



Strategic Plan 2019-22

Final Draft

Approved April 2019

1. Our vision, mission and values

1.1. Our vision

“To help older people in Teesside enjoy a fulfilling life by delivering accessible and inclusive services which promote choice, independence and wellbeing.”

1.2. Our mission 2016-19

“To respond to the growing numbers and needs of people in later life in Teesside through innovative services and partnerships which empower individuals to achieve their maximum potential and quality of independent living.”

1.3. Our values

At all times we aim to:

- Be respectful
- Remain committed to diversity and equality
- Work together in partnership
- Maintain the highest standards of integrity and customer service
- Identify and respond to opportunities to change and develop
- Innovate.

2. The challenges – demographic change, public health, legislation and austerity

Age UK Teesside recognises the complexity of the challenges facing all those involved in providing care and support for older people – families and friends, statutory authorities; health and social care services; charities; community organisations; faith groups and many more

2.1. Demographic change

UK life expectancy has increased dramatically in recent decades (though there are indications that this trend is slowing or even reversing as a result of a slowdown in health improvements) resulting in an ever-increasing number of older people, many with chronic conditions, multiple disabilities and problems of isolation.

Across the UK, there were 11.8 million people aged over 65 in 2016, rising to an anticipated 17.7 million in 2041. The number of over-85s is expected to rise from 1.6 to 3.2 million in the same period.

Teesside mirrors these trends:

Year	2014 actual	2024 forecast	2034 forecast
Tees Valley 65 plus population	121,300	147,300	173,300
As % of total population	18%	21%	25%

This means there will be greater numbers of elderly dependents in the future. Around 50% of over-75s live alone and those aged 65 or over are more likely to require residential or nursing care.

2.2. Older people in minority groups

In delivering support to people in later life, we are conscious that those in minority groups may be particularly difficult to reach and may have specific needs. This includes:

- **LGBT** (Lesbian, Gay, Bisexual & Transgender) people, who represent around 2% of the whole population
- **Ethnic minorities**, representing around 11% of the population of Middlesbrough, 5% of Stockton borough and 2% of Redcar & Cleveland and Hartlepool.
- **The prison population** – Stockton Is the location of Holme House, a major category C prison with a population of over 1,200.

Age UK Teesside already works with minority groups, collaborating with representatives of the LGBT community, working with the minority ethnic community particularly with our Information & Advice Service, and delivering services to vulnerable older prisoners in Holme House Prison.

2.3. Older people's health

The rise in the number of older people is leading to significant increases in medical conditions related to older age including:

Dementia: Around 850,000 UK residents have dementia, with one in 14 over-65s and one in six over-80s suffering from the condition. The numbers are expected to rise significantly, in line with the increasingly aged population.

Isolation and mental illness: Social isolation is an increasing problem for older people and can give rise to serious health problems such as depression, anxiety and cognitive decline. One study concluded that lonely people have a 64 per cent increased likelihood of developing dementia.

Alcohol misuse: Alcohol related deaths have doubled in the last 15 years and hospital admissions have doubled in eight years. Older people tend to drink less than younger people but, even so, one in five older men and one in ten older women are drinking enough to harm themselves. These figures have increased by 40 per cent in men and 100 per cent in women over the past 20 years.

Abuse: People in later life are vulnerable to abuse, with Action on Elder Abuse estimating that 8.6% of their number suffer from either physical or mental abuse. Around 4% are estimated to be abused in the home.

Other significant health risks for older people are Diabetes, Stroke, Falls, Winter Deaths, Malnutrition and Infection.

2.4. Political and financial climate

Local authorities in England suffered unprecedented reductions in funding since 2010. NHS funding has increased but against a backdrop of ever-rising demand and escalating costs. Funding cuts have been especially severe in socio-economically deprived areas such as Teesside.

This squeeze in public spending will continue to put immense pressure on adult social care and health budgets, directly affecting the ability of local authorities and the NHS to deliver against their statutory duties, let alone provide added value services which would especially benefit older people.

Fuel and food poverty is an on-going problem in Teesside, with food bank usage in the North East region increasing by 8% between 2017 and 2018. This has been exacerbated by the roll-out of Universal Credit in the area. The outcome of Brexit is likely to bring further political upheaval and potentially damage to the economy of the Tees Valley.

This pressure on public services demands a response from voluntary organisations such as Age UK Teesside, which has the capability to increase its service delivery to meet the needs of older people in the area in partnership with the four local authorities, NHS organisations and other charities.

3. About Age UK Teesside

Age UK Teesside is a local, independent charity operating across the four local authority areas of Hartlepool, Stockton on Tees, Middlesbrough and Redcar & Cleveland. The organisation is a brand partner of the national charity Age UK and part of a network of 170 other Age UK organisations across the UK.

