

Strategic Business Plan

April 2018 – March 2021

Age UK Richmond upon Thames

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Registered in England & Wales No. 4116911





Executive Summary

For over 50 years Age UK Richmond upon Thames has been supporting local older people by delivering services in the home and the community to improve their quality of life.

Our aim is to help older people to feel fitter and healthier, to avoid social isolation and feelings of loneliness, to help build self-confidence, and to remain living independently at home. We do this through a variety of ways: group activities that provide opportunities to improve fitness, develop new skills and build confidence whilst providing emotional support and friendship with peers; practical and emotional one-to-one support that provides companionship and improves the ability to stay living at home; other organisational activities such as campaigning and promoting issues affecting local older people or providing volunteering opportunities to improve self-confidence and build stronger communities.

In common with many voluntary organisations, Age UK Richmond upon Thames will face a number of difficult challenges over the coming period. In particular, we are likely to see a continuation of funding cuts from health & social care commissioners at a time when costs (such as staff and property) continue to rise and demand for our support is increasing with the growing local older population. We will need to continue to develop innovative solutions so that we meet the changing needs of our older community and find ways of providing support as gaps form in the provision of publicly funded health & social services.

Our Strategic Business Plan for 2018–2021 builds upon our Mission and Vision and sets out our strategy for the period within the context of these challenges. The plan sets out our five top line strategic objectives and priorities for the three years ahead. They demonstrate our commitment to securing resources and further building our capacity to respond effectively to these challenges.

Introduction

Age UK Richmond upon Thames (AUKRuT) is a well-established voluntary sector organisation supporting the interests of older people in and around the London Borough of Richmond upon Thames. It was first registered as a charity in August 1965 and since 2000 it has been registered as a company limited by guarantee under the supervision of a board of directors / trustees drawn from different parts of the borough.

The Board is supported in the day to day work by a strong staff team led by the Chief Executive Officer. Around 140 registered volunteers play an active role in supporting and delivering a wide variety of services. AUKRuT has an annual turnover of approximately £1.3million.

AUKRuT is an independent charity and although a Brand Partner of Age UK national, we receive only 1% of our funding from the national charity leaving us heavily reliant on local funding support.

AUKRuT is accredited with ISO 9001, Age UK Charity Quality Standards, Age UK Advice Quality Standard, National Handyperson Service Quality Mark, and is a member of the Dementia Action Alliance.



Mission

what we are trying to do

To provide support to help local older people to live healthier, happier and more independent lives

Vision

where we want to get to

To be the organisation all local older people trust to support them through their challenges and help them to embrace later life



1. Person centred, caring and responsive

Putting older people at the heart of everything we do

2. Positive and welcoming

Celebrating the diversity of older age and the contribution older people make

3. Innovative

Delivering value for money, high quality activities, services and support that make a real difference

4. Respectful of our community

Being a trusted, invaluable part of our local community

5. Learning organisation

Continually trying to learn and improve our work

Age UK Richmond Theory of Change – How our activities link to our Mission & Vision

ACTIVITIES

Group Activities - Active/Fun/Learn

The chance to meet others in similar situations, share advice, strategies and tips based on lived experience

Emotional and motivational support, friendship from peers

Opportunities to take part in enjoyable activities that can help improve fitness, develop new skills and build confidence

One-to-One Support

Practical support to help remain independent and give peace of mind

Information and advice to build resilience and help remain independent

Emotional support to build confidence and resilience, provide companionship, and help remain independent

Organisational

Bring together voluntary sector organisations to improve older peoples' lives

Campaign and promote issues affecting local older people

Volunteering opportunities to build self-confidence and build stronger communities

