

Strategic Plan: **2025 - 2027**



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Foreword from our Trustees

We are proud to be members of the Trustee Board of Age UK Wyvern, working with our fellow trustees alongside our excellent CEO and dedicated staff teams to support older people in this area.

Trustees are responsible for making sure the charity is doing what it was set up to do, including ensuring good governance and financial management. This document summarises our strategic direction, building on the ongoing work of staff and volunteers that can be found on our website - www.ageukwyvern.org.

Our strategic plan shows how we have evolved into the organisation we are today. The joining together of trustees, staff and volunteers from across Herefordshire & South Worcestershire strengthened our capacity to fulfil our mission statement - to help and support older people in our community.

We strive to provide expert advice and information, help people remain independent, support when this becomes difficult and friendship to relieve isolation and loneliness.

Our purpose - to ensure older people continue to enjoy their later years.

Collette Clifford / Hazel Sherwood
Co-Chairs of Age UK Wyvern

Message from our CEO

It is a huge privilege to lead a team of dedicated staff and volunteers who deliver excellent services to older people in our communities.

Our merger in January 2024 to create Age UK Worcester, Malvern Hills & Hereford Localities followed by our welcome to our colleagues from Age UK Herefordshire and Worcestershire has given us the opportunity to consult, review and reflect.

This plan is a result of that review and lays out our priorities for service delivery across Herefordshire and South Worcestershire. To be able to undertake this work we need to ensure that our organisation is strong and sustainable and so we are also focusing on the building blocks which underpin our work with older people and their families.

Partnerships and the support of our stakeholders enables us to achieve so much more. These partnerships with other organisations and individuals, donors and customers in our charity shops will continue to be cherished and nurtured.

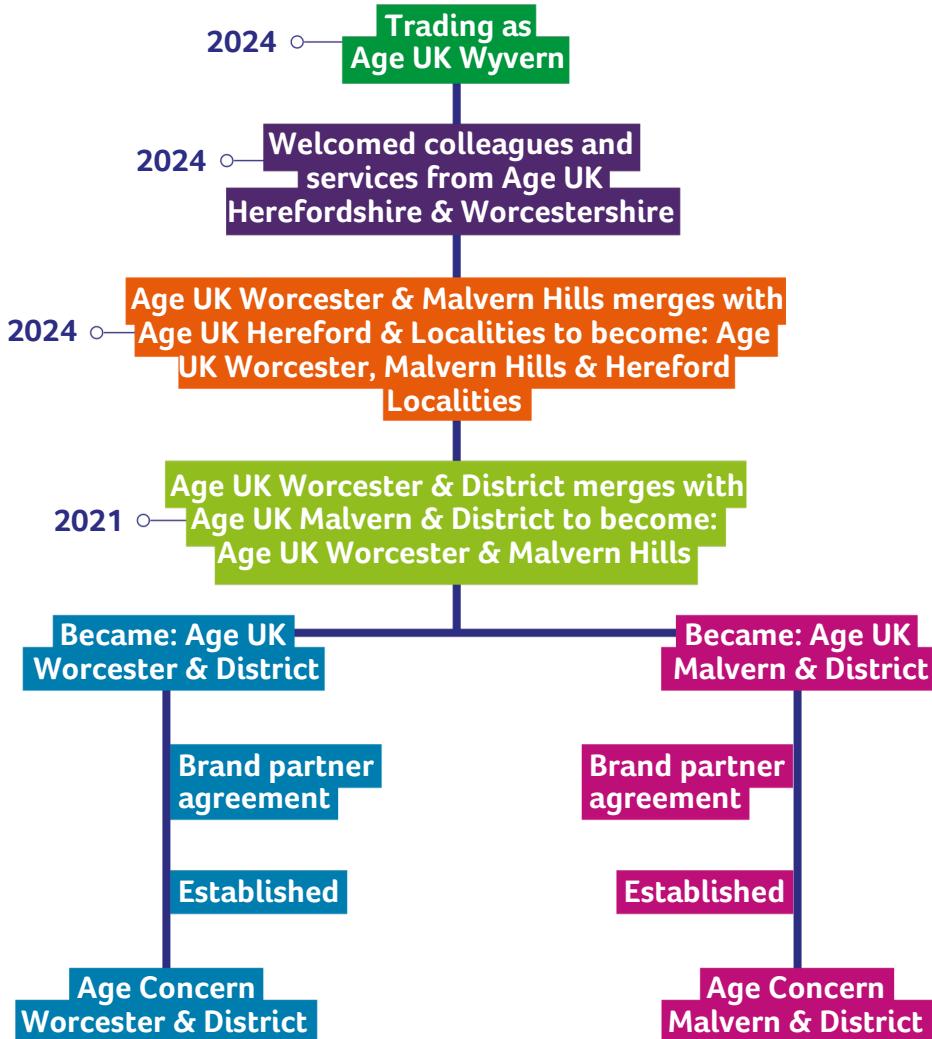
We look forward to delivering this strategy and to fulfil our mission to make a positive difference to the lives of older people.

