

A photograph of an elderly Black woman with short grey hair, smiling broadly and looking upwards. She is wearing a purple short-sleeved dress with a large pink and white floral pattern. She is seated, and her hands are resting on her lap. The background is slightly blurred, showing a blue curtain and some indoor decor.

Looking forward

for Lambeth

A Five Year Forward Strategy:
October 2019 to September 2024

How we have come to this point:

We have listened to many voices over the last two years.

We have heard directly from people using our services:

We listened to their views at our Annual Public Meeting and other public forums. They were kind enough to give us feedback on their experiences.

We have had conversations with people on the streets of

Lambeth: To hear what they thought of our organisation – and understand their views

We have consulted key stakeholders, such as Adult Social Care and the Lambeth Clinical Commissioning Group: We asked for their opinions of us as an organisation, and how we might respond to the challenges our borough faces.

We have listened to our partners – to understand what we do well and what we need to do better.


We have listened to staff – to understand their needs, as well as those of the people they serve. They have also been a fantastic source of ideas for developing improved services.

We have listened to the latest research – to understand that we must adapt and be bolder in reaching our vision.

And what has emerged is our five-year forward strategy!

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**“It’s a privilege
to be part of Age UK
Lambeth’s new strategy:
helping our older citizens
to overcome and prevent
problems, age well, and
help all of us.”**

- Paul Springer, Productive
and Resilient Ageing
Project Leader

Welcome

Age UK Lambeth has a proud history. For over 70 years, we have provided services that support the most vulnerable and isolated people in Lambeth. As a charity, we are trusted by both the public and our funders to deliver those services in a way that makes the greatest impact on the people who need them most.

Where we’ve come from...

Over the last few years, we have worked hard to ensure we are building on strong foundations.

We are confident that our policies are fit for purpose.

We have re-focused our services to be the best that they can be for the people we serve.

Most importantly, we have reminded ourselves to put the older person at the heart of everything we do.

Where we are...

The need for services focused on Care and Support remains strong, and so does our commitment to providing those services. So many of our older people want to remain independent, but find their health declining and worry about being “put into care”. Some are profoundly lonely, often using the television as their main point of contact with the outside world.

We will continue to respond to the needs of those who ask us for help by developing and providing services that are right for them. ►

Where we're going...

Our society is changing. And our society's approach to ageing is changing, too. We have to keep up.

There is a generation of people in their fifties and sixties who are still working full time, many of whom have adult children still living at home and elderly parents needing care.

There has been an increase in unemployment for those over the age of 50.

Acute feelings of loneliness and isolation are not necessarily age-related, especially in a big city like London, and a busy borough like Lambeth.

These issues challenge us to think differently. And we're confident that changed thinking will lead to the development of some new services over the life of this strategy. That's also why our other strategic goal of Ageing Well is so important.

We've challenged ourselves to think differently, and we've set ourselves some ambitious goals. This strategy demonstrates how we intend to deliver on both those aims.



Graham Gardiner
Chief Executive



Kate Woollcombe
Chair of the Board of trustees





First, some principles

Who we serve

Our services are principally for anyone in Lambeth who is aged 55 and over, but also for *anyone* who has a disability, has long-term ill-health issues, lives with mental health issues, or is an unpaid carer.

Our Vision

We won't give up until older people are able to use their skills, talents and experience to benefit society. And we won't give up until society recognises the value of older people, and ensures that those who need care and support get them – and can live their best lives.

Our Mission

We support older people in Lambeth to live enriched, productive and purposeful lives: challenging the stigma of ageing, reducing social isolation and ensuring they get the right support at the right time.

Our Values

We are kind

We do everything in a spirit of kindness.

The people we support deserve our respect and need our compassion, and we have their best interests at heart at all times.

We are person centred

We keep the people we serve at the heart of everything we do.

Our older people are a rich source of inspiration, ideas and experience, and our working relationships with them are important to us.

