



# Strategic Plan 2019-2022



# Age UK Lewisham and Southwark

## Our Purpose and Vision:

To improve the lives of older people in the London Boroughs of Lewisham and Southwark, working towards a future in which older people are valued, safe and empowered to make choices about their lives

## Our Mission:

Age UK Lewisham and Southwark aims to empower and enable older people to lead fulfilled lives by:

- Providing services and support that address poverty and isolation
- Protecting the human rights of local older people
- Promoting health and wellbeing
- Connecting older people with their communities
- Working positively with partners across all sectors

## Our Values:

Our work is shaped by our values:

- We recognise older people as individuals with diverse talents and needs
- We are fair and equal as service provider, employer and partner
- We are opposed to ageism in all forms
- We are collaborative in our approach to work
- We are a dynamic, credible, trusted and sustainable organisation

## Our Strategic Aims:

Our overall aims and values are reflected in our current strategic aims:

- To deliver services that people want
- To proactively respond to local need
- To maintain and increase the resilience of AUKLS

# Lewisham: a Local Picture

With an estimated population of 301,300, **Lewisham is the 14th largest London borough by population size and the 5th largest Inner London borough.** The population is expected to continue to grow to an estimated 323,000 by the 2021 Census.

There are currently an estimated 31,597 people aged 60-79 and another 7,779 people 80 years old and over in Lewisham.

Lewisham is a diverse borough: 58.5% of Lewisham residents are not 'White British'; 46.5% are BAME (6.3% higher than London average), and more than 160 languages are spoken by pupils in Lewisham schools.



**Lewisham is the 10th most deprived borough in London** and the 48th most deprived local authority in England (in the top quintile of deprivation).

- **1 in 4 older people in Lewisham are living in deprivation (25.7%)**

- Life expectancy in Lewisham is worse than the England average and inequality plays a further part: life expectancy is 6.1 years shorter in men and 5.1 years shorter in women in the most deprived areas of Lewisham compared to the least deprived



- **14.5% of Lewisham residents are disabled**, and health-related quality of life for older people in Lewisham is significantly worse than the England average. This is likely due to the compounding effects of deprivation on disability
- Disability prevalence increases with age, but deprivation also has an effect: disability is under 25% for 65-69 year olds in the least deprived areas; **disability prevalence is over 50% for the same age group in the most deprived areas**

**38.2% of pensioners in Lewisham live alone, almost 2 out of every 5 older people**



Despite having a younger population than the national average, Lewisham has a much higher rate of excess winter deaths compared to London or England.

**Lewisham had an excess winter mortality index of 20.0 in 2015-2016, or 20% more deaths in winter, compared to 13.7 for London and 14.7 for England.\***

The most recent year for which data was available, March 2019

# Southwark: a Local Picture

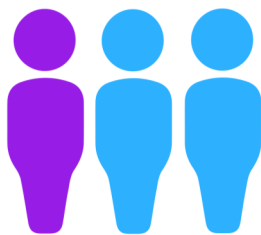


With an estimated population of 314,200, **Southwark is the 10th largest London borough by population size and the 3rd largest Inner London borough.** The population is expected to continue to grow an additional 20% to around 376,000 by 2026.

There are currently an estimated 21,373 people aged 60-79 and another 4,858 people 80 years old and over in Southwark.

Southwark is a diverse borough: 60.3% of Southwark residents are not 'White British'; 45.8% are BAME (5.5% higher than London average).

**Southwark is the 9th most deprived borough in London** and the 40th most deprived local authority in England (in the top quintile of deprivation). Southwark is an area of high financial deprivation, social and health need, where **older people are 6th most deprived across the country** and 1 in 5 adults experience a common mental health disorder.



- **More than 1 in 3 older people in Southwark are living in deprivation (34.3%)**
- Life expectancy in Southwark is worse than the England average and inequality plays a further part: life expectancy is 7.6 years shorter in men and 5.4 years shorter in women in the most deprived areas of Southwark compared to the least deprived

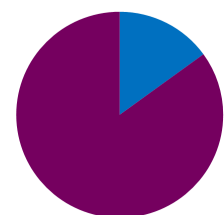
**42.7% of privately rented accommodation in Southwark has a category 1 hazard** according to the Housing Health and Safety Rating System: almost a third (31.8%) of those hazards are falls risks for older people, almost a fourth (23.6%) is excess cold



**40.3% of pensioners in Southwark live alone, just over 2 out of every 5**

The prevalence of Southwark residents with three or more long-term health conditions (1.1%) is higher than the national average; over half of these people are over 70 years old. **1 in 5 Southwark residents aged 90+ have more than 3 long-term health conditions.**

Over 2,100 Southwark residents aged 65+ have a diagnosis of depression, yet currently **85% of older people with depression receive no NHS help at all** leading to them being hugely under-represented.

