



2024  
2027

 Norfolk  
ageUK

Strategic  
Plan



# Introduction

Age UK Norfolk is a brand partner of Age UK (national). This means that, whilst the organisation is part of a federation of over 120 Age UK partners, the Charity is registered independently and responsible for raising its own funds. The Charity supports people aged 50+ living in Norfolk to enjoy the opportunities of and meet the challenges that later life may bring. The Charity is governed by an independent Board of Trustees and is registered with the Charity Commission and Companies House.

We provide vital services for those in later life, including Information and Advice, Welfare Benefit Service, Advocacy, Money Matters, Befriending, Digital Inclusion and Travelling Companionship. These services support and complement those delivered by the statutory sector. Our services aim to create enduring and sustainable improvements in people's economic, welfare, social and health status. We achieve this by working holistically and ensuring our approach is person centred, making every contact count. The interest of each individual is at the heart of the work that we do, which includes:

- Ensuring people have access to information, advice and support so that they can make informed decisions
- Assisting people to navigate the Welfare Benefit system and claim their rights and entitlements ensuring that people in later life have a voice
- Assisting people to understand their household finances and building their confidence when budgeting and managing their money
- Reducing levels of loneliness and building skills and confidence to enable people to connect with friends, family and their wider communities.

As a brand partner of Age UK (national), our relationship with other Age UK brand partners across the UK allows us to share knowledge and expertise, and to actively promote the wellbeing of people in later life through collective national and local campaigning work.

Our current area of benefit is the county of Norfolk, which has a population of over 900,000. This may change over the lifetime of this strategy with developments into locations where there is currently no Age UK coverage or provision delivered by any other part of the service sector.





# Facts and Figures about Norfolk

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Norfolk is a mainly rural county in the East of England with a population of 916,100 split between seven districts and boroughs. Norfolk has a 90-mile-long coastline and is home to the Broads National Park.

The population of Norfolk is ageing rapidly, with the median average age already above the England average. In the past decade the proportion of people aged 65 and over has increased and more than 25% of the county's population are now aged over 65 years. This trend is expected to continue with projections suggesting that by 2040 we will see an increase of 55% in people aged 75 and over.

Most of Norfolk's population increase will be in the older age groups, with those aged over 65 years increasing by 82,000 (Figure 1). North Norfolk has an older population compared to other areas in the county with a third of the population aged over 65 years and has the highest proportion of people aged 85 years and over in the country (Figure 2).

Norfolk's age dependency ratio is well above the England average and is increasing. The old age dependency ratio is the proportion of the population who are above state pension age, relative to the working-age population. North Norfolk currently has the second highest old age dependency ratio in England. Projections suggest that there will be 49 people aged 65 and over for every 100 people of working age by 2043.





# Facts and Figures about Norfolk

The proportion of older adults in Norfolk who are economically active (either in work or actively seeking work) has been increasing. This may reflect the trend towards working beyond the traditional retirement age, as well as financial pressures such as the rising cost of living. As the workforce is ageing there will be more people in work managing long term conditions, disability, and sickness.

The county has a place-based approach to improving health and wellbeing for people in later life. Age UK Norfolk is a partner in the Norfolk Health and Wellbeing Partnerships (H&WPs). Each HW&P has its own priorities based on population need. North Norfolk HW&P has committed to three priorities, one of which includes a focus on the ageing population. The District Council has recently been accredited to join the UK Network of Age-friendly Communities.

