



5 YEAR STRATEGIC PLAN 2020–2025

Inspiring and enabling people to love later life



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“We want people to remain healthy, feel connected, be informed and stay independent.”



Dear all,

On behalf of the Board of Trustees at Age UK West Sussex, Brighton & Hove I am delighted to introduce the charity's five year strategic plan.

Many months ago, at the beginning of the process, we were clear that this document must be shaped by older people themselves. We've held on to that philosophy throughout and the views and opinions of older people locally are at the core of this strategy.

As well as consulting with over 50s, we also spoke to our volunteers, staff, partners and other stakeholders. This collective input means we understand the varied needs and wants of over 50s and that our work in the years ahead will make a huge difference to those we're here to help.

You will see we have four key areas that we want to focus on. We want people to remain healthy, feel connected, be informed and stay independent. These were areas that were repeatedly mentioned during our research phase and felt vital for us to focus on.

We want to be the organisation that people turn to in later life if they need help or support. We offer a huge range of quality services, provided by a team of professional, dedicated staff and volunteers. If we can't provide exactly what an individual needs, we'll be able to signpost them to other organisations, as we work in close partnership with other agencies in our local community.

Older people can often feel unseen, unheard or uncared for. Here, we provide the opposite experience, understanding that each person is an individual with unique needs. We work with everyone from super fit triathletes, to some of the most vulnerable, frail and isolated in our society.

Although the strategy gives us a guide for the next five years, we also aim to work flexibly, adapting where necessary to meet people's needs and never stopping the conversations about how our time and resources are best employed. I am writing this at the very beginning of concerns about the Coronavirus in the UK, but we're already working on ensuring we'll be there for older people during this incredibly difficult time.

We want each person who contacts us to feel they have been helped or empowered by doing so. Where possible, we aim to inspire and enable people to love later life. I am optimistic about the future of Age UK West Sussex, Brighton & Hove as we support more people than ever before and continue making a real difference every single day.

John Dixon
Chair

“As Chief Executive, I am incredibly proud to lead Age UK West Sussex, Brighton & Hove as we head into our next phase, with an ambitious strategy and a huge desire to achieve all we can for and on behalf of older people.”

Dear all,

I wanted to add a few short words to John’s introduction to talk about those who will make this plan happen. Firstly to acknowledge and thank John and his colleagues on our Board of Trustees, all of whom willingly give up their time free of charge, to oversee our work and lend their invaluable expertise to our charity.

Secondly, a thanks to our staff who run everything from nail cutting and social groups to dementia respite and crisis care. They are passionate, talented and caring people, who work incredibly hard to support our clients.

Last, but certainly not least, our army of volunteers who again, fulfil many and varied roles, which allow us to be there for those who need us. You are a vital part of our incredible team and we just couldn’t do without you.

The current funding environment and the latest concerns about the spread of the Coronavirus may mean there are exceptionally challenging times ahead. However, I know that this organisation’s people have the will, tenacity and dedication to adapt where necessary and ensure we are still there for older people, no matter our constraints.

Best wishes,

Helen Rice
CEO



1. INTRODUCTION

1.1 Scope of the Strategy

Our strategic plan sets out a framework of priorities and goals for Age UK West Sussex, Brighton & Hove (AUKWSBH) over the next five years. It is informed by consultation with our customers, volunteers, staff, trustees, partners and other stakeholders to ensure the plan reflects their needs and aspirations. This is supported by an analysis of current activities, assets, resources, performance, demand, and local and national policy developments and market trends.

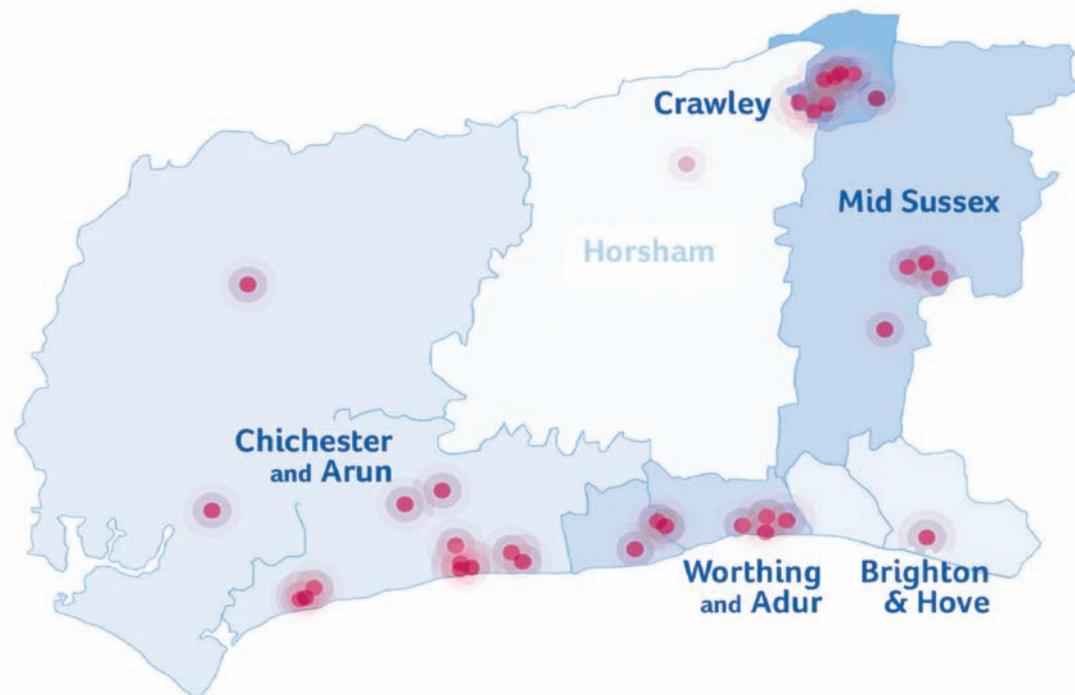
It is underpinned by a high-level implementation plan which will be supported by more detailed annual and service plans. Our goals will be tested to ensure they are viable and affordable, that investments are worthwhile, and that anticipated benefits align with our mission, vision and values.

