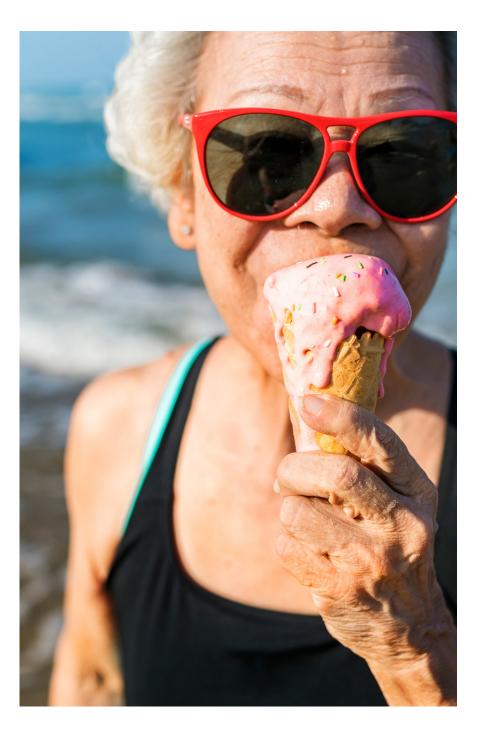


Local, caring, responsive Our strategic direction 2023-2026

Contents

Introduction	3
Our Vision, Mission and Values	5
Strategic Themes: Income Generation	7
Strategic Themes: Finance and Sustainability	8
Strategic Themes: Partnership Working	9
Strategic Themes: Fundraising, Marketing and Communications	9
Strategic Themes: Delivering Our Services	10
Strategic Themes: People Strategy	10



Introduction

I write this at the start of a very significant year for AgeUK Isle of Wight as 2023 marks the 50th birthday of our formation as a charity. As the year passes you will see on our website a number of events that we very much hope will bring opportunities for our Island community, for our staff and volunteers to come together and support us to enable us to celebrate our anniversary but in addition will also provide us with a number of opportunities to fundraise to help us ensure that we will be there to support our older Island population over the next 50 years.

Our previous Business Strategy was due for review in 2020 but Covid intervened, and it is now only in the latter part of 2022 that we have been able to carry out the research and consultation with clients, Island residents' staff and volunteers that we needed to be able to do to assist us with developing our new strategy for the coming three years. You may be asking why our new strategy is for three years only? This we believe to be the appropriate timeframe to use given the uncertainty of the current economic climate, but also in order to sharpen our focus.

As 2022 drew to a close we saw inflation rise to record levels and the economy shrinking, with both these factors leading to living standards predicted to drop before there is any chance of substantial recovery. It is against this backdrop that we have developed our new strategy and whilst we hope that when we come to carry out a review in 2026, circumstances will have improved, in the meantime we will continue to build on our reputation for innovation, collaboration and being champions of independence, inclusion and equality to shape our new strategy. In many ways our Vision, Mission and Values haven't changed a great deal, but it is how we deliver our services to our older Island residents that needs to change as we find ourselves less able to rely on monies from grants to fund a proportion of our work. There are serious challenges facing us and others, both here on the Island, nationally and across all sectors involved with caring for older people. As ever though, AgeUK Isle of Wight is taking up that challenge for a very simple reason - our evergrowing older Island population need us and

we will do all that we can to ensure that we are there to support them.

We thank you in advance for any contribution that you can make to our work, whether that is in the form of your time, by making a donation, by being involved in a fundraising activity or by leaving us a legacy in your will. Anything that you give will help us continue with our essential work for older Islanders. Please also remember that all monies raised by us on the Island are spent on the Island for the benefit of those older people who live on the Island. We are an Island charity for Island people.

Geoff Read Chair of Trustees



Demographic Context

The 2021 census shows the Isle of Wight population is significantly older than the England average. 29.3% of Islanders 65+ compared to 18.4% elsewhere in England, representing a 27% increase since the 2011 census. These figures are predicted to grow to 34% by 2030, particularly in the 60-69 and 80+ age ranges. This represents a challenge for health and adult social care services to meet the increased demand. It also presents an opportunity for AgeUK IW to create and deliver services appropriate to the needs of the respective age thresholds.

Although deprivation analysis shows the Island to be average, the data masks considerable inequity. As no local communities are identified in the lowest decile, this makes AgeUK IW ineligible to access many hardship funding streams. The prevalence of people aged over 65 living with dementia on the Island is also one of the highest in the UK and this figure is estimated to disproportionately rise.

Research and Consultation

AgeUK IW staff, volunteers, clients and members of the public were invited to a variety of face-to-face meetings and to complete surveys to ascertain how people view AgeUK IW and their services and to capture the mood and concerns of older people on the Island. Interpretation of this data will assist the Chief Officers in reviewing and developing services in the future. Snapshots of relevant learning are:

- In 2020-21 1090 Island people over 65 were admitted to hospital following a fall and 9 out of 10 were over 75
- 54% of respondents to our survey said they would be willing to pay for resettlement support post hospital discharge
- Up to 67 urgent care beds "blocked" by people medically fit to be discharged but unable to access a care package or placement
- 70% of respondents are worried about accessing the care and support they need or will need
- 35% of respondents worried that a lack of transport prevents their participation in social activities, rising to 67% in the next 5 years



Our Vision, Mission and Values

Vision

To work in partnership to enable older people on the Isle of Wight to live well, independently, while not feeling isolated or lonely.

Mission

We will work with others to offer services that enable independent living. We aspire to be innovators, always adaptable, agile and responsive to the needs of older Islanders.

Values and Behaviours

Our Values and Behaviours underpin everything that we do, whether as a paid member of staff or a volunteer and we use them to guide the way in which our staff work on a daily basis to develop and deliver our services. We will use them as part of our Recruitment and Selection processes, as part of our regular supervision meetings with staff and during our annual Personal Development Review conversations. We will seek to hear about examples of good practice during team meetings and in addition our job descriptions will also note our Values and Behaviours. Our intention then is, by using all the means noted above, our staff will truly live our Values and Behaviours, demonstrating them in everything that they do.





Values

- Collaborative
- Caring and Compassionate
- Responsive
- Innovative
- Empowering
- Diverse
- Collaborative We work in partnership with other organisations
- Caring and Compassionate We are passionate about what we do for older people on our Island
- Responsive We provide high quality services for local older people, always listening to their needs
- Innovative We are able to identify new challenges and are driven by the results that we achieve
- Empowering We will always work to support independence and choice
- Diverse We are inclusive, and recognise diversity through celebrating difference.

Behaviours

- I always focus on a person centred approach and will always act in the person's best interests
- I take ownership and personal responsibility for my actions
- I act with honesty and integrity in everything I either say or do
- I positively embrace change I am flexible in my approach and encourage new ideas
- I treat everyone with dignity and respect and treat everyone as an equal
- I work with and support others as part of a team I develop my own skills and abilities as well as those of my team.

Strategic Theme One Income Generation

The current economic climate, which is expected to prevail for at least the next 2 years means that we will have to place significant focus on generating income to ensure the charity's future sustainability. We will need to be innovative, planned and keep those plans constantly under review in order to achieve our objectives.

Theme

We will constantly seek to diversify our income streams in order to create fresh opportunities whilst also reducing reliance on grant/publicly funded contracts

Impact

Having a mixed portfolio of income streams will allow us to manage the impact of the current economic climate and in the longer term enable us to grow and develop our services



Strategic Theme Two

Finance and Sustainability

The Office of Budget Responsibility has delivered several economic forecasts during the months we developed and finalised our strategy. Recent analyses have been more upbeat and the predicted recession did not materialise. Energy costs and inflation remain an issue for the charity's beneficiaries and staff and volunteers, and impact our infrastructure costs. Bank interest rates are still comparatively high. These are not issues we alone can resolve and we have to work within these constraints and manage our resources with care. It is against this evolving national outlook that our new strategy and priorities will address local challenges.