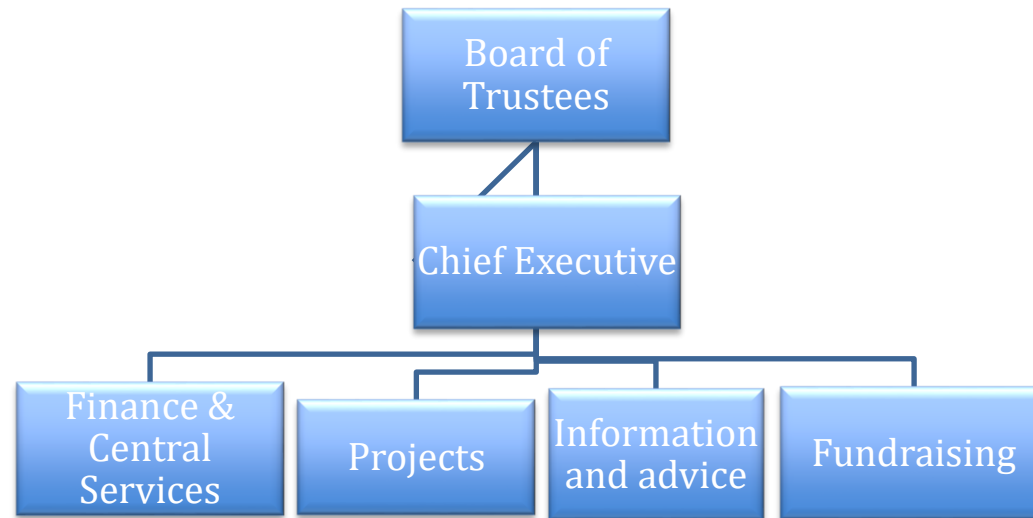
Age UK Teesside operates from its head office in Middlesbrough and satellite locations in the other three boroughs, and has approximately 20 full and part time staff as well as over 100 volunteers.

In 2017/18 our staff and volunteers successfully supported around 7,700 older people in the community, delivering services including financial and benefits advice, social activities, dementia support, health and wellbeing, befriending, financial and disability services and energy advice.

Our organisational and management structure reflects the four core areas of activity:

1. Projects
2. Information & advice
3. Fund raising
4. Financial & central services

Each core area has its own manager, reporting to the Chief Executive.



Age UK Teesside - organisational structure

The organisation is well equipped to play a leading role in confronting the challenges facing older people in Hartlepool, Stockton, Middlesbrough and Redcar & Cleveland:

- We operate from a sound financial position.
- Our staff and volunteers are highly motivated and empowered.
- We work successfully with many local partner organisations for the benefit of older people.
- We have a strong, positive reputation locally.
- Our operating locations across the four boroughs allow us to work with all communities across Teesside.
- We have excellent, accredited quality and operational standards.

- As a full service organisation, we are able to provide many of the needs of people in later life in the area.
- Our loyal user group values our personalised, face-to-face service.

However, we recognise the need to improve our performance even further to meet the challenges ahead. We must:

- Further improve public awareness and reputation amongst a wider audience
- Maintain and increase our funding from grants and, importantly, fundraising to ensure we grow our unrestricted income to ensure self sufficiency
- Improve and expand our partnerships whilst maintaining our relationships with current partners and supporters
- Maintain and develop a diverse board with expertise to support the charity and provide strategic leadership
- Use an evidence and research based approach to services.

We must also seize new opportunities to improve and broaden our service delivery through:

- Improving our profile and presence in the media
- Increasing our volunteer workforce
- Providing training and personal development for our staff, volunteers and trustees
- Being innovative and creative in the development of our organisation and our services
- Identifying and responding to commercial, trading and fundraising opportunities.

4. Strategic objectives 2019-22

The scale of the challenges facing older people and our organisation have encouraged us to adopt an ambitious set of strategic objectives for the three years of this plan.

Whilst being prudent in the financial and organisational management of Age UK Teesside, we nonetheless aim to offer more services to a wider range of older people in all communities across the area.

Our key strategic objectives are to:

- 1. Celebrate later life, promoting the positive aspects of ageing and the contribution that people in later life make to Teesside.**
- 2. Be relevant, by continuing to provide appropriate services and partnerships to help people in later life in Teesside to live independent, happy and healthy lives.**
- 3. Strengthen our strategic leadership and governance by diversifying and developing the board of trustees.**
- 4. Increase impact.**
- 5. Diversify and increase unrestricted income (i.e. income which is not ring-fenced for specific projects).**
- 6. Continue to increase awareness about issues relating to ageing.**

5. Service development

Our existing services for older people in Teesside include a wide range of: social inclusion and health & wellbeing activities; information and advice; dementia care; befriending; and sales of services and products tailored for over-50s.