On 1st July 2019, Age UK West Sussex and Age UK Brighton & Hove completed a merger to work together to support older people and in some services, vulnerable working age adults, in both areas. Consultation was undertaken to shape the new organisation ahead of a formal launch in 2020. The merger follows a successful partnership which began earlier in 2019, and allows the sharing of expertise and resources, enabling more people to be supported and ensuring that our organisation is efficient, resilient and sustainable.

1.2 About Age UK West Sussex, Brighton & Hove

Together, we employ over 130 staff and have a volunteer corps approaching 450. We have a strong local presence across West Sussex (excluding Horsham which has its own AUK branch) and Brighton & Hove, through a range of established home based and community based services. These will in future be organised across five 'localities': Chichester and Arun, Worthing and Adur, Crawley, Mid Sussex and Brighton & Hove. We lease and own buildings in Haywards Heath, Bognor Regis, Burgess Hill, Chichester, Crawley and Brighton, and run a range of clubs, events and activities out of a wide range of community centres run by our community partners.

Currently, the majority of our income comes from the public sector, notably grants and contracts with West Sussex, Arun, Mid Sussex, Crawley and Brighton & Hove. The balance of income is generated through membership activities, fees, trading activities, and from donations, legacies, and investments. To ensure our sustainability, we need to diversify the sources of our funding.





1.3 About West Sussex

West Sussex is bordered by Hampshire to the west, Surrey to the North and Brighton and Hove to the East. the county is made up of seven districts: Adur, Arun, Chichester, Crawley, Horsham, Mid Sussex and Worthing, and operates under a two-tier system of local government.

The county covers 768 square miles. The majority of the population live in Bognor Regis, Crawley, Horsham and Worthing. Overall, Crawley is the most deprived district/borough in West Sussex for older people. Of the 42% living in rural areas, 87% live in small towns and villages, and 13% live in hamlets and dispersed farms and houses. West Sussex has a population of 836,000.

The 65+ population grew by an estimated 20,326 people between 2011 and mid 2015, an increase of 12.2% across the county. Arun saw the biggest growth, rising by an estimated 4,668 people. However, Horsham and Mid Sussex districts saw the biggest proportional increases, with growth of 15.7% and 14.5% respectively in the 65+ population. The 65+ population of West Sussex is projected to grow from 183,969 in 2014 to 305,193 in 2039, an increase of 121,224 people or 65.9%. This is a much larger percentage growth than that seen in other age groups in West Sussex.

95% of the population are from a white ethnic group. In 2011, 44% of all residents born outside the UK came from Europe. Almost 27% of migrants resided in Crawley. Crawley borough also has the largest non-white ethnic population at 12.2%. Of these, the largest single group, at 3.6% of the borough population, are from a Pakistani or Bangladeshi background.

In West Sussex, the proportion of life spent in 'Good' health has decreased for both men and women since 2009-11. So, whilst people are living longer, they are spending more years in poor health or with a limiting long-term illness or disability.

The key health and wellbeing issues for West Sussex are dementia, falls and loneliness.

7.5% of people aged 65+ in West Sussex have dementia, and this number is projected to increase by 60% by 2030. At a locality level Chichester and Arun had the highest numbers.

65+ residents have the highest risk of falling, and approximately 59,027 may be expected to fall each year. 4,199 65+ were admitted to hospital in 2014/16 for injuries caused by falls.

24.4% of 65+ residents reported they were moderately or severely lonely. At 29%, Adur District had the highest percentage of older people who self reported as lonely. Lonely people were more likely to be in poor health and to have reported multiple emergency admissions.

Living alone doubles the rates of loneliness for those 65+. The number of people aged 65+ who live alone in West Sussex is projected to increase by 40% by 2030 to just under 100,000.

In 2014 residents were asked if they use the internet, email and social media. 58% of 65+ do not use email or the internet, and only 8% use online social networking.

The county is served by a road network, rail service, bus operators, community transport schemes, concessionary fare schemes, and cycle paths, but not all are easily accessible to older people.



1.4 About Brighton & Hove

Brighton & Hove is on the south eastern boundary of West Sussex and bordered by East Sussex to the north and east.

