

Strategic Plan 2019-20

Age UK Cheshire East
New Horizons Centre
Henderson Street
Macclesfield
SK 11 6RA



Executive Summary



This Plan clearly sets out what our charity does for the older people of Cheshire East, and summarises our plans for 2019/20. Our Trustees have reviewed our vision, mission, values and strategic objectives, and these are detailed in the Plan. The delivery of this Plan is only possible as we are supported by so many dedicated members of staff and volunteers who work tirelessly to deliver our objectives. We are also extremely grateful to those other partners who support our work, either financially or in other ways.

We accept that we continue to operate in an ever more challenging environment but that does not mean that we should shirk from those challenges. There are a large number of older people in Cheshire East that need our support, and our targeted services, aimed at supporting them at their time of need, as well as maintaining independence, are more important now than ever before.

We believe that we make a significant positive impact on the lives of older people, but that we can only continue to do that if we operate in a responsible and sustainable way. This plan details how we are going to achieve that, to ensure that our key services will be around to help older people for many years to come, without reliance on shrinking public funding sources.

We have set a budget for the year to come which aims to move us ever closer to a position of sustainability. The budget for 2019/20 of just over £1.1 million enables us to continue to provide our key services for older people whilst remaining realistic about the environment we operate in, and supports the need for more local fundraising and awareness raising about our cause.

Introduction

Age UK Cheshire East is a local, independent charity, which was formed over 30 years ago in 1988, providing a small range of targeted and quality services which meet the needs of our local older people.

As a Brand Partner of the national Age UK charity, we benefit from the profile they bring to our work, as well as being supported by many information resources which we make available to our beneficiaries. With the exception of a small grant from the national charity and Cheshire East Council, constituting just under 2% of our total income, we raise all our funds locally, providing services to local people.

Our organisation has 59 members of staff, many of whom are part-time, as well as 130 volunteers, who give many hours of their free time to support our work. The organisation is headed up by a Trustee Board who oversee the work of the charity, which is managed on a day-to-day operational level by a small Management Team.

This plan sets out how we plan to continue to deliver quality services over the next three years to help older people meet the many challenges they face, against the context of a challenging financial and political environment.



Our Vision

**To be the charity of choice for
later life in Cheshire East**

Our Mission

**Empowering older people to live
more independent lives**

Our Values

Friendly & Welcoming

We treat everyone with respect, dignity and politeness

Person centred

We put you at the heart of everything we do

Realistic

We will be honest in what we can achieve

Inclusive

We are all inclusive and will turn no-one away

Empowering

We will enable others to achieve their goals

Outcome focused

We are keen to ensure effective outcomes for older people

Sustainable & efficient

We will use our limited resources effectively

External Environment

Age UK Cheshire East's area of benefit is the local authority area of Cheshire East, although, in the main, we deliver services in the old Macclesfield borough area and Congleton town. The demography of Cheshire East brings both challenges and opportunities, which include:

- **84,000 people aged 65 and over.**
- **8,071 on pension credit**
- **220 excess winter deaths**
- **5,730 people living with dementia**
- **585 deaths from dementia in 2016**
- **16,289 homes in fuel poverty**

Our own SWOT analysis highlights that the hostile funding environment is possibly our biggest challenge and that is why the Board has embarked on a journey to ensure that the charity can be self reliant by 2020. By then, we aim to be removed from any reliance on external funding and be able to guarantee the longer term sustainability of the charity.

We recognise that there is a unique set of political challenges on the horizon which are likely to be very divisive in our communities. We will undertake to campaign for older people and lobby key decision makers to ensure that the rights and interests of older people are protected and enhanced at this time of uncertainty. We know that our brand is strong, and that we are a well respected provider of quality services.

Strategic Objectives



INFORMATION & ADVICE—Provide a holistic advice service for older people, helping them navigate the many challenges they face in later life. Our provision will also include a bespoke Aged Veteran specific I&A service in 2019/20.

