



# **Our 2023-2026 Strategy**

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## Overview: Strategy 2023-2026

Age UK Kensington and Chelsea is proud to present our Strategy for April 2023 - March 2026. This approach has been developed with the input of older people across Royal Borough Kensington & Chelsea, our Board, staff, commissioners, funders and local third sector and community organisations. We would like to thank everyone for their time and the invaluable contributions they have made in helping to develop this three year strategy together.

The Strategy builds on our post-pandemic Recovery Strategy which focused on supporting older people to best manage the effects of the pandemic. It also sought to ensure stability for our organisation and sustainable growth to ensure AUKC can be there for older people into the future. As we seek to build on this, we are also focusing on where we feel we are most needed, where we have a unique offer and how we can address gaps in provision.

We strive to ensure that everything we do results in positive outcomes for older people and will invest in ensuring that we can effectively measure and evaluate the effect our work is having: learning and improving as we go.

## Vision

Our vision is that older people in RBKC can live their best possible life

## Mission

Our mission is to work with others to create a community in which older people are valued, connected, heard and supported

### We do this by:

- Providing Advice and Information**
- Advocating for and with Older People**
- Seeking to Reduce Inequalities**
- Combating Loneliness and Isolation**
- Supporting Better Health and Wellbeing**

# Strategic approach 2023-2026: Principles and Values

**Collective** - working in partnership with Older People and our community

**Responsive** -to the needs of Older People and our community

**Respectful** - in our service to Older People and our community

**Inclusive** - in our approach to Older People and our staff

# Reflection and Analysis: 2020 – 2022

The past two years have unsurprisingly been dominated by the pandemic.

Key features included:

- ◆ **Responsiveness, adaptability and flexibility** were key to an effective pandemic crisis response
- ◆ **Prior investment in our digital platform** enabled staff to be able to work remotely
- ◆ **Digital was important** from a number of perspectives – both ensuring our own technology was fit for purpose as well as supporting older people to get connected and get online. We saw that older people who didn't have digital access suffered even more severely from isolation and loneliness than those who were able to access online groups, classes and events
- ◆ **Mental health and wellbeing** was really affected during the pandemic and we saw a marked increase in older people calling with suicidal feelings. This impact has continued and our focus on supporting older people with their mental health via NHS partnership working has increased
- ◆ **Partnership working** was key for us in the pandemic with both the NHS and RBKC as well as numerous local community partners and funders. Without their outstanding response, generosity and partnership, our emergency response could not have reached over 1000 older people a week with food, basic provisions, friendship and support.

Our one year **Recovery Strategy 2021-2022** focused on supporting older people to come through the pandemic and was built on what older people told us was important to them.

Key areas were **Digital, Mental health, Health inequalities and Involving older people**. Notable progress against these areas includes:

- ◆ **Digital and Mental health** - Successful pilot project with CNWL supporting older people with mental health issues to get online. Project was short-listed for a Digital Award and has now been extended.
- ◆ **Digital** - New project in collaboration with local partners to support older people to get online
- ◆ **Mental health** - Mental Health First Aid training for staff  
Piloting a new, evidence based therapeutic approach for people living with Dementia
- ◆ **Health inequalities** – investing in a new database (salesforce) which enables us to better review and analyse our data, looking at where gaps are and where most need is
- ◆ **Involving older people** - Older people were involved in the recruitment of our new Chair, Bob Empson as well as the new three year strategy.

The majority of our funding comes from statutory partners – the NHS and RBKC. While our unrestricted fundraising has increased, there is the potential for this to further develop across a number of areas to ensure that we are not overly reliant on any one area of income.

The cost of living crisis has already significantly impacted older people, as well as our staff and volunteers. This will continue to be a major concern going forwards.

## Key Themes from the strategy consultation with Older People:

- ◆ Isolation
- ◆ Wanting to feel part of the wider community
- ◆ Doing enjoyable, local things
- ◆ Inequalities being addressed
- ◆ Asking for their views and acting on them
- ◆ Independence
- ◆ Physical & mental health, bereavement support
- ◆ Digital
- ◆ Older Carers support
- ◆ Cost of Living concerns – choice between heating & eating, not being able to have little treats that can make life feel worth living

## Key Themes from the consultation with Stakeholders

- ◆ Partnership working
- ◆ Connecting with older people, understanding their needs
- ◆ Supporting people who are isolated
- ◆ Improve impact reporting and demonstrate effectiveness
- ◆ Address inequalities and find innovating ways to support people who aren't accessing services
- ◆ Recruitment and retention of staff
- ◆ More diverse Board
- ◆ Focus on work with the most isolated and vulnerable people in their own homes, and those with long term health conditions and cognitive decline.
- ◆ Inter-generation programs
- ◆ Advocating for older people and their needs



## Key Themes from our wider analysis of the context we operate in

### Tough financial environment with cost of living crisis and impact of Covid

- ◆ Pressure on statutory bodies may affect contracts
- ◆ Increased demand on Information and Advice services
- ◆ Possible impact on fundraising

### Increased life expectancy is great news but can also mean

- ◆ Increased demand for social care
- ◆ More complex health conditions
- ◆ Increased pressure on hospitals and delayed discharges

### Digital is increasingly important and many services are only accessible online

- ◆ Concern about digital divide and implications for those who aren't online
- ◆ Need to 'future-proof' AUKC
  - Ensure staff have the digital skills needed
  - Harnesses the benefits of technology
  - Ensure all services are accessible for all

### Data is key to understanding accessibility and inclusion of our services

- ◆ Underpins our approach to tackling health inequalities
- ◆ Identifies gaps in service provision

### Communications

- ◆ Using social media effectively
- ◆ Communications are really crowded – how do we get our voice heard?

