



# Our strategy 2026-2028

# An Introduction from Alan Inman-Ward, CEO

As we look ahead to the next three years, I am proud to share a strategy that reflects both the spirit of Age UK Gloucestershire and the evolving needs of our county. **People age well, their way** is more than a vision, it is a commitment to ensuring every older person in Gloucestershire has the opportunity, support,



and confidence to live the later life they choose.

This strategy marks an important shift for us. While we remain rooted in providing trusted information, advice and guidance, we are stepping into a stronger role as an organisation that supports, educates and influences.

We know that the landscape around us is changing: from NHS transformation and local government reform to demographic shifts and rising inequalities. These challenges demand

ambition, collaboration and innovation. They also present real opportunities for us to influence systems, support communities, and inspire a more positive and inclusive approach to ageing.

I want to thank our staff, trustees, volunteers, partners and the older people who have contributed their insights and experiences to help shape this strategy. Your voices and dedication drive our mission forward every day.

Together, we will support, educate and influence. Together, we will build a county where ageing is embraced. And together, we will ensure that people age well, **their way.**





## At Age UK Gloucestershire

**our Vision** is that

**People age well, their way**

**our Mission**

**Together, we support, educate, and influence the development of a more age-friendly Gloucestershire.**

# Executive summary

Age UK Gloucestershire's 2026–2028 strategy sets out a bold and responsive vision: that people age well, their way. While informed by national and local priorities, including the NHS 10-Year Plan – this strategy positions Age UK Gloucestershire as a proactive leader in shaping how communities, systems, and individuals respond to ageing.

We are evolving our approach by continuing to provide high impact support, whilst embracing a stronger focus on building county-wide infrastructure. This means continuing to provide trusted information, advice, and guidance while expanding our role in enabling others, strengthening community

capacity, and amplifying older voices. Alongside this, we will test innovative approaches that can reach more people, ensuring our work remains adaptable, inclusive, and future-focused.

Underpinning these pillars is a commitment to values-led work, system collaboration, research and evaluation, to demonstrate measurable impact. With significant changes ahead in Gloucestershire, including NHS changes and local government reform, this strategy is designed to be agile, inclusive, and future-focused. Whilst allowing flexibility to respond to unexpected challenges such as another pandemic.

This strategy is built around

3

strategic pillars:

**Support:** Helping people to age well through accessible, timely guidance and connection.

**Educate:** Learning to age well together by raising awareness, challenging ageism, and promoting healthy ageing.

**Influence:** Leading change through older voices, ensuring decisions are shaped by lived experience.



# This strategy is informed by and aligned with local and national strategies

## Including:

### Gloucestershire

Gloucestershire's Adult Social Care Prevention Strategy for Older People (2025-2030)

Gloucestershire's Collaborative Partnership Board Co-Production Charter (2025)

Frailty Strategy for Gloucestershire (2022-2027)

One Gloucestershire Interim Integrated Care Strategy (2022)

Gloucestershire Joint Health and Wellbeing Strategy (2019-2030)

Gloucestershire Market Position Statement (MPS) (2024)

Gloucestershire Joint Forward Plan (2024)

Gloucestershire County Council Adult Social Care Needs Assessment (2026)

### National

Age UK Shared Strategy (2024)

NHS 10-year plan (2025)

Modern Service Framework for Frailty and Dementia (2026)

Lord Darzi's report on the state of the National Health Service in England (2024)

CMO Annual Report 2023: Health in an ageing society

Age UK's State of Health and Care of Older People report (2025)

Diversity and Inclusion at the Charity Commission (2024-2027)





## Responding to a changing landscape

Age UK Gloucestershire is transitioning from a long-standing 20-year strategic framework to a focused 3-year strategy. This shift reflects the need to respond swiftly and effectively to a rapidly evolving landscape – locally and nationally.

Older people in Gloucestershire face increasing challenges, including rising levels of frailty, cost of living crisis, digital exclusion, and social isolation. At the same time, we have changes in the local NHS structure, local government reform, and the NHS 10-year plan with shifts toward prevention and community-based care presenting new

opportunities for collaboration and influence.

Our new strategy is designed to be agile and responsive. It enables us to work more closely with communities, statutory partners, and the voluntary sector to improve outcomes for older people. By focusing on infrastructure, outreach, and advocacy, we aim to support people earlier, reduce complexity, and help shape a county where ageing well is embraced.

