



Age UK London Strategy 2026 - 30

STRATEGY AT A GLANCE

Age UK London exists to ensure that older Londoners have a strong, independent voice on the issues that shape their lives. Our ambition for 2026–30 is to build on our position as the only pan-London charity focused on campaigning for and alongside older Londoners, whilst becoming more sustainable and more influential, as well as better connected across the capital.

Our strategic direction

We will focus our work on five priorities: securing the sustainability of Age UK London; delivering effective, evidence-based campaigns; challenging ageism; building a powerful pan-London network; and strengthening our relationship with network of borough Age UKs in London

What makes us distinctive

Age UK London is independent from frontline service delivery. This gives us the freedom to speak up and take risks on behalf of and alongside older Londoners. We bring together the lived experience of older people, local insight from the Age UK network, evidence and research, campaigning, policy influence and grassroots action. Our role is to see the whole of London, identify where change is needed and turn that insight into action.

What would Older Londoners lose without us?

Without Age UK London there would be no independent organisation with the same pan-London remit to bring older Londoners' experiences together, identify issues being missed, scrutinise City Hall and other decision makers, and turn local insight into campaigns for change. Our absence would mean a weaker, more fragmented voice for older Londoners.

How we will achieve change

Over the strategy period we will move from activity to impact by setting clear annual campaign priorities, co-developing them with older Londoners, strengthening the evidence behind them, securing the right partners and funding, and tracking what changes as a result. We will use our network and influence to turn evidence into political and public action, whilst making deliberate choices about where Age UK London can have the greatest impact.



Success by 2030

We will be a financially sustainable organisation with clear campaigns, as well as stronger evidence of impact and deeper relationships across London. Even more older Londoners will have influenced our work, with our campaigns achieving tangible changes, and our voice will be stronger across City Hall, the GLA, local government, the media and the wider London age sector. We will have created more opportunities to work together with the borough Age UKs in London.

Introduction – why are we here?

Age UK London has built a strong reputation as the only pan-London charity advocating for and alongside older Londoners, and campaigning on issues that matter to them. Age UK London continues to be the go-to organisation on issues that matter to older Londoners as well as the organisation that is listened to the most. We are well respected and recognised for our work in London by many of its leading stakeholders and we want to strengthen and reinforce that position over the next five years.

Too many older Londoners still live in poverty, are excluded from services, experience ageism and social isolation. London's older population has never been larger and is set to grow, so the need for an organisation campaigning for tangible action to improve the lives of older Londoners has never been greater.

The opportunity for this strategy is to turn our established reputation into greater impact. We will be disciplined about where we use our limited capacity, concentrating on the issues where our role across London and independence can make a difference. The strategy therefore sets a clear direction, whilst allowing the annual campaigning programme to respond to changing circumstances and the priorities of older Londoners.

Our Vision

To create a London where older people feel connected, valued, and empowered to live the lives they want to live, in a city where their voices are listened to and respected.

Our Mission

Working alongside older Londoners to campaign on the issues impacting them and proactively set the agenda, so that together we can change life in London for older people for the better, now and in the future.



Our distinctive contribution

Age UK London is the independent, pan-London campaigning voice for older people. We do not provide frontline services, so we can focus on identifying where change is needed, bringing evidence and lived experience together and holding decision makers to account. We complement the local Age UKs by bringing their insight into London-wide policy and campaigning, whilst creating opportunities for the network to act together.

Our strength is not simply what we do individually, but how we bring different forms of influence together. We can listen to older Londoners, build the evidence, shape public debate, work with partners and decision makers, and mobilise people around a campaign. We empower older Londoners to have the skills and tools, as well as confidence to campaign for themselves. This combination is central to the value Age UK London brings to London.

Strategic Goals

- **Change attitudes to age in London:** Work together with older people across London to improve attitudes to age in London and tackle issues around ageism in the city
- **Empower older Londoners:** Work alongside older Londoners to enable them to create change for themselves and their peers. Recognising, promoting and utilising older Londoners as powerful agents for social change.
- **Tackle poverty:** Campaigning on poverty and campaigning on tangible action to improve lives of older Londoners and promote their positive contribution.
- **Set the agenda:** Ensuring that the Mayor and the GLA and all policy and decision makers are aware of the contributions and needs of older Londoners and building this into their policy and practice.
- **Working in partnership:** Working with our network members – the borough-based Age UKs in London and other partners to amplify the voice of older Londoners.

These goals describe the change we want to enact to over the strategy period. They will guide decisions about which campaigns we pursue, where we invest staff time, which partnerships we develop and which funding opportunities we take forward.

Our Values

- Championing and Empowering Older Londoners
- Collaboration and Partnership
- Equity and Integrity.