We are outcome focused

We help people find solutions that work for them.

By being flexible, asking for feedback, and including our older people in developing new services, we can be sure they will get the right support at the right time.



**“I am a part of
Lambeth’s domino club.
We entered the ‘battle of
the boroughs’ competition
for over-55s and
came 2nd!”**

Pauline,
MYSocial member

The challenges we face... in our borough

Lambeth in 2019, some interesting facts and figures:

- Lambeth is one of the most deprived districts/unitary authorities in England. Life expectancy for men is lower than the average for England.
- Lambeth is the eighth most deprived borough in London, and the 22nd most deprived in England.

About
• **60%** of people with a limiting health condition are aged over 50.



- Income deprivation is significantly worse in Lambeth than in the rest of England, in all localities. The number of older people in deprivation in Lambeth is twice as high as in England in all localities except South West Lambeth, where it is still significantly worse than England.
- People living in Lambeth's most deprived areas experience a higher rate of "avoidable mortality" (Deaths from causes that are considered avoidable in the presence of timely and effective healthcare or public health interventions) than those living in the least deprived areas.

- All but two wards in Lambeth have wellbeing scores below the average for England and Wales.

• About
37,000 people
in Lambeth say their day-to-day activities
are limited by a long-term illness or disability.



- A third of working age people and a quarter of people of retirement age in Lambeth are living in poverty.
- About 12% of residents aged 50-64 have a limiting health condition; as do 27% of 64-74s; 46% of 75-84s; and 64% of over 85s.

Statistics taken from papers from our colleagues:



The challenges we face... as a society

The UK in 2019, some interesting facts and figures*:

- There are currently almost 12 million people aged 65 and over in the UK, with 3.2 million aged 80 and over, and 1.6 million aged 85 and over.
- The proportion of older people from a minority ethnic background will have doubled by 2033.
- Asian and Black people are twice as likely as White people to be poor in later life.

- **By 2036,
one in four
of the population will be over 65.**



- In the UK, 1.9 million (16%) people aged 65 and over live in relative poverty.
- Only 6% of people over 65 define themselves as 'old'.
- Between 2001 and 2013 an extra 5% of over 65s were still in employment.

- One in five (20%) people in routine occupations in England say that age often prevents them from doing the things they would like to do.



- Increasingly volunteering will have to compete with other demands on people's time and resources, including paid employment, and caring for parents, spouses and/or grandchildren, as well as travel and leisure.

Statistics taken from papers from our colleagues:



The Strategy

The power of doing both!

A dual strategy to meet the needs of the ageing population of Lambeth:

Care and Support

Providing care and support to those in need, to help them stay as independent as possible.

Ageing Well

Providing services that shape our ageing society, by removing age barriers and capitalising on the talents of our older people.





