

Strategic Plan

Love Later Life

2014 – 2019

Refreshed 2017



Age UK Derby and Derbyshire
29A Market Place,
Heanor
Derbyshire
DE75 7EG
T: 01773 768240

www.ageuk/derbyandderbyshire.co.uk

 http://twitter.com/AgeUK_DD



Developing the Strategic Plan

The Board and Leadership Group met in April 2014 to set out a new Strategic Plan for the period 2014 – 2017. That plan was refreshed in 2015 to ensure it remained fit for purpose. In 2017 the Board agreed, because of continued funding uncertainty setting a realistic new strategic plan was not possible and met to undertake a further refresh of the Plan and to extend the period to 2019.

Mission Statement: Age UK Derby and Derbyshire (AUKDD) exists for the benefit and wellbeing of older people in Derbyshire. We believe all older people should have the opportunity to Love Later Life.

In everything we do we seek to make a positive difference to older people's lives. Our work can touch lives directly through practical help and support to carers and older people. We seek to influence services which affect older people's quality of life. We take care to value diversity and include and involve people from all communities.



Our vision: 'Everyone can love later life'

Our Values:

- ✓ We are **empowering** – our Housing Options service gives older people a chance to direct their own lives.
- ✓ We are **inclusive** – our Day Services are designed to be dementia friendly.
- ✓ We are **realistic** – our specialist Information and Advice services help achieve individual goals within the reality of older age.
- ✓ We are **innovative** – we have used enterprise to deliver services like Tootsies Footcare that older people want.
- ✓ We are committed to **excellence** – in everything we do we try exceed expectations.

What we are:

AUKDD is an experienced, established registered charity and company limited by guarantee. We value our heritage which began with the Derbyshire Older People's Welfare Committees of WWII. Over the last 75 years we have worked with and for older people in Derbyshire responding to changing needs and taking the lead in developing services.

We are a local partner with Age UK, and we are a member of the Age England Association. As Age organisations we work together at local, regional and national levels to influence, innovate and inform.

We are a user-led organisation with older people supporting every aspect of our work. Our Board of Trustees represent the different needs and communities we serve and over 250 regular volunteers work in our services, shops and events across the county.

Where we work:

We work throughout the County of Derbyshire and the city of Derby. Our regional networks extend our work across the East Midlands and we deliver local elements of some national projects.

Derbyshire Profile

Derbyshire is a large county with a large proportion of rural and very rural areas and ex-heavy industry communities in the north and east. Distances between the most northern and southern communities in the county is exacerbated by lack of transport facilities and road networks. Geographical issues in some districts such as the High Peak can make journeys of several hours between market towns. Cross boundary working has been common, especially along the western borders between Derbyshire Dales (north and south) and the Staffordshire Moorlands and North East Derbyshire and Sheffield City Regions. Many older people in Derbyshire look to services such as primary care, hospitals, and care outside the County. There is a two tier local authority system, the county is administered by Derbyshire County Council and District and Borough Councils and local Town Councils and the city is administered by Derby City Council. Health Services are managed by 4 Clinical Commissioning Groups recently forced into a single administration, 2 Hospital Trusts, and two NHS providers: Derbyshire Community Health Services and Derbyshire Community Mental Health Services Trust. Financial challenge for the CCG's, who operate with a significant deficit, and both the city and county council, are changing local service provision, commissioning strategies and creating a very volatile operating environment for the charity.

How we work:

We work in partnership with statutory, voluntary, community and faith organisations to deliver our services or to support them to deliver theirs. Our area is large and geographically challenging so we try to go out to older people, into local areas or to engage with communities of interest wherever we can. Many services have an outreach element and we are key partners in the delivery of two First Contact signposting schemes which connect the most vulnerable older people to services that keep them safe and well.

