integral role in supporting individuals

## Strategic Objective 4

### Campaigning on local and national matters affecting older age

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**In order to ensure the voice of older people is heard, we boldly communicate local and national topical matters which can impact the lives of many associated with older age, whether that's the individuals themselves or their carers'.**

We utilise many platforms such as our website, social media, local media and our publications. Additionally, we work hard to broaden our connections with other organisations in the community, voluntary and statutory sectors. This enables us to have additional outlets to communicate matters important to older people and also link information to other platforms such as partner websites and social media pages. We believe that many voices create a bigger, often lasting, impact.

Throughout all our work it is important older people are at the heart of any campaign and therefore we encourage and empower involvement. We must ensure that we provide the accessibility to have such involvement; barriers such as poor mobility or lack of confidence can be overcome and if we need to take the matter to an older person, we will.

Forums that are a voice for older people must have representation and we have proudly supported individuals to be part of local partnership boards. We also take the same approach to organisational matters such as recruitment and service development.





## **Future actions:**

- We will develop a regular informative external newsletter which will give important updates, including Campaigns
- We will identify further outlets in which to share our stories, recognising that not all individuals have access to digital provisions. We will seek resources to translate our publications
- We will ensure that we acknowledge the importance of local issues and work with local partners to highlight these
- We will continue to raise issues affecting local older people with Age UK, giving ideas for new national campaigns
- We will broaden our contacts to demonstrate the importance of an intergenerational approach, creating a positive joined up future and breaking down barriers
- We will increase our media presence building on existing connections to enhance our presence and reach
- We will empower staff and volunteers to share the impact of their work
- We will continue to raise issues affecting local older people with Age UK, giving ideas for new national campaigns
- The format of our General Meetings will change based on feedback from attendees to include more organisational and service updates, once per year



## Strategic Objective 5

### Generate funds for long term sustainability of the charity

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**We currently hold a number of service contracts with local authorities and the Clinical Commissioning Group. These contracts are increasingly not achieving full cost recovery meaning the charity either has to find the deficit funds to cover the true price of the services or take decisions to scale down or even close the provision.**

Other income is received through small grants, service fees, Trading Subsidiary and donations, however we have not actively fundraised for some time.

In these extremely challenging times for all sectors, which has seen an average decrease in restricted funds of 12% per annum since the merger in 2016, it is important that we find different ways to fundraise and are not reliant upon, often dwindling, income sources which are unlikely to increase year upon year.

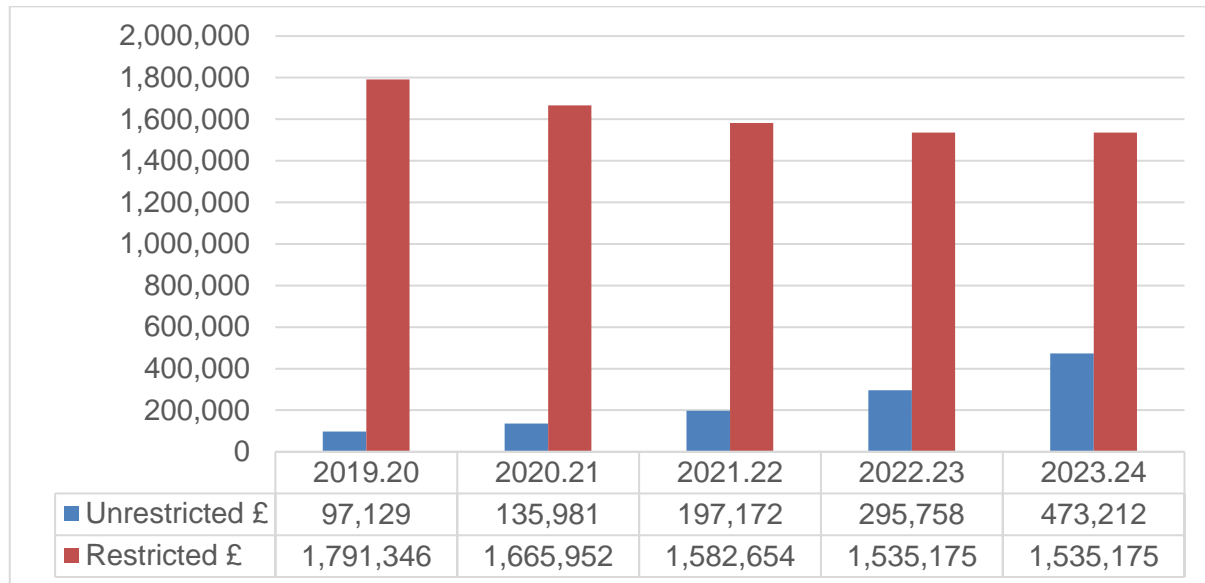
In order to become sustainable, we must concentrate our efforts on building our unrestricted income so that we can offer the support older people tell us they need or would like. We are fortunate not to have any staff pension deficits and therefore can positively change our approach. Increasing our unrestricted reserves would give us the choice to shape our organisation in the best ways to provide the input detailed in our Mission Statement.