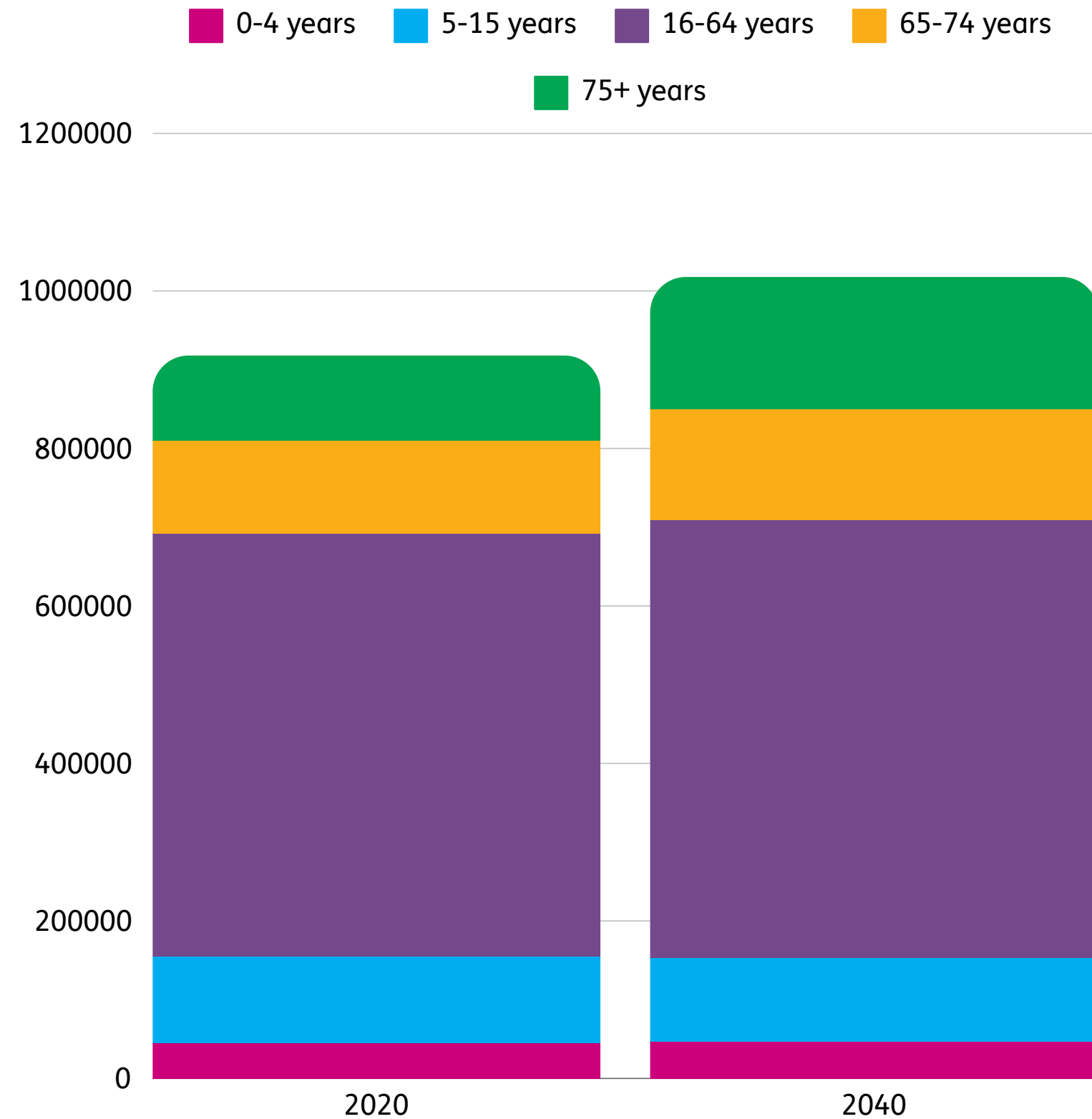
An Age-friendly Community is a place that enables people to age well and live a good later life, somewhere that people can stay living in their homes, participate in the activities they value, and contribute to their communities, for as long as possible. The UK Network of Age-friendly Communities is a growing movement, with over 75 places across the country committed to making their community a better place to age in. The UK Network is part of a global movement led by the World Health Organisation, affiliated to the Global Network of Age-friendly Cities and Communities.

Norfolk has a relentless focus on prevention wherever possible, we will play our full part in the collective aim to support people in later life to be healthy, active, socially connected, and safe and well at home for longer.



