



Our strategy 2018-2023

Building better outcomes for all

Our key strategic principles

Our vision:

We aspire to a society where all older people have the opportunity to live fulfilled lives.

Our mission:

We will do this by delivering services personalised to individual needs and integrated with local communities.

Our values:

We will always:

- 🤍 Promote **wellbeing**.
- ✅ Strive for **excellence**.
- ⚖️ Treat people with **respect**.
- 🛡️ Keep everyone **safe**.



Our aims:

- To ensure older people have access to safe, high quality care and support services.
- To ensure older people in our communities have access to social support, activity and opportunities to combat loneliness.
- To operate services sustainably and ethically to safeguard the charity's legacy, and its future.

Our objectives:

- Achieve better outcomes for all.
- Provide outstanding care.
- Become an employer of choice.
- Deliver financial sustainability and accountability.

Welcome

Friends of the Elderly has refreshed its vision, mission and values to reflect changes to the way people want care and support.

We have undertaken extensive research with people receiving our services, staff, communities, key organisations and individuals, to better understand how people want to be supported in later life and where we can meet these needs.

Our strategic objectives are summarised in this document to illustrate what we plan to do and how we will monitor and measure success.

Our plan for the future is to continue to provide high quality services and activities that are both personalised to individual needs and integrated with local communities. Whether within community hubs built around our care homes, or where we work in partnership with others, we will seek to achieve better outcomes for all.

Through investment in contemporary facilities and community services we will support those who live in and around our hubs to live well with dementia and to overcome loneliness and isolation.

Supported by our staff and volunteers, people will be able to participate in activities that support independent living and promote social engagement. We will use our resources to encourage those in and around our communities to use their time and talents to bring people together.

People who use our services, our staff and volunteers will all have a say in the way we do things. We will regularly share best practice to bring these opportunities to others living outside our communities.

As a charity, all surplus income from our paid-for services will be reinvested into our charitable activities to enable us to reach more people.

We hope you will join us on our journey to making our vision a reality to ensure better outcomes for all.

Kerry Rubie
Chair

Steve Allen
Group Chief Executive

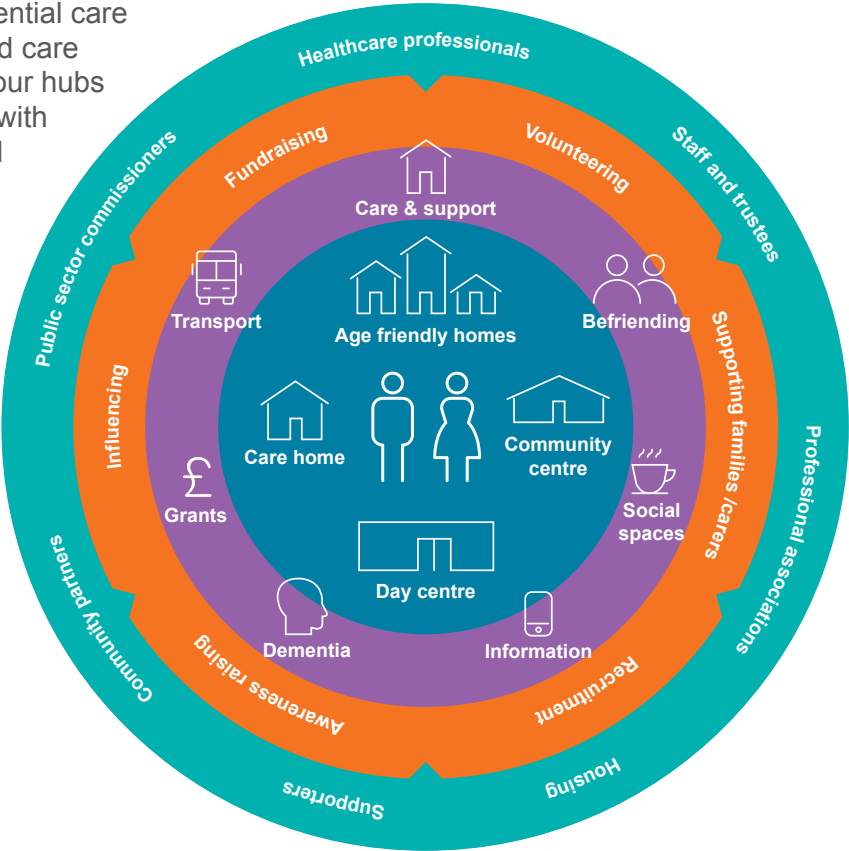
We would like to thank the Housing LIN, My Home Life, the Social Care Institute for Excellence, the Associated Retirement Community Operators (ARCO), The Centre for Charity Effectiveness at Cass Business School and Des Kelly OBE, for their expertise and support.

Innovative and sustainable core services

At the heart of our strategy is a continued commitment to providing a range of residential care services alongside other community based options.

Meeting the recognised need for flexible care and accommodation, we plan to develop age friendly homes alongside our residential care homes. Our experienced and skilled care teams will support people living in our hubs and in the wider community to live with independence, dignity, security and respect.

From these hubs, we will work alongside local partners to make best use of our assets and resources. We will provide older people with the opportunities to pursue their own interests and be valued for the contribution they make to community life.





Strategic objective

Achieve better outcomes for all

What does it mean?

Building local social support networks, making best use of the resources and assets in a local area and making sure that people who use our services have the opportunity to pursue their own interests and contribute to community life.

How will we do it?

