

Business Plan 2016 - 2020



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Foreword by Chairman

This Plan sets out a Strategic Framework for AGE north down & ards (AGEnda) for the period 2016/20.

People are living longer and the proportion of older people in our society is growing. Whilst this is a cause for celebration it also puts new responsibilities and challenges for Health & Social Care Services especially in a time of continuing austerity. However, new challenges also mean opportunities for new and innovative actions. We can plan for the anticipated but we must remain flexible enough to be able to respond to the unforeseen or requests from our partners and funders.

Our Plan takes account of the views and experiences of a range of important stakeholders, partners and funders. It is also based on information obtained from a number of focus groups, working sessions and individual consultations.

It is essential to encourage and assist the older members of society to be healthy, independent and safe for as long as possible.

Achievement of these targets will of course be dependent on the availability of adequate resources.

Deryck Patterson
Chairman AGEnda



Executive Summary

Since the early 2000's AGEnda has been recognised by key statutory organisations as a stable, successful and well placed organisation to deliver services to older people across, initially North Down and more recently Ards and North Down Boroughs. Main sources of funding for the organisation comes from:

- Northern Ireland Housing Executive (Supporting People)
- Public Health Agency
- South Eastern HSC Trust

This funding has enabled us to reach many vulnerable older people through our Good Morning Call, Supporting People Programme and our various events throughout each year.

Over the last few years, two new sets of circumstances have played a significant role in future planning and operations at AGEnda.

1.

Progress towards and the establishment of 11 Super Councils in Northern Ireland, including the establishment in April 2015 of Ards and North Down Borough Council with increasing powers over local issues.

2.

The longer term impact of the 2008 recession resulting in the tightening of public sector finances and the terms for their disbursement.

In anticipation of the reorganisation of local government, what was then Age Concern North Down started working towards the expected amalgamation. The existing funding partners from Health and the Housing Executive had requested that we extend our fields of operation beyond North Down into Ards, which we were able to accommodate. We also involved Ards Borough Councillors in our management and operations in addition to the involvement of the North Down Councillors. Today we have fully accomplished the transition, with Councillors from Ards and North Down on our Board of Directors, and increasing operations and reach throughout the new borough.

In addition we have affected the amalgamation of the Over 50s Forums in both boroughs into a single body for Ards and North Down, including statutory and voluntary sector members and members representing communities throughout the expanded area. This development has increased our reach into every corner of the borough and brings us into contact with existing voluntary and community organisations throughout North Down and Ards. We now have our Charity Registration in place, which

also covers the Over 50s Forum, a necessary prerequisite for the future receipt of utilisation of public sector funding.

The full impact of the 2008 recession took a few years to reach Northern Ireland due to the preponderance of Health and Education in the Barnett Consequentials. However, the fuller impact, including the tightening of regulations and control of the disbursement of public sector funding has now been absorbed by **AGEnda** through a range of measures designed to improve efficiency and effectiveness whilst meeting emerging governance requirements, and this process is continuing. We have depleted a proportion of our financial reserves in the course of this process.

The financial situation at AGEnda is now stabilised, and the directors are considering strategies, aspirations and operational plans for the next 4 years.

The Scenario that AGEnda is Operating in

1.

Older people will soon constitute a quarter of the population in Ards and North Down, and will be consuming over three quarters of the local health budget, and a disproportionate level of other public resources.

2.

Limited mobility, social isolation and relative poverty are all factors prevalent throughout the older population. This combination of debilitating factors is particularly acute in rural areas and in this age is exacerbated by smaller families often living remote from elderly parents.

3.

The decentralisation of powers and responsibilities from central to local government and other authorities, creating opportunities to tailor services and operations to meet local needs, and increasingly co-ordinate inter agency working. The Community Planning powers soon to be devolved to local authorities are part of this mosaic. These moves are expected to break down the previous silo culture previously prevalent among Stormont Departments.

Against this background of increasing demands from the older population, and the need for **AGEnda** to quietly rebuild its reserves to sustain long term viability, the directors have determined on a course of managed expansion, based on a combination of existing competences and capabilities, and new programmes ideally involving volunteers throughout the new enlarged borough, programmes which may also be undertaken in association with other voluntary organisations embedded in areas of the borough.

What follows is a development of these themes and proposals which are indicative, but far from exhaustive, regarding how future operations may be developed to effectively meet growing demands from the older population.