Welcome

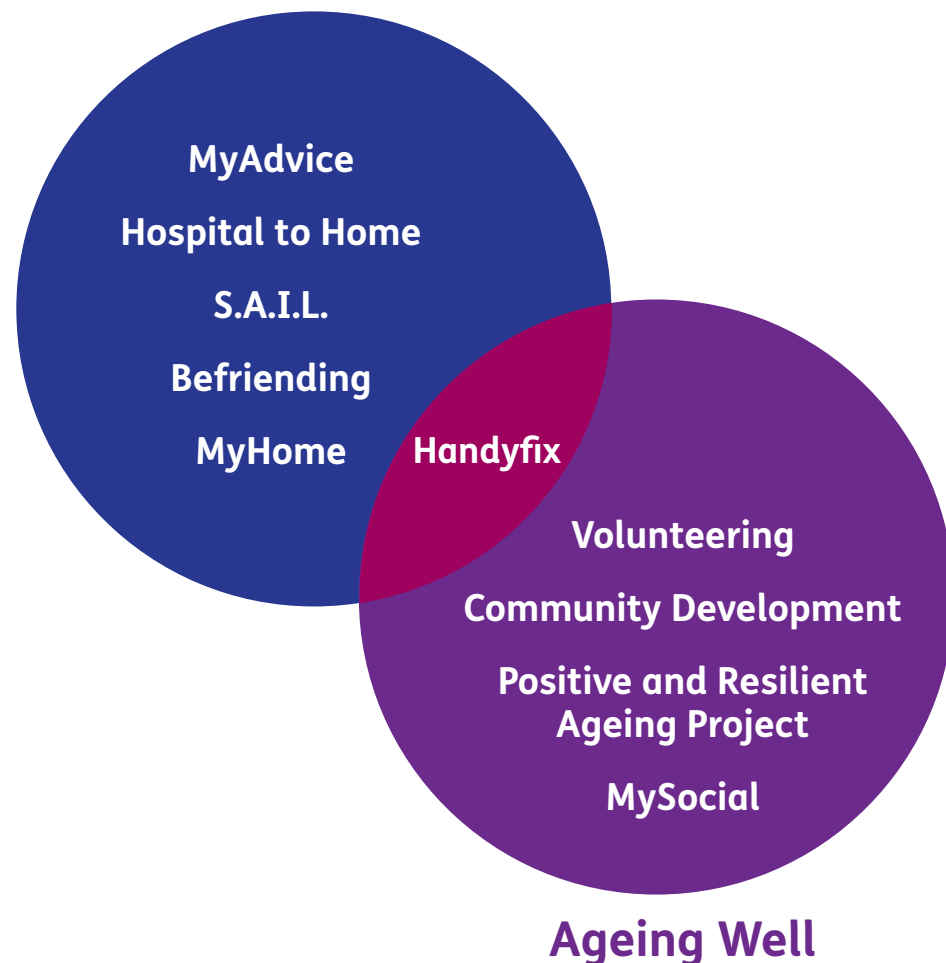
“Our teams have specialist advisors with many years of experience in the field. There is not a lot we don’t know about in Lambeth!”

Dirg,
works at Age UK
Lambeth

Our Current Services

We are proud to offer a range of support services to the people of Lambeth. They are:

Care and support



Our Current Services

S.A.I.L.	A holistic approach to offering care and support, helping people access the right information and services at the right time.
MYsocial	Our social membership service, open to all ages, that is not a service! With a calendar of over 90 events a month, members can try new things, meet new people and reconnect with things they love to do. Building community one event at a time.
HandyFix	Our handyperson service helps our older people remain independent by keeping homes safe, providing key adaptations and doing the odd jobs that make a house a home. This service is also open to the public at commercial rates.
MYadvice	Our drop-in advice service, providing support on housing, benefits, employment and finances.

MYhome	Our collection of brokered services from trusted providers, offering home care, shopping and toenail cutting.
Befriending	Volunteer befrienders meet up with some of our borough's most isolated people every week, to provide companionship and engagement with their communities.
Volunteering	We recruit, train and support over 150 volunteers, who offer a range of roles for the charity.
Community Development	We offer support to small, local groups, who provide services to older people. We help them find grants, build management committees and be sustainable.

Care and Support

It's clear that our care and support services are still absolutely vital to many of our older citizens, some of whom are living in deprivation.

In 2017/18, we offered around 17,000 people support, with many receiving benefits and housing advice from our MYadvice service. MYadvice now has drop-in clinics across the borough, using community facilities.

S.A.I.L. has begun to establish itself in the borough as a gateway to adult social care. We hope this will continue to develop over the next few years. Our team is now working in GP surgeries and hospital wards, in addition to receiving over 1,800 referrals a year from GPs and other professionals. They also host our small Hospital to Home service and our new service directory, MYcommunity.directory.

Our Befriending service matches some of our borough's most isolated people with volunteers who visit regularly.