Clare Thomas
Chief Executive Officer



About us - Timeline

Age UK Wyvern provides crucial support services and activities. The diagram below traces our evolution.



Our Vision, Mission & Values

Our Vision

To support older people across Herefordshire & South Worcestershire, to change how we age.

Our Mission

To make a positive difference to the lives of older people by providing services that help maintain their self-respect, dignity and independence, providing support as needed to enhance the quality of everyday life.

Our Values

We are **compassionate**



We **collaborate**



We **listen**



We are **reliable**



We are **inclusive**



Service delivery 2025 - 2027

Thriving at Home

To support older people to thrive in their own home for as long as possible.



Connected

To reduce levels of loneliness and isolation and the impact on wellbeing, by supporting older people to be more connected.



Positive Wellbeing

To support older people to have more years spent in good wellbeing, physically, mentally and financially.



Resilient in Challenging Times

Continue to develop a range of services and interventions that can help older people to develop their resilience in challenging times.

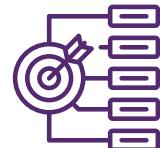


Values



- We approach our work with older people in a spirit of respect that aims to maintain dignity and independence in everyday life.
- We are a listening organisation that seeks to identify the needs of those in our community and we are open to collaborative working to ensure the best support is offered to our clients.
- Our staff and volunteers are key to the delivery of services, and we endeavour to ensure that they are treated equitably and fairly, and supported in the work that they do to meet our objectives.

Strategic Aims



- To treat older people with dignity and respect their wishes, highlighting the contribution they make to society.
- To celebrate later life and promote a positive attitude to ageing.
- To listen to older people, consult on their needs, and where possible, develop services to meet these needs.
- Ensure as far as possible that services are accessible equitably to all people, especially the hard to reach.
- Through information and advice, support older people to make decisions and facilitate self-help.
- Network with other agencies to dovetail services.
- Practice and promote equal opportunities in policy, practice and services.

Service Delivery: Thriving at Home



Aim:

Over the next two years our aim is to support older people to thrive in their own home for as long as possible.



Reason:

Older people tell us that maintaining their independence and continuing to thrive at home is very important to them as they grow older. Even if they need help to achieve this.



Key Outcomes:

Older people will remain living independently for longer and be less likely to need to go into hospital or care.



Our goals over the next 2 years to achieve this



We will know when we have achieved this



To enhance our reputation as a trusted provider and working with partners enhance our provision and enable clients to feel safe and cared for.

We have planned and started to implement an expanded core service and introduced new projects.

Over the next twelve months continue to deliver warm home/energy projects and seek opportunities to continue these thereafter.

We have received 90% positive feedback from people supported and investigated ongoing opportunities.

To develop and test new at home services to support the most in need – e.g. people with long term health conditions, disabilities, carers as part of our home support.

To have implemented and evaluated the pilot of 'Time For Me' by December 2025.

To ensure that we deliver a holistic offer to individuals, integrating with other internal services – e.g. befriending, Home From Hospital.

Reports from CharityLog demonstrate this.

To ensure that information, advice and practical support is available for people being discharged from hospital to ensure they can remain safe at home and avoid a readmission.

Reports from CharityLog demonstrate readmission rates and impact of service delivery in terms of individuals improved wellbeing

Service Delivery: Positive Wellbeing



Aim:

To support older people to have more years spent in good wellbeing both physically, mentally and financially.



Reason:

Older people tell us that having positive physical and mental health benefits both them and also society – by maintaining older people's independence and social economic contributions and improving quality of life.



Key Outcomes:

Older people will remain healthy, active and independent for as long as possible, through accessing support to sustain their physical, mental and emotional wellbeing.



Our goals over the next 2 years to achieve this



We will know when we have achieved this



To continue to assess need and to provide wellbeing services and projects (such as Being Well, Ticket to Ride, Sheds Together) and to develop additional interventions.