Our strategic priorities 2026-30:

- Ensure Age UK London is a sustainable organisation so it can continue to effect change by campaigning on issues impacting older Londoners, and help make London a great place to grow older. Establish relationships with funders, both trusts and corporates, who align with our campaign work and diversify our income.
- Deliver effective campaigns which are co-developed by and reach more older Londoners, pushing these higher on the political and public agenda.
- Challenging ageism in London and use evidence to underpin and provide proof for all our work.
- Strengthen our relationships with London's local Age UKs, building regular opportunities to work together and generate income as well as utilise their insight into developing our campaigns.
- Building a network of organisations, stakeholders, and influencers who share our values to strengthen our collective voice to help address the inequalities facing older Londoners. Work towards London leading the way as an age-friendly city, building our connections with decision and policy makers.
- Embedding equity, diversity and inclusion into every aspect of our work to ensure we are working to improve the city for all older Londoners.

How we will deliver the priorities

1. **Sustainable organisation:** We will focus fundraising on opportunities that support the strategy and offer a realistic return on staff time. We will maintain a visible income pipeline by developing relationships with aligned funders and explore opportunities for joint bids. We will focus on two key areas: Legacies and Trust bids whilst developing our individual giving programme, as well as new opportunities for funding streams, including events and corporate sponsorship.
2. **Campaigns for change:** Each year we will set a focused campaigning programme. Campaigns will continue to be informed by older Londoners and supported by a clear evidence base, communications approach, funding plan and measures of impact.
3. **Challenging ageism:** We will use our influence and evidence to challenge assumptions about ageing and improve the way older people are represented in public debate and decision making. This is demonstrated by our London Against Ageism campaign (Launched April 2026). We are looking at the intersectionality of ageism with wider inequalities and to demonstrate the contribution older Londoners make.



4. **A stronger London network:** We will create more systematic relationships across the London Age UK network and the wider age sector. This will include regular engagement, shared opportunities, better use of local insight and exploration of joint campaigns and funding. We will build a more connected coalition of organisations able to act together.
5. **Inclusion by design:** We will continue to consider the diversity of the people who inform our campaigns and strengthen relationships with organisations that reach communities currently under-represented in our work.

The five-year plan

2026–27 - Establish the foundations: Agree outcome-based goals, sharpen our campaign framework, strengthen relationships with stakeholders and the London Age UK network, clarify fundraising priorities and put impact measurement in place.

2027–28 - Build reach and influence: Expand co-development with older Londoners, deepen strategic partnerships, strengthen evidence and launch campaigns with clear communications, funding and follow-up plans. Celebrate and promote our 25th anniversary.

2028–29 - Build collective power: Bring London's borough Age UKs together around shared campaigns, funding opportunities and influence. Establish an annual Age Friendly conference and work towards an Age Friendly festival bringing every borough together to celebrate and connect for an age-friendly London.

2029–30 - Demonstrate and sustain impact: Evaluate what has changed, focus resources on the approaches that deliver the greatest influence and evaluate the funding and partnerships with a view towards for the next strategy period.

Measuring success

Our strategy will be judged by the change we help to achieve, not simply by the volume of activity. Work plans will set more detailed measures for each campaign and priority, with progress reviewed by trustees. The following measures provide a concise framework for accountability.

STRATEGIC AREA	WHAT SUCCESS WILL LOOK LIKE	ILLUSTRATIVE MEASURES
SUSTAINABILITY	Age UK London has the resources and capacity to deliver our campaigns and work	Income secured against annual target; proportion of income aligned to strategic campaigns; strength of forward funding pipeline; balance between value and staff resource.
CAMPAIGNING	Campaigns lead to demonstrable influence and change	Number of campaigns achieving agreed outcomes; evidence of policy or practice change; reach and engagement with campaign audiences; older Londoners involved in campaign development.
AGEISM AND PUBLIC ATTITUDES	Older Londoners are represented more fairly and ageism is challenged	Evidence of changes in media and stakeholder narratives; campaign reach; commitments secured from decision makers; qualitative evidence from older Londoners and partners.
INFLUENCE AND NETWORKS	Age UK London strengthens its ability to convene and influence across London	Quality and breadth of stakeholder relationships; participation in coalition activity; joint campaigning or funding opportunities; evidence of influence with the Mayor, GLA and other decision makers.
OLDER LONDONERS' VOICE	Older Londoners continue to shape the organisation's priorities and campaigns	Diversity and number of older Londoners engaged; campaign advisory input; evidence that lived experience has changed campaign priorities or messages.
EDI	Our work further reflects the diversity of older Londoners	Diversity of campaign participation; new relationships with representative organisations; evidence that intersectional experiences are reflected in campaign priorities and activity.



Governance and review

The strategy will be reflected in annual work plans. Trustees will receive regular progress against the strategic outcomes, have access to a regularly updated income pipeline, together with updates on capacity and significant risks. There will be opportunities for the Trustees and the staff team to work together, including through task and finish groups. The strategy will remain the framework for decision making, whilst annual plans will allow Age UK London to respond to emerging issues and opportunities.