

Corporate Plan 2018-2020



Our Corporate plan outlines who we are and sets out our aims and objectives for 2018-2020.



A community where older people can flourish



We are an aging society. There are more of us aged over 60 than ever before and we are the fastest-growing age group in Cornwall. This is both a blessing and a challenge.

Our Mission

As we grow older we gain experience, knowledge and wisdom. We understand more and we have more to give. If the world cannot fully accept and appreciate age, then we are all the losers.

However, age can also bring loss; the loss of a loved one, family member or someone we care for; loss of mobility or activity due to ill or declining health or loss of confidence or motivation.

Our mission is simple, we aim to take the positives of ageing and minimise the challenge, where we can, through prevention, support and working tirelessly;

to improve the wellbeing of people in later life.

Our Principles

The following principles underpin what we do and provide direction to our operational priorities, but they also act as a moral compass for the way we behave and who we are.

We are inclusive – people in later life are not a separate group and do not all have the same needs and ambitions. Later life is, hopefully, the future for all of us. We treat people as individuals and how we would like to be treated.

We are respectful – we are all human beings deserving of respect. Someone who is 10, 20

or 50 years older than someone else is not a lesser person and nobody, however young or old, should be patronised.

We are positive - we focus on the positive aspects of later life and show what's good about age! We can't always do everything we used to, but there are things that we can do now that we couldn't before and things that we know now that we didn't know before.

We are truthful and realistic - we are honest, even if things are difficult and if we get it wrong we will be the first to hold our hands up. We talk openly, directly and truthfully and we will not turn people into objects of sympathy to raise money or make a point.

We offer solutions - people use and buy things that will benefit them and that they want, need and like. We develop and provide support that improves our quality of life. We use donations, fundraising and legacies for universally accessible services that we do not want to charge for, such as; advice, information & befriending. We support people by being resilient in times of change and facilitate services that let individuals support themselves.



Our Style

We are striving to embed a coaching philosophy in everything we do; to offer opportunities for our teams to tell us their story and to find & create individual responses and pathways by joining up what already exists.

Our approach is to develop connective services and create chains of care that are:



We do this by;

- 1) Placing the individual at the centre of everything we do.
- 2) Building confidence in individuals to tell their story, to develop their skills, to share their experiences and to find opportunities to connect with their community.
- 3) Creating opportunities for individuals to share their skills and experiences with others.
- 4) Providing support and help with navigation through our complicated health and social care system.
- 5) Supporting networks of connected resources, services and support centred around the place people live.
- 6) Developing an holistic approach to every individual we support, we are interested in engaging the whole person through a range of physical, emotional and mental supportive tools.

Our Structure

We are a charity constituted as a company limited by guarantee. We are therefore subject to charity and company law governed by our Memorandum and Articles of Association.

We are connected to National Age UK through a Brand Partnership Agreement, with all of the funding we raise staying in Cornwall and the Isles of Scilly. We are an independent local charity who have been working in the local community to help older people for over 45 years.

Our Strategy

We have extensively reviewed our strengths, opportunities, threats and areas for development over the last 12 months. Through considerable collaboration we have agreed that our future relies on creating a sustainable organisation that is not reliant solely on grant or commissioned funding.

Our focus is on developing a range of services that people want and are willing to contribute to. We will only seek commissioned services or grant funding where it supports the testing or development of new activities, meets our principles and adds value to the lives of older people, our staff and volunteers.

Where possible, we will work in partnership and create shared teams, roles and networks across our localities. Our strength is in our ability to actively listen to what people want and develop solutions that not only meet needs, but also change behaviours and change lives for the better.

Our Trustees continue to ring-fence a proportion of our reserves to support our teams to think, reflect, test, co-design and deliver.



Our amazing team is made up from 570 people, which includes; 101 paid staff and 469 active volunteers.

We are led and governed by our Executive Board and by our people and teams, providing support and services that promote independence, control and choice.

We have a Code of Conduct which was co-designed with our teams. This grounds our organisation and sets out the morals, ethics and standards of what we desire from ourselves and those we work with.

Our Code of Conduct sets the framework for our approach to everything we do and our relationship with others.

[Please click to view our Code of Conduct](#)

We believe that the shape of our charity should be formed by the skills of those that work for us and with us. A proportion of our income is used to support our training strategy that offers mentoring, learning opportunities and role training throughout our teams.

Our Services

We try and make our services as flexible as possible and shape solutions and responses around an individual.

Our Community Helpline and Cornwall Link offer a Guided Conversation, responding to what the individual wants and needs, acting as a gateway to a wide menu of services, which include:

- Advocacy for help with accessing benefits
- Home Support & Home Admin support
- Befriending services
- Bereavement support
- Connecting people to their local community
- Day services & day activities
- Diabetes prevention support
- Exercise and well-being classes
- Community Transport
- Patient Centred Discharge projects



Over the last year we have taken time to engage with people, communities, volunteers and staff teams to determine what difference our charity should make. From these we have determined our corporate priorities.

