

Overview

This plan provides the direction from the Board to the Executive Director on the objectives to be achieved with the allocated resources and finances during FY 18/19. The objectives set out in this plan are a sub set of the strategic objectives outlined in the 5 Year Strategic Plan.

Vision and Mission

Our Vision is of a world where we all use our natural capacity for friendship to break down barriers which isolate and limit us.

Our Mission is to make befriending an indispensable and growing part of health care in the Highlands, supporting and improving mental wellbeing through:

- providing and developing a range of befriending services
- raising awareness of the power of supported friendships

Strategic Plan

A review of BHL's strategic plan will take place in June. Some key elements likely to be included are:

- To expand our mental health befriending services throughout the Highlands and adjacent areas where, there is an identified need.
- To develop new befriending services to meet the needs of a wider range of friends with mental health wellbeing requirements.
- To develop our services and policies in respect to self-directed support (SDS).
- To expand our awareness raising activity, regarding mental health issues and social isolation issues

Key 2018/19 Befriending Objectives

- Increase the number of mental health friendships from 80 +/- 5% at the start of the year, to 90 +/-5% at the end and introduce face-to-face mental health service to Skye, with 3 friendships established during the year.
- Maintain the number of dementia friendships at 20 +/-10%, with at least 40% of these being Carer friendships.
- Increase participation in Befriending group activities, doubling the number of participants from the 2017/18 baseline (27)
- Continue to highlight mental health issues through external communications activity towards influencers and the general public.

Key 2018/19 Supporting Objectives – In priority order

- Participate in NHS Highland funding review and prepare contingency plans in the event that funding is reduced.
- Review the viability of the Dementia & Carers service in November 2018.
- Demonstrate the value of the recovery model to funders and our membership.
- Develop and implement a Befrienders Highland Communication Strategy. Implementation to take place by end of this plan
- Maintain staffing levels at 5.8 FTE, increasing to 6.4 FTE in line with Refocus project plan.
- Establish a fundraising position, on an initial one-year trial basis, to develop and implement a fundraising strategy.
- Complete reviews all Befrienders Policy and Processes, by December 2018.
- Satisfy reporting and compliance requirements of grant funding agreements.
- Hold a Civic Reception and volunteer training day to celebrate our 25th anniversary.
- Implement a board succession and development plan, including recruitment of an additional Director.
- Commence planning for Befriending Week conference in November 2019, to raise awareness and share good practice
- Secure the Volunteer Friendly and Carer Friendly awards by the end of the year.

Key Identified Risks and Assumptions

Key risk details are in the risk register. In summary, the identified risk areas are:

- Loss of key personnel - Moderate
- Failure of service promotion – Moderate
- Potential withdrawal of NHS 3rd sector funding - Moderate
- Funding shortfall - Moderate
- Reputational damage - Moderate

This plan is based on the following assumptions:

- That all of the above risks are effectively mitigated
- That new ad-hoc funding is raised according to budget projections (£25,300)

Budget

- The budget allocation for FY 18/19 is £216,693. A detailed budget is attached
- In addition to committed funding from NHS Highland and BIG Lottery, a fundraising target of £25,300 is included in the budget
- Budget Objectives – Maintaining a set Budgetary Reserve of between 6 and 9 months of operational costs, in line with the Reserves Policy.

David Stallard, Convener