Our resources:

We have bases and services throughout our area. We have 72 staff (68 part-time) and 250+ volunteers delivering twenty services and activities in our own venues and in partnership with other organisations and communities. We have a trading agreement with Age UK Nottingham and Nottinghamshire (AUKNN), eight independent charity shops and benefit from AUK's shops in our area through a Local Shops Supporters Scheme. We operate from 15 premises, manage two websites, an intranet and a colour magazine.

Our services include:

- Day services include three day care settings, specialist dementia care activity sessions and social groups.
- Health and Wellbeing services include delivering a falls prevention service, community based footcare, classes and activity sessions, befriending to reduce the effects of social isolation and loneliness and end of life care and dying well programmes.
- Information and support services including a comprehensive information and advice service, first contact and vSPA signposting and an information roadshow.
- Learning and support services to help tackle barriers such as IT, and looking at the experience of retirement, caring and being a grandparent.

Our Governance and Management:

We have developed a stable governance and compact management structure; staff and volunteer turnover is low and performance is monitored effectively. Our sense of partnership includes how the organisation is governed and managed. The Board of Trustees structures its work across three Programme Boards. Each programme board includes trustees and staff working together to set and achieve action plans.

Quality:

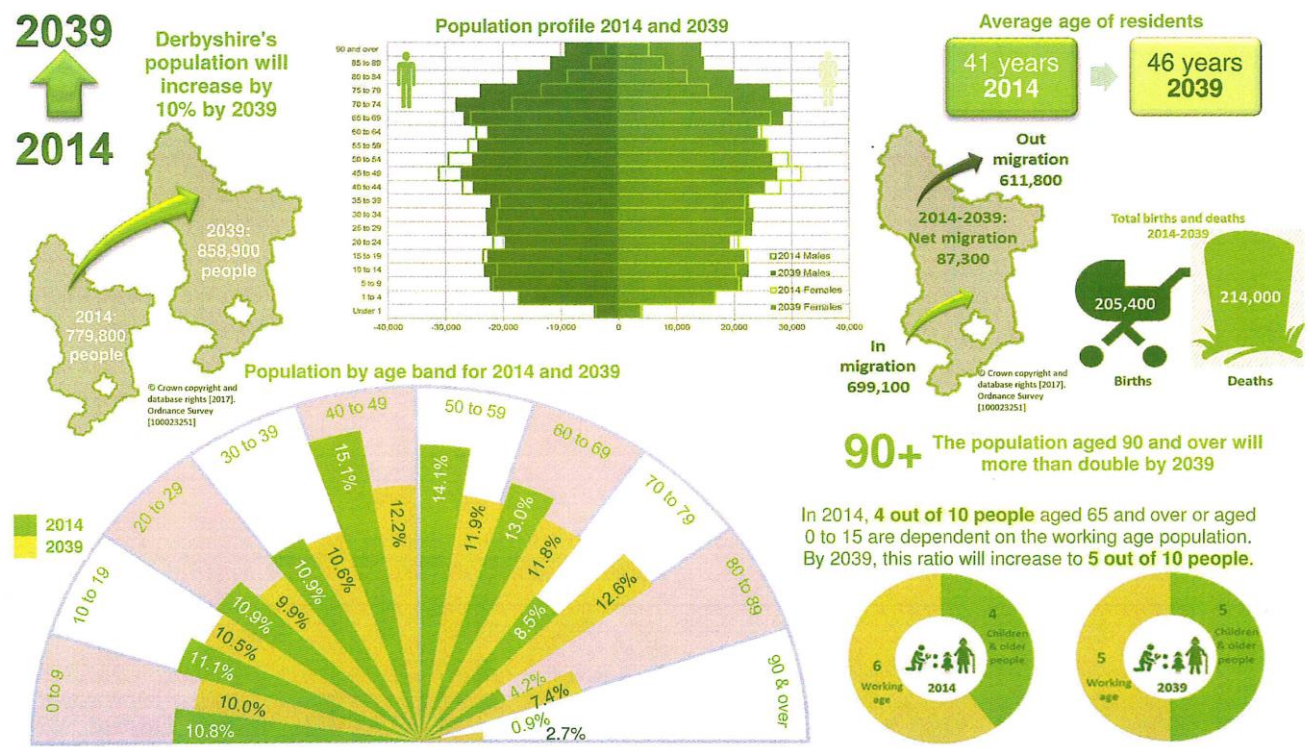
User feedback for our services is very positive. We have secured and maintained ISO 9001 (an international organisational quality accreditation) for four years and have several service specific quality standards. The Board manages risk and key liabilities and monitors compliments and complaints, user feedback and performance against contracts or targets.