CAMPAIGNING—We we will work tirelessly to promote national campaigns locally and ensure that the interests of older people are paramount in the thinking of the local key decision makers. We will ensure our campaigning is influenced by older people.

LIFESTYLE SUPPORT—We understand the importance of active minds and will provide a number of opportunities for older people to undertake sociable activities, including our Men in Sheds project; art group and IT classes.

SUSTAINABILITY— We recognise how important it is that the charity is able to live within its own means. We will continue to build a future for the charity which increasingly relies on our own funding, from our shops and charged for services, rather than relying on insecure external funding sources.

DEMENTIA SUPPORT— As well as providing direct support to those living with dementia and their carers, we will promote dementia awareness and work towards being a dementia friendly organisation & support dementia friendly communities.

INDEPENDENCE – We believe that it extremely important that older people remain independent in their own homes for as long as possible. Our services will enable older people and their carers to maintain their independence by providing appropriate support and assistance.

How our services make a positive impact

Activities

One to One support

Help at Home
New Horizon Club
Information & Advice

Practical support
Helping build resilience & independence
Peace of mind
Respite for carers

Activities

IT classes
Men in Sheds
Art Group
Ad-hoc events

Enjoyment
Tackling loneliness
Meeting others
Develop skills/interests
Keeping active

Organisational

Campaigning
Volunteering
Voice for the sector

Promoting rights & interests of older people
Influencing decision making
Awareness

Outcomes

Feeling less isolated or lonely

More able to live independently

Better financial position

Better able to cope with later life challenges

Wider support network

Improved self confidence

More active social life

Improved mental health

Better deal for older people

More awareness of later life issues

Learn new skills

Greater resilience in later life

Healthier lifestyle

Improved quality of life

Better policy decisions

Impact

Personal

Better wellbeing and health outcomes for older people

Community

Older people feel more part of their local community & have the confidence & resources to take a more active part in it

Health & Social Care

Reduced pressure on health and social care services

Our Key services

Supporting local older people

Information & Advice

We provide a wide range of information including an A to Z guide to local services, offering welfare benefit checks to ensure older people are accessing their full entitlements, as well as providing a wide range of advice about the everyday issues facing older people. This service is delivered from our Head Office, as well as through home visits. This service is currently funded by our own income generation activities, including fundraising, and during this year we will continue to seek external funds to support this service in recognition of the vital importance of the service for local older people.



New Horizons Club

Our Club offers 60 places per week for people living with dementia. The service provides a break for carers, supporting their ability to care at home. Our service provides stimulation, exercise and activity in a safe and caring environment, specially designed and adapted for people living with dementia. We are confident that the current provision of 60 places a week is the right level as it enables us to provide a more person-centred approach and offers our service users a more welcoming environment.

Help at Home

This service provides support for people living in their own homes, maximising independence with a range of services including cleaning, shopping, light meal preparation and companionship, undertaken by a team of home helps employed by the Charity. The service caters for at least 160 clients at any particular time, providing older people across our area with a reliable, friendly face who not only undertake a wide range of tasks around the house, but acts as a companion.

Our Key services

Supporting local older people

Joining Forces Veterans' Support

This project receives funding from the Ministry of Defence and is resourced from the Aged Veterans Fund funded by the Chancellor using LIBOR funds. The project is aimed at supporting armed forces veterans and their families, by providing one-to-one guided support; information and advice and signposting to other services. The project aims to support such individuals in order to maintain their health and wellbeing, reduce feelings of isolation, help with financial management, and explore aids and modifications around the home. The project is funded until April 2020.



Men in Sheds

Men in Sheds is a project that gives older men the opportunity to get together in a relaxing environment to share interests, skills, experiences and conversation. The activities available depend on what participants want to do, but include woodwork, furniture repair or simply reading the newspaper with a cup of tea. This project is a key way in which our charity combats loneliness in older men and feedback from service users shows how it makes a significant contribution to improved mental health. The project operates at two sites in Macclesfield and Congleton. We are grateful to Cheshire East Council who part fund the Congleton shed.