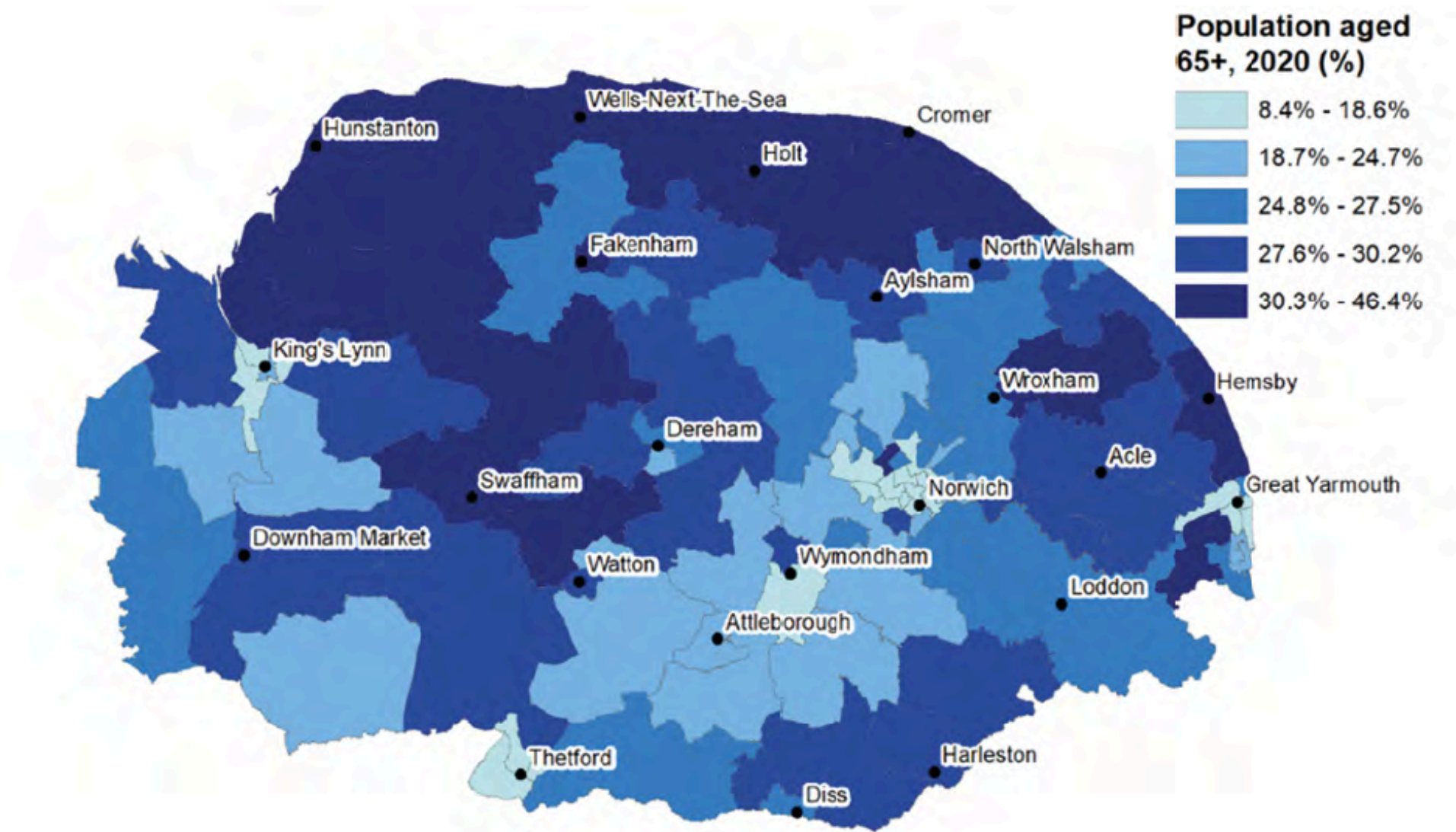


Figure 1: Norfolk population growth projection by age



Source data: Office for National Statistics (ONS), 2018 Sub-national population projections

Figure 2: Proportion of Norfolk population aged 65 years in 2020, grouped by Middle Super Output Area (MSOA)



Source data: Norfolk County Council



# Our Five Strategic Goals

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Connecting people  
to information  
and advice



Improving wellbeing  
and social connection



Age-friendly Norfolk



Campaigning for the  
rights of people  
in later life



A sustainable  
organisation



# How our goals have been developed

We asked people in later life, staff and volunteers to help us shape our goals. Over 100 people contributed by completing questionnaires or in focus groups, helping us to shape our strategy.

Our service users said that:

- Their three biggest concerns about ageing were **staying healthy, loneliness and loss of independence**
- The **cost of living** and **loneliness** were the two biggest issues facing people in later life right now, and in the future
- The majority felt that we should continue to offer services **to those over the age of 50, their relatives, friends and carers.**

Our volunteers and staff said that:

- We should focus on **what we do well** – welfare benefits support, money matters, advice line signposting, befriending and companionship, digital inclusion and advocacy
- We should provide these services **free of charge**
- We should offer services to those **below State Pension age** to allow for a longer lead in time for later life planning where we have capacity to do so.

Unmet service needs to combat loneliness and isolation that have been identified include:

- There is a gap in some of our current service delivery models which are currently telephone or face-to-face contact in a person's own home e.g. information & advice – we will develop **community and group-based** services
- A need for **face-to-face befriending** - this is a gap in the current service offer, this could be enhanced by either **individual or group-based** services.

Our strategic goals have been developed around these findings.





# Connecting people to the information & advice they need to manage their resources and improve their daily lives

Making sure people can find the right help at the right time to live well in their communities.



## How will we achieve this goal?

- Reaching out to people in later life, carers, and families across Norfolk to support them with the expert information & advice they need
- Building the capacity of our information & advice services to maintain quality whilst meeting rising demand
- Extending the reach of our information & advice services by strengthening partnership working such as being part of the wider Norfolk Community Advice Network
- Signposting people to other more expert information & advice services where we cannot meet their needs, for example, legal services and utilities advice
- Supporting people to navigate the welfare benefit system and claim their rights and entitlements
- Ensuring that people in later life, and their carers, are empowered to make decisions about their lives and are protected from exploitation

## How will we know this is working?

- Timely access to information, advice and practical support with shorter waiting times for advice
- Increased % of people self-reporting they feel more able to navigate the Welfare Benefits system and claim their entitlements
- Increased household income following support to apply for Welfare Benefits
- Increased access to services by new users from areas of deprivation and underserved communities
- Increased % of people self-reporting they feel more confident as a result of contact with one or more of our services
- Achieving and maintaining the Quality of Information and Signposting Standard (QISS) and the Quality of Advice Standard (QAS)



# Enabling access to communities and services to support better mental and physical wellbeing

Deliver services which address barriers to wellness that people in later life face and support people to remain socially and physically active.



## How will we achieve this goal?

- Reducing levels of loneliness and social isolation by building trusted relationships through telephone, face-to face and group-based holistic befriending support
- Adopting the concept of Compassionate Communities and helping to support end of life care and bereavement by promoting and supporting kindness, friendship and a collaborative approach to caring for one another at times of health crisis and personal loss
- Helping people to get active through our befriending and companionship services
- Enabling access to a wide and varied range of creative, physical and social activities, both in-person and online, to improve health and wellbeing
- Building digital skills and confidence to enable people to connect with friends, family and their wider communities and get online independently and safely
- Assisting people to understand their household finances and building their confidence when budgeting and managing their money
- Acting as advocates to help people secure their rights and entitlements from the wider public services system
- Improving our understanding of individuals and communities who may experience inequalities and engaging with them to expand our offer Understanding barriers to participation faced by some individuals and communities and working with others to overcome them
- Signposting people to activities and opportunities in their local area and have links into opportunities that work for them
- Valuing the contribution that older people make by making every contact count

## How will we know this is working?

- Increased number of befriending contacts in a home or community / neighbourhood setting
- Self-reported reduction in social isolation & loneliness / improved health & wellbeing
- Quantitative & qualitative evidence of greater confidence in people able to manage their household finances and budgets e.g. reduction in poverty and debt



# Building partnerships to drive an Age-Friendly and inclusive Norfolk that values all people in later life

An Age-friendly Community is a place that enables people to age well and live a good later life. Somewhere that people can stay living in their homes, participate in the activities they value, and contribute to their communities, for as long as possible.