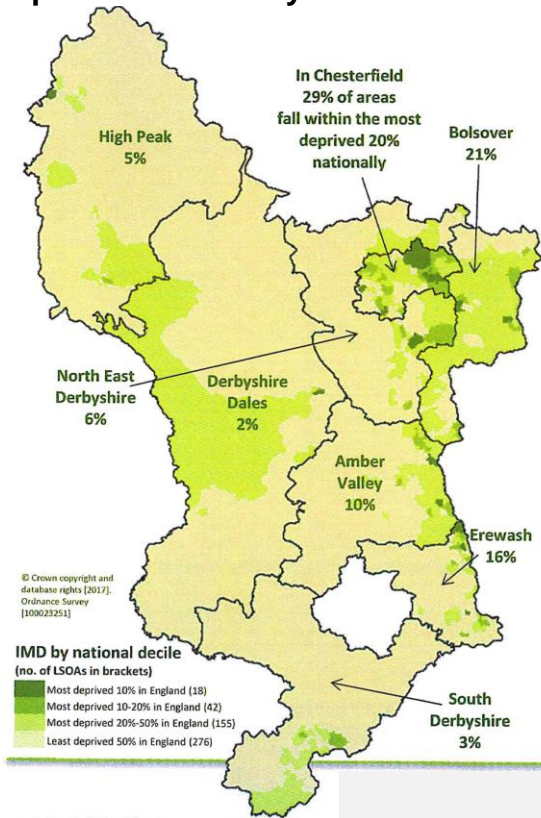
Derbyshire’s Older Population

The charity considers current and anticipated demand for its services in developing its plan. Information from the Derbyshire Observatory, using statistical data, identifies trends in population growth, ageing populations and levels of deprivation. The infographics demonstrate significant increases in the numbers of ‘oldest old’ people in Derbyshire and therefore those within the frailty index. Community change shows emerging ethnic communities and economic impacts on sub-local patterns of deprivation.

Projected population growth in the next 25 years



Deprivation in Derbyshire



Part of **Cotmanhay** in Erewash is the **most deprived area*** in Derbyshire

Ranked 249th in England (1 being the most deprived)

Part of **Simmondley** in High Peak is the **least deprived area** in Derbyshire

Ranked 32,737 in England

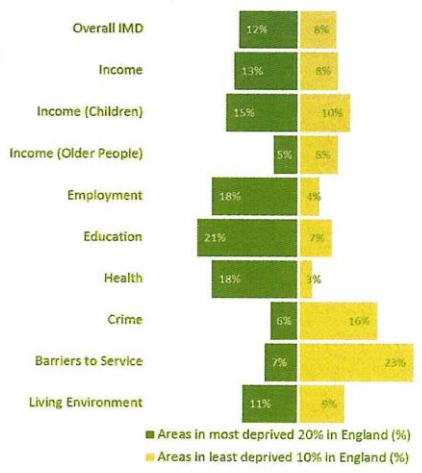
18 areas (4%) within Derbyshire fall within the **10% most deprived areas** across England

60 areas (12%) in the county fall within the most deprived 20%

17% of children in Derbyshire live in income deprived households

14% of older people in Derbyshire live in low income households

Deprivation by domain



The **Education** domain has **greatest** percentage of areas within the most deprived 20% nationally at **21%** (102 areas)