The city covers 33.8 square miles. It has a population of 290,395 of whom 17% (50,819) are over 60. It is a predominantly younger city, the 20 to 24 age group make up the largest proportion of the city's population, residents aged under 65 have increased, and residents aged over 64 have decreased. There are projected to be 23,300 more people living in the city by 2030 a growth of 8%. Although a predominantly younger city, the population is projected to get older with the greatest projected increases amongst 60 to 74 year olds (33%, 10,800 extra people) and the 75+ age group (30%, 5,300 extra people).

Older people in Brighton & Hove tend to live to the north and east of the city. A fifth of all residents aged 65 or older (21%, 8,100 people) live in Patcham, Hangleton & Knoll or Withdean wards and 14% (5,500 people) live in Rottingdean Coastal or Woodingdean wards. A quarter of all residents in Rottingdean Coastal ward (24%, 3,400 people) and fifth in Woodingdean ward (21%, 2,100 people) are aged 65 or older compared to less than one in ten in Brunswick & Adelaide (8%, 800 people) and Regency (8%, 900 people).

It is a culturally diverse city – 11 to 15% of the population over 16 years old are lesbian, gay or bisexual, same sex civil partnerships are the highest in England and Wales, and over 2,500 trans people live in the city. One in five people (19.5%) are from BME communities (6.7% amongst the over 65s) an increase of 80% since 2001.

Brighton & Hove has a relatively large number of over 65s living alone (41%), and 20% of older people are income deprived. Just over 20% of those aged 60+ live in pension credit households. Of those aged over 65, 73.4% own their own home, the remainder rent from social or private sector landlords. 21.4% live in the 20% most deprived areas of the city, 28% live in the 20% least deprived areas, and 58.4% own their own transport.

The main 'ageing well' health and wellbeing issues for Brighton & Hove are fuel poverty and income deprivation, social isolation and loneliness, and dementia, multiple long term health conditions and immunisation.

Brighton & Hove have comparable rates of dementia diagnosis – in 2014 it was estimated that 2,849 people aged 65 years or over had dementia and 61 people had early onset dementia. There are higher rates of age related macular degeneration, falls and hip fractures. Hip fractures (falls), strokes and coronary heart disease are the 3 most common hospital admissions. Immunisations for flu in over 65s is also worse than England. A resident survey identified that whilst 42% of adult social care users say that they have as much social contact as they would like, only 76% felt they could call for help from a friend or neighbour compared to just over 90% nationally, explained partly by the fact that Brighton & Hove has above the national average of single person households at 36%.

The city is served by a road network, rail service, bus operators, community transport schemes, concessionary fare schemes, and cycle paths, but not all are easily accessible to older people.

1.5 Challenges, Drivers and Opportunities for Change

Locally and nationally the population is ageing. Population trends indicate a growth in the over 50s across West Sussex and in Brighton & Hove. Coupled with the particular needs associated with aging notably loneliness and isolation, multiple long term health conditions, dementia, caring and financial concerns, a growing older population provides a challenge in meeting needs but also an opportunity to reach and support more people in, and those approaching, later life. The younger population of Brighton & Hove also provides opportunities to deliver prevention and early intervention services for working age adults, develop inter-generational work, apprenticeships and 'young designers' of future services.

Older age groups are changing. The over 50s, 'baby boomers' and their children are overtaking the wartime generation and some communities are becoming more culturally diverse. With this has come a change in people's needs, expectations and aspirations approaching and in later life, including attitudes to ageing, increased health, prosperity and life expectancy amongst some communities, technological advances and public policy developments such as the integration of health and social care, and of physical and mental health. This has created challenges, drivers and opportunities to adapt, innovate and diversify our services, enhance inclusion and equality of access across age groups, geographic areas and communities of interest and place, to respond to changes in levels of demand and to explore alternative, more appropriate and efficient approaches to delivering services.

West Sussex is a large and predominantly rural county with a county council, seven district and borough councils, and 159 town, parish and neighbourhood councils. Working with these local government, health, community and private sector partners offers us scope to expand the availability and quality of our services, particularly within the rural communities of Chichester District and in the north and the south of Mid Sussex District.

Health and social care are commissioned, organised and delivered by 4 CCGs and numerous providers including 5 acute hospitals, community hospitals, over 90 GP surgeries and 50 pharmacies, mental health trusts and multi-disciplinary health and social care teams. This complexity requires multiple levels of engagement to lead the debate on later life, and the capacity to develop meaningful relationships with the volume of people, partners and other organisations needing to be engaged,

influenced and partnered with. Whilst Brighton & Hove may be perceived to be smaller and less complex, it too has multiple and diverse communities and numerous providers with whom we need to engage, influence and partner with more strategically including a large and well established voluntary and community sector.

As a newly merged organisation, there is also an opportunity and a need to recruit, develop, retain, recognise and reward our staff and volunteers. We also wish to be more productive, strengthen our communications, develop our approach to the communities of place and interest within which we work, and to build on the ways in which we work with our partners and other organisations. We already work in partnership with a wide range of organisations in the charitable, voluntary and community sectors, local government, health, social care and with business. There are opportunities to strengthen and broaden these partnerships.