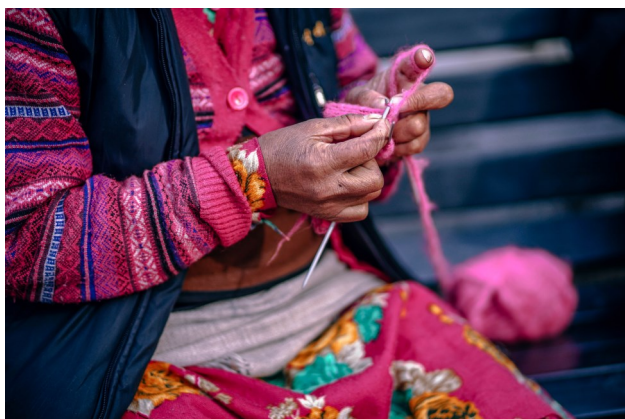




# What We Do

There is great variation within the older people we support, and the variety in the services we deliver reflects this.

Our **Independent Living Services** enable older people to remain independent and connected to their community through: a simple and effective referral scheme that acts as a bridge between multiple services and older people; community navigators working with older people to reignite their interests, forge social connections and form new friendships through engaging with the community. We also provide a range of practical support through our Help at Home, Happy Feet and Food 2 You shopping service.



**Healthy Living and Learning Services** provide space for older people to come together, join activities and make friends at our Healthy Living Centre and other venues across Southwark. We run a wide range of activities including computer classes, cookery club, yoga and seated exercise. We also support growth and establishment of user-led community groups and activities across Southwark.

Our **Information and Advice Services** provide free, confidential and non-judgemental advice on areas including money advice, housing, and community care options. We support people in completing a wide array of tasks for online banking and benefit applications to emergency heating, home repairs or even moving house.

**Lewisham Community Connections** combat social isolation through our Safe and Independent Living (SAIL) referral checklist, one to one support for vulnerable adults and community development work, supporting small grass roots organisations and building community networks and resilience.

At the **Stones End Day Care Centre**, we provide a welcoming social space for those older people needing higher levels of care. Through day care and other services we also support and relieve the pressure on carers.



# Measuring Our Success

## Case Studies

We gain the greatest insight into the benefit of our work by looking at the stories of individuals we have helped. Case studies highlight the instances where our approach is most successful and the positive changes we make to older people's lives.

## Sampling

We know that case studies don't necessarily capture the average impact on all those we support, so we use random sampling to analyse the journey of a cross section of those we support.

## External Review

Whenever possible we will engage external researchers to gain an impartial and more rigorous evaluation of our work. Through Steering Groups established for many of our projects we also gain ongoing external review.

## Our Reach and Outcomes

We capture the number and demographics of those we support and use Wellbeing Measures and surveys to measure impact over time. We also monitor our success in achieving specific goals for older people, for example gained additional income.

## Our Quality

The quality and value of our work is also measured through through satisfaction surveys, feedback questionnaires, complaints and compliments. We involve older people in development and improvement of our services wherever possible.

## Secondary Data and Research

Our approach is established and guided by evidence and research about what works.

# Achieving Our Goals

## OUR AUKLS SERVICES

INFORMATION AND ADVICE SERVICES      HEALTHY LIVING AND LEARNING CENTRE  
INDEPENDENT LIVING SERVICES      STONES END DAY CENTRE  
LEWISHAM COMMUNITY CONNECTIONS