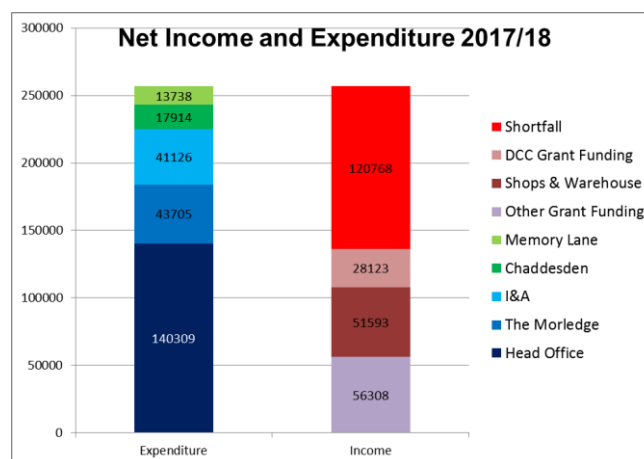
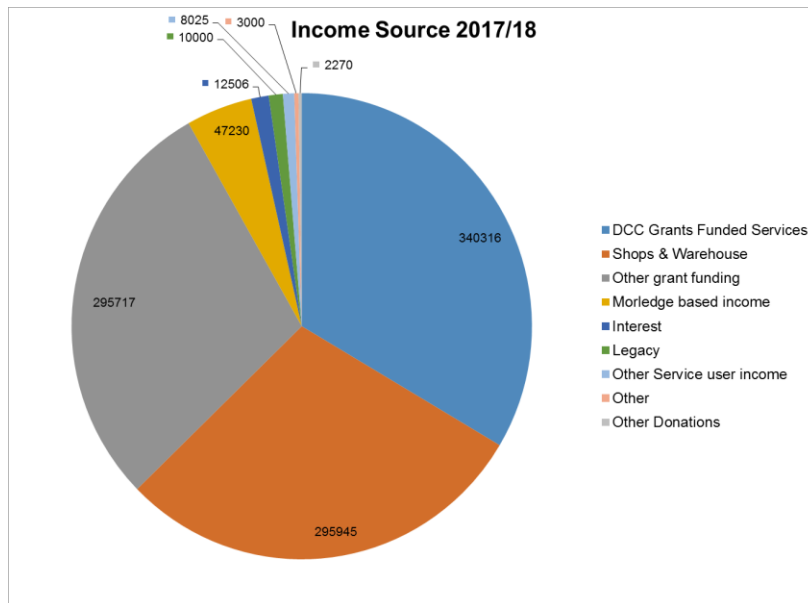
The **Employment and Health** domains have the second highest percentage of areas within the most deprived 20% nationally at **18%** for each (87 areas)

The Charity gave consideration to the projections for population growth, deprivation and consideration of local health and social care strategy such as 'Joined Up Care Derbyshire' and 'Care Closer to Home' initiatives in developing its strategic plan. It recognises the likely significant increase in demand for its services within a time of anticipated cuts to funding and competition within income generation. The charity has responded with increased investment in fundraising and income generation and work to improve its preventative services.

Our money:

Our funding balance has improved with a reduced reliance on single funders and a greater variety of funding sources. We continue to generate our own independent income to maintain core services such as Information and Advice. The Trustees monitor the provision of reserves for the financial stability of the organisation and to ensure adequate cover for risks identified by their risk assessment. Our overheads remain low with a lean management structure and low-cost office and service accommodation. The breadth of activity and a growth in the variety of activity and sources of funding present challenges to such a lean management and administrative structure but means higher proportions of the charity's money is spent on direct work with older people.