5.1. Innovation in service delivery

In the period 2019-22 we intend to continue with these services, where possible, and to deliver additional opportunities for older people – based upon the strategic priorities of the four local authorities, the NHS in Teesside and other partner organisations, as well as our own objectives.

Our main funders have made it clear that in future they hope to provide financial support for new and innovative approaches to promoting independence, wellbeing and choice for older people. In addition, they hope that new services can become financially self-sustaining in the longer term.

We will respond by seeking to develop new services. We will do so by:

- Researching best practice elsewhere in the Age UK network and adapting these ideas for application in Teesside.
- Setting up a “New ideas” group to develop our own approaches to the challenges we face. The group will have input from our trustees, managers, staff and volunteers.
- Mapping our new ideas against a hierarchy of older people’s needs and funders’ priorities, identifying gaps and filling them where possible.
- Working where possible with university researchers with shared interests who can provide high-level validity to our work.

5.2. Working in partnership

Partnership working is a vital component of our success. We have excellent relationships with our partner local authorities, NHS organisations, other charities, educational institutions, community organisations and the private sector.

We believe that further improving our relationship with partners, and seeking out new partners with whom we can work, will enhance our ability to reach out to a wider range of older people across Teesside. We will therefore aim to extend our contacts and develop opportunities with diverse groups in the communities of Teesside.

6. Investing in people

We will provide our management, staff and volunteers with the support they need to maximise their potential, empowering them to engage with older people and help us to deliver the high-quality services which the older people of Teesside deserve.

6.1. Board of Trustees

The Board of Trustees is made up of volunteers who are responsible for ensuring the organisation carries out its legal, financial and charitable duties. The board members also provide a range of specialist management skills.

To ensure the board is fully equipped to drive the continued development of the organisation, we will:

- Recruit new trustees with the knowledge, skills and experience we need, especially professionals from the health and adult care sectors.
- Ensure that the board is “refreshed” on a rolling basis, working to the guidelines recommended by Age UK.
- Undertake an annual effectiveness review of the board.

6.2. Management team

Our support and development for the management team will include:

- CPD programmes for all managers
- Regular one-to-ones and reviews/appraisals
- Setting of clear business objectives

6.3. Staff

For staff we will undertake:

- A biennial satisfaction survey
- Regular one-to-ones
- A staff development programme
- Specialist training

6.4. Volunteer recruitment and management

Age UK Teesside volunteers fulfil a wide range of roles, including supporting our projects working with older people and working in our central services department.

We believe that having an optimum balance between professional staff and volunteers, we are able to both provide high quality services and deliver them at the lowest possible cost to the charity and to those organisations which help to provide our funding. This includes local authorities, charitable trusts and others' organisations.

We will launch a drive to further develop our volunteer resource, aiming both for increased numbers and for the highest possible quality. This will include:

- Recruiting from other networks
- Aiming to attract retired professionals such as former nurses and social workers
- Introducing an enhanced training and skills development programme
- Offering social care placements for university students.

7. Marketing and publicity

We will enhance our marketing and publicity programme with the following objectives:

- Raising the profile of the charity amongst potential users, funders and the wider public
- Supporting our fundraising drive
- Promoting our shop openings
- Recruiting volunteers including new trustees
- Promoting involvement of older people in our charitable activities.

8. Financial resources

The trustees and management of Age UK Teesside will continue to operate a careful and prudent approach to financial management, ensuring we retain healthy reserves and manage our costs whilst at the same time maximising our existing and new forms of revenue generation.

8.1. Income generation

Age UK Teesside principal forms of income generation have been from Age UK's national organisation, grant funding for projects, revenues from our trading company and occasional legacies.

Because of pressures on local authority and NHS budgets, funding from these sources may be restricted in future.

In addition, our previous trading company income, including insurance, energy and product sales, is no longer available to us following a national restructuring of this business by Age UK. This source of income was especially important to the charity because it is "unrestricted" – that is, it can be used to fund any aspect of our activities.

We will therefore intensify our income generating activities, including:

- Continuing to explore the potential for other revenue-generating products and services
- In particular, will exploit opportunities to open Age UK Teesside Charity Shops in suitable locations across the area
- Protecting funding from local public service organisations by responding to their need for added value and, where possible, self-funding, sustainable services
- Widening the scope of our funding bids to include a greater number of charitable trusts and foundations
- Where feasible, delivering our services on a paid-for but affordable basis
- Building upon our current, developing fundraising activities to generate a substantial level of annual financial contributions from the communities of Teesside. We will aim to raise over 15% of our annual income through such fundraising by 2021/22.

8.2. Financial forecast

The Charity delivers a range of grant-funded projects to older people across Teesside. This income is supplemented by fundraising activity including a charity shop that will open soon and by drawing down on any excess reserves. Financial sustainability is ensured by monitoring income and spending in year whilst maintaining reserves equivalent to at least six months operating expenditure, or about £250,000 in 2019/20.

