

# 3-Year Strategic Plan

2022/25





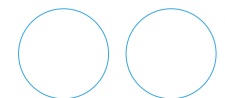
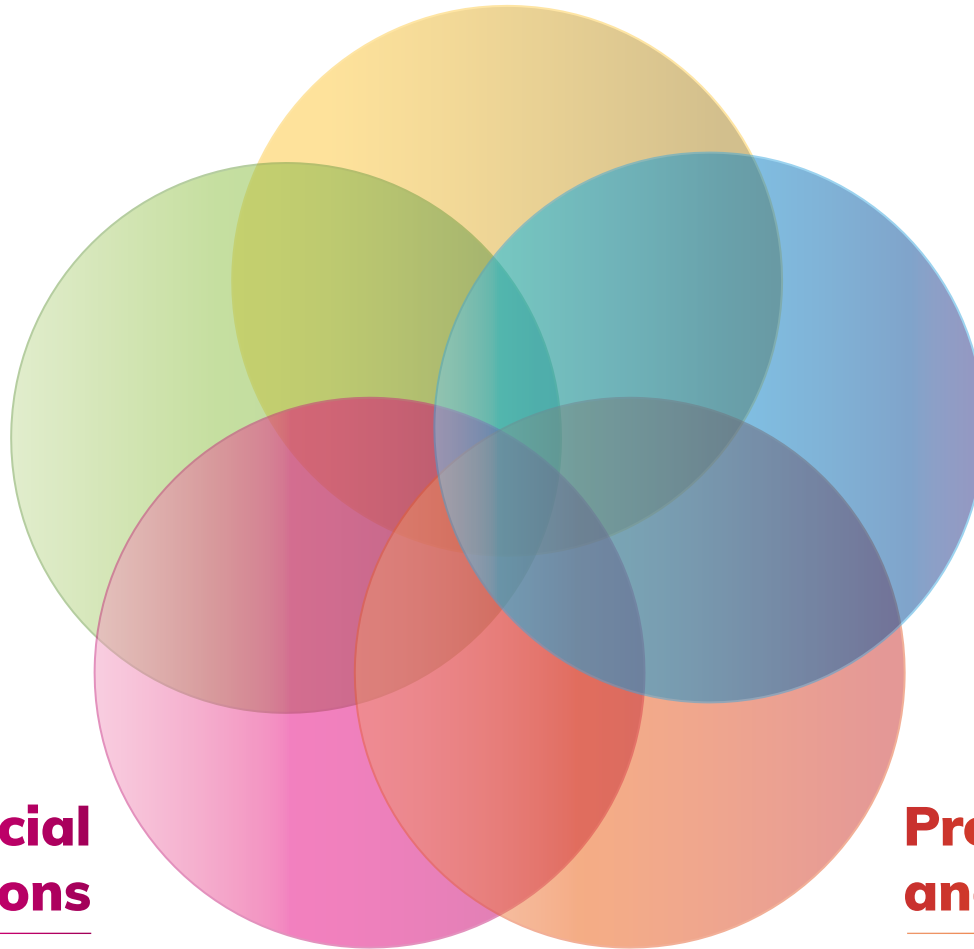
**Positive Contributions**

**Enabling Independence**

**Build Resilience, Choice and Control**

**Build Social Connections**

**Promote Health and Wellbeing**



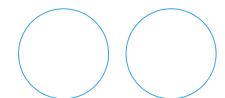
## Introduction

We are delighted to present the Age UK Leeds 3-year Strategic Plan, we are confident this plan will take the Charity forward over the next period leading to 2025 when the Charity will celebrate its fiftieth anniversary.

In partnership with a number of other organisations in health and social care, as well as other sectors, we have developed and are able to offer a diverse array of services that range from supporting people to settle home after a period of hospitalisation to participation in a range of social activities including our walking group and digital drop-ins.

The 50+ population has grown by an around 30,000 over the last 20 years, future growth in the older populations will be fastest amongst the 80+, who are expected to see a 50% increase.

The ambition for Leeds is to be a place where people age-well: where older people are valued, feel respected and appreciated, and are recognised as the assets that they are. The challenges presented by an ageing population are understood, however it is also vital to acknowledge and embrace the positive contribution that the older population make within communities across the city, either through the skills and knowledge that they bring, the high levels of volunteering, interactions, unpaid caring roles, and through the skills and experience they bring to their workplaces.










Central to everything that we do as a Charity is understanding the needs and wishes of older people. Based on a recent city-wide analysis we have a greater understanding of what is important to the older people of Leeds, in summary the priorities are:

- Maintaining independence and self-reliance
- Being heard and listened to; wanting to be consulted with and not assuming that 'we' know best and to impose things against their wishes
- Accessible services that meet and reflect personal needs, with a particular focus on locally availability
- Security, including financial, emotional and personal
- Choice and control; being respected as individuals and enabled to make their own informed decisions
- Socially connected being included and valued within the community





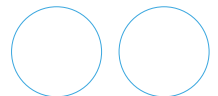
In response to these priorities, the overarching aims of our work are to:

-  Prioritise things in life that are important to the older person to enabling them to their life as they choose and to the best of their ability
-  Support older people to regain and maintain their confidence to actively participate in various activities and social groups
-  Provide a range of health and wellbeing activities including, physical exercise, nutrition and hydration to facilitate and encourage positive, healthy ageing
-  Provide accessible, skilled, knowledgeable, quality assured information and advice on money & benefits, legal matters, costs of care and other issues effecting older people
-  Support older people to plan for their later years, helping to navigate significant life changes and ensure that their explicit wishes respected

The last two years have been challenging but we are now looking ahead with confidence that Age UK Leeds can and will make a difference to lives of the older people of Leeds that we work with.