We know that taking a more innovative approach will take time and our five year strategy supports this.

- Our 2019.20 budgeted income is currently set at **£1,957,369**
- Our predicted expenditure is **£2,168,790**, leaving a deficit of **£211,421** at the beginning of the year, however with a real focus on efficiencies and service reviews, this figure will be much lower.



The following chart shows our pledge to increase income over the course of the following five year. This will ensure we have the resources to offer the level of services needed to meet local demands:



This chart shows us that we must expect further decreases in statutory funding and in order to continue to offer the same quality of support to our beneficiaries we must review service delivery, overheads and identify savings.

### In order to achieve this, we will:

- Review all current contracts, sharing losses with commissioners, detailing the true prices and actual cost saving to the local authorities through our input, in turn lessening the decrease in statutory funding
- We will seek to take greater ownership of service delivery aligned with contracts in order that we can truly offer what older people tell us is needed, highlighting the need for longer agreements in order to provide security and sustainability of services
- We will actively seek funding partnerships with corporate business who may be in a position to sponsor our offerings
- We will grow our Trading Subsidiary to incorporate other channels of income such as retail charity shops, which will work closely with services to incorporate a very community-based approach
- We will increase the number of fundraising events to both bring unrestricted income to the organisation and increase our local presence
- We will promote the enormous benefits of legacies for future beneficiaries, investing time and resources to increase this potential funding source
- We will consider how further material cost savings can be made through joint purchasing
- We will consider our assets and how these can benefit the future of our organisation.



## Our local population

According to the Office for National Statistics, the Eastern Region is predicted to have the second highest population growth over the course of the next seven years. We see the number of centenarians increase and understand that within our older populations, there are different generations with differing individual needs. It's important to tailor the support and services offered by putting the people who need us most at the centre of all we do. Back in 2011 the Census showed that 6% of the population within Cambridgeshire and Peterborough was aged 65 and over. With the next census being only two years away we anticipate this figure to be much higher.

The majority of people aged 65 plus described themselves as white in the last census, however Peterborough has a higher proportion of non-white older residents (5.8%) compared to the national average of 4.7%. The number of Europeans now residing in our area has risen significantly and we expect an increase, over time, of older people within these communities.

Programmes such as the local authority led 'Think Communities' complement our drive to work closely with, and encourage community engagement, integration and wider acceptance, whilst celebrating cultural differences.



## Health

We see distinct differences in the health of older people across our area. For example, according to Public Health Profiles, the national average life expectancy for a female is 83.7 and for a male 80.4 years, but in Fenland currently residents can expect to have a shorter life expectancy with the average for females being 82.3 and males 78.2; Peterborough statistics are very similar. However, in Cambridge local residents can expect an above average life expectancy.

Rates of deaths from cancer and cardiovascular diseases below the age of 75 are also much higher in parts of our county than the national average.

As described in the 2015 Joint Strategic Needs Assessment for Cambridgeshire, the number of individuals living with multi-morbidities (more than one long term condition) consistently increases with age and the prevalence tends to be higher in women, with many older people living with four or more conditions.

Many older people often feel confused and unsure where to turn for their health and social care needs with systems and access to information regularly changing. These barriers can often result in delayed interventions and the escalation of health conditions.





## The future

Many of the difficulties associated with older age are preventable or can be changed for the better. We recognise the importance of being able to offer the correct level of support at the right time. We do not 'do to' or 'act for' our older population, instead taking a very individual person-centred approach, ensuring that people have the confidence to make the best use of our open-door policy.

Given the forecasts that predict an ageing population that unfortunately can mean living with many health issues, we will provide support to those in need of interventions but it is also our strategy to promote preventative self-awareness to improve and delay the risks of long term health issues.

Our focus on raising funds to benefit our local older population in no way detracts from the priorities in hand and it is imperative that we continue to shape, deliver and represent the need for the relevant provisions for our residents and their carers. We cannot deliver any of our objectives without the input from the local older population and our dedicated staff and volunteers.

The next five years will certainly see a number of changes with fewer resources however our core purpose and outcomes remain paramount as we focus on making the biggest local impact.





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