To develop interventions for the 'younger' older people – support with working, retirement planning, skills for work, out of hours connect activity. To continue to deliver all age projects – e.g, Being Well.....Working with partners to achieve this.

To expand the foot care service, in a way that ensures its sustainability and income generation, working with partner organisations.

We will facilitate the wellbeing of our own staff and volunteers.

We will link wellbeing activities across the organisation.

For 90% of our clients to tell us that we have improved their wellbeing. To source funding to ensure project sustainability. To have developed additional wellbeing projects with full participation and ownership from clients.

To have mapped and developed a service plan by end of 2026. To have successfully delivered and evaluated by March 2027.

To have increased client numbers by 100%. To have developed a sustainable model using as a benchmark the new Age UK National service specifications.

We will have a fully developed staff and volunteer wellbeing plan.

We will create events such as fundraising events which have a wellbeing focus (activity base) and encourage all ages to participate.

Continued overleaf...

Our goals over the next 2 years to achieve this



We will know when we have achieved this



To target our resources on people with the highest identified need and ensure that they have the highest levels of support.

We will have mapped those groups and geographical areas of need by December 2025 and have developed plans to meet need.

To signpost older people to information and advice to enhance wellbeing and signpost to other services.

Through our CharityLog reports detailing our internal and external signposts.

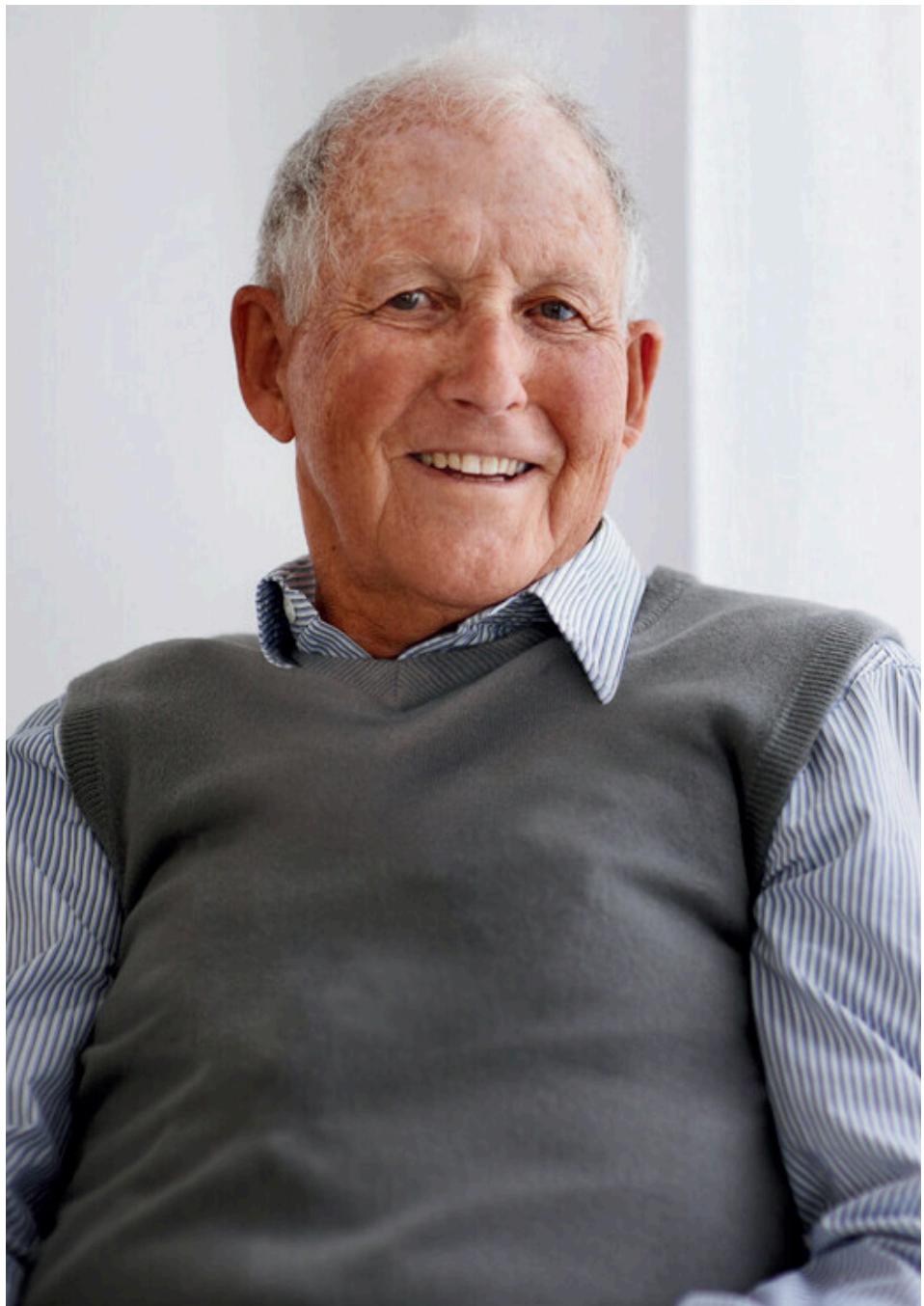
To support older people to understand the wellbeing benefits of volunteering and encourage them to volunteer within the organisation – creating a ‘doing’ and not ‘done to’ environment.