OUTCOMES FOR OLDER PEOPLE

Feeling less isolated and alone

More able to remain living independently

Improved financial situation

More able to cope with the challenges faced in later life

Stronger support network

Feel fitter and healthier

Having a safe space to be oneself

More self-confidence

Better care & support available across locality

END OUTCOMES

INCREASED PARTICIPATION

Getting out of the home, being active, trying and learning new things

BETTER SOCIAL SUPPORT

Reduced social isolation and loneliness, stronger support networks

GREATER RESILIENCE

Increased resilience and ability to cope with the challenges of later life

IMPROVED WELLBEING

Improved emotional & physical wellbeing, feeling better in oneself

MAKING A DIFFERENCE

Feeling useful and valuable, feeling better about oneself

IMPACT

PERSONAL IMPACTS

Better wellbeing, health outcomes, and quality of life for older people

COMMUNITY IMPACTS

Stronger communities. Older people are a part of, and contributing to, life in their community

HEALTH & SOCIAL CARE IMPACTS

Reduced need for health & social care services

What we do

One-to-One Support

Information & Advice

We offer a one stop information & advice service supporting older people, their relatives and carers to get the information they need. Our skilled advisors provide information & advice on a wide range of issues, including specialist welfare benefits support, housing, adult social care and locally available services. We provide support over the phone, by email, by appointment at our office or in the comfort of the individual's own home. Our specialist welfare benefits advisors also help fill in all the forms.

Home Services

Our friendly Home Services team which includes handyman, gardening, housekeeping and IT support strive to enhance the quality of life for older people by focusing on safety, security and independence, allowing them to live happily in their own homes for longer.



Nightingale Service

Local hospitals have encountered a variety of challenges in discharging the growing number of older patients. In some cases, patients can't return to their homes because they would have no one to support them while recuperating, or because their home environment needs adapting to meet altered living requirements.

To help combat these problems, we developed our Nightingale Service. We help to co-ordinate the smooth discharge of older patients returning home and build a support plan with them to help them continue to live independently. The service offers a wide range of practical and emotional support to help people get back on their feet again, such as providing help around the home, picking up the shopping, arranging transport or accompanying individuals to appointments.

What we do

Group Activities



Community Services

The aim of our Community Services is to help promote healthy living and to improve physical and emotional wellbeing. Our ultimate goal is to reduce social isolation and loneliness which can be a problem in the Borough of Richmond given over half of those over 75 years of age live alone. The services we provide are aimed at getting people out and about and taking part in sports and companionship activities. We want to get people into good routines of staying active, learning new skills and taking part in activities that promote forming friendships and peer support groups.

Within our activities we have a particular focus on supporting older men, who are notoriously bad at reaching out for support in times of difficult transition. We also support older people with technology, where given 52% of those over 75 years of age have never used the internet before, they can find themselves at a significant disadvantage in modern day life.

Social and Wellbeing Centres

We provide many opportunities for older people to improve their health and wellbeing at our three busy social and wellbeing centres. Our popular centres in Barnes, Whitton and Twickenham offer an amazing 3,000 activities yearly and we are always happy to welcome new members. We've something for everyone, whether its learning a new skill, enjoying a beauty treatment such as a manicure or simply meeting up with friends.



What we do

Organisational

Community Independent Living Service - GoLocal

The aims of the service are to enable people to continue to live as independently as possible in their local community and to improve and maintain their physical, emotional and social wellbeing.

Age UK Richmond lead and manage the Community Independent Living Service (CILS) in the localities of Barnes, Mortlake, East Sheen, Twickenham and Whitton. We deliver this service under the name 'GoLocal' in partnership with our voluntary sector partners the Alzheimer's Society, Richmond Mencap, Ruils and EMAG. Together we offer health & wellbeing activities, peer support, information & navigation and volunteering opportunities for all adults – not just older people.



Volunteering

We have an amazing team of approximately 140 registered volunteers who help support us throughout our organisation and help us to deliver our wide range of services. Not only is this support vital to our organisation and the older people in our locality, but the experience of volunteering within our teams has shown to have a positive impact on wellbeing and help to build a stronger, more resilient community in particular given the intergenerational work that takes place.

The Voice of Older People

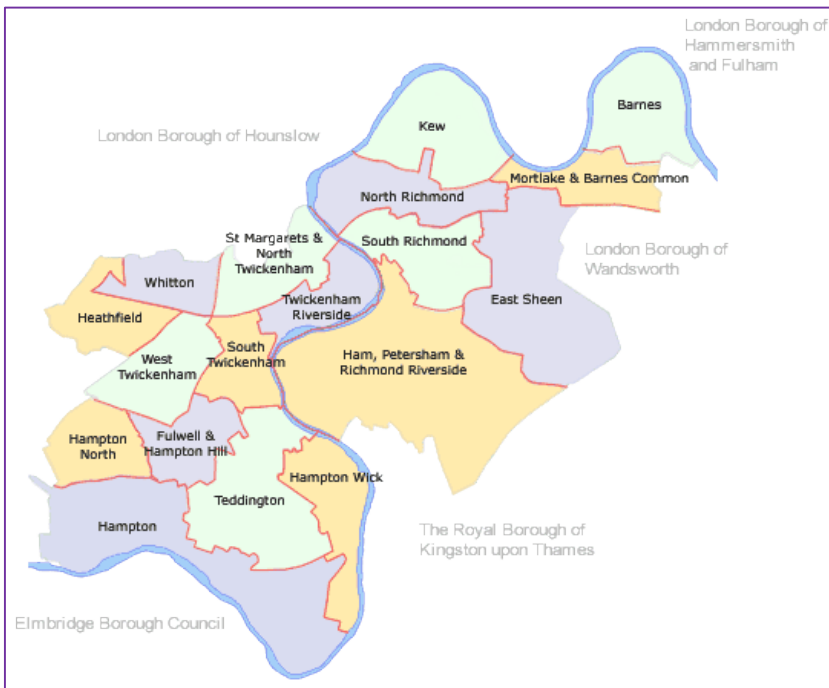
We occupy an important role as a leader within the local voluntary sector and we have a role in identifying specific campaigning issues relevant to older members of the community and promoting these actively within the various boards, forums and committees that we attend. These include: Older People's Mental Health Strategy Group, Richmond Frail Elderly Pathway Sub-Group, Voluntary Sector Forum, Care & Partnership Forum, CCG Community Involvement Group, and the Equality Stakeholder's Scrutiny Group

External Environment – Notable Features

Continuing growth in the numbers of older people in need of Age UK Richmond's services

Borough of Richmond

- Richmond has one of the highest proportions of older people amongst London boroughs. 15.1% of the population in Richmond are 65 years of age or over compared to London at 11.6% (2016)
- The population is ageing; the number of people aged 65 years or over is projected to increase by almost 60% in the next 15 to 20 years - from 28,900 in 2015 to 46,000 in 2035
- Richmond has the highest proportion of people aged over 75 and living alone in London which can lead to social isolation and loneliness - 51% in Richmond vs. 35% for London
- The number of people with three or more long-term conditions increases from 4% in people under the age of 65 to 44% in those over the age of 65
- It is estimated that 2,075 Richmond residents have dementia. Around 50% of the estimated number of people with dementia have received a formal diagnosis, which is similar to the national average
- An estimated 14% (3,442) of older people in the Richmond borough are carers, providing help and support to a partner, child, friend, relative or neighbour due to age, physical or mental illness, addiction or disability



- Currently, Black Minority Ethnic (BME) older people aged 65 and over make up approximately 6.3% of the total older population. This is below the borough profile for BME residents which shows that 14.1% of all residents are BME. However, this proportion is projected to rise to 12.1% of older people by 2035
- ONS data published in 2017 shows that 2.7% of Londoners identified themselves as Lesbian Gay or Bisexual. 2013-15 ONS data shows that 2% of Richmond residents identified themselves as LGB. Stonewall research estimates the figure for LGB UK population to be between 5% and 7%. A NIESR report in 2016 highlighted that older LGBT people were more concerned than heterosexual peers about the implications of ageing. LGBT people are more likely to live alone and have less familial support. The report highlighted LGBT older people were concerned about being reliant on social care and the potential discrimination and homophobia from providers and other service users. The number of older people that identify themselves as being part of the LGBT community is likely to increase over time