Public sector finance constraints, hardship amongst our most vulnerable customers, changes in public service commissioning approaches and a justifiable and broad expectation of 'value for money' emphasises the need for our services to be fairly priced, affordable, efficient and sustainable whilst also being of such quality and impact that they satisfy our customers and commissioners, and attract the finance required to deliver them. We are in a position to offer a competitively priced alternative to residential care through the provision of home-based services for those who wish to stay living at home, and to reduce pressures, particularly on the health and social care system, by providing a range of prevention and early intervention services to reduce the risk of hospital admissions and crisis and the need for expensive interventions and services.

Both locally and nationally the UK population is changing.





2. WHAT WE WANT TO DO

2.1 Our mission

We want to improve the quality of people's later life through community and home based services and enterprises. We will achieve this by being the leading provider of services for older people (over 50) in West Sussex and Brighton & Hove. Our services will be informed by and/or co-designed with our customers, staff and volunteers and will aim to enhance customers' access to and experience of services provided by ourselves and our partners in the public, private and voluntary sectors.

Our services will focus on enabling older people in West Sussex, Brighton & Hove to be:



Informed

Our information and advice services will help people, including carers, to know their rights and make informed choices.



Connected

Our community and building based social clubs, events and activities will provide opportunities for people to get out, have fun, socialize and build friendships.



Healthy

Our wide range of health and wellbeing activities including fitness classes, relaxation, hobby groups, as well as 'spa' treatments will enable people to keep active and healthy.



Independent

Our home-based services will support people to stay independent for longer within their own home, including to prevent a hospital admission and after a period of ill health.

2.2 Our services

		OUTCOMES			
Care Pathway		Informed	Connected	Healthy	Independent
		Reducing social, financial, digital and environmental exclusion and inequality	Reducing isolation and loneliness	Improving physical and mental health and wellbeing	Increasing and sustaining independence, choice and control
		SERVICES			
Self-help	Love later life without depending on others	Information & Advice Courses <i>Drop ins and Pop ups especially in areas of low reach or take up</i>	Information & Advice Social activities, events and trips Courses Volunteering	Information & Advice Health and Wellbeing Clubs Spa treatments, therapies and personal care Social prescribing <i>Counselling</i>	Information & Advice Courses <i>Advocacy</i> <i>Hoarding / Decluttering</i>
Prevention and early intervention	Support to help you prevent or reduce risks to your health, wellbeing, mobility and independence	Information & Advice Courses <i>Drop ins and Pop ups especially in areas of low reach or take up</i>	Social activities, events and trips Social prescribing Transport services Volunteering	Health and Wellbeing Clubs Spa treatments, therapies and personal care Social prescribing <i>Immunisation drop in</i> Mobile services <i>Counselling</i>	Befriending Social prescribing Home visiting & Home help <i>Hoarding / Decluttering</i> <i>Mobile services</i> <i>Advocacy</i> <i>Telecare</i>
Specialist support	Specialist support when you need help to stay independent or avoid a crisis	Information & Advice <i>Drop ins and Pop ups especially in areas of low reach or take up</i>	<i>Falls prevention</i> Dementia respite Transport services	Dementia respite <i>End of Life care/Dying Well</i> <i>Bereavement support</i> <i>Hoarding/Decluttering</i> <i>Advocacy</i> <i>Key worker / navigator</i> <i>Counselling</i>	Home help and Home care <i>Hoarding / Decluttering</i> <i>Mobile services</i> Dementia respite <i>End of Life care / Dying Well</i> Transport services <i>Advocacy</i>
Crisis support	Support during and after a crisis to help you back on your feet	Information & Advice	Dementia respite Transport services	Dementia respite <i>End of Life care/Dying Well</i> <i>Bereavement support</i> <i>Harding/Decluttering</i> <i>Advocacy</i> <i>Key worker / navigator</i> <i>Counselling</i>	Home from Hospital Crisis service <i>End of Life care / Dying Well</i> Transport services <i>Advocacy</i>

Based on the feedback we have received from customers, volunteers and staff, we will not only sustain and expand our existing services, but also look to develop, pilot and introduce a number of new services indicated by *red text* in the table above.

3. WHAT WE WANT TO ACHIEVE

Our vision is to inspire and enable people in West Sussex, Brighton & Hove to Love Later Life.



4. WHAT'S IMPORTANT TO US

Putting our customers first

Improving and increasing access to our services and responding swiftly to customer needs, expectations and aspirations.



Being trusted

Committed to equality of access and opportunity, inclusivity and diversity, and delivering consistent and high quality services.



Making a difference

Supporting people to achieve the best possible outcomes through our services and by promoting a culture that inspires creativity, innovation and collaboration.



Being sustainable

Ensuring that our services are reasonably priced and affordable whilst working to make a positive impact on society, the economy and the environment.



Being resilient

Anticipating, preparing for, responding to and adapting to changes and unexpected events that might adversely affect our services and operations.



5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.1 Our customers

Priority 1

Understanding our customers

To develop and maintain a broad and deep understanding of our customers, developing clear and informed insights into their needs, expectations and aspirations, what services they use and why, and what they think about us, the services we offer, and how we can improve.

Goals

To achieve this, we will implement a process for Customer Insight and Feedback that enables us to understand the motivations, actions, and values of our customers and what services means to them, and swiftly use these insights to inform service planning, developments and improvements.