We will see an increase in our volunteer base by 20% by the end of this plan.

To support local and national wellbeing campaigns.

To support local and national wellbeing campaigns.

We will have actively promoted two campaigns per annum.



Service Delivery: Connected



Aim:

To help reduce levels of loneliness and isolation and the subsequent impact on wellbeing, by supporting older people to be more connected.



Reason:

Older people tell us that maintaining connections is central to their wellbeing and health.



Key Outcomes:

Older people will feel less isolated and have opportunities to be connected with others in their community.



Our goals over the next 2 years to achieve this



We will know when we have achieved this



To develop and fund activities that 'connect' individuals to each other and to their communities.

To have evaluated existing activities and created a programme which sustains and expands those which demonstrate real benefit by the end of this plan.

To grow the befriending service and integrate the current 4 distinct services.

To have an integrated, resourced and evaluated service with a 50% increase by the end of the plan. By summer 2025 to have developed a way to benchmark how older people's wellbeing has improved as a result of their engagement with the service.

To encourage and promote older people's use and skills of digital technology, to actively support them to connect with others.

To review our digital services by summer 2025. To ensure that digital inclusion is an integral part of all our service and project delivery.

To ensure that all staff and volunteers have the training and knowledge to connect people to each other and to other services.

To implement and evaluate the community information project by end of 2025.

To support and encourage those who want to, to access digital services including developing our own offers digitally for clients to participate in.

To have a range of support and wellbeing offers and activities available online.

Service Delivery: Resilient in Challenging Times



Aim:

To continue and develop a range of services and interventions that can help older people to develop their resilience in challenging times.



Reason:

Older people tell us that later life can bring specific challenges such as poor finance, ill health, career transitions and retirement, and relationship breakdown or bereavement, making it harder for them to stay strong and deal with the situation – with the consequent negative impact for them and for their communities.



Key Outcomes:

Older people will feel supported to better deal with challenges in their lives and be helped to make informed decisions.



Our goals over the next 2 years to achieve this



We will know when we have achieved this



To provide accessible and quality assured information, signposting and advice to older people on topics such as money & benefits, legal matters, care and other key issues.

We will have achieved at least £2 million of previously unclaimed benefits per year. Of those supported, 90% are satisfied with the advice and are more able to make informed decisions.

To create and implement a plan for delivering I&A and associated services from venues across our area of delivery.

To have implemented extension of provision across Ross and Wychavon by end 2025.

To continue all elements of the dementia wellbeing support programme and additional interventions including Maintenance Cognitive Stimulation Therapy.

To have secured funding for and increased delivery of Maintenance Cognitive Stimulation Therapy by end of March 2026. To have launched Time For Me.

To provide a person-centred approach and assessment of needs at the first point of contact via the triage system.

We will have provided information, signposting and advice to a minimum of 7500 people over the lifetime of this plan. We will have evaluated the effectiveness of our support.

To have developed paid for services to support people at the most challenging times of their lives e.g. respite, end of life, LPAs, bereavement support, funeral planning and maintain independence at home.

To have developed a resource plan by the end of 2025.

Key Facts From Our Coverage Areas



Data from the National Census 2021 about older people in Herefordshire & South Worcestershire, which has informed our strategic plan and the way we target our charity resources.

Total Population

475,934

120,925 (24%)
aged over 66
National average 17%

Population Breakdown

Herefordshire and South Worcestershire has an older age structure than is seen nationally and the number of older people is increasing.