Table of Contents

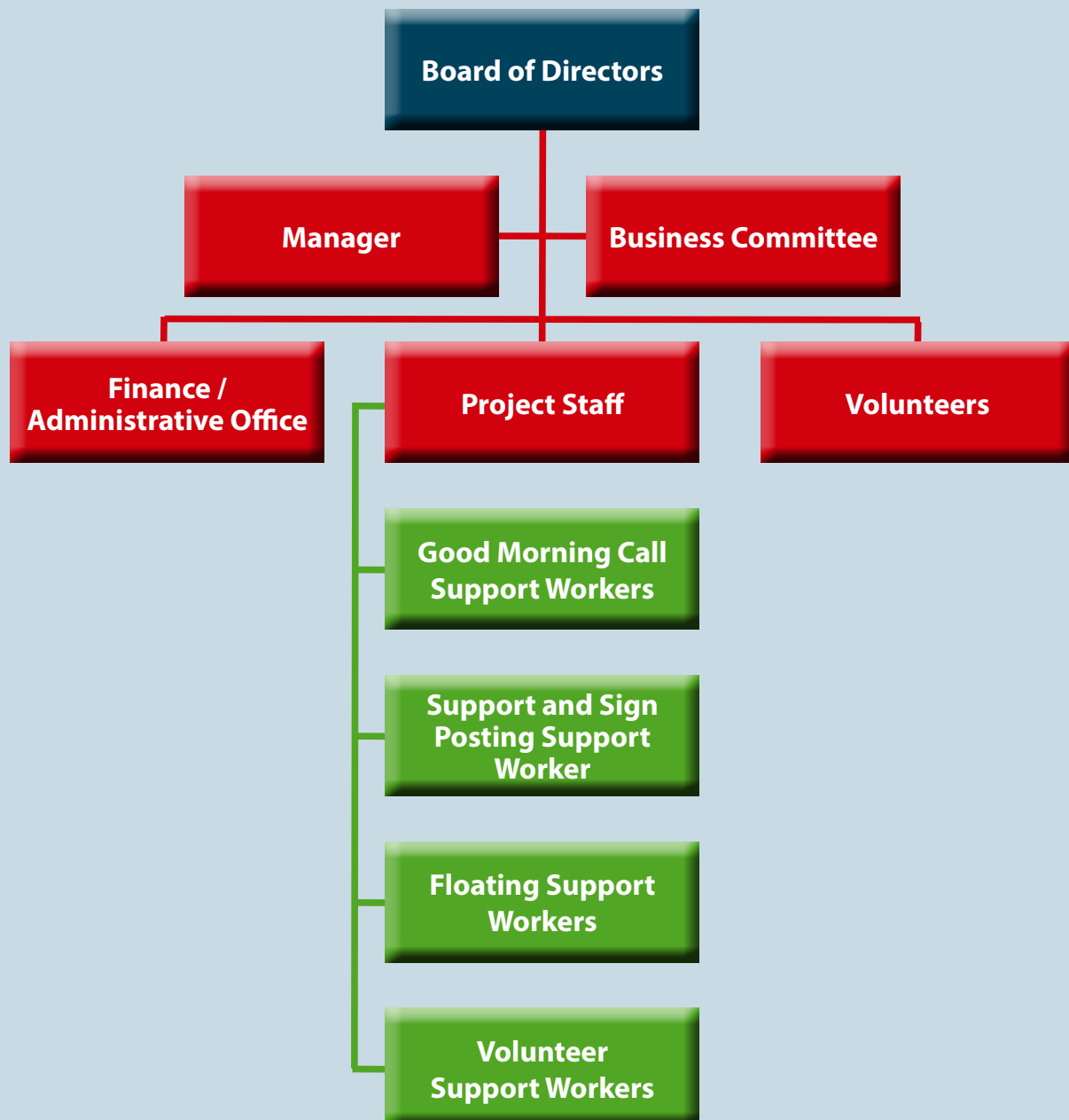
FOREWORD BY CHAIRMAN	2
EXECUTIVE SUMMARY	3
THE SCENARIO THAT AGEnda IS OPERATING IN	4
ORGANISATION BACKGROUND	6
CURRENT STAFFING STRUCTURE	6
SERVICES AND ACTIVITIES	7
VISION, MISSION AND VALUES	8
STRATEGIC THEMES	8
SETTING CONTEXT	9
STRATEGIC DIRECTION	9
RECURRING THEMES FROM FUNDERS	9
COMPETITIVE LANDSCAPE	9
OPPORTUNITIES AND CHALLENGES	10
PROFILE OF USERS	12
EVALUATION & MONITORING	13
IDENTIFICATION OF NEEDS	14
STRATEGIC OBJECTIVES 2016-2020	15
FINANCIAL	15
OPERATIONAL	15
MARKETING	16
SOCIAL	16
FUNDING THE PLAN	17
APPENDICES	
APPENDIX 1	18
LOCAL AREAS REPRESENTED IN THE ARDS & NORTH DOWN OVER 50'S FORUM	
APPENDIX 2	19
LIST PEOPLE OLDER PERSONS PARTNERSHIP	
CONTACT DETAILS & NOTES	20