### Environment

- ◆ Climate crisis is an urgent issue which is everyone's responsibility
- ◆ How can we ensure sustainability in our approach?



# Key Strategic Objectives 2023 - 2026

**Reduce inequalities  
in the Borough**

**Improve lives  
by delivering  
positive outcomes**

**Excel at  
dementia services**

**Develop and  
strengthen our  
organisational  
foundations**



# Reduce inequalities in the Borough

We will be community led, inclusive and seek to meet need and reduce inequalities in the borough, advocating for older people affected by local and national issues

**By Q4 2023** we will have identified the key demographics in RBKC who are under-served and

**By Q4 2023** all staff and volunteers will have received training on supporting older people from diverse communities. This will be included in mandatory training for all staff, the board and volunteers.

**By Q4 2023** we will have developed a pilot project to increase the demographic reach of informal Carers support

**By Q3 2024** we will have co-produced (and/or work with relevant community organisations) and sought pilot funding for new services for older people in at least two of these demographics

**By Q1 2025** 35% of our services will have been developed by a client-led process, underpinned by data analysis

**By Q3 2025** we will have secured funding for at least three years for the two key identified demographic services

**We will amplify** campaign and policy approaches from Age UK and highlight local issues affecting older people  
We will highlight and profile national and/or local issues in each newsletter and on our website

# Improve lives by delivering positive outcomes.

We will seek to provide responsive services which achieve the greatest impact and positive outcomes for older people

**We will improve** our data systems to ensure that we can effectively evidence and analyse the impact of our services

- By Q2 2023 all relevant staff will be trained and using our new CRM salesforce effectively

**We will build** in a cycle of continuous improvement based on analysis of the effectiveness of our services

- By Q4 each year client survey sent

**We will improve** our data to enable us to understand the needs of hyper-local populations and build services to reflect that

- By Q2 2023 80% of all client demographic information on our CRM will be completed

**We will respond** swiftly and effectively to crises which affect older people



## Excel at dementia services

We will aim to become a centre of excellence for dementia support and awareness

**All our staff,** volunteers and board will be fully dementia informed

- All staff, volunteers and Board will have received dementia training by Q4 2023 and all new staff and volunteers will receive dementia training as part of their induction

**We will develop** our evidence based offer of Maintenance Cognitive Stimulation Therapy, investing directly whilst seeking external funding

- We will continue our MCST offer during 2023

**We will continue** to develop an inclusive service offer for people living with dementia which meets the needs of the whole community.

- By Q2 2023 we will contribute to the whole system dataset on dementia support in RBKC and
- By Q4 2023 we will have reviewed our offer to reach unmet needs on the basis of our data

**We will develop** external research and evaluation of our services to ensure they are evidence-based and impactful

- By Q2 2024 we will have established a partnership with a university to support with research and analysis
- By Q1 2025 we will have produced a report and evaluation of our MCST offer



# Develop and strengthen our organisational foundations

## Embrace digital. *We will embrace the power of digital*

By Q3 2023, our website will contain online booking and payment facilities

By Q2 2024 we will have increased engagement with older people and their friends and families through our website by 20%

By Q4 2025 our client journey will be significantly improved with 24/7 access, digital sign-posting and information and shorter waiting times

By 2025 we will have enhanced our digital support service for older people, supporting with connectivity and digital skills

*We will work* to ensure no-one gets left behind in an increasingly digitized world





## **Broaden our financial base. *We will develop a broader, sustainable funding base to ensure continuous support for older people in the borough into the future***

By Q2 2023 we will start to monetize our newsletter by selling advertising space

By Q4 2023, we will increase our fundraising capacity and seek to diversify our funding base with a focus on legacies and individual supporters

By Q4 2023 we will have new Reserves and Investments Policies

By Q4 2024, we will aim to increase our unrestricted income by an additional 25 %

By Q4 2025, we will aim to increase our unrestricted income by an additional 25 %

## **Staff and volunteers valued and supported. *We will strive to create a working environment in which our staff and volunteers feel valued, respected, supported and engaged***

We will review our benefits offer each year in consultation with staff to ensure that our offer best responds to the needs and wishes of team, and that it is as flexible as possible

By Q3 2023 we will improve our recruitment and onboarding to ensure that we attract the best talent and have developed procedures for managers

We will review our recognition and reward systems annually to ensure that staff feel that excellence is noticed and recognised

We will review and improve our training and development offer for staff annually and ensure that all staff members have a personal development plan

We will review our support and recognition for our volunteers to ensure their efforts are noticed and recognised

By Q3 2023 We will interpret our values into behaviours to guide and support us to live our values in our work

We will seek new fit-for-purpose premises

## **Best practice governance. We will have a governance system which meets best practice and a Board which is engaged and diverse**

We will audit annually our governance system and processes against recognised benchmarks and good practice

We will expand our Board to ensure that it has the skills needed and is appropriately diverse

We will establish evaluation processes to enable the Board, committees and individual Trustees to review their performance and to identify opportunities for improvement



## Appendix

We are grateful to the following for their input to the 2023 –2026 Strategy:

73 older people in RBKC responded to our Strategy Survey

Central London Community Healthcare

NWL CCG

Kensington and Chelsea Foundation

North Kensington Hearts and Minds CIC

Open Age

Nucleus Legal Advice

The Volunteer Centre in Kensington and Chelsea



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