We are not simply responding to system change – we are helping to shape it. Our role is to lead with insight from older people and communities, ensuring that system transformation reflects real needs and lived experience.

# Delivering a strategic shift:

## From service delivery to infrastructure

While we are moving away from delivering traditional services to a limited number of people, We're not stepping back – we're stepping up. We'll continue to deliver where we can make the biggest difference, while enabling others to do the same. We are expanding our role – testing scalable, high-impact approaches that can reach more people, while enabling others to deliver locally. This includes continuing to provide trusted information, advice, and guidance, and exploring new models of delivery where they align with our mission and values.

This shift aligns with the NHS 10-Year Plan, which prioritises

prevention, personalised care, and community-based support. By piloting the new approach of reaching people earlier, before needs become complex we can reduce reliance on statutory services, prevent avoidable hospital admissions, and promote independence.

We aim to embed Age Friendly Communities principles to ensure Gloucestershire is a place where people can age well, participate fully, have purpose and feel valued. This includes working with local partners to improve key issues older people raise, such as transport, housing, social connection, and access to services.





# What we will do

## As an infrastructure organisation we will:

- Amplify the voice of older people to influence policy and practice
- Connect local groups and services to share learning and amplify impact
- Enable and support others to deliver through capacity-building and collaboration
- Educate the wider population from an earlier point in life on ageing well
- Challenge ageism
- Promote intergenerational understanding
- Through campaigns, outreach and partnerships, build a culture where ageing is embraced and actively planned for

# We will do this because:

## If:

- ✓ Older people have access to timely, trusted information, advice and guidance
- ✓ People can reach us more easily and sooner
- ✓ Communities are supported to be age-friendly and inclusive
- ✓ People are educated early about ageing well
- ✓ The voice of older people is heard and acted upon

## Then:

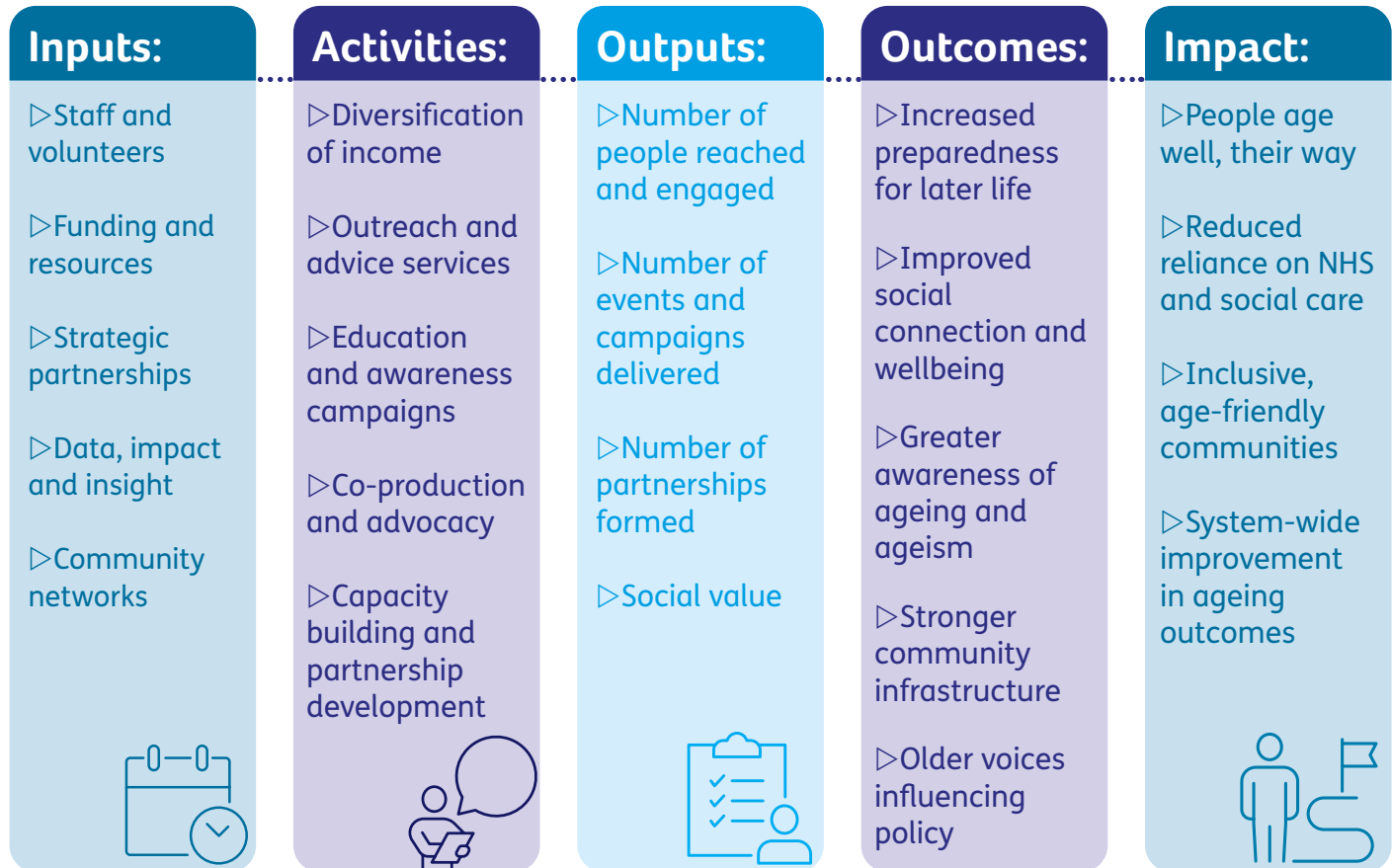
- ✓ People will be better prepared for later life
- ✓ Social isolation and preventable health issues will reduce
- ✓ Communities will be more resilient and inclusive
- ✓ Onset of frailty could be delayed
- ✓ People will experience greater independence, wellbeing and dignity