Our Plans for 2019/20

Provider of quality information & advice

We will undertake the Information & Advice Quality Programme (IAQP) this year to reassure ourselves that the service we are providing meets the necessary quality. We will also continue to apply for external funding to provide some long term sustainability to the service. During the year, we will look to provide quality information and advice to at least 3,000 older people, to enable them to lead more independent and fulfilling lives. Through our bespoke Veterans' Information service, we will work with older people who were born before 1950 and have served in HM Forces. During the year, we will provide guided interventions to at least 300 aged veterans.

Campaigning on later life issues

We will undertake more active campaigning during the year, and engage with more older people to ensure that we are more accurately representing their views. We will do this by working with local councils to exploit the networks they already have in place. During the year we will provide input into the long awaited Green Paper on Social Care, as well as actively campaign on other issues which impact directly on older people, such as isolation and loneliness. We will continue to raise awareness with partners, including schools, colleges, and businesses to make them aware of these issues and look to find joined up ways of addressing those issues.

Lifestyle support to enable more fulfilled lives

We will undertake a number of activities to enable older people to live more fulfilled lives. We will continue to seek funding to pay for the Men in Sheds projects, to enable us to continue the service in both Macclesfield and Congleton. We will also look to develop more sustainable activities, such as coffee mornings, courses and weekly discussion groups which will provide opportunities for older people in a more sustainable manner to the charity, as well as tackling issues of loneliness and isolation. Our Joining Forces project will work with aged veterans during the year to enable them to make a more active part in their local community.

Our Plans for 2019/20

A sustainable future

We continue to work towards a wholly sustainable future for the Charity by decreasing our reliance on external funds, such as trust funds, to balance our budget. We will look to open a new shop during the year, to supplement our unrestricted income stream. We will work closely with our neighbouring brand partner, Age UK Cheshire, to explore opportunities for more joined up working and how we can gain better efficiencies from how we operate. Whilst focusing on our key services, we will aim to run time-limited projects as and when appropriate funding is available, or devise others which can run at little or no cost. We will continue to promote our Business Supporters Scheme. We will actively take part in Age UK's Big Conversation to help shape a sustainable Brand Partner network.

Dementia support & awareness

During the year, we will provide 60 places each week at our New Horizons Club for people living with dementia and work closely with the Council's Dementia Reablement Team, as well as other statutory agencies, to promote our service and the benefits it can deliver for those living with dementia and their carers. We recognise that dementia is a big issue for society these days, and will play our part in raising awareness of the condition. We will look to have in place an additional dementia champion who will be able to support our ongoing campaign to raise awareness, not only amongst our staff and volunteers, but with businesses and schools.

Keeping people independent in their homes

Our Help at Home service is a key way in which our charity supports older people in their homes and enables them to live more independent lives, keeping them out of residential care. During the year, we will deliver at least 12,000 hours of service to a minimum of 160 clients, and we will look to enhance the numbers of people benefitting from the service where it is practical to do so. We will seek funding to introduce a new Scams Information and Aftercare role, to work with people who have been the victim of doorstep crimes and scams, as well as working with large numbers of older people to warn against the risks of being a victim of scams.

Supporting our services



We believe it's vitally important to operate in a sustainable manner. We generate the vast majority of our income through our six high street shops, as well as a number of charged for services. Any surplus we generate from those services is used to help us fund other charitable activities.



We undertake a small number of events each year, at which we fundraise. In 2019/20, we will put more effort into fundraising activity, as well as promote the idea of charitable giving through legacies. We will work with more local businesses through our Business Supporters Scheme.



It is important that the local community is aware of our work, and we will use a variety of methods to get our message across. As well as using social media, through Facebook and Twitter, we will utilise our website and more traditional methods of communication, such as posters in our shops, press releases, and talks to local clubs to tell you about our work. We also publish a monthly newsletter.