Outcome

Trust and satisfaction through a positive experience and positive outcomes for our customers as a result of our services.

Priority 2

Increasing and diversifying our customers

To continue to attract, retain and diversify customers from all communities of place and interest across West Sussex, Brighton & Hove including younger older people, those aged 50 plus, those from LGBTQI, black and minority ethnic communities, and those living in rural areas.

Goals

To achieve this, we will expand our services to those in rural areas and to appeal to younger and more diverse individuals and communities; develop more inter-generational and cultural engagement; build on our marketing, publicity, advertising and customer relationship management; and broaden our membership options to appeal more widely whilst ensuring the most vulnerable and those in hardship can access our services.

Outcome

A larger more diverse customer base with improved customer experience and outcomes.

Priority 3

Engaging and involving our customers

To actively engage and involve our customers in service developments and design. Information and knowledge gained through customer insight and feedback will be used alongside engagement to inform customer engagement and empowerment, and to improve existing, and design new, services.

Goals

To achieve this, we will use a variety of mechanisms including face to face and online to communicate, engage and consult our customers on policy and service developments, and establish easy and quick ways for them to make comments, complaints and compliments and to receive 'you said, we did' feedback in a timely manner.

Outcome

A service offer that is informed by and co-designed with our customers and improves our relationships with them, their loyalty, retention and recommendations.



*Developing
more cultural
engagement*

5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.2 Our services

Priority 1

Joining up our services and creating pathways

Join up our services to facilitate positive customer journeys and care pathways that enable our customers to successfully achieve the positive outcomes they wish to, partnering with other organisations and sectors, and making the most of IT and digital tools to connect services, buildings, transport and other assets.

Goals

To achieve this, and utilising customer insight to understand what customers do, think, feel and need, we will map each stage of the customer journey from initial access and enquiry to using services and at each 'touchpoint' such as phone, online or centre. We will employ outcome stars and joined up care pathways to facilitate and support people to achieve the positive outcomes they want. We will expand current services and develop and deliver new services to meet existing and changing needs.

Outcome

A customer focused and customer driven organisation providing a single seamless customer journey and, where needed care pathway, from initial enquiry to post-service support.

Priority 2

Personalising our services

To personalise our services by promoting choice, control and independence, tailoring solutions around individuals, their family and carers, enabling and empowering our customers to design their own support, and working within localities, offering prevention and early intervention to avoid or delay crisis and improve outcomes.

Goals

To achieve this, we will establish a fully integrated 'front door' to capture and assess customer needs at first contact and develop a personalised package of services with them. We will apply a 'can do' attitude that is responsive, creative and sustainable, enabling care and support that is person centred and self directed. Individual service users, their family members and carers will be regarded as experts and care partners, enabled and empowered to design, review and amend their own care plans and others who wish to use our services will be enabled to design individualised membership packages.

Outcome

Customers, their families and carers will benefit from care, support and other services based on their personal assets, needs, interests and goals.

Priority 3

Focusing on prevention, early intervention and self-care

To ensure our activities are adequately resourced, our customers are enabled to adopt and sustain healthy lifestyles, that our strategies and pathways are aligned with wider determinants such as transport, housing and personal finances, and that we innovate to deliver new and better ways of achieving outcomes.

Goals

To achieve this, we will focus on loneliness and isolation, health and wellbeing, and independent living, using targeted interventions that will deliver tangible benefits. We will collaborate across service providers, stakeholders and partners including local government, health and the voluntary and community sector.

Outcome

Customers will be supported to improve or maintain their health and wellbeing, reduce loneliness, avoid crisis and hospital admissions, and live independently at home.



We will focus on independent living ...

5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.3 Our people

Priority 1

Attracting and retaining a talented workforce

To create a diverse, inclusive and enabling culture where staff, volunteers and trustees feel welcomed, valued and can thrive. Together with our employed and volunteer workforce we will create a unique workplace that shows we care about the wellbeing of our people. By developing initiatives that promote our workforce's diversity, physical, mental and emotional wellbeing ranging from health and financial wellness benefits programs, opportunities for development and fair pay and reward strategies

Goals

To achieve this we will create a People and Equalities strategy and review all roles across the organisation. We will implement a pay and reward plan to attract the best workforce within our resources based on fairness, internal and external comparators and good practice to create a healthy and happy workforce.

Outcome

An inclusive, resilient and empowering workplace which inspires, supports, develops and rewards its staff, volunteers and trustees.

Priority 2

Investing in our staff, volunteers and trustees

To build a strong, high performing workforce who are properly supported and developed to enable them to deliver an excellent service. To develop our staff, volunteers and trustees' capabilities, skills and behaviours and to ensure our people are provided with the right tools and equipment to undertake their roles well and provide high quality services.

Goals

To achieve this we will ensure that learning and development is clearly identified, invested in and delivered. We will use blended learning solutions to create a supportive and positive framework for people to pursue their learning and development. We will deliver this through a variety of technological, social and experiential learning platforms to support different learning styles. We will introduce an employee and volunteer database to record and regularly report on the performance, skills and make up of our people.

Outcome

High performing individuals and teams of employees, volunteers and trustees who support our core business and achieve our strategic objectives.