## Because:

- ✓ Empowered individuals and communities make better choices
- ✓ System-wide collaboration improves outcomes and equity
- ✓ Early intervention and prevention reduce complexity and cost



# How we deliver change



# We will deliver our work in line with our values:



We **celebrate** older people

We encourage Gloucestershire to be positive about ageing



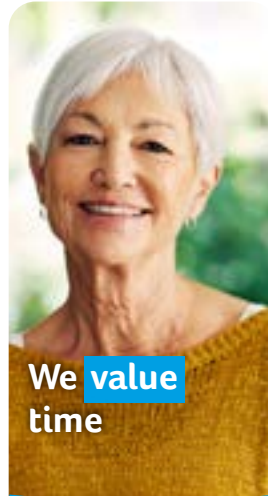
We are **inspirational**

We encourage positivity, purpose and action to achieve the best outcomes



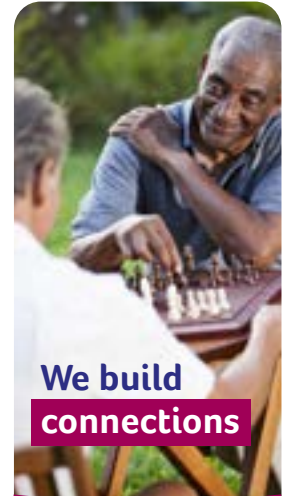
We are **curious**

We embrace innovation to have a greater impact



We **value** time




We value other people's time and unique experiences and share our own



We **build** connections

We help people and organisations make powerful and meaningful connections

# We will deliver the **vision** through our strategic pillars:

Pillar	Summary	Tagline
<b>Support</b> 	We will support older people to be able to age well	Helping people to age well
<b>Educate</b> 	People are prepared for transitions in later life. They know how to age in their own way. Reduced Ageism	Together we will learn to age well
<b>Influence</b> 	We will amplify the voice of older people and shape a society where ageing well is embraced	Older voices leading change

# We will shape our work to the distinct needs of local people

## 2nd Age

- Those preparing for later life
- People of all ages
- Carers or those supporting older people.

## 3rd Age

- People in their early later years, approximately 60+
- People building resilience for later life.

## 4th Age

- People in their later years, approximately 80+
- People of all ages living with frailty which affects their mobility and independence.

## Our partners across Gloucestershire

- Statutory partners
- Voluntary, Community and Social Enterprise (VCSE) organisations
- Community leaders
- Key decision makers
- Age UK network.