## ACTIVITIES OUR SERVICES CARRY OUT

INCOME MAXIMISATION      COLLATING, MAPPING AND DISTRIBUTING INFORMATION FOR OTHER AGENCIES  
ADVICE ON RIGHTS, ENTITLEMENTS AND OPINIONS      SIGNPOSTING AND NAVIGATION  
LEADING EVENTS AND ACTIVITIES FOR OLDER PEOPLE AT OUR CENTRES AND IN THE COMMUNITY  
ENGAGING THE COMMUNITY WITH OLDER PEOPLE      SUPPORTING GROUPS TO DEVELOP AND LEAD JOINT PROJECTS  
INFLUENCING AND FEEDING BACK TO POLICY AND DECISION MAKERS

## INTERMEDIATE OUTCOMES OUR ACTIVITIES DELIVER

IMPROVED PHYSICAL HEALTH, INCLUDING DECREASED FALLS, LESS MALNUTRITION AND INCREASED SELF-MANAGEMENT      COMMUNITIES ARE WELL RESOURCED AND RESILIENT  
A VALUED AND RESPECTED OLDER POPULATION      IMPROVED MENTAL HEALTH AND WELL-BEING  
DECREASED PRESSURE ON STATUTORY SERVICES      AUKLS ARE A VOICE FOR OLDER PEOPLE  
STRONG NETWORKS OF PARTNERS: CORPORATES, VOLUNTARY AND STATUTORY SECTOR  
CLEAR INFORMATION SHARING AND SHARED GOALS WITHOUT DUPLICATION  
OLDER PEOPLE CAN ACCESS SERVICES, INCLUDING THOSE WHO ARE HOUSEBOUND  
OLDER PEOPLE ARE EMPOWERED AND CONFIDENT      IMPROVED FINANCIAL SECURITY

## LONG TERM GOALS:

PROVIDE SERVICES THAT ADDRESS POVERTY, LONELINESS AND ISOLATION      CONNECT OLDER PEOPLE WITH THEIR COMMUNITIES  
PROMOTE HEALTH AND WELL-BEING      WORK POSITIVELY WITH OUR PARTNERS

## ENABLERS:

OPEN COMMUNICATION      REPUTATION AND PUBLIC PROFILE      ADEQUATE INFRASTRUCTURE  
ADAPTABILITY IN CHANGING SITUATIONS      OLDER PEOPLE EQUIPPED WITH LEARNING AND SKILL-SHARING TOOLS  
POSITIVE PERSONALITIES      SUPPORTIVE WORKSPACES      ADEQUATE FINANCIAL RESOURCES (INCLUDING GIFTS OF TIME AND MONEY)  
EXTERNAL FACTORS AND RESOURCES (INCLUDING HEALTH AND SOCIAL CARE)

# Looking Forward: 2019-2022

Our overall aims and values are reflected in our current strategic aims:

- **To deliver services that people want**

We will provide high-quality services that listen and respond to the people who use the services.

**Intentions:**

- We will create opportunities for service users to feed back about the services they receive
- We will actively seek out the thoughts and opinions of service users
- Our services will be flexible and responsive to feedback
- We will continue to develop ways to measure the impact of our work
- We will provide training for staff and volunteers to ensure they are well-equipped to address support needs and able to fulfil their roles
- We will monitor our services through operational and work planning and reporting
- We will meet and endeavour to exceed all agreed targets and outcomes which we are expected and contracted to deliver through funders and quality standards

**Measures of success:**

- We will maintain a robust complaints policy; track comments and complaints; and review quarterly
- Each service will have a mechanism for measuring client satisfaction and a target for positive feedback on services, to be reviewed quarterly
- Services will develop annual operational plans in response to the feedback from the previous year
- Operational plans will include both short-term and long-term goals which are reviewed annually
- Each service tracks staff and volunteer training as well as areas of needed training or staff development
- Operational plans and work plans are reviewed quarterly and submitted to trustees for oversight
- Work plans are reported on quarterly and reviewed by service management and funders; quality standards are maintained through external evaluation



# Looking Forward: 2019-2022

Our overall aims and values are reflected in our current strategic aims:

- **To proactively respond to local need**

We will provide services that are up to date and relevant to the local area, rather than waiting for older people to identify issues or areas of need for us.