Organisation Background

Current Staffing Structure

AGEnda work is carried out by a mixture of paid staff and volunteers. Led by a voluntary Board of Directors, the small staff complement is funded from grant aid to deliver on the wide range of services provided to local people.

As in other voluntary charitable organisations, a substantial volume of work is carried out by people who are committed to working with older people and give their time willingly without recompense. The Board of **AGEnda** greatly value the work of the volunteers and continually strive to ensure this contribution receives suitable recognition.



Services and Activities

Older people engage with AGEnda when they need;

- **Information**
- **Advice**
- **Support**
- **Signposting to other Services.**

They also engage with AGEnda in order to become less socially isolated by participating in the various activities offered e.g.

- **Coffee Clubs**
- **Physical Activity for Health**
- **Workshops and Courses**

1.

AGEnda provide direct services to older people through our Good Morning Call, Supporting People Floating Support service and our regular hosting of workshops and conferences around themes such as health, finance and safety.

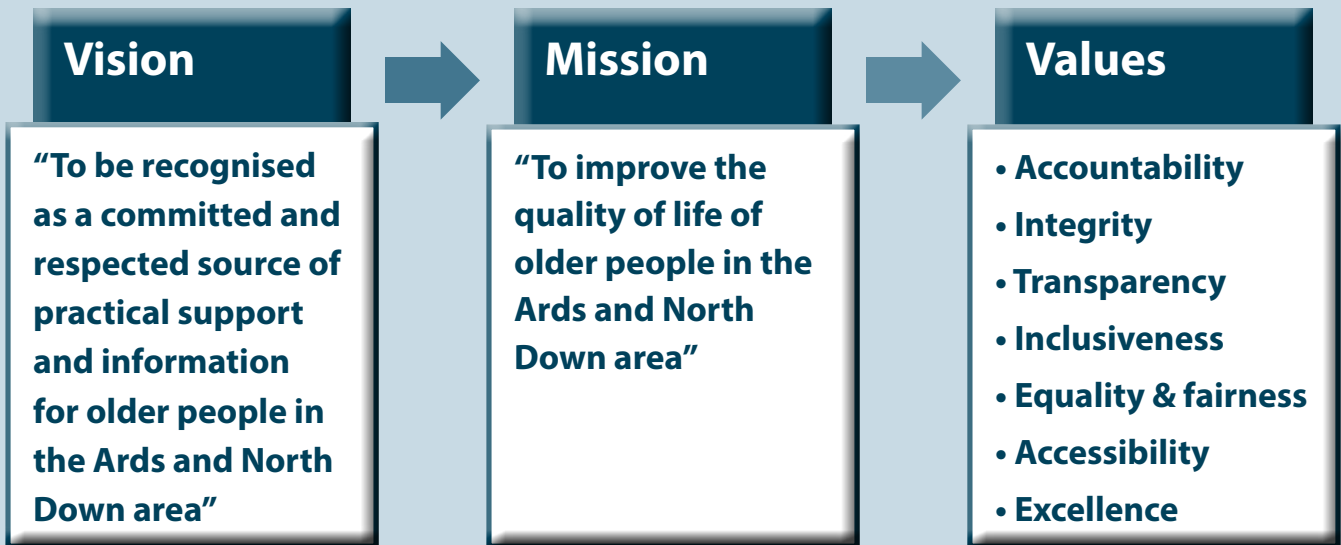
2.

AGEnda has developed over the years and now acts as a 'Hub' in the local area, focusing on delivering services to older people from 50 years of age. We facilitate, administer and manage the Ards and North Down Over 50's Forum (Forum) covering 25 areas in Ards & North Down.

3.