# We will broaden who we will work with

We recognise that we are not yet reaching all the communities we aim to serve. Our current ways of working do not fully reflect the diversity of

the people and places around us, and we know there is more we can do to ensure everyone feels welcome, valued, and able to contribute.

Over the next three years, we will strengthen our commitment to **Equality, Diversity, Inclusion** and **Belonging** by:

## Listening more deeply

to underrepresented voices and communities, understanding the barriers they face in engaging or working with us.

## Reviewing and adapting our practices

to ensure they are inclusive by design – from recruitment and partnerships to communications and service delivery.

## Building inclusive cultures

across our teams and networks, where everyone feels a sense of belonging and can thrive.

## Measuring our progress

transparently, using data and lived experience to guide and improve our approach.

This is not just about representation – it's about creating meaningful change in how we work, who we work with, and the impact we have.

We are committed to learning, evolving, and being held accountable as we build a more inclusive future together.

## Support



# Helping people to age well

## Supporting older people is at the heart of our purpose

As the local Age UK partner, we focus on ensuring older people across Gloucestershire have someone to turn to – especially when navigating later life. Our Help Team provides trusted information, advice, and guidance. We are expanding our reach by building relationships with communities and increasing our presence in areas where people may face additional barriers to ageing well. This includes rural communities, neighbourhoods experiencing higher levels of deprivation, and communities that are ethnically and culturally diverse.

To strengthen this, we are developing an outreach model

and collaborating with NHS colleagues on proactive care pilots, aligned with the NHS 10-Year Plan to shift care from hospital to community.

Recognising the shift toward digital-first services by the government and NHS, we will support older people who are digitally excluded to access the services they need.

As part of our infrastructure role, we also support other organisations and community groups to reduce social isolation. We spark and support social opportunities that reflect the needs and preferences of older people.





## Educate



# Together we will learn to age well

Education is key to ageing well. We help people prepare for later life transitions – so they know how to age in their own way and feel confident doing so. Our work also challenges ageism and promotes positive attitudes toward ageing.

Gloucestershire's population aged 85+ is projected to grow by 84% by 2043<sup>1</sup>. This will impact the NHS, housing, workforce, and how we design our communities. Our education work supports the NHS 10-Year Plan and Age Friendly Communities by promoting prevention, independence, and inclusion.

We focus on the prevention agenda – encouraging movement,

purpose, and early action to enable wellbeing into later life. We support people approaching retirement to maintain a sense of identity and contribution.

To reach more people, we will grow the number of our supporters and deliver targeted communications to older people and those of working age. Our Voice of Older People panel will shape this work to ensure it reflects lived experience.

We will deliver awareness campaigns, talks, training, and events across the county – sharing key messages about ageing well, reducing ageism, and building intergenerational understanding.

## Influence



# Older voices leading change

With significant changes ahead in Gloucestershire – including NHS changes, local government reform, and evolving health and care systems – it is vital that older people are not just consulted but actively involved in shaping decisions.

We advocate for co-production in the design of communities, services, and policies. Older people must be part of the conversation, and their lived experience must inform the future of Gloucestershire.

We will build on our trusted relationships across the county to amplify the voice of older people. This includes engaging with MPs, councillors, planners, and key organisations to ensure older

people's perspectives are heard and acted upon.

Our ambition is to become the go-to media voice on ageing in Gloucestershire. We will develop our response to queries and enquiries, shape public narratives, and challenge ageism. Our messaging will focus on independence, living with frailty, and ageing well – reframing ageing as a time of opportunity and contribution.

We will promote intergenerational activity as the norm and work to embed Age Friendly Community principles across the county. Through storytelling, campaigns, and partnerships, we will help society embrace ageing and respect older people as vital members of our community.