**Intentions:**

- We will work closely with statutory bodies such as local authority Public Health to keep abreast of changes in the local population
- We will maintain a presence at a strategic level, staying on top of shifting statutory and voluntary-sector provision and aware of gaps
- We will be open to collaboration across all sectors to enhance and develop our services
- We will work in partnership with local CVS provision and relevant campaigning organisations across the London voluntary sector
- We will develop new services as relevant
- We will provide pathways for staff and volunteers to grow and develop, ensuring that we are invested in our own services
- We will support communities to engage with older people

**Measures of success:**

- We will record partnership work with statutory bodies and review key partnerships annually
- Through quarterly work plans, services will record strategic boards and key collaborations that they are working in partnership with
- We will track partnerships and growth in joint working and review key partnerships annually
- We will record key partners in CVS and local campaigning work and review partnerships annually
- We will report quarterly to the trustees on all development of new services
- The Leadership Team will recruit new staff who are interested in development; all staff's trainings are tracked and reviewed annually
- Services will record community partnerships and outreach in their work plans

# Looking Forward: 2019-2022

Our overall aims and values are reflected in our current strategic aims:

- **To maintain and increase the resilience of AUKLS**

We will use governance, financial opportunities and organisational development as tools to build resilience in and across AUKLS.

**Intentions:**

- We will maintain a high standard of service delivery
- We will maintain a diverse funding base
- We will work closely with trusts and foundations at a strategic level to keep abreast of priorities and opportunities
- We will raise the profile of AUKLS
- We will be open to partnership and consortium working with other voluntary sector partners
- We will continue to explore earned income opportunities through services as appropriate
- We will maintain a strong and flexible organisational structure
- We will continue to explore ways that IT or infrastructure can increase service and organisational capacity
- We will ensure best value in our purchasing and resourcing

**Measures of success:**

- We will use the Age UK Quality Standard and the Age UK Information and Advice Quality Mark as benchmarks for our work
- We will research and apply for funding from large trusts and public sector funding as well as smaller or unrestricted funds
- We will maintain partnerships with key people at a variety of organisations to anticipate who may have appropriate funding openings
- We will record growth in partnerships and service use, which reflects our profile and standing
- We will track and promote our formalised partnerships and consortia and review annually
- Services will work with the finance team and report quarterly on income and growth potential
- Our organisational structure will be reviewed as appropriate when funding and services change
- Our Operations Manager will report annually on the IT needs and opportunities for the organisation
- We will find at least 3 quotes whenever possible before purchase

# Age UK Lewisham and Southwark

Age UK Lewisham and Southwark is a local charity providing essential support to older people in Lewisham and Southwark.

Age UK Lewisham and Southwark's ethos is to empower older people to make choices and take control of their lives and support, with our overall aim being to improve life for them, especially those who are vulnerable and frail.

We are passionate about delivering services that match our ethos and currently provide a wide variety of services ranging from complex care services to smaller projects, with the aim to negate the financial, emotional and physical challenges that can arise in later life.

## Ways to help:

**Donate:** If you would like to write us a cheque, please make it payable to Age UK Lewisham & Southwark and pop it along to us, by post or in person at one of our offices. Giving online is quick and easy. You can make a one-off donation or a regular monthly donation to support our work through our Just Giving page: [www.justgiving.com/lewishamsouthwark](http://www.justgiving.com/lewishamsouthwark)

**Volunteer:** We have volunteers working in almost all of our services. There is a wide range of volunteering opportunities with Age UK Lewisham and Southwark available, so there is likely to be a role that will match your skills, interests and passions. We would love to welcome you to our team in a role that you will both enjoy and find hugely rewarding, and which will greatly benefit the older people we work with. Contact our volunteering department by phone at 020 7701 9700 or online at our Indeed page: [www.indeedjobs.com/age-uk-lewisham-and-southwark/](http://www.indeedjobs.com/age-uk-lewisham-and-southwark/)

## Age UK Information & Advice Quality Standard

Age UK Lewisham and Southwark holds the Information & Advice Quality Programme (IAQP) which recognises the consistent, relevant and effective advice we provide to our clients.

### Advice Quality Standards

Age UK Lewisham and Southwark has achieved the Advice Quality Standards (AQS) recognising the high standard and quality of our Information and Advice service.

### Age UK Quality Standard

Age UK Lewisham and Southwark has achieved the Age UK Charity Quality Standard (CQS). The CQS is externally assessed by quality assessment experts, SGS.

Age UK Lewisham and Southwark, Stones End Day Centre, 11 Scovell Road, London, SE1 1QQ.  
Registered charity number 296862. Company number 02118525