Accredited as a Real Living Wage employer, we recognise its benefits in both attracting and retaining staff and membership is reviewed annually. An increase of 10.1% was implemented in April 2023 to those affected.

The Chancellor has stated that his priorities are stability, growth, public services and the protection of the vulnerable; and the charity shares these competing ambitions. We seek to balance investment to stimulate the development of revitalised services to support older residents with the launch of energetic and creative fundraising solutions to ensure continuity of our award-winning Good Neighbour Scheme and over-subscribed Information and Advice service. Simultaneously we must closely scrutinise and control our costs and achieve optimal benefit from any utilisation of unrestricted reserves.

Current Financial Position

A reduction in grant funding in 22/23 lowered our annual income as well as its contribution towards costs. Consequently, the charity has implemented organisational changes to shrink our management structure. The charity holds sufficient funds in the form of reserves and assets in line with the terms of our Reserves Policy. However, if required, we will have to draw upon unrestricted reserves to cover any unfunded overheads. What remains unclear looking forward is whether the economic climate may persuade people to curtail their spending on AgeUK IW services or reduce charity donating.

Theme

We will ensure that there are sufficient financial resources over the next three years to allow the charity to remain sustainable and deliver its mission to work with others to offer services that enable independent living. Aspiring to be innovators, always adaptable, agile and responsive to the needs of older Islanders.

Impact

With a balanced approach to both expenditure and income, and by utilising excellent monitoring and control of our finances, we will be able to sustain the resources we need to better withstand the economic challenges that we face over the short and medium term, and be able to put a plan in place for growth from year three onwards.

Strategic Theme Three Partnership Working

Theme

We will network with and pursue opportunities to create and build relationships with other organisations in order to develop initiatives to mutual advantage.

Impact

The delivery of successful partnerships will increase both capacity and opportunity. There will be the chance to share ideas, experience and expertise and in some cases, possibly facilities. All of these types of activities will raise our profile, enable us to work smarter and collaborate to deliver new and/or improved services.

Strategic Theme Four Fundraising, Marketing and Communications

Theme

We will work proactively alone and with partners to raise our profile locally to increase our brand awareness and ensure that Islanders know who we are, what we do and how we do it. This will also help our Island population understand why we need their financial support in order to maintain and develop our services.

Impact

Increase the monies coming into the charity from fundraising activity through greater understanding of exactly how our work improves the lives of older people on our Island.

Strategic Theme Five Delivering our Services

Theme

We will continually review the services and activities that we deliver to ensure that they meet our strategic vision of working in partnership with others to enable older people on the Isle of Wight to live well independently, while not feeling isolated or lonely. We will work, when appropriate in partnership with others, to develop new services to meet older people's needs but also offer the opportunity for long term growth. We will also monitor and report on the cost of our service delivery and the social contribution that they deliver.

Strategic Theme Six People Strategy

Theme

We will ensure that we attract and retain both paid staff and volunteers that understand, support and proactively work in a way that supports our Vision, Mission, Values and Behaviours.

Impact

We will have clarity around both the cost of our services and the social impact that they make on the lives of older Islanders and on what is needed to develop our services so that they remain current and appropriate.



Impact

We will create an AgeUK IW culture that ensures that staff and volunteers are proud to work for our charity, know what is expected of them, feel valued, and are provided with appropriate training and support to enable them to be the best that they can be, whatever their role.



Local, caring and responsive

AgeUK Isle of Wight 147 High Street Newport Isle of Wight PO30 1TY

Tel: (01983) 525282 Email: info@ageukiw.org.uk Web: www.ageukiw.org.uk Facebook: @AgeUKIW Twitter: @AgeUKIW

AgeUK IW registered charity number 1118711 Company number 06057797