Worcester

102,059

Aged 65 and over

17,000 (17%)

Malvern Hills

77,675

Aged 65 and over

21,000 (27%)

Herefordshire

188,700

Aged 65 and over

49,800 (26%)

Wychavon

132,500

Aged 65 and over

33,125 (25%)

With 86 people per square kilometre, Herefordshire has the fourth lowest population density out of all county level authorities in England

South Worcestershire has a higher proportion of one-person households, where the occupant is of retirement age, than is seen nationally

Size of our area

3446.6km²

Total area covered by Age UK Wyvern across Herefordshire & South Worcestershire (excluding Droitwich).



Worcester - 33km²

Malvern Hills - 577km²



Wychavon - 656.6km²



Herefordshire - 2180km²



The number of people with dementia in Worcestershire is forecast to increase by 56% between 2019 and 2035, taking the number to nearly 15,000 people

63,000 older people in Worcestershire have an illness that affects their daily activities

Depression is estimated to affect 11,630 people over the age of 65 in Worcestershire

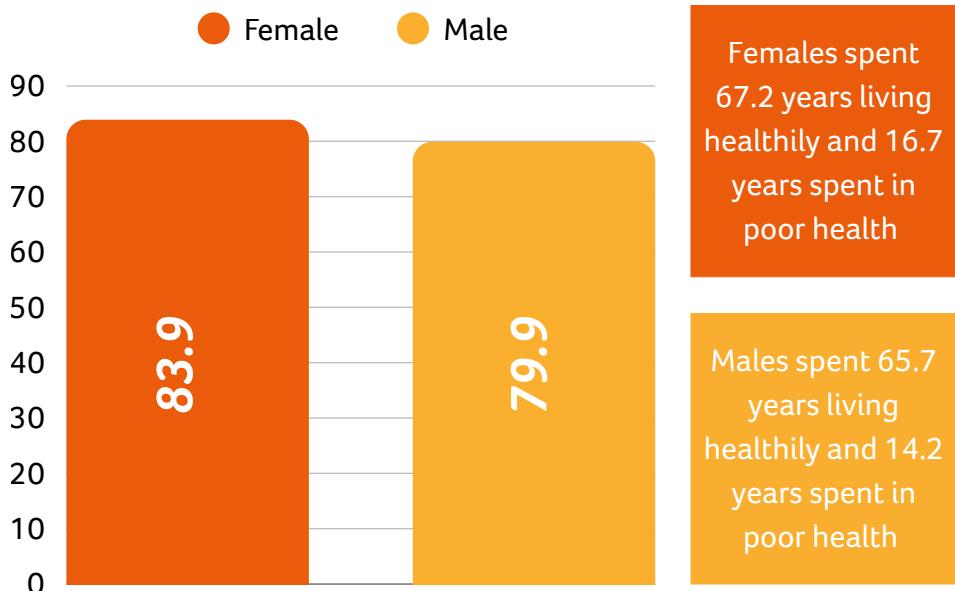


There are over 2,500 falls per year in the over 65 age group in Worcestershire

There are over 37,000 one person households aged 66+ in Worcestershire

Approximately 29,000 households in Worcestershire are living in fuel poverty and this issue disproportionately affects older people

Life expectancy



Deprivation

There are 32,844 small Lower-Layer Super Output Areas (LSOAs) in England.



Worcester

8 of 63

12 of 63

LSOAs appeared in the most deprived 10% total ranking in England.

LSOAs appeared in the most deprived 10% in measure of living environment.

Malvern Hills

11 of 45

LSOAs appeared in most deprived 10% in measure of barriers to housing and services.

LSOAs appeared in the most deprived 10% in measure of living environment.



Dementia diagnosis rates have been lagging behind in Herefordshire at 51% versus a national dementia diagnosis rate target of 66.7% of people with dementia having a formal diagnosis

3,200 older people with dementia and is predicted to rise to around 4,100 by 2025 and 5,500 by 2035

28% of Herefordshire adults rate their anxiety levels as 6-10 (where 10 is completely anxious)