Priority 3

Improving teamwork and leadership

To enable our staff, volunteers and trustees to build effective and supportive teams to work well together. To create a culture where our people are able to understand their shared purpose and priorities and challenge each other to be the best they can be whilst welcoming and embracing diversity.

Goals

To achieve this we will focus on developing high performing teams by building trust across the organisation and enabling workers to contribute and actively participate in developing this culture. We will ensure our staff, volunteers and trustees are clear about the organisation, team and their individual mission and, through effective leadership, enable them to improve performance and strive for the highest results. We will support the development of leadership through learning opportunities and management coaching.

Outcome

Our people are clear of their purpose and open to personal and team development to deliver outstanding services.

Building a strong, high performing workforce who are properly supported and developed



5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.4 Our operations

Priority 1

Working locally

To put local work at the heart of our business, developing and participating in local networks, teams and services, tailored to the needs and resources within distinct localities, and working in partnership with community capacity builders and community, health and social care services to unlock the assets within local communities and enhance our customers' journeys, pathways and outcomes.

Goals

To achieve this, we will develop a Localities and Partnership Strategy and use Community Insight to support local intelligence across West Sussex, Brighton & Hove, to deliver the priorities within our strategic plan within distinct localities and to allow us to track our progress over time..

Outcome

Providing greater choice and better outcomes by improving access to services tailored to the distinctiveness, assets and needs of local communities.

Priority 2

Working in partnership

To work in partnership with customers, other stakeholders and our staff, volunteers and trustees to develop new opportunities, generate ideas, develop services, increase awareness, engagement and impact, solve problems, increase capacity and resilience, share skills and knowledge, and develop and strengthen relationships.

Goals

To achieve this, we will invest in, grow, strengthen and sustain existing and new partnership working arrangements including formal partnerships, strategic alliances, consortia, collaborative ventures and co-production, joint protocols, streamlined processes and strategic initiatives.

Outcome

Positive, empowering and supportive relationships with individuals, organisations and communities working together towards shared goals and improved outcomes.

Priority 3

Improving productivity and performance

To make the best use of our staff, volunteers, assets and resources, centralising and streamlining operations and internal processes, and improving our IT and use of digital platforms to improve our productivity, customer, and employee retention and loyalty, overcoming the barriers to communication and ensure consistency in our performance.

Goals

Alongside a range of tools to support the productivity and performance of our people, we will develop detailed plans with realistic targets, key performance indicators and a performance management system that records service delivery and performance monitoring information, uses this to improve the quality and impact of our services, and reports our performance to key stakeholders.

Outcome

High quality, impactful services that we can evidence to demonstrate the delivery of outcomes, the return on investment made and value for money.

Putting local work at the heart of our business ...



5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.5 Our organisation

Priority 1

One organisation

To develop and promote our profile, reputation and brand as one organisation, with a single mission, vision and volunteer, staff and leadership, centralised functions, and a consistent quality of service which recognises and responds to the needs and aspirations of our customers, their families and carers, and to the distinctive localities and communities within West Sussex, Brighton & Hove.

Goals

To achieve this, we will implement the 5 year strategic plan to complete the work already underway to fully integrate our leadership, staff and volunteers, services, operations and finances; develop an organisational culture driven by a unified vision, mission and set of values; and deliver high quality services across West Sussex, Brighton & Hove.

Outcome

An organisation and service offer that is transformed through a 'one organisation' approach and the delivery of an ambitious and dynamic Strategic Plan.

Priority 2

An agile and connected organisation

To increase our use of IT and adopt the right kinds of digital tools to meet our goals including empowering customers and services users, staff and volunteers, joining up our services, improving service delivery and outcomes, enhancing customer experiences, enabling greater partnership working, being faster, smarter and more agile, more efficient and cost effective.

Goals

To achieve this, we will develop an IT and Digital Strategy and roadmap to plug identified gaps and deliver our priorities for improvement – built on reliable and secure technology – including training to combat digital exclusion, easier access to information and services online and via digital channels, seamless Wi-Fi, integrating services, buildings and data, tools that enable flexible, entrepreneurial and consistent ways of working.

Outcome

An agile, entrepreneurial, efficient and productive organisation that delivers its mission, vision and values.

Priority 3

A sustainable and resilient organisation

To ensure our mission, strategy, services and operations make a positive impact on society, the economy and the environment; and that we are well placed to anticipate, prepare for, respond to and adapt to changes and sudden disruptions in order to ensure business and service continuity and financial viability.

Goals

To achieve this, we will wherever possible use local business, reduce unnecessary travel through deploying staff close to where they live, and utilising IT and digital to facilitate remote access information systems, mobile and home working. We will take environmental considerations in mind when buying, recycling and disposing items. We will implement a robust business disaster recovery and continuity plan.

Outcome

A sustainable and resilient organisation that delivers high quality services that improve local communities, the local economy, and the environment.

*Increasing our use of
IT and digital tools ...*



5. STRATEGIC PRIORITIES, GOALS AND OUTCOMES

5.6 Our finances

Priority 1

Diversifying and increasing our income

To reduce our dependency on a limited number of income streams and develop an entrepreneurial approach to all we do to increase our resilience and secure investment for development, growth and innovation.