Iain Anderson  
Chief Executive

Keith Wakefield  
Chair of the Board of Trustees



# Statement of Intent



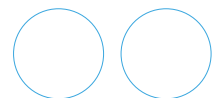
## Our Services will

- Be representative of the changing and diverse demographics of the older population of Leeds
- Be based on personal strengths, capacity and capability
- Be accessible, relevant, flexible and responsive
- Be city-wide and through diverse partnerships be reflective of local community needs
- Be effective, innovative and forward thinking
- Be aligned to the system-wide city ambitions

## Our Strategic Aims

Our Aims establish the overarching ambition for Age UK Leeds in the next three-years.

Within each Aim we have set high-level objectives that are relevant, achievable, and can be sustained over the next three years.





# Aim: Enabling Independence

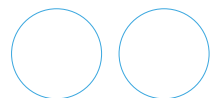


## Outcome

Older people living with frailty or with a range of physical and mental health long term conditions (and disabilities) will be enabled to maintain their independence.

## Objectives

- Prioritise things in life that are important to the older person to enabling them to their life as they choose and to the best of their ability
- Concentrate of personal strengths and resources not on vulnerabilities and gaps
- In partnership provide community based joined-up, person-centred, responsive, flexible and adaptable services that meet the basic needs of older people
- Contribute towards reducing unnecessary delays in discharge from hospital, minimise the risk of failed hospital discharge and play a part in reducing the risk of unnecessary hospitalisation by delivering holistic healthcare support at home
- Enable older people to access and provide support with daily living tasks and care that allow them to continue to live at home



# Aim: Build Social Connections

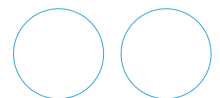


## Outcome

Everyone should have someone; older people who experience loneliness and social isolation will be provided with a range of tailored opportunities to link with others in their community.

## Objectives

- Focus our support on those older people who experience the most profound effects of social isolation and loneliness
- Enable older people to identify social connections, and locally available networks of support
- Support older people to regain and maintain their confidence to actively participate in a diverse range of activities and social groups
- Address digital exclusion and actively promote digital inclusion





# Aim: Promote Health and Wellbeing

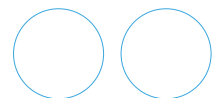


## Outcome

Older people, including those living with frailty and long-term conditions or disabilities, will sustain their optimal physical, mental, emotional health and well-being.

## Objectives

- Provide a range of client-led health and wellbeing activities including, physical exercise, nutrition and hydration to facilitate recovery and encourage positive, healthy ageing
- Promote actions and behaviours that contribute towards improvements in mental health and emotional wellbeing
- Support personalised care initiatives enabling older people to confidently self-manage health conditions
- Focus our services and extend partnerships in diverse communities and areas of highest need to reduce health inequalities exacerbated by the COVID 19 pandemic



## Aim: Build Resilience

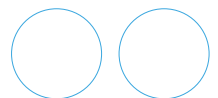


### Outcome

The resilience of older people and their carers has been severely tested over recent years, our aim is to help to re-build their capacity to better cope with future challenges make informed decisions, and exercise choice and control in how to live their later life.

### Objectives

- Support older people and their carers to recover and rediscover the strength to deal with predictable and unanticipated life changes
- Support navigating the complexity of health and social care services in order to access appropriate support that meets their needs
- Provide accessible, skilled, knowledgeable, quality assured information and advice on money & benefits, legal matters, costs of care and other issues effecting older people
- Support older people to plan for their last years of life, helping to navigate significant life changes and ensure that their explicit wishes with regards to end of life are recorded and respected
- Support to older people to be aware of and understand their rights, have their voice heard and self-advocate with confidence





## Aim: Positive Contributions

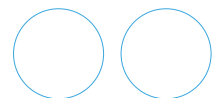


### Outcome

Older people will positively contribute through being active, engaged, heard, respected and their opinions being valued.

### Objectives

- Extend the breadth and methods by which feedback from the older people with whom we work is gathered – tangible differences to our ways of working will result of feedback received
- Develop our Older People's Engagement Group, increasing their membership and influence on the direction of Age UK Leeds
- Provide a broad range of opportunities for older people to share their skills, knowledge and experience and to actively contribute as a paid employee or in a voluntary capacity
- Actively support national and targeted local campaigns on issues that impact on the lives of the older people of Leeds



# Enabling Activity

In order to fulfil our five strategic aims we will also focus on the following areas for development, improvement and innovation:

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## Partnership, Communication and Engagement

- Increase our reach to older people in all communities across the city
- Build on our strong relationships within the emerging health programme and partnership boards, commissioners, health and social care system partners, other third sector organisations and the private sector to achieve the best outcomes for older people in Leeds

## Financial Stability and Organisational Efficiency

- Maintain the highest levels of governance within Age UK Leeds (in line with Charity Commission Standards)
- Introduce organisational and service level efficiencies and changes to work towards carbon neutral
- Remain financially viable and enhance our financial independence by focusing on generating increasing levels of unrestricted income each year
- Evaluate the continued benefits/constraints associated with remaining in the Bradbury Building and assess alternatives as appropriate

## Organisational and Staff Development

- Identify, support and develop opportunities for innovation, participating in external managed research as well as test new ways of working that positively impact the lives of older people
- Promote/commit to equality, diversity and inclusion
- Maintain trust and confidence by ensuring all our services are underpinned by quality standards, outcomes and evidence
- Increase the number and diversify the range of volunteering opportunities
- Promote professionalism and attainment of recognised qualifications - ensure all our staff and volunteers are provided with opportunities to learn, develop new skills and grow