Resourcing our work

Our budget for 2019/20

Our Income for the coming year

Income for 2019-2020 budget is £1,063,567 which is down by £130,725 on the previous year, due mainly to trust funds. High demand on trust funds with some closing their doors on new applicants, has meant that it has become prudent not to include any income from such sources in the 2019/20 budget.

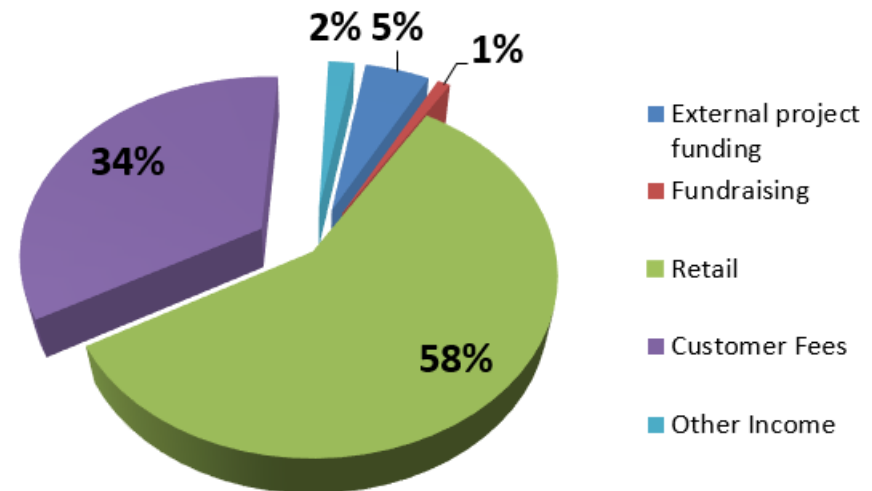
The charity receives a tiny proportion (1.5%) of its funding from local government. Our income is self-generated through client funded services, income from our shops, fundraising and donations.

85% of our expenditure (excluding shops) is spent on providing and supporting services. The charity is now mortgage free having paid the final balance of the property loan in November 2018 on the charity's head office premises in Macclesfield.

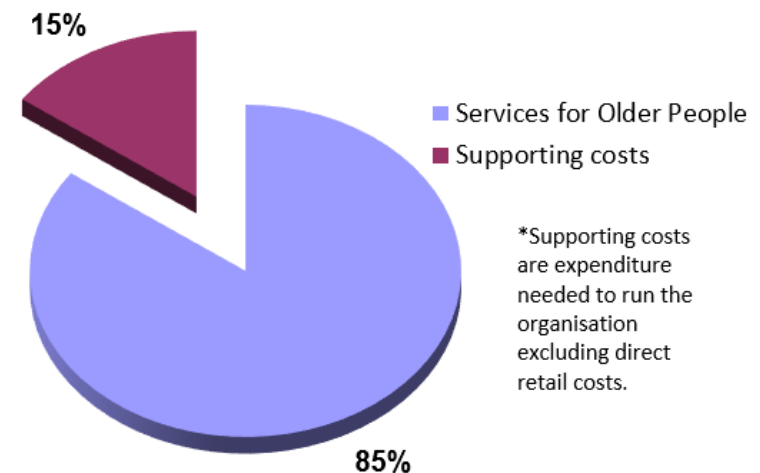
How do we calculate the 85% figure?

This calculation shows what proportion of expenditure is going towards charity work, and what is going towards fundraising. We don't include income from someone buying something from us – for example, at our shops or events – and we don't include money that was spent on generating that type of income either.

2019/2020 Projected Income



2019/2020 Projected Expenditure





Our Strategic Plan is a living document, which will evolve over its life. We welcome any comments or observations you may have on our Plan, and any other ideas which you think we would help us support local older people.

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