AGEnda recognises that one organisation cannot possibly deliver services to all older people in need throughout the local area. We are therefore committed to working in Partnership to ensure older people get the services they need and have established and support the Ards & North Down Older Persons Partnership (OPP) which has over 60 local organisations represented at meetings.

Vision, Mission and Values



Strategic Themes

In continuing to operate both direct and indirect services and working in partnership with others, AGE north down & ards will work to the following strategic themes.



Strategic Direction

AGenda has strong working relationships with a wide range of organisations and agencies that have a mandate for delivery of services to older people (see Appendix 1 + 2). The need for these services has been highlighted in the NI Government Active Ageing Strategy 2015-2021. This strategy requires action across Departments such as Office First Minister & Deputy First Minister (OFMDM), Department Finance Personnel, Health, Public Health Agency, Education, Department of Justice (DoJ) etc. This strategy stressed the importance of voluntary and community organisations in not only informing the development of the strategy but also in the monitoring of the implementation.

Other key documents which set out actions for older people include “Transforming Your Care” (DHSSPS 2011), “Making Life Better (DHSSPS 2014) and the forthcoming “Performance Improvement Plan” for the local District Council area of Ards and North Down 2016/17.

Recurring themes from Funders

Recurring themes across these strategies and plans include:

- Promoting Independence and Choice for older people.
- Encouraging participation, engagement and integration of older people in their local communities.
- Advancing health and wellbeing into older age.
- Reducing inequalities experienced by older people.
- Improving the provision, quality and safety of services and care to address the needs of people as they age.

Competitive Landscape

AGEnda has a policy of working in partnership with other organisations that have a role or interest in improving the health and wellbeing of older people. Within the geographical area of Ards and North Down these include:

- **Public sector** - i.e. District Council, Health Trust, Integrated Care Partnership, Public Health Agency, Policing Partnership, Northern Ireland Housing Executive, etc.
- **Community Networks** - e.g. North Down, Ards & Peninsula and County Down Rural Community Networks.
- **Voluntary organisations** - such as Age NI, Citizen Advice, The University of the Third Age (U3A), etc.

Many of these organisations work with older people, however they also have a remit for working with local communities, young people, families, etc.

1.

AGEnda focus on working with older people who are 50+ years of age and have developed our knowledge and experience over a long number of years by providing advice, support and services to older people. In all of our activities we listen to older people, hearing their concerns/ needs and shape our services to meet those needs. Our organisation is perceived by many as a key organisation – working as a hub to manage networks and to deliver through the networks.

2.

AGEnda manages the Forum which has over 21 members who link into over 60 older peoples groups in both urban and rural communities. This, together with our existing database of over 60 local organisations e.g. Linking Generations enables us to have direct access to around 8,600 (yearly average) people by telephone, face to face and by email.

Opportunities and Challenges

AGEnda see opportunities ahead in the significant changes in process, specifically the amalgamation within health and local government. Demands for existing services to be extended are apparent with significant unmet (and indeed growing needs) in an expanding older population with higher expectations for service standards. This increase in needs comes at a time of exceptionally tight budgets within both health and local government and our own limitations in respect of our existing resources.