Goals

To achieve this, we will develop a range of funding and income generation strategies to attract income from numerous sources including earned income, fees, contracts, trading, commercial ventures, grants, investments, corporate sponsorship, donations and fundraising; and to make it easier for customers to pay for services and for donors to donate.

Outcome

A secure financial future to ensure our organisation is sustainable and we can continue to deliver high quality and innovative services.

Priority 2

Increasing efficiency through modernisation

To build and maintain more modern, secure, and resilient information technology (IT) to improve our productivity and enhance customer engagement and satisfaction with the services we provide, while being more efficient.

Goals

To achieve this, we will simplify and streamline our existing processes, increase our use of IT, improve the way we allocate our resources to provide services at more competitive prices. Improve the quality and efficiency of our services by removing the barriers for rapidly adopting the best-in-class solutions to better meet the needs of our customers

Outcome

A modern organisation that makes best use of information technology to engage customers and deliver services in the most efficient way possible.

Priority 3

Reducing costs and waste

To reduce wasteful spending and the amount of waste we produce in order to be more cost-efficient, cost-effective and environmentally friendly. This will not only relate to how we operate (making best use of our time), but also the buildings, transport, equipment and materials we use (making best use of our physical resources).

Goals

To achieve this, we will develop leaner business processes to reduce (or where possible eliminate) unproductive business activities and speed up how we work, ensure our buildings are as energy efficient as possible, consider cheaper office products and stationary, reduce the amount of travel required through more effective use of information technology and agile working, and reuse or recycle wherever possible.

Outcome

A sustainable organisation that manages its costs effectively and minimises the amount of waste it produces.

Developing an entrepreneurial approach to raising income from various sources ...



6. MAKING IT HAPPEN

We will develop an implementation plan setting out how we will deliver our strategic priorities over the 5 year period. Our activities will be structured by year and under 5 key themes: Development, Mobilisation, Embedding, Business as usual and Sustaining.

Our implementation plan will be continually reviewed to ensure it remains relevant and will be supported by organisational policies, strategies and:

- Detailed annual plans
- Service Plans
- Team Plans
- Individual Plans

7. ASSURANCE

We will adopt a proportionate and consistent approach to test our strategic priorities and any subsequent initiatives and innovations, to ensure they are viable, that benefits are aligned with our mission, vision and values, that benefits will deliver improved outcomes, and that the required investment is worthwhile.

The approach will include:

- Summary of the proposal and link to strategic plan
- Current process/service
- Description of the problem/opportunity
- Options considered
- Benefits
- Timescales
- Costs and resources required
- Risks, assumptions and constraints
- Recommendation – preferred option
- Approval



8. MEASURING SUCCESS

We will establish, monitor and report on measurable performance targets, outcomes and quality standards covering:

- **Attracting and retaining customers and service users**
- **Diversity of customers**
- **Customer satisfaction**
- **The services we deliver**

Outcomes delivered through our four key service areas and focused on:

- **Informed: Reducing social, financial, digital and environmental exclusion and inequality**
- **Connected: Reducing isolation and loneliness**
- **Healthy: Improving physical and mental health and wellbeing**
- **Independent: Increasing and sustaining independence, choice and control**
- **Operations and operational efficiency**
- **Staff and volunteer recruitment, retention, training and development
Income generation, finances and 'value for money'**
- **Sustainability – social, economic and environmental value**
- **Governance and regulatory compliance**

9. CONSULTATION FEEDBACK

We consulted our customers, volunteers, trustees and staff, partners and other stakeholders across West Sussex, Brighton & Hove to find out what really matters to them.

From consultation at our staff awayday, events and workshops, to questionnaires across our customer base, we hope to have captured the comments and views of everyone involved with us in one way or another.

What follows is a summary of what is important to them, their concerns and what really matters.