We will achieve better outcomes for all by:

- Mapping the resources in our communities to fill the gaps in services and activities to improve wellbeing.
- Working with the assets and skills in our local communities, alongside our staff, to develop services and activities that focus on preventing social isolation.
- Partnering with the Association for Dementia Studies, University of Worcester, to help develop our expertise in person-centred dementia care.
- Ensuring all our services meet the needs of those living with dementia.
- Continuing to provide a responsive grants programme for older people struggling to cope financially.

What does success look like?

- We will have established flexible community hubs delivering integrated services and activities to meet local needs.
- More people living alongside our services will be engaged with our activities.
- More volunteers and community partners support those we care for.
- More people will be supported by our grants programme and we will maintain our commitment to a fast response.



Strategic objective

Provide outstanding care

What does it mean?

An outstanding service is one that is flexible and responsive to people's individual needs and preferences, finding creative ways to enable people to live a full life.

How will we do it?

We will provide outstanding care by:

- Ensuring people are at the heart of our care services.
- Getting the basics right, as well as developing innovative ways of working, with learning shared across the organisation.
- Ensuring all of our services receive and maintain a good Care Quality Commission (CQC) rating as a minimum standard.
- Listening to what people want and developing care services, community partnerships and activities that meet evolving local needs.

- Supporting older people to remain independent and involved in their local community with access to activities that reflect their personal interests.
- Investing in quality monitoring systems to deliver continuous improvement.
- Raising awareness of our work in our communities and sharing best practice across the sector.

What does success look like?

- Some of our services will be recognised by the CQC as having outstanding features.
- Our service user surveys will exceed the benchmarks within our sector.
- We will be able to demonstrate our impacts and social value.
- We will be known as a learning organisation, with good leadership and an open and transparent culture.



Strategic objective

Become an employer of choice

What does it mean?

A working environment and culture that attracts and retains the best people who champion our vision, mission and values.

How will we do it?

We will become an employer of choice in the communities where we work by:

- Offering greater flexibility and choice to support the needs of those working in care.
- Implementing values-based recruitment.
- Connecting staff through effective internal communications that work for a diverse workforce.
- Embedding values-based leadership, supervision, training and management.
- Providing a supportive working environment that celebrates success.
- Investment in personal and professional learning and development.
- Creating great workplaces and developing a staff-led Wellbeing Manifesto.



What does success look like?

- Staff will know our values and understand how their work upholds them.
- Staff feel supported, and empowered to suggest ideas and solutions, as well as to report concerns.
- Employees recommend others to work for us.
- Staff turnover will be below the industry benchmark.

Strategic objective

Deliver financial sustainability and accountability

What does it mean?

We have the right people and resources to deliver sufficient surplus to sustain the charity's activities, allow for investment in future growth, and maintain reserves to meet the needs of our strategic aims.

How will we do it?

We will ensure financial sustainability and accountability by:

- Having effective strategic and business plans supported by good governance to achieve charitable objectives.
- Effectively monitoring performance against financial and organisational key performance indicators.
- Diversifying our property portfolio so that both capital and revenue are available to help fund strategic change.
- Securing voluntary income from a wide range of supporters to reach more people with our charitable activities.
- Enacting effective contingency planning and realistic budgeting, to manage risks.

- Adhering to the principles of the Charity Governance Code in respect of leadership, integrity, decision making, risk and control, board effectiveness, diversity, openness and accountability.
- Borrowing responsibly from ethical sources.

What does success look like?

- Our general level of financial reserves will be maintained at, or above, targets agreed in our reserves policy.
- Our performance against our objectives will be assessed internally and externally.
- We will deliver new models of care with secure long-term revenue streams.
- We will grow our voluntary income to support our free services.
- We will have funds available to invest in continuous quality improvement, care home infrastructure, innovative solutions, community activities and to create integrated care hubs.

Achieving our aims

Underpinning our entire strategy is the goal to support people, in the communities where we work, to achieve their personal outcomes, on their own terms.

We will know we are achieving our strategic aims when the people we are engaged with tell us:

I have access to a range of support that helps me to live the life I want, keeps me safe and remain an active member of my community.

I have a network of people who support me – carers, family, friends and community.

I feel included in my local community.

I have opportunities to engage in activities that match my interests, skills and abilities.

I feel valued for the contribution that I can make to my community.

Building on our heritage and expertise, our flexible, innovative and local approach to care and support will ensure that people in our communities have the opportunity to live fulfilled lives.



A charity with a rich history

– supporting people for over 100 years



In 1905, The Church Army League of Friends of the Poor was founded following an appeal by The Church Army's founder, Wilson Carlisle, for volunteers to befriend poor families. In 1911, Friends of the Poor became an independent organisation.

For over 100 years, we have been responding to the changing needs of people and society. Our first grants service was established in 1905 and, in 1914, the charity received over 28,000 letters from people requesting support.

After the First World War (1914-1918), we provided 'Penny Dinners' in some of the poorest districts of London and helped men to get work, back-pay and pensions when they returned home from the war.

The need for our support increased during the Second World War (1939-1945), particularly in the areas of London devastated by bombing. By 1945, we had four residential care homes and our work began to focus on older people.

As the number of older people requiring nursing care increased throughout the 1960s, we responded with nursing wings in our residential homes and by supporting older people in their own homes or in other nursing homes.

We changed our name to Friends of the Elderly in 1972 and have been providing services that support older people ever since. Our community services support people to remain living independently in their own homes and our care homes provide residential, nursing and specialist dementia care for those who need more support.

We also aim to reduce loneliness across our communities with a range of volunteer led activities and services. For those on a low income, our grants service continues to help older people today to meet the unexpected costs of daily living and stay connected with their communities.

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