External Environment – Notable Features

Increasingly difficult environment to find funding for Age UK Richmond's services

Local Authority

- The Local Authority has made significant savings over recent years, £44.1m between 2011/12 and 2016/17. However, indications are that similar savings will need to be found through to 2020/21
- Part of the savings have been found through a shared staffing arrangement between Richmond and Wandsworth councils. This shared staffing arrangement across boroughs suggests a move to commission services across both boroughs
- The current vision of Adult Social Services is for local residents to access voluntary sector support before council funded services and only access the necessary support from Adult Social Services. They suggest the first point of contact for support should not be the council

Health Care – Clinical Commissioning Group

- Richmond CCG have indicated that they have ongoing funding pressures and need to make c.5% savings year on year over next 2 years
- Richmond CCG is working very closely with Kingston CCG with shared staffing arrangements. This shared staffing arrangement across boroughs will lead to a preference to commission services across both boroughs
- The six south west London CCGs (Croydon, Sutton, Kingston & Richmond and Merton & Wandsworth) and NHS England are working together as South West London Collaborative Commissioning (SWLCC). Also, the NHS, local councils and the voluntary sector in south west London have strengthened their commitment to working together to deliver better care for local people as the South West London Health and Care Partnership. This again should lead to a preference to commission services across a wider area
- South West London Sustainability & Transformation Plan will look to move patients out of relatively expensive Secondary Care (e.g. hospitals) into Primary Care (care in the community)
- Richmond CCG are working on implementing their Locality Working model of care for residents which involves multi-disciplinary teams being formed across the borough

Wider region

- Across the UK, one third of charities with an annual income of less than £1m report that they have no reserves at all, making them especially vulnerable to external shocks
- On the back of funding constraints, we have seen a number of Age UKs across our region struggling financially
- With public funding for health & social care dropping across the country demands on charitable trusts funding is increasing
- 52% of those over 75 years of age have never used the internet before and as a result can find themselves at a significant disadvantage in modern day life.

Five Key Strategic Objectives



Key Assumptions

- No dramatic changes to local political positioning with regard to services delivered by voluntary sector
- We continue to play a key role in voluntary sector services commissioned by the Local Authority
- Reduction in Local Authority/Health funding by 5% year on year from 2019/20
- Staff + overhead costs increase by c.2% year on year from 2019/20

Implication

Increased funding gap from current 2018/19 budget by c.£35k for 2019/20 and c.£70k 2020/21.

Five Key Strategic Objectives

1. Work in collaboration with local older people to plan and design service provision to meet their changing needs

We work closely with our local older community to design the support we offer to meet their needs. Going forwards there will be opportunities for us to provide support in different ways as the needs of the growing older population change. In particular, within our older population, we will likely see an increase in the number of people with complex health needs, men, Black Minority Ethnic population and people identifying as part of the LGBT community. We will also see the continuation of the large “Babyboomer” cohort moving into retirement, who will likely have different wants and needs relative to older generations.

How this will be achieved:

- Continue to develop opportunities to engage with local older people, to gather feedback and identify opportunities for services that meet their changing needs
- Introduce specific support/activities to cater for the increase in older LGBT, BME and male populations as well as the increasing number of older people with complex health needs
- Engage the retiring “Babyboomer” cohort by introducing specific support/activities that cater to their needs and look to attract this cohort into volunteering opportunities

2. Enhance support available to local older people by working in closer partnership with other organisations providing support

We work closely in partnership with a wide variety of charitable and corporate organisations across the Borough to provide the best possible support to our local older community. We will continue to work together in partnership and develop relationships further with local organisations which will help us enhance the support offered to local older people. It will also help us to identify gaps in services and opportunities for development, particularly if there is consolidation within the sector as local health and social care funding reduces.