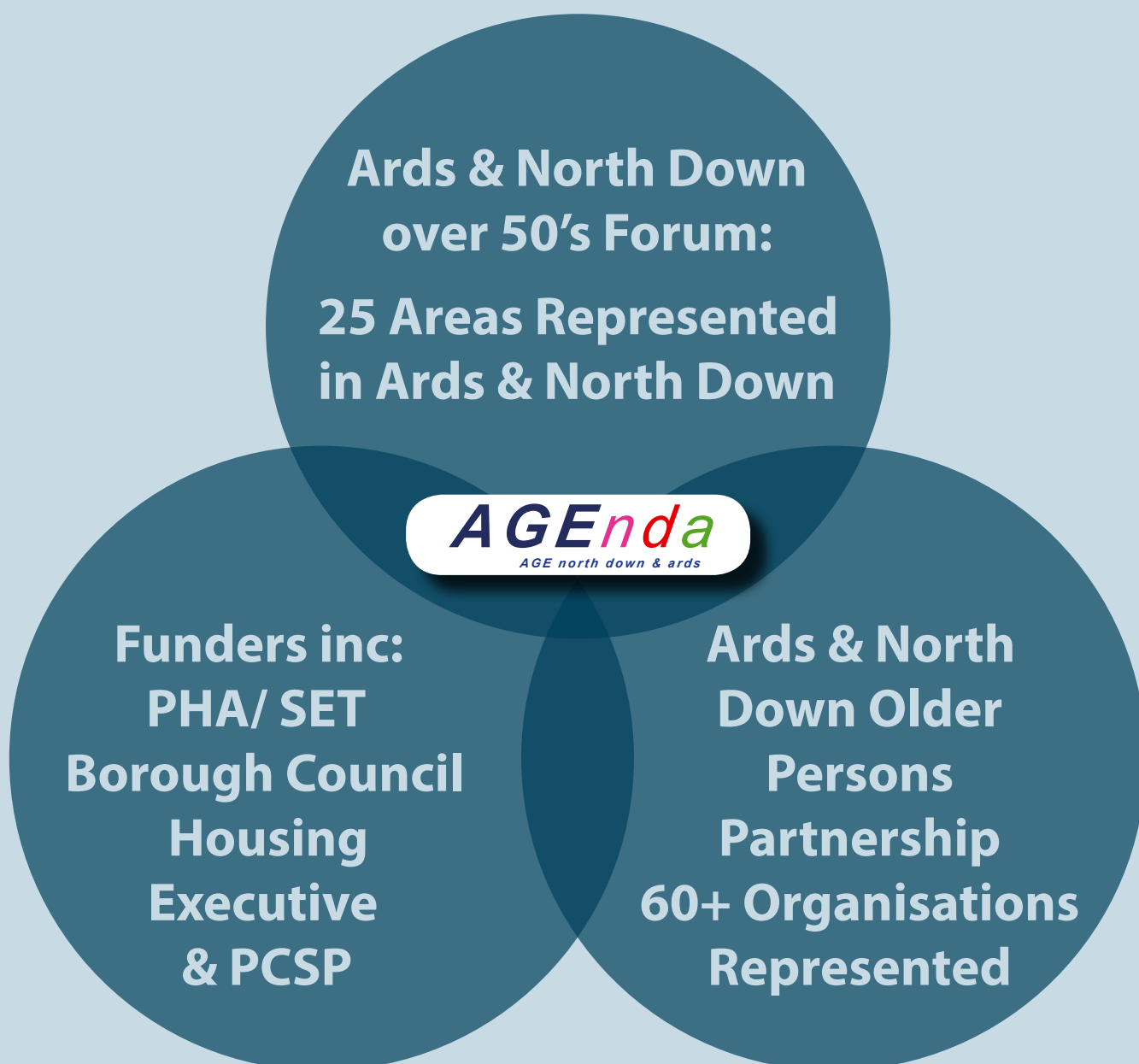
These issues create a major challenge for our organisation going forward. However, we are recognised within our defined area as a “sustainable and trusted conduit matching needs with services” and a credible and knowledgeable organisation within the defined area with an exclusive focus on older people”.

Monitoring and evaluation carried out by ourselves and others into the work of our organisation demonstrates our effectiveness in working successfully with older people and our partners Central to this strategic plan is the use which can be made of **AGEnda** strength in identifying gaps and extending outreach into both urban and rural situations.

AGE north down & ards existing activities are a mixture of '**DIRECT**' services (i.e. using own or funded resources) or '**INDIRECT**' (i.e. where others have provided the service facilitated by AGEnda).

All are well regarded but operate within funding constraints.

The diagram below demonstrates how AGEnda links to partners within the locality.



Profile of Users

Statistics

It is well documented and recognised that we live in a society with a growing older population. This is to be welcomed as it means our population is living longer; however this brings challenges if older people live the latter years of their lives in increasing disability or ill health.

In 2014-15 it is estimated that 61% of 65-74 years olds and 69% of those aged 75+ have a long standing illness. Over 38% of 65-74 year olds and 58% of those aged 75+ have mobility difficulties. (Northern Ireland Statistics and Research Agency (NISRA))

Ards and North Down are seen as favourable places to live and many people view the area as attractive places to live in their "retirement" or even earlier in their lifetimes.

This is borne out in statistics that show;

	Year	Age Group	Number of People	% Increase
Ards & North Down	2014	65+	30,911	
	2024	65+	38,776	25% in 10 yrs

	Year	Age Group	Number of People	% of Population	% Increase
Ards & North Down	2014	60 - 74	27,850	17.6 %	
	2039	60 - 74	31,854	19.7%	2.1% in 25 yrs
	2014	75+	12,914	8.2%	
	2039	75+	27,921	17.3%	9.1% in 25 yrs

As can be seen above the largest predicted growth in population in older people is in the 75+ age group.