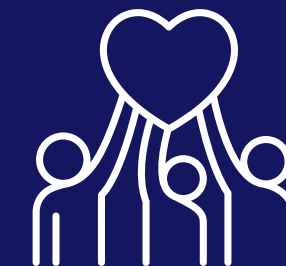


## How will we achieve this goal?

- Supporting the age-friendly communities North Norfolk Partnership and sharing the learning from the partnership across the county
- Seeking funds to drive forward the adoption of an age-friendly approach across the county
- Raising awareness of age friendly approaches more widely, building a local age friendly movement
- Strengthening our engagement work by ensuring that people in later life have a voice in service development
- Playing an active part in local health and wellbeing partnerships to advocate for the needs of people in later life

## How will we know this is working?

- Increased number of organisations and communities adopting an age-friendly approach
- Increased membership of age-friendly partnerships and networks





# Campaigning against ageism and support more people in later life to live well as they age

Make a difference to the lives of people in later life people in Norfolk through effective campaigning and influencing.

## How will we achieve this goal?

- Continuing to highlight the enduring cost-of-living crisis and its impact on people in later life
- Working with partners to influence policy makers locally and nationally on the issues faced by people in later life
- Influencing commercial organisations locally to sustain appropriate access to critical services e.g. banking
- Promoting the benefits of employing people in later life to sustain local economies

## How will we know this is working?

- Increased % of people in later life reporting feeling valued and included
- Raised profile of the Charity on social media, radio, television, and nationally beyond Norfolk





# Achieving more for people in later life by being a sustainable and innovative organisation which uses resources effectively and is a great place to work

## How will we achieve this goal?

- Increasing and diversifying our independent income sources including exploring corporate and raising individual giving
- Ensuring our corporate financial / information management & technology and people support systems are efficient and allow us to commit more time and resources to frontline service delivery
- Communications and marketing: raising awareness of a trusted organisation and ensuring that everyone can find and access our services, particularly those in marginalised communities
- Continuing to embed equality, diversity and inclusion in everything that we do
- Improving our ability to understand, measure and communicate the difference we are making
- Strengthening training and support for staff to make Age UK Norfolk a great place to work
- Ensuring that we are economically, socially and environmentally sustainable, including creating an action plan to adopt greener ways of working to address climate change

## How will we know this is working?

- Sustainable and high-quality services over the medium term
- Proportion of income secured from different sources
- Efficient management costs
- Low staff turnover rate
- Volunteer retention rate
- Increasing in the number and diversity of people who for us and with whom we are working

Strengthening the infrastructure and resilience of the organisation.