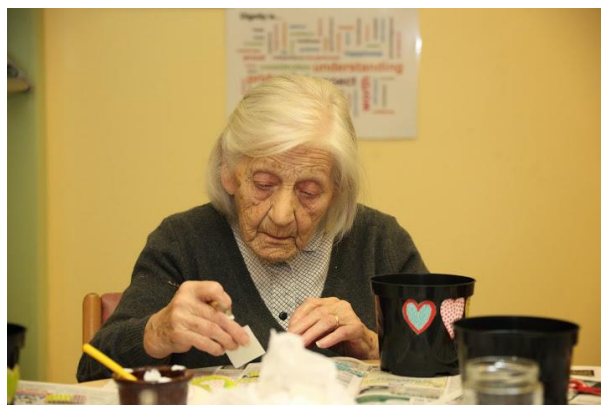
We spend less than 10% of our money on administering our charity and activities. We have an Income Generation Strategy which outlines our ambitions, approach to risk and sets targets. Prolonged uncertainty over future funding for a significant range of services, and old contracts and grant funding agreements create financial challenges. All services have an element of user contribution or direct charge and most services operate within a mixed funding economy.



Future challenges and opportunities

Our future challenges are complex and affect every aspect of the charity.

- The process of devolving power and responsibility for planning and managing care to the user and carer, known as 'personalisation', has changed commissioning strategies and our relationship with commissioners, local referral agencies and older people and carers using our services. The changes in eligibility criteria and the focus on rehabilitation coupled with the drive to reduce expenditure and develop an open market has meant commissioners are cautious and new contracts financially challenging.



- Significant cuts to local Adult Social Care budgets and generally to local authority spending have meant eligibility criteria have increased and budgets reduced. The impact of direct cuts has so far been limited to Derby where voluntary sector was cut by 100% but county services continue to experience a prolonged period of short-term extensions and uncertainty.
- The transfer of Public Health into each of the local authorities has created a more complex health map. Derbyshire has had seven CCGs and multiple combinations of CCG's for strands of work. In 2018 a single CCG operating model was developed in response to a significant deficit. Public Health funds and strategy are used to support Adult Social Care related work while Joined Up Care plans are refined.
- Economically, funding opportunities are increasingly over-subscribed and most are looking for some element of sustainability or added value. Grant funding opportunities are often released with broad themes and short submission timescales challenging our head office structure. Commissioners are often prescriptive with clear targets to be achieved and specific service designs required. Formal tenders and grant programmes are highly competitive. Partnership bids have value but are time-consuming and difficult to broker in a competitive market.
- Demographically we work with an ageing population. In some areas of Derbyshire have older populations which are significantly older and larger than the national average. Younger older people's expectation of later life, and of AUKDD, creates the need for new methods of service delivery, funding activity and terminology. Our charity's remit to support people aged 50+ gives us service users aged between 50–100+ representing generations from the baby boomers to wartime babies and older.



In black, African and minority ethnic (BAME), traveller and emerging communities, life expectancy can mean 'old age' starts younger and its effects are more severe. For older lesbian, gay, bisexual and transgender (LGBT) people later life can present challenges of double discrimination, lack of understanding and isolation from their networks of love and support.

- Our services all offer support to Carers and as more traditional support services such as home care, respite and relief care are reduced the number of carers receiving no regular support will increase. Increased life-expectancy will see an increase in the numbers of older people providing multiple caring roles in their own old age.



- Digital communication offers opportunities for those skilled and engaged in using the internet, mobile phones etc but can increase digital exclusion for many who remain for a variety of reasons unable to access technology. In addition possible effects of older age on vision, hearing, memory and physical skills and emotional needs will mean face-to-face communication will always also be required.

- As the voluntary sector is increasingly developing to become more professional and commercial to stay legal, safe and competitive the way we work must change. Donors and customers have a right to expect high standards and demand evidence of our commitment to quality. Legislation, liability and ethical standards increase the pressures on trustees, management and administration and at times frustrate staff, volunteers and older people who use our services.



- Developing and delivering services with a charge brought with it all the challenges of entrepreneurship within an organisation used to traditionally funded, free to the user services. In the main staff and volunteers are now used to delivering charged-for services. The organisation continues to go through a process of cultural change, developing skills and processes and learning about marketing and promotion in a new business environment. In addition other stakeholders particularly service users and agencies referring into our services are adjusting to a new health and social care framework.