# Enabling our strategy:

## Foundations for impact

### Our vision

People age well, their way

### Our mission

Together, we support, educate, and influence the development of a more age-friendly Gloucestershire

#### Support



Helping people  
to age well

#### Educate



Together we will  
learn to age well

#### Influence



Older voices  
leading change

### Our foundations

Business and financial development

People, culture and EDIB

Marketing and communications

Partnerships and influence

Data, evaluation and impact

Risk and governance

# Timeline of activity

## Year 1

**2026**

- Build and embed
- Seek sustainable multi-year income

## Year 2

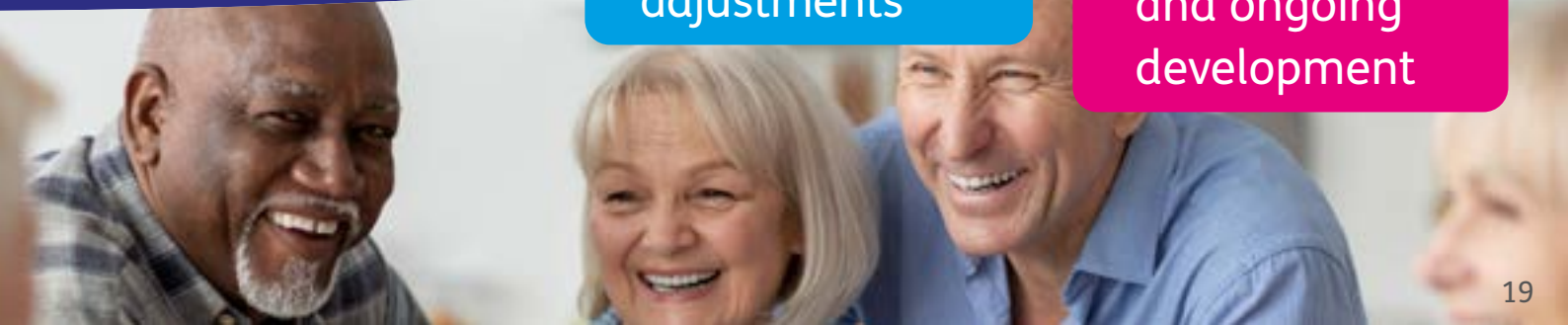
**2027**

- Refine, develop and grow
- Mid-year responsive review and mid-strategy adjustments

## Year 3

**2028**

- Maximise and thrive
- Strategy review and ongoing development



# Measurements

We will set out key measurements of success through our business planning process and reporting. To include the following:

## Our foundations:

### Business development and financial sustainability

3 year financial plan, finance vs budget, cashflow, aged debt, income diversification, supporter journey

### Partnerships and influence

Matrix of key relationship developing, Voice of Older People, events and talks, media engagement, Ambassador activity

### People, culture and Equality Diversity Inclusion and Belonging (EDIB)

Staff wellbeing survey, demographics (apply, interview, employ), staff turnover, training and sickness, volunteer numbers and hours

### Data, evaluation and impact

Population data, feedback, case studies, direct impact and ripples of change

### Risk and governance

H&S dashboard, risk register, regulatory compliance, committee(s) update, governance calendar