How this will be achieved:

- Develop closer partnerships with local Neighbourhood Care Groups to enhance joint service offering
- Continue to develop relationships with other local charities working in partnership to provide services/activities for our local older community

3. Embed a robust, sustainable and mixed funding model

We have been successful in securing funding to deliver our much needed services over recent years, in what has proved to have been a challenging environment. However, those challenges are set to intensify as we will likely see further cuts to funding from health & social care commissioners, which currently constitutes over half of our income, at a time when staffing and property/overhead costs are rising relatively sharply. We will need to find other sources of funding and also find efficiencies and innovations within our operations to continue to be sustainable and provide quality services in the longer term.

How this will be achieved:

- Continue to develop our multi-year strategic funding plan
- Resources made available to focus on alternative funding sources
- Efficiencies and innovations found within our operations to improve sustainability of services whilst maintaining quality



Five Key Strategic Objectives

4. Strategic approach developed to evidence the difference that our services make

We believe in working closely with our beneficiaries so that we can learn from their experiences and improve the way we do things. In the future, we will need to continue to involve our local older community in our development and we will look to improve the way that we evaluate the difference that our services make. We will ensure that we capture and convey our full impact across the whole of our organisation.

How this will be achieved:

- Look to be more strategic in the way we run our focus groups and surveys with our local older community
- Develop an evaluation framework across our organisation to measure success against our outcomes and show organisational impact



5. Provide new innovative support to the local older community as gaps form in the provision of public funded health & social services

It is likely that the provision of some local public funded health & social care services will reduce over the coming years at a time when demand for support is set to increase with an ageing population. Our aim is to continue to develop innovative solutions so that we can not only provide much needed support to our local older community in the future, but also aid our local health and social care system in the process.

How this will be achieved:

- Continue to look for gaps in support available to our local older population by talking to older people in the community and understanding their wants and needs
- Continue to develop our local health & social care relationships
- Continue our work to look at innovative solutions used in other areas to see if they can be adapted for our locality
- Gather evidence to ensure solutions chosen will help us meet our social objectives as efficiently and effectively as possible



Other Strategic Objectives

A. Raise awareness of Age UK Richmond across the locality to increase influence and enhance fundraising opportunities

How this will be achieved:

- Continue to raise our profile amongst health and social care professionals and across voluntary sector
- Marketing and fundraising plans developed that will actively raise profile within the local community

B. Through strong governance protocols, obtaining appropriate service user feedback and maintaining quality standards, continue to uphold our reputation as a trusted organisation delivering quality services

How this will be achieved:

- Maintain quality standards: ISO, CQS, AQS, Handyperson Quality Mark
- Strategic approach developed to evidence the difference that our services make
- Strategic planning of focus groups - to help inform on the quality of services and co-design future service direction
- Board and Senior Management continue to develop and adapt governance protocols to changing times
- Board and Senior Management continue to reflect the diversity within the local older community

C. Continue to invest in the development of our volunteers, staff and trustees

How this will be achieved:

- Further specialist training made available for frontline service providers e.g. dementia training
- Senior managers given management and business development training

D. Continue to develop our volunteer base to provide more extensive support throughout our organisation

How this will be achieved:

- Attract the retiring Babyboomers into volunteering opportunities - through marketing and developing volunteering opportunities. In particular, look to attract into intergenerational volunteering opportunities
- Where feasible, involve more volunteers within the administrations as well as the delivery of services
- Develop further attractive volunteering opportunities for corporates



How You Can Help Us

Age UK Richmond upon Thames is a local independent charity and we are dependent on local support for the vast majority of our income

There are many ways that businesses or organisations can support our work

Financial support:

- Nominate us as your charity of the year
- Make a donation
- Sponsor us – we have lots of opportunities
- Hold staff fundraising events

Volunteer support:

- Volunteer your skills, time or resources

Raise Awareness:

- Raise awareness of what we do and the services we provide
- Let others know who we are – an independent charity who needs local support

Give us feedback:

- What's working well, where can we improve

To find out more about how you can work with us to make a real difference locally, please get in touch (see contact details below) or visit our website www.ageuk.org.uk/richmonduponthames



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