<u>Combined funds</u>	<u>31/03/2019</u>	<u>31/03/2020</u>	<u>31/03/2021</u>
Funds brought forward	479,999	406,221	342,673
Income in year	566,683	389,396	443,146
Expenditure in year	- 640,461	- 452,944	- 453,991
Funds carried forwards	<u>406,221</u>	<u>342,673</u>	<u>331,828</u>

Represented by:

Fixed assets	8,492	8,000	8,000
Net current assets	<u>397,729</u>	<u>334,673</u>	<u>323,828</u>
	<u>406,221</u>	<u>342,673</u>	<u>331,828</u>

This is intended as a helpful summary of our overall financial position and predicted forecast for the next two years. Further details are provided in our audited year end accounts.

9. Accommodation

Our premises are important to the organisation in helping us to meet our objectives of providing excellent services to older people in an appropriate and accessible setting.

Following a review of our accommodation needs in 2016/17, we have initiated a new approach to the management of our organisation and the delivery of our services to people in later life.

Since 2018, we have operated from our new head office in the TAD Centre, Middlesbrough following the sale of our previous headquarters at Dorothy Rose House, Borough Road, Middlesbrough.

At the same time, we have moved to deliver our services to older people in locations which are easily accessible to the public, both in town centres and in community locations.

10. Risk analysis

The Board of Trustees, management, staff and volunteers continuously monitor potential risks facing Age UK Teesside and act to mitigate potential damage.

We have developed a risk management strategy which identifies the potential risks to Age UK Teesside, the appropriate control measures needed to manage the identified risk, an assessment of the risk level when control measures have been applied, and any future controls that may be necessary in order to ensure that the identified risk is reduced as far as possible.

We identify the main potential risks facing the organisation in the period 2019-22 as:

Risk	Mitigation	Monitoring
Financial: Economic and political upheaval leading to difficulty in attracting funders, reductions in public sector	Intensify fundraising and raising of grant income; new shop opening/s (unrestricted income); maintenance	Quarterly board reports and daily management monitoring of bid success

budgets; reduced long-term funding commitments; raising unrestricted income; and diversifying sources of funds	of reserves to ensure service deliver and continuity	and income, supported by professional finance manager & treasurer
Staffing: ensuring recruitment and retention of high-quality managers and staff; resilience in covering for absence of key personnel	Competitive remuneration and rewarding working environment; empowerment of highly-motivated managers and staff; training support; agreed responsibilities for covering CEO and other senior positions	By CEO and operational managers; exception reporting to Board of Trustees
Health & safety: protection of service users, staff and volunteers	Qualified and trained staff; safeguarding policy; accident reporting and follow-up	Quarterly board reports
Safeguarding: of vulnerable older people	Safeguarding policy and review process; qualified and trained staff	Quarterly board reports; annual board report and review
Business interruption	Maintenance of business continuity plan	Review by CEO

11. Evaluation and reporting

Evaluation of our effectiveness is carried out at our quarterly board meetings. In addition, evaluation and review is undertaken on an annual basis. Targets are set for key objectives.

Detailed monitoring and evaluation is undertaken at board sub-groups for finance, HR and marketing. Evaluation of our projects is also discussed at regular staff meetings and appropriate responses agreed.

The Chief Executive takes responsibility for ensuring that evaluation is carried out for our charitable activities. Age UK Teesside uses Charity Log, a cloud-based CRM charity database, monitoring service delivery and project outcomes.

The Finance Manager is responsible for financial monitoring and reporting.

In addition, projects funded by external organisations are subject to individual evaluation methodologies and reporting procedures determined by the funder.

For the period 2019-22, we will adopt the following key performance indicators:

Objectives	2018/19 Achievement - Actual	2019/20 Achievement	2020/21 Achievement	2021/22 Achievement	Performance Indicator	Comments
Increase the number of older people supported by Age UK	8738				10% annual increase	

Teesside's services (includes health & wellbeing and dementia projects, information & advice and energy advice)						
Project Success					100% funder approval of project achievement	
Successful Funding Bids	£136,325.90				Depends on what funds are applicable and when they become available to apply	Mix of large funding bids and smaller, local applications
Fundraising	£27,040.59				10%	Emphasis for 2019 will be on more fundraising to raise awareness and increase unrestricted income

						Projections to be provided on a quarterly basis to the board
Innovative project development					Develop innovative new project concepts in response to identified need and opportunities	It is difficult to quantify innovative project opportunities as this is dependent on population need and funder priorities
Net financial assets	£406,221	£368,140	£356,210		Manage net financial assets and reduce projected deficit by a minimum of 10%	

Staff morale		90% staff satisfaction		Maintain 90% staff satisfaction	Conduct biennial staff surveys: 2019/20 and 2021/22 to assess – aim is to achieve at least 90% staff satisfaction overall	
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