MYhome is a range of home services provided by others, and brokered by S.A.I.L. For example, home care is provided by Bluebird, Age UK Merton and Age Lewisham & Southwark. Our shopping services are provided by Age UK Camden and L & S respectively. This model of partnership allows us to provide services we don't (or may not wish to), whilst enabling other charities to make their services more sustainable.

We are constantly working to develop and extend our Care and Support services. For example, in the next year we will be recruiting Befrienders for older citizens who are HIV+.

Ageing Well

Being 55 today is not like it was 70 years ago when we were founded.

Today, people are living and working for longer and generally the older generation has more free time and more money to enjoy that time.

However, all too often, our society portrays older people as unwell, needy and terrified of tech. But we have a generation coming into their fifties and sixties who are far from society's stereotype of 'older' people. They still want to work, and contribute both to their communities and society – and they not only often have parents to care for, but can sometimes also have adult children living at home.

The danger for us is seeing our clients as vulnerable and dependent on us for help. We must take responsibility for showing that ageing is also about opportunity, about using the skills, talents and experience that have been gained over a lifetime's work, and about living life to the full.

Longer lives benefit society in many ways, including financially, socially and culturally, because older people have skills, knowledge and experience that can enrich us all.

We have an opportunity to harness the power of that experience, whilst at the same time challenging ingrained ageism.

“Older people are our underdeveloped renewable natural resource.”

Professor Peter J Whitehouse



“Ageing is not lost youth but a new stage of opportunity and strength.”

Betty Friedan



“How old would you be if you didn't know how old you are?”

Satchel Paige



Objectives at a glance

OBJECTIVE 1 We will look for opportunities to extend our Care and Support services	Staff and clients often tell us of gaps in our current service provision. We need to do better at plugging those gaps. We also want to work closely with partners to develop new ideas.
OBJECTIVE 2 We will create new services that enable people to Age Well	Your age doesn't matter. It's just a number. We want to develop services that create opportunities for people to live their best lives.
OBJECTIVE 3 We will reach more people	A few years ago, so many of our services were based in Brixton we might as well have been called Age UK Brixton. But we're changing. For example, MYadvice now has drop-in sessions around the borough. It's a start, but there's more to do.
OBJECTIVE 4 We will listen to service users and respond more effectively	We need to be more proactive about getting feedback from people – and then acting on the results. We want our older people to be involved in decision making and helping us make our services better.

OBJECTIVE 5 We will demonstrate the difference we make	We need to be sure that our services are making a tangible difference. People tell us they do. We want to be able to provide evidence of that.
OBJECTIVE 6 We will be the best partner we can be	We have developed partnerships with key stakeholders and organisations around the borough. We're proud to be a trusted partner, showing our desire to work for the good of the voluntary sector and our citizens.
OBJECTIVE 7 We will be the best employer we can be	We've been working hard to make Age UK Lambeth a better place to work and volunteer. It's better than it was, but we still have more to do.
OBJECTIVE 8 We will be more sustainable	At the moment we are reliant on several large contracts with the local statutory sector. Over the next few years, we want to widen how we create income for the services we provide.



Objective 1

To look for opportunities to extend our Care and Support services

The Context

We want to extend the reach and scope of our services, but only when:

- we are the best placed organisation to provide that service.
- it is aligned with our strategy.
- it is financially responsible.

How will we do it?

- **We will widen our scope of work.**

For example, we will be talking with our older people about end of life and care wishes, working with Dignity in Dying from June 2019.

- **We will think laterally.**

Teams will take opportunities as they arise, as well as analysing any current gaps in need. Staff will have the chance to collaborate on service developments.

- **We will work with partners.**

Wherever possible we will look to work in partnership with other providers, and especially with smaller, local groups.



Objective 2

We will create new services that enable people to Age Well

The Context

While this is a new strategic thread for us, we have started by launching MYsocial, our social membership service.

MYsocial is open to all and is focused on giving members the chance to meet new people, try new things and reconnect with what makes them happy.