Progress:

We have already made considerable progress towards meeting future challenges. We have worked strategically to prepare the charity for what may lie ahead.

- **Empowering** our staff and teams. We have worked to achieve tender readiness with key staff trained in preparing tenders and data so that resources and evidence are readily available. We have had good levels of success whilst adopting a cautious approach, tendering only for services where we feel we can add value to the contract and deliver an excellent service. We have further developed our staff review and support programme to ensure strong performance is expected and valued.
- **Inclusive** approaches to our organisational development, service delivery and our role as a user-led organisation led to specific commitments in our policies and procedures and training programmes for staff and volunteers. Our partnership work has led naturally to an increased understanding of different communities of interest. Small-scale focussed projects have had a disproportionately high impact on our ability to involve older people from minority communities in all our services.
- **Realistic** planning processes have developed a more robust and assured approach to organisational development. Our Programme Board action planning and reporting structure has enabled us to involve staff and volunteers and consequently our system changes, service developments and innovation have been more effective and efficient. A measured approach to the risks in the environment in which we work has enabled us to maintain remarkably good working relationships with all stakeholders throughout funding cuts consultation and implementation.
- **Innovative** developments in our response to social isolation and dementia and practical self-care tasks have built on local, regional and national research and market testing. Delivering services in a different way, unsupported or only partially supported by more traditional commissioning or grant funding has been valuable giving us essential experience and opportunities to grapple with ethical and practical problems posed by charging for a service. A mixed funding economy with older people as customers has enabled us to be more responsive.
- **Excellence** is an aspiration across our organisation. Achieving service specific quality standards such as the Mentoring and Befriending Foundation APS has involved whole team development and led to cross-organisational improvements. Achieving value-based quality standards such as the Derbyshire County Council's Dignity Standard have helped self-assess our delivery, performance and evidence systems as well as helped to recognise the individual and team contributions of staff and volunteers.

We know we can respond positively and creatively to challenges as our strategies are successful. We are well positioned to move on into the future, building on a stable structure and experience of success.



Goals

In October 2017 trustees and the Leadership Group (4 senior management staff including the CEO) met again to refresh our Strategic Plan and confirm our priorities. From these broad, ambitious goals each Programme Board sets annual action plans, reporting back regularly to the Board on progress and to negotiate the necessary resources.

To achieve our goals we need to generate our own, independent and unrestricted income. This money enables us to deliver core services, support services and invest in service development. In the next three years we will:

1. Mainstream our income generation maximising the value of every contact with a potential donor.
2. Expand our income generation activities to appeal to different donors and methods of giving.
3. Build on our income generation strengths by developing our retail resources in scale and scope.
4. Communicate effectively the value and impact a cash or in-kind donation can make to older people's lives.
5. Increase the value we gain from donated goods and donations.

To meet the needs of older people aged 50+ and their carers in the next three years we will:

1. Keep older people at the heart of what we do and how we do it by involving them in evaluating existing services and planning service development to make sure our service models achieve good outcomes.
2. Learn more about our staff, volunteers, customers and supporters and use the information to demonstrate the value we provide and to plan how we interact with them.
3. Develop our range, skill and success in marketing directly to older people and their carers; in particular considering how we explain what outcomes our services can help achieve and their value for money.
4. Develop services that fill gaps in provision or deliver a better service for older people by seeking funding opportunities for development and delivery.
5. Support other organisations to deliver great services for older people to achieve the best reach for our money. We feel infrastructure support, quality accreditation, service development and partnership work can help us reach more people than we can achieve alone.

To be fit for purpose and to achieve our goals our organisation needs to develop. In the next three years we will:

1. Maintain and gain appropriate quality standards which help us deliver our service well and prove that we do so.
2. Grow our skills, knowledge and experience base including our governance, management, administration, frontline staff and volunteers to meet our future needs.
3. Assess, report and manage or mitigate risk for the organisation.
4. Maximise the potential of the Age UK local partnership and membership of the Age England Association to learn, promote our work and improve our local recognition.
5. Communicate better with all our stakeholders. Use all communication channels to their best advantage and promote our work coherently and effectively.