The difference we want to make is:

1) To expand our current reach to more people

2) Create more opportunities for community activities

3) To embed a culture of shared learning, focussing on facilitation, innovation, inspiration and continued improvement for our teams, volunteers and those we support and engage with

4) To test and develop new services that meet the needs of people

5) To bring the organisation into financial balance by 2020

★ Provide accessible transport options for those most vulnerable in our community by increasing the range of transport options, to include electric vehicles and excursion trips; exploring options for further concessionary transport routes in remote areas.

★ Increase the number of activity centres in places closest to communities; working with partners to identify and support local options, starting in Truro and surrounding areas, we aim to establish two new sustainable activity options a year.

★ Increase our reach by 10% year on year, with our current practical support menu from current benchmarks including Home Support, Day Activities, Gardening, Home Administration and transport.

Our Targets

★ Consistently meet a 90% satisfaction rate for those contacting our helpline for support

★ Consistently raising over £1m in benefit entitlements per annum.

★ Increase activity and inclusion on the Cornwall Link by 20% from our current benchmark of 500 groups and networks.

★ Develop a programme of engagement with staff, volunteers and local people, starting with a minimum of 3 events a year.

★ Work with partners to increase and develop support for organisations and businesses in 2018 to include; supporting teams and organisations around Care Navigation, instilling confidence and skills for teams engaging with people affected by cancer and businesses recruiting and supporting older workers.

★ Increase our range of income streams, including community fundraising, crowd-sourcing, donations, legacies and paid for services to ensure the financial sustainability of our Organisation.



Our shared priorities

To reach these ambitious targets, we have agreed our 4 shared operational priorities:

1. Providing, continuously improving and expanding the reach of our menu of wellbeing services and support:

-Engaging, co-designing and consulting staff, volunteers, older people, their families and carers in the development of services across all of our organisation.

-Listening and responding to trends, concerns, challenges and feedback through our Helpline and Cornwall Link and being honest when we get it wrong or are dealing with a challenge; using all feedback, good or bad, as our continual learning and improvement mechanism.

-Testing and developing new service models and approaches that are designed and produced with and by older people.

2. Connecting people and communities:

- Using Care Navigation and the principles of Living Well, to navigate people to the right support, transport option, services and benefits at the right time.

-Working with partners to connect our teams and providing a consistent offer of support to local communities, networks and groups; connecting them to the Cornwall Link and supporting them to enable people to take control of their own lives and increase their choices

3. Leaving a legacy for the future:

-By complying with relevant regulatory and good practice frameworks.

-Be genuine and transparent in our financial challenge; ensuring teams understand their contribution to the organisation, offering opportunities to streamline and map processes to make them more effective.

-Focussing on digital solutions that save resources, reducing our carbon footprint.

-We are committed to sharing the financial drivers and projections for all projects. This includes:

A) Developing financial benchmarks and risk profiles.

B) Develop financial scenarios for our projects considered at risk of falling into deficit.

C) Increase our fundraising, legacy and donations by 10% year on year.

-Using our reserves, donations and legacies to support those services that are not cost effective but vital to our community.

4. Creating an inspiring environment for all who work for us and with us:

- Focus on embedding a culture of positive solutions by coaching across the organisation, supporting teams to take responsibility and making the right decision at the right time

- Ensuring we measure what matters to people, focusing on the difference we make and the value we bring.

- Striving to embed our **Code of Conduct** across the organisation, using inductions, team and individual performance reviews and appraisal conversations as our tools; using dispersed leadership, positive attitudes and leading by example with our consistent approach.

These priorities will be reviewed through our governance structures. They will be continually reviewed and subject to change, flexibility, adaptability towards an endless positive challenge!

Collectively we identified four major risks to the overall success of our Charity, these are reviewed constantly by our Trustees and teams:



Reputation

Our success is determined by our reputation and our ability to create high value, high quality services and attract the best people to deliver this. This includes:

- Listening and responding to what clients, volunteers & staff tell us they like and don't like.
- Continually improving our services and measuring what matters to people
- Using scenarios, stories and case studies to enhance learning, understanding and improvement



Financial

Being honest and transparent about our financial challenge and status including:

- Bringing commercial expertise to the organisation where needed
- Regular UK and accurate financial projections and forecasting
- Focusing on quality of service as our income driver
- Ensuring that everyone understands their financial responsibility within the organisation



Legal & Environmental

In any ever-changing environment, we have to be aware of legal and environmental regulations and consider how non-compliance will affect our team and the individuals we support. Our actions include:

- Being compliant with our legal and environmental frameworks including health and safety, information governance and safeguarding



Technological

We understand the constant changing world in which we live and the need to continually adapt and develop digital & technological tools to reach people, support people and engage people. Our actions include:

- Bringing in expertise through digital designers
- Reviewing our processes and creating effective digital solutions to reduce costs
- Supporting our older generation, their families and carers to become more digitally aware
- Using our website, Cornwall Link and social media platforms to expand our reach and support, alongside more traditional face to face and telephone support mediums

Age UK Cornwall & The Isles of Scilly

Our Success



“Age UK Cornwall and their volunteers were the first people to come and see me with something positive to say and offer”

Quote from a Day Services user

The following statistics cover March 2017-18
We provided information, services, transport & assistance to **over 55,000 people**, these are some of the highlights of the year:

Transport Services (TAP) supported **6569 clients** and completed over **100,000 journeys** across Cornwall & Devon.