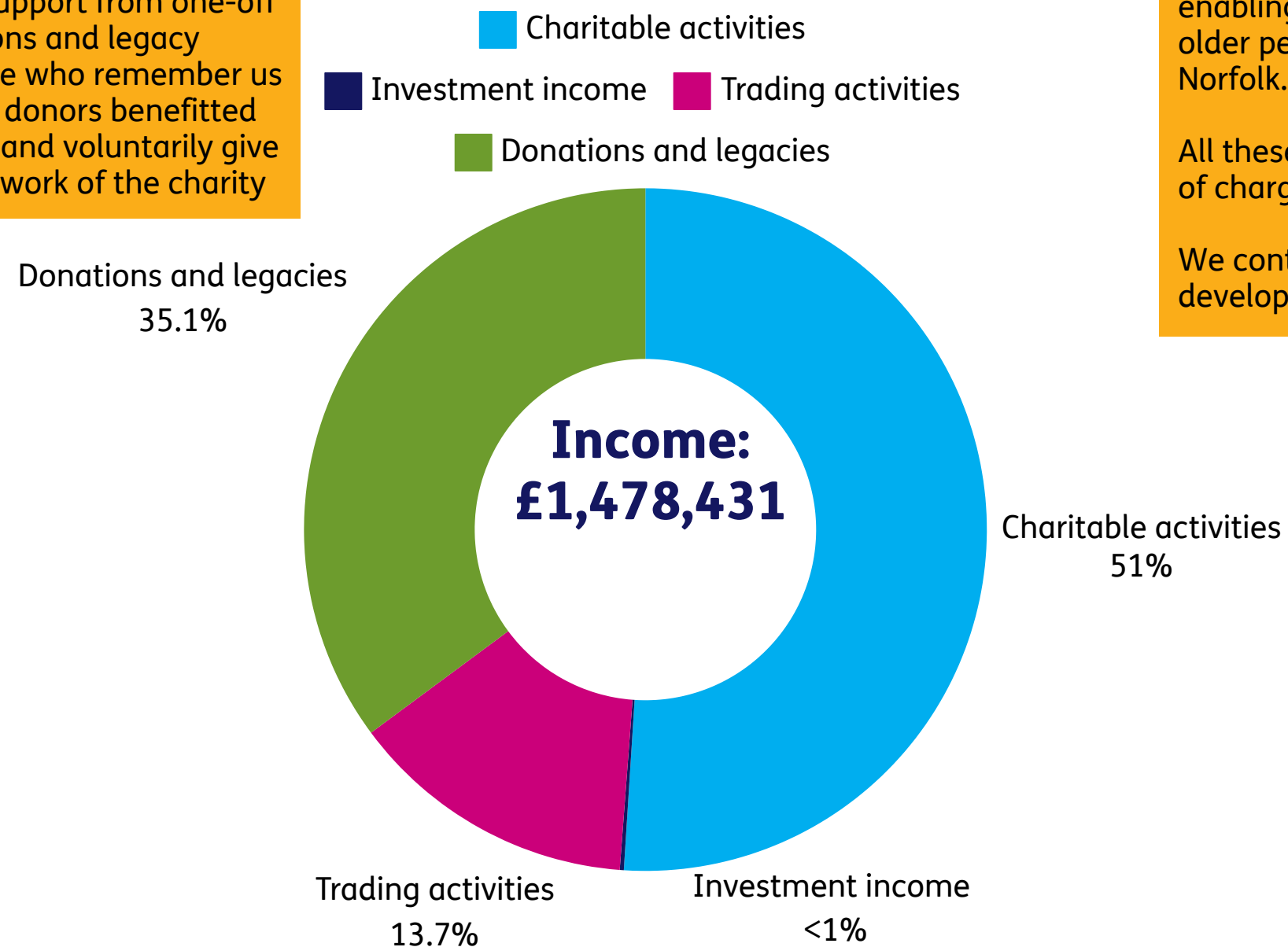
# Our financial resources and what we do with them

Data source: Annual Review 2023

## Here's how we got our funding:

We receive much of our funding through grants and contract income.

We also receive support from one-off or regular donations and legacy income from those who remember us in their will. Many donors benefitted from our services and voluntarily give to the continuing work of the charity



## Here's how we spent our funds:

Funds are used to provide our key charitable activities of information and advice and supporting and enabling, benefitting thousands of older people and their carers across Norfolk.

All these activities are provided free of charge.

We continue to maintain and develop our high quality services.





# Our Impact

Data source: Annual Review 2023







# Our values

Our **ICARE** values shape everything that we do. They are at the heart of our work and visible in every interaction we have with each other, with the people that we help, their carers, other professionals, our stakeholders and supporters.

## Inform, Commit, Adapt, Respect, Enable



Inform - we inform others of the work we do and the importance of it for all of the community; we inform people of their rights, and we inform people of the impact they can have



Commit - we commit to our cause in each and every action we take; we will commit to giving time and resources to the right things at the right time.



Adapt -we adapt as an organisation, as teams and individuals and respond to the needs of the organisation and changing priorities as they occur.



Respect - we respect every individual and organisation that has any contact with us by listening and understanding their point of view and responding appropriately.



Enable - we enable every person we work with to do best they can and advocate and campaign on their behalf where barriers exist preventing independence.



# How you can help us



Age UK Norfolk is a local independent Charity, and we are dependent on local support for the vast majority of our income. There are many ways that individuals or organisations can support our work.

## Financial support:

- **Make a donation**
- Leave a **gift in your Will** or **make an endowment**
- **Fundraise** for us – we have lots of opportunities
- Support us in the workplace via **payroll giving**, **fundraising events** and **nominating us as your Charity of the year**

## Raise Awareness:

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

## Give us feedback:

- What's working well, where can we improve

## Volunteer support:

- **Volunteer** your skills, time or resources