To learn more about our charity and our progress with our strategic plan you can look at our website on www.ageuk/derbyandderbyshire.co.uk

or contact Katy Pugh, Chief Executive on
E: katy.pugh@ageukdd.org.uk or T: 01773 766922

Appendices

Strategic Plan Review 2015

On Wednesday 17th June 2015 the Board of Trustees governing Age UK Derby and Derbyshire met to review the organisation's current strategic plan 2014-17.

The Aim of the Day was to review and refresh their understanding of the organisational strategic plan in order to confirm an agreed direction for Age UK Derby and Derbyshire for 2015- 2017 and with due diligence to consider our present and future partnership with AUK and membership of the Age England Association.

By the end of the day they had:

- ✓ agreed a provisional Board decision on the proposed Brand Partner Agreement (BPA) with Age UK and our membership of the Age England Association
- ✓ developed a better shared understanding of the strengths, weaknesses, opportunities and threats the organisation faces in the remainder of the plan period 2015-17
- ✓ developed a better understanding and Board view of core activities
- ✓ developed a better understanding of Board views on strategic issues to inform future work

Conclusions:

1. The Board considered the external influences on the plan, the organisation and older people and carers in Derby and Derbyshire. It reviewed our current resources and our key partnerships with Age UK and membership of the Age England Association.
2. In consideration of the anticipated threats to funding, impact on partnerships and new legislation the Board reviewed its approach to risk and risk management and agreed the Support and Development Programme Board would continue to manage our risk assessment process.
3. The Board would review the Strategic Plan, as necessary, if significant change occurred during the remaining 2 year period of the plan.



The Board felt the current Strategic Plan and its objectives remained relevant and appropriate for 2015 and the anticipated developments through to 2017.

Board of Trustees:

Hilary Campbell (Chair)	Philip Carnall
John Holdridge (Vice Chair)	James Matthews
Lyn Done (Secretary)	Clive Newton
Alison Johnson	David Brown

Leadership Group:

Katy Pugh
Martin Eaton
Ray Gumbley
Mary Ward

Strategic Plan Review 2017

On Monday 23rd October the Board of Trustees governing Age UK Derby and Derbyshire met to review the organisation's current strategic plan 2014-17 and develop an extension period to 2018/9.

The Aim of the Day was to review and refresh their understanding of the organisational strategic plan in order to confirm an agreed direction for Age UK Derby and Derbyshire for 2018/19.

By the end of the day they had:

- ✓ developed a better shared understanding of the strengths, weaknesses, opportunities and threats our organisation faces in 2018/19 and specifically the potential implications of anticipated funding cuts
- ✓ established our approach to risk and innovation
- ✓ agreed any necessary alterations to our current plan
- ✓ set objectives for each Programme Board for 2018/19

Conclusions:

4. The Board considered the external influences on the plan, the organisation and older people and carers in Derby and Derbyshire. It reviewed our anticipated funding and reserves and the anticipated cuts to remaining local authority funding in the County.
5. In consideration of the anticipated threats to funding the Board reviewed its approach to risk and risk management and agreed the Support and Development Programme Board would continue to manage our risk assessment process and the Services Programme Board would monitor service funding.
6. The Board would review the Strategic Plan in 2018/9.



The Board felt the current Strategic Plan and its objectives remained relevant and appropriate for 2018 and the anticipated developments through to 2019.

Board of Trustees:

Clive Newton (Chair)
James Matthews (Vice Chair)
Lyn Done (Secretary)

Alison Johnson
Hilary Campbell
John Holdridge
David Brown

Leadership Group:

Katy Pugh (CEO)
Martin Eaton
Ray Gumbley
Mary Ward