How will we do it?

- **We'll create a coalition of local organisations and stakeholders.**

With engagement from Public Health England and the Centre for Ageing Better.

- **Together, we'll explore how to reach those to whom ageing presents new challenges.**

Including: people with children still at home, and parents to care for, while trying to hold down a full-time job; the high number of over-50s who are unemployed; and people coming up to retirement.

A man with grey hair and tattoos, wearing a black t-shirt with 'HandyFix' written on it, is kneeling and using a yellow and black power drill to work on a wooden cabinet. He is in a living room with a brown sofa, a bookshelf, and a plant in the background. A text box in the bottom left corner contains the text 'Objective 3' and 'We will reach more people'.

Objective 3

We will reach more people

The Context

We must reach more of the people who need us, in the way that they need us, wherever they live in our borough. For example:

- MYadvice has drop-in sessions around the borough.
- HandyFix visits homes across the borough.
- Befrienders make visits all over the borough.
- MYsocial have members from across the borough.

But there is more we can do. Especially in reaching those parts of Lambeth that have the highest levels of isolation and deprivation amongst older people.

How will we do it?

- **We'll understand our data better.**

We'll look at the areas where our services are currently used, and the areas of highest deprivation and loneliness in Lambeth. Then we can make sure we are providing services where the need is greatest.

- **We'll look to reach further.**

We'll encourage our existing services to extend their reach to include areas identified as the most deprived.

- **We'll develop new services accordingly.**

As we think about how to support those most in need, we'll take reach into account from the outset.



Objective 4

We will listen to service users' feedback and respond more effectively

The Context

We get a lot of useful feedback from the people who use our services. But our responses to that feedback need to be more consistent.

We want the people who use the services to have more influence over how their services are developed. Our older people should be involved in recruitment, service design and other ways that allow us to hear their views.

How will we do it?

- **We will focus on service user involvement.**
This will include training for all staff. In addition to an organisational plan, each service will analyse how their older people can be more involved in the services they use.
- **We will design feedback systems for each service.**
The Quality and Impact team will collect service user feedback for each service, and develop systems to ensure we respond, with “You Said, We Did” communications.
- **We will create involvement opportunities.**
We’ll make it possible for our older people to get involved in organisational decision-making processes, such as recruitment. We want to support the co-production of new services with older people themselves.

"Make us a Cuppa"

tea + coffee £1
fruit 30p

50p FOR
MYsocial
members

Objective 5

We will demonstrate the
difference we make

LOVE
BALHAM.ORG

The Context

We've always done a lot of monitoring: counting how many people have used our services, who they are and where they come from.

We've only just begun to start thinking about what difference our interventions have made. We need a greater understanding of the impact our services make on the lives of people we serve.

How will we do it?

- **We'll measure our impact.**
Every service will seek to understand the impact it has on the lives of our older people, by designing ways to measure that impact.
- **We'll ensure services are in line with local strategic goals.**
This will evidence the strategic fit of each service, which will help us make a positive case to funders. For example, our outcomes should be aligned with the stated goals of Lambeth Together.
- **We'll make sure new services are measurable before they begin.**
That way, we can be sure each new service development is a good strategic fit for both the organisation and the borough.

*achieve a full
quality of life*

For information on services please

020 7

or visit

www.lambethageuk.org.uk/lam

Objective 6

We will be the best partner we can be

The Context

We already lead the Independent Living and Carers' Partnership but there will be opportunities over the next few years to extend and improve this and other key partnerships.

Our Community Development service already supports smaller groups to develop their ideas and find funding to make them happen.

We want to be known and respected for our values when working with others.

How will we do it?