What matters to them

ARE WORRIED ABOUT

Want more of

Company

Advice

LONELINESS

Family

ACCESS

Wellbeing

Transport

Bar

Activities

Health

FINANCES

Trips

DEMENTIA

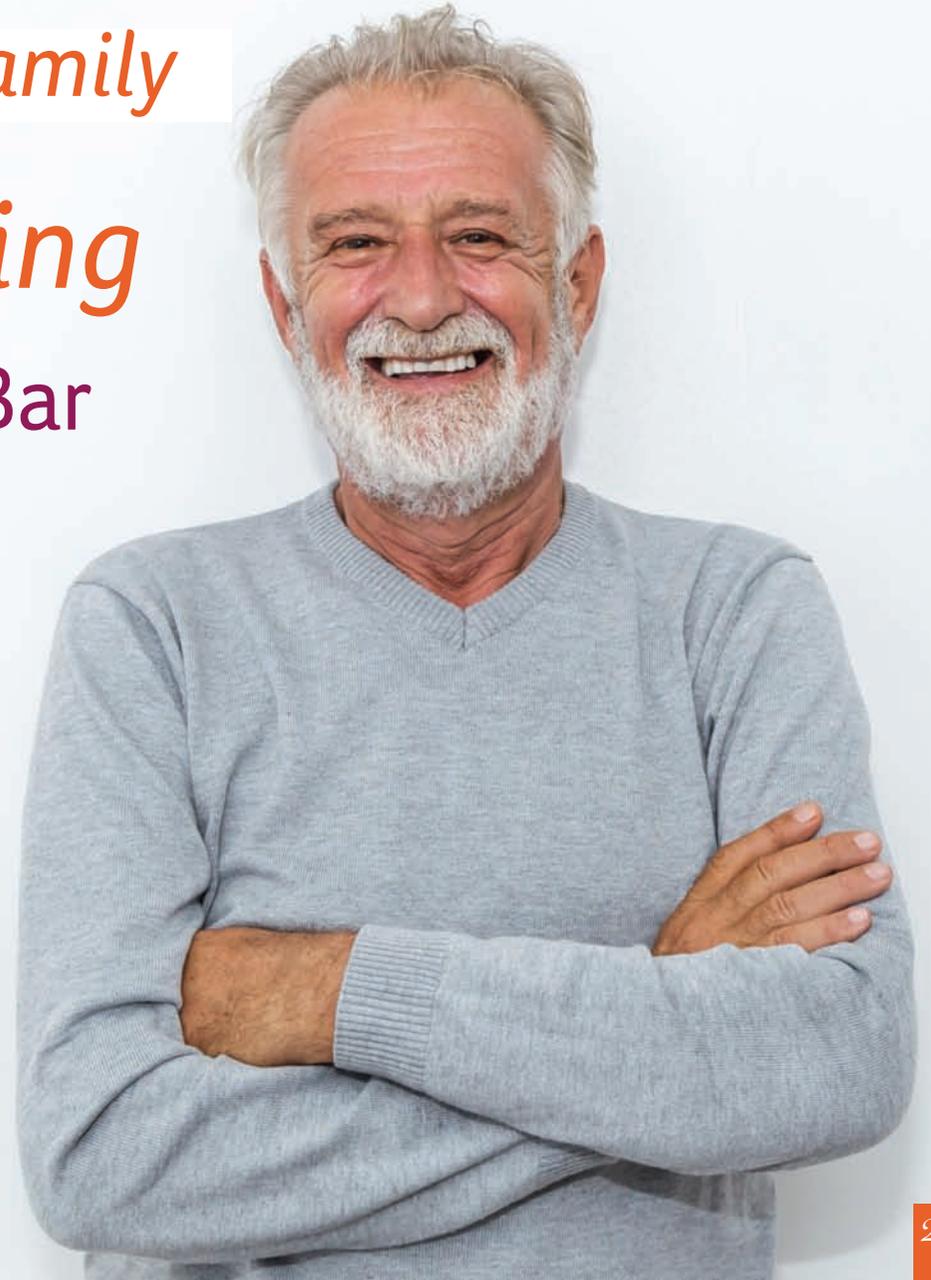
Courses

Friendship

ISOLATION

CARE

Affordable





Wellbeing

Engagement

Quality

Health

RECRUITMENT

Purpose

Care
SUPPORT

Involvement

Information

COMMUNICATIONS

Events

Advice

TRAINING

CENTRES

Contact

Clubs

MARKETING

Culture

EQUIPMENT

Marketing

Fundraising

Incentives

COMMUNICATION

Technology

Access

ASSESSMENTS

Investment

Venues

EXPANSION

SERVICES

Publicity

Trips

TRAINING

One Stop Shop

FEEDBACK

Centres



10. EXECUTIVE SUMMARY

5 year strategic plan

The Case for Change

An Aging Population
 Changing Expectations
 Diverse Communities
 Funding Constraints



Love Later Life

Our Values

Customers First
 Being Trusted
 Making a Difference
 Being Sustainable

Our Approach

Individuals
 Communities
 Places
 Partnerships

Outcomes

Informed
 Connected
 Healthy
 Independent



Our Strategic Priorities



*Inspiring and enabling
people to love later life*



What you can do

- Keep yourself informed & seek advice
- Get involved in social & community events
- Stay active & healthy
- Talk to us if you're having difficulties to see how we can support you

Love Later Life

Telephone
Email
Online
Our Centres

SELF CARE

PREVENTION & EARLY INTERVENTION

SPECIALIST HELP

CRISIS SUPPORT

ACCESS OUR SERVICES

OUR RELATIONSHIP

Specialist Services

When you need specialist support we will help you get it sorted including:

- Befriending
- Home Help
- Home Visiting
- Therapies
- Our Partners' Services

Universal Services

We provide a wide range of services which are available to all including:

- Social Activities
- Cultural Events & Trips
- Leisure Activities
- Health & Fitness Clubs
- Spa Treatments
- Courses

Information & Advice

We provide a wide range of Information & Advice services.

When you need more help we will make sure there is someone to assist you.

Crisis Support

When you're in a crisis or coming out of hospital we can provide the support you need to get back on your feet including:

- Home from Hospital
- Crisis Service
- Dementia Respite
- Counselling
- Our Partners' Services



What we can do

- Help you to know your rights & make informed choices
- Provide opportunities for you to get out, have fun, socialise & build friendships
- Offer you a range of activities to keep active & healthy
- Support you to stay independent longer within your own home



With thanks to

Lisa Schrevel – Strategy Consultant

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