Our Transport Office received over **31,000 calls** where we provided advice, guidance and transport solutions.

We received over **130 new Volunteer applications** to support our services & projects.

Volunteers provided over **200,000 hours of support**. Simply put, we cannot do without them.

Our Befriending Service has matched over **125 clients** and continues to thrive.

Day Services & Home Support Services has supported **555 clients**.

We have raised **£1,386,502 in annualised benefits** for supported individuals using our **Information & Advice Service**.

From **Eden Walks to Gardening Services**, groups and activities have supported **164 individuals**.

Our Community Helpline has received **5,319 calls** at a successful **resolution rate of over 92%**.

National Diabetes Preventative Programme has facilitated over **50 groups & assessed over 1,200 participants** across Cornwall.

Cornwall Link, between Jan-April 2018, has **connected, created & navigated over 500 new group pages** to help reduce social isolation & improve wellbeing.



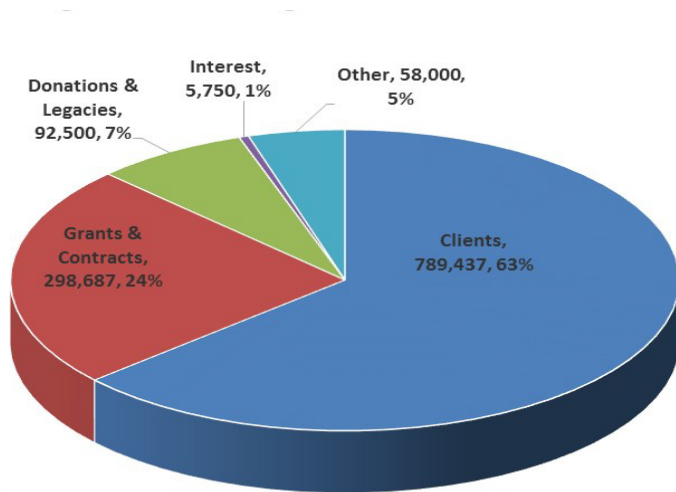
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Our Finances

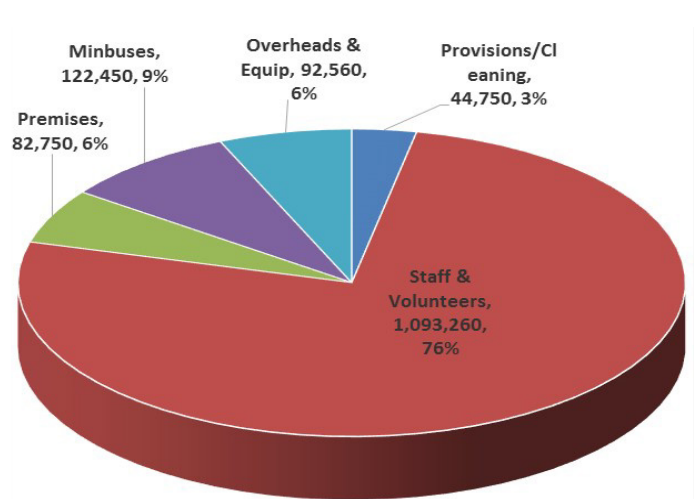


The charts below outline our projected income & expenditure for 2017-18 and budgeted income & expenditure for 2018-19.

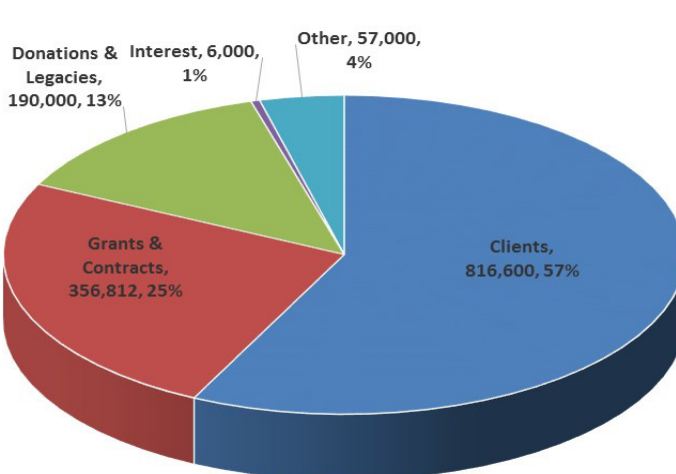
Projected Income for 2017-18



Budgeted Expenditure for 2018-19



Projected Income for 2017-18



Projected Expenditure for 2017-18