- **We'll develop strategic local alliances and partnerships.**
We will build on the part we already play in the local strategic context. We will continue to ensure that ourselves and our colleagues in the Lambeth voluntary and community sector will take opportunities to provide services that lead to better outcomes for Lambeth's citizens.
- **We'll play our part in the wider local voluntary sector.**
We want to work more closely with Lambeth's diverse community sector, which is made up of many small, local organisations.
- **We'll seek to work more closely with other Age UKs.**
We don't need to deliver every service ourselves. For example, with MYhome we have invited two local AUKs into our borough to provide home care. Age UK Lewisham and Southwark are already looking at getting involved in MYsocial, and we are hoping to work more closely together in the future.




This
kitchen
must be
kept clean
and tidy

Objective 7

We will be the best employer we can be

The Context

We want to be the best place to work or volunteer in Lambeth.

It'll be difficult, but not impossible. We've come a long way in the last few years:

- We are a living wage employer.
- We offer flexible working.
- We give staff small gifts/cards on their birthdays or when they have been ill.

But we want to do better.

How will we do it?

- **We'll listen to our staff.**

If we know what they need, we can work hard to deliver.

- **We'll develop initiatives that encourage staff loyalty and retention.**

We need to find affordable ways to make staff feel valued. For example, the introduction of the AUKL Fairy and flexible working has led to a visible improvement in staff morale.

- **We'll make staff meetings more interactive.**

We want to increase the opportunities for staff to get involved in decision making.

- **We'll increase opportunities for training and development.**

For all staff and volunteers.



020 7346 6800

www.ageuklambeth.org.uk

#lovelaterlife

Objective 8

We will make ourselves more sustainable

The Context

Currently, over 90% of our annual income comes from contracts with the statutory sector. Traditionally, we have not been an organisation that has done much community fundraising. And we have limited experience of trading services. But we need to guarantee we're around in the future.

How will we do it?

- **We'll look at contracts.**
Opportunities remain to continue to contract with statutory agencies. With Alliance contracting on the horizon, there is a possibility to secure contracts for up to ten years.
- **We'll look at fundraising.**
Over the last 18 months we have invested in employing a community fundraiser to work with us to establish a programme of community fundraising events.
- **We'll look at grants.**
This is not a traditional income stream for us, but we are beginning to apply for grants to help us develop existing services and create new ones.
- **We'll look at social enterprise.**
We're looking for opportunities to be more entrepreneurial. For example, our odd-jobs service, HandyFix, has recently launched a public facing service, providing handy services to the general public.



Looking to the future

This strategy marks a departure for our organisation by focusing on two sides of one strategic coin: Care and Support and Ageing Well.

The care and support services we provide will always be absolutely central to our work. And, as you have seen, we're looking to develop those services wherever possible.

But over the last few years we have also taken the necessary step of expanding our service offer – by introducing shopping and home care services, in collaboration with our colleagues in the Age UK network and trusted partners from the voluntary sector.

When listening to the public, one woman in her 80s told us that she thought Age UK Lambeth was a vital charity that did great things “for the old ‘uns”. While it was good to hear that we are trusted, it was telling that she didn't feel we had anything to offer her directly.

Under this strategy, Age UK Lambeth will become a more proactive agency, creating opportunities for meaningful engagement before care and support needs arise. We want people to feel their lives have been enhanced through their

involvement with us. We want to be able to respond quickly and effectively to changing demographics and societal pressures.

**In order to be future-proof, we must evolve.
And that evolution starts here.**



Before we go...

There are a number of people the Trustees would like to thank for helping us develop our new strategy:

Firstly, and most importantly, the people using our services, who have given us feedback and talked to us at the various forums and meetings we have held.

Our staff and volunteers have also been very engaged in helping us think about our future.

Finally, we'd like to thank anyone who has given money or fundraised for us, commissioned services from us or paid to have a service from us. Without you it would be impossible for us to provide support to over 17,000 people every year.

With thanks to Lauren Kennedy and Noël Thompson, for volunteering their time to take the photography throughout, and also to Alex Rotas who kindly let us use her photos from her professional portfolio (page 26).

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