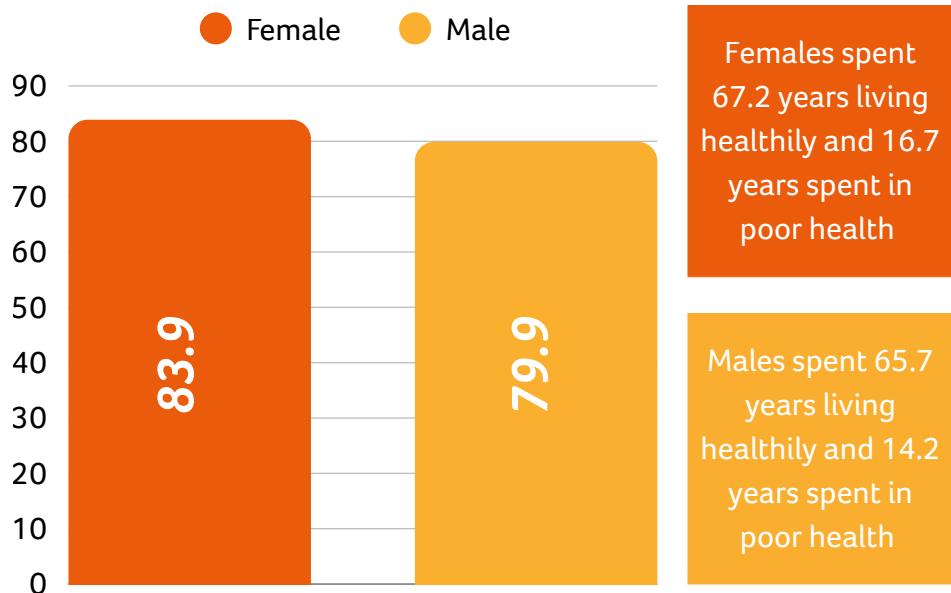


An estimated 8,000 patients are at high risk of a fall, with 2,000 of them severe

There are over 13,000 one person households aged 66+ in Herefordshire

Around 19.2% of households in Herefordshire were in fuel poverty in 2021: a higher proportion than in England (13.1%) and the West Midlands (18.5%) and an increase from 17% in 2020

Life expectancy



Deprivation

There are 32,844 small Lower-Layer Super Output Areas (LSOAs) in England.



Herefordshire
30 of 116

LSOAs appeared in the most deprived 10% in measure of barriers to housing and services.

44 of 116

LSOAs appeared in the most deprived 10% in measure of living environment.

18,700 facing loneliness

22% of which living in the most deprived areas.

Building Blocks to Underpin Service Strategy Plan

Income Generation and Partnerships

- Develop positive relationships with funders, corporate partners and individual donors to diversify income streams and develop lasting relationships and long-term growth.
- Invest in our charity retail, paid for services and unrestricted income in order to sustain and develop services.
- Ensure that our financial policies and procedures, data collection and donor management supports our income generation.
- Develop a proactive and strategic approach to financial planning and a robust approach to our reserves policy to ensure sustainability.



Community Engagement Planning



- Our community engagement plan will ensure that our clients, communities and stakeholders are invited to contribute through consultation and involvement in planning and design, service delivery and policy development.
- Ensure that services support demonstrable need and priorities and address inequalities.

Continued overleaf...

Communications and Marketing



- Our communications and marketing plan will make people more aware of our brand, provide clarity of our offer and promote our services. Bringing together our approach to the media, raising our profile, and increasing income generation opportunities.
- We will raise the profile of the organisation to enhance service delivery, ensuring that all older people have access to information about our services.

Volunteering

- Our volunteering plan will enable us to effectively recruit, manage and recognise all volunteers - in order to ensure a resilient, all age volunteering team.
- It will recognise the enormous contribution that volunteers make to the charity and recognise their achievements.



Learning and Development



- This plan will show our intent to support individual, team and organisational learning, and thus assist us to meet our organisational goals.
- This will drive improvement as well as offering support and guidance on a range of staff and volunteer health and wellbeing initiatives.

Continued overleaf...

Buildings, Facilities and Systems



- The plan (and budget) will ensure that we have the right buildings, facilities and systems to support the work of the organisation.
- We will manage estates to ensure that buildings are fit for purpose.
- Ensure that IT platforms, resources and training enable us to work efficiently and effectively and enable us to demonstrate impact.
- Ensure that we commit to strategies and practice to reduce our environmental impact.

Quality, Evidence and Impact



- Benchmark the Age UK network agreement to ensure we deliver quality services which align to standards and best practice.
- Ensure our systems support the collection of service data and that we can evaluate and evidence impact.
- Ensure our induction and training of staff and volunteers supports the safe and effective delivery of services.
- Ensure we promote a culture of quality assurance and feedback.

Governance



- Support Board effectiveness and development to ensure a culture of effective challenge and oversight.
- Achieve best practice in accordance with the Charity Governance Code.





Contact us

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Age UK Worcester, Malvern Hills & Hereford Localities, trading as Age UK Wyvern, is a registered charity (1114859) and company limited by guarantee, registered in England and Wales (05688674). Head office: Bank House, 7 Shaw Street, Worcester, WR1 3QQ.



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