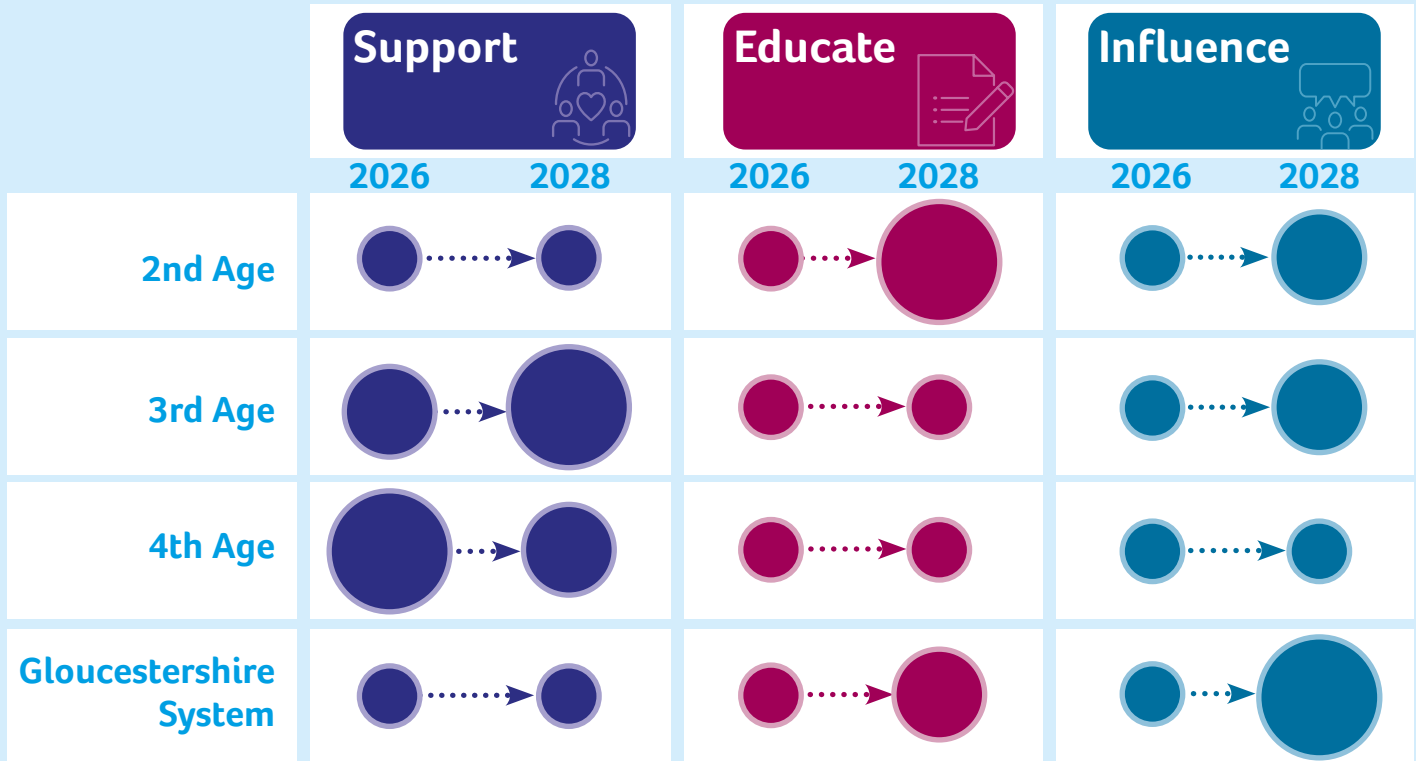
### Marketing and communications

Print & digital comms reach, engagement programme

# Focus of activity

To deliver meaningful impact, our work is shaped by the distinct needs of the people and partners we serve. This matrix outlines our level of activity for each strategic pillar across our four key audiences:

The size of bubble reflects the level of activity. The larger the bubble, the greater the amount of activity. This highlights our progression through the period of this strategy.



# Key risks to strategic delivery

While we are confident in the direction of our 2026–28 Strategy, we recognise there are risks that could affect our ability to deliver on our ambitions.

Identifying and actively managing these risks is essential to maintaining momentum and impact.



## 1. Limited reach and engagement

We may continue to fall short in engaging diverse communities and stakeholders, particularly those who have historically been underrepresented or excluded. This could limit the relevance and inclusivity of our work.

**Mitigation:** Strengthen EDIB practices, invest in community-led partnerships, and improve accessibility across all channels.

## 2. Capacity and resource constraints

Delivering the strategy will require sustained investment in people, systems, and infrastructure. Competing



priorities or funding pressures may stretch our capacity.

**Mitigation:** Prioritise strategic initiatives, build flexible delivery models, and explore new funding and collaboration opportunities.

### 3. Change fatigue and cultural resistance

Shifting ways of working, especially around inclusion and innovation, may encounter resistance or fatigue among staff, partners, or stakeholders.

**Mitigation:** Communicate clearly, support change through training and leadership, and celebrate progress to build shared ownership.

### 4. External disruption

Political, economic, or environmental changes could impact our operating environment, partnerships, or the communities we serve.

**Mitigation:** Maintain agility in planning, strengthen scenario thinking, and build resilience into programmes and governance.

### 5. Data and impact measurement

Without robust data and feedback mechanisms, we risk not knowing whether our strategy is working or where we need to improve.

**Mitigation:** Develop our data systems, embed learning loops, and ensure transparency in reporting and evaluation.





Age UK Gloucestershire's

**Vision** for the people of Gloucestershire is that  
**You age well, your way**

**our Mission**

Together, we support, educate,  
and influence – helping you  
plan for later life, and making  
sure your voice is heard.

For ways to get involved and  
join us on our mission to  
deliver our strategy visit:



[ageuk.org.uk/gloucestershire/getinvolved](https://ageuk.org.uk/gloucestershire/getinvolved)

 Gloucestershire  
**ageUK**  
Let's change how we age

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