This is a group which traditionally brings greater demands on services, particularly health services. Further regional statistics would suggest that 29.4% of those aged 60+ reported that a fear of crime had a moderate or great impact on their quality of life. Whilst the area would not rate high on an overall index of multiple deprivation measures, the area would have "pockets" of concern to our organisation where older people would be living in relative poverty. In particular, areas highlighted as disadvantaged and some rural areas.

Evaluation & Monitoring

AGEnda work hard to deliver quality services to older people across all our activities. We regularly monitor and evaluate our programmes and collect information on the needs of older people.

The following is an example of a client's evaluation from one of our programmes:

Case Study – Floating Support Service

I was living in a rural area in a bungalow in a cul-de-sac. While the bungalow suited my needs I had not maintained it and it was in bad need of decorating. I have no family and very few friends and I find it difficult to socialise. My eyesight has been failing making driving more difficult.

I was SO lonely and isolated I tried to commit suicide.

With the help of AGEnda Floating Support I moved to sheltered dwelling in an urban area. I gave up the car because of my eyesight now I walk to whenever I need to go in the town.

I now have pride in my new dwelling and have arranged to have it redecorated. I have employed a cleaner to help it keep it neat and tidy. She has also helped me in furnishing the new place.

While I still struggle with socialising I do attend events in the sheltered accommodation and have made some friends.

I no longer feel isolated and alone and life is much better for me!

Thank You AGEnda

Identification of Needs

Whilst meeting the needs of our current clientele, the organisation is very aware of the need to capture information on the future needs of older people. We seek this information in a variety of ways which include:

- Support service delivery (evaluations/staff reports).
- Our events and workshops.
- The work of the Forum.
- The work of the Older Persons Partnership (OPP).
- Older people, who telephone, Email or call at our Hub/Drop In Café.

Our service users over the past year have highlighted how we meet their needs or provide the opportunity for them to express their needs;

- *“The Good Morning Call has made a difference to me, I am feeling less socially isolated”
(Survey carried out December 2015)*
- *“Fear of Crime seems to increase with age”
(Survey carried out at SOS workshops March 2016)*
- *“I come to the Forum to get information to take back to my community”
(Feedback at Forum meeting in Ballygowan 26.5.2016)*
- *“The Older Persons Partnership (OPP) is a great mechanism for sharing information”
(Feedback from OPP member April 2016)*

Overall, in the delivery of our services and our engagement with service providers, service users and the general public the following needs are highlighted time and again as requiring action;

- Tackling the social isolation of older people, particularly rural isolation.
- Befriending and support for older people to access social, financial and community services.
- Improving the health and wellbeing of older people.
- Providing advice, guidance and signposting to other services.
- Addressing the fear of crime.
- Helping older people to help themselves, e.g. through volunteering.
- Enabling opportunities for fun and social interaction.

Strategic Objectives 2016-2020

Financial

Income	Baseline year ended March 2016
PHA	£ 27,577
SET	£ 30,067
ANDBC	£2,791
PCSP North Down	£15,173
NIHE – Supporting People	£41,644
Donations	£13,141
Other	£271
Total income	£130,664
Total expenses	£131,328
Deficit	(£664)

In 2015/16 the total amount of public funding received by AGEnda totalled £117,252. Other sources of income which include donations and self-generated income total £13,412 which contributes 11% to the overall income. AGEnda management recognises that in an era of reduced public funding there is a requirement for the organisation to seek new ways of attracting resources into the organisation and this will be a key aspect going forward.

Operational

AGEnda has a two-stage operational strategy, to be implemented during Years 1 and 2 of the Plan:

- Consolidate and strengthen current service and meet the challenge of commissioning;
- Seek opportunities for collaborative working and diversification of funding sources.

Key priority areas are:

Extension of the Current Core Service

1. To increase the geographical reach of the current programmes (employ additional staff).
2. To strengthen the relationship and use of the volunteer workforce by delivering a programme to address needs (employ additional volunteer support worker).
3. Promote the **AGEnda** brand more widely through our website/partners and promotional activities.
4. Try new methods to achieve effective outreach across the area.
5. (Longer-term) Explore extension of service to other districts.

Contracting in a Competitive Environment

- 1. Financial management: embed policies and procedures in organisational practice; improve data collection and use.**
- 2. Human resources: strengthen staff training and development.**
- 3. Networking: get further involved in local and regional strategic planning.**

Marketing

- To position AGEnda as the preferred agency within the borough of Ards and North Down.
- To lead on 1 major project within the area by year end 2017.
- To build and strengthen the network of the North Down & Ards over 50's Forum.

Social

- To increase the number of older people who receive the Good Morning Call service.
- To increase the number of older people who receive the Floating Support Service, particularly within the North Down area.
- To be a source of help, support & information to older people across the Ards & North Down area.
- To encourage older people to adopt healthier lifestyles.
- To engage with older people across the area to identify their needs and raise these with statutory agencies.
- To improve our service to older people by providing training and support for our 80+ volunteers.

Funding the Plan

AGEnda has three main sources of funding to support the implementation of its current activities, these agencies are:

Source	Funding
Public Health Agency	£ 27,577
South Eastern HSC Trust	£ 30,067
NI Housing Executive – Supporting People	£41,644

This funding is a mixture of;

CORE COSTS (e.g. staffing) and **PROJECT COSTS** (e.g. Safety of Seniors events).

Current funds are allocated on a yearly basis.

This funding is supplemented by fundraising and donations, which of their nature are variable.

Since 2003 AGEnda have been required to supplement the delivery of some of our services by the use of our own reserve funds.

The organisation cannot continue this practice and needs to attract additional resources to achieve viability.

This will be a difficult task in an era of contracting financial resources at public and voluntary level.

However the Directors are confident that the work of AGEnda in meeting the needs of older people will assist us as we go forward.

It is anticipated that AGEnda will require an increase in revenue of between 10-20% of current funding to meet the cost of implementing this plan by 2020.

Local Areas Represented in the Ards & North Down Over 50's Forum

Appendix 1



Ballygowan
Ballyhalbert
Ballyholme
Ballywalter
Bangor West
Bayview
Bloomfield
Breezemount
Carrowdore
Clandeboyne
Cloughey
Comber
Conlig
Crawfordsburn
Donaghadee
Groomsport
Holywood
Kilcooley
Killinchy
Millisle
Newtownards Town Centre
Portaferry
Portavogie
Rathgael
Whitehill



Appendix 2

1. **Abbeyfield & Wesley Housing**
2. **Action on Elder Abuse**
3. **Action on Hearing Loss**
4. **Advice NI**
5. **Age NI**
6. **Age Sector Platform**
7. **AGEnda**
8. **Alpha Housing NI Ltd**
9. **Alzheimers**
10. **AMH New Horizons**
11. **Ards & North Down Borough Council**
12. **Ards & North Down Leisure Services**
13. **Ards Community Network**
14. **Arthritis Care**
15. **Bangor Surestart**
16. **Beacon Living Well Living Longer**
17. **British Red Cross**
18. **Bryson Group One2One**
19. **Caring Communities Safe & Well**
20. **Churches Enabling Seniors**
21. **Citizens Advice Ards & North Down**
22. **Commissioner for Older People for Northern Ireland**
23. **Consumer Council**
24. **County Down Rural Community Network**
25. **Crossroads**
26. **CRUSE Bereavement**
27. **Decorum NI**
28. **Dementia Support**
29. **Dementia Training Academy**
30. **Down Community Transport**
31. **First Connect – Age NI**
32. **Fold Housing Holywood**
33. **Good Morning Down**
34. **Good Morning NI Network**
35. **Home Safety/Home Accident Prevention**
36. **Integrated Care Partnership**
37. **Kilcooley Community Forum**
38. **Kilcooley Womens Centre**
39. **Lifeline**
40. **Linking Generations**
41. **NI Ambulance Service**
42. **NI Fire & Rescue Service**
43. **NI Housing Executive**
44. **North Down & Ards Road Safety**
45. **North Down Community Network**
46. **Patient & Client Council**
47. **PCSP**
48. **Peninsula Healthy Living**
49. **Positive Futures**
50. **Probation Board NI**
51. **PSNI**
52. **Public Health Agency**
53. **Royal British Legion**
54. **Samaritans**
55. **Silverline**
56. **South Eastern Health & Social Care Trust**
57. **U3A**
58. **Victim Support**
59. **Volunteer Now**
60. **Womens Resource & Development Agency**
61. **Womens Aid**
62. **YMCA**

