

## 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 Financial Year 19/20. The objectives set out in this plan are a sub set of the strategic objectives outlined in the 4 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 and adjacent areas, supporting and improving mental wellbeing through:

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

## Strategic Plan

The intent is to issue the BHL's strategic plan by March 19. 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 increase our funding sustainability.
- To expand our awareness raising activity, regarding mental health issues and social isolation issues.

## Key 2019/20 Befriending Objectives

- Increase the number of mental health friendships from 90 +/- 5% at the start of the year, to 110 +/-10% by the end of the financial year.
- Expand our mental health befriending services into the Alness and Invergordon area with the aim of establishing up to 3 friendships in the first year.
- Our intent, dependent on funding, is to maintain the number of dementia friendships at 20 +/-10%, with at least 40% of these being Carer friendships.
- Increase participation in befriending group activities from the 2017/18 baseline (27)
- Continue to highlight mental health issues, to influencers and the general public, through our own communications activities and by supporting wider mental health activities, events and initiatives.
- Increase the number of friends involved in group activities either through signposting, collaboration or our own group activities.

## **Key 2019/20 Supporting Objectives – In priority order**

- Implement any necessary contingency plans should NHS Highland funding cease or be reduced. This will involve a review of the number of friendships and staffing levels in order to maintain sustainable befriending services.
- Implement any actions from the review of Memory Loss / Carers service.
- Look to identify partnership group befriending activities with the intent of increasing opportunities for our friends to participate in group activities.
- Continue to demonstrate the value of the recovery model to funders and our membership.
- Contract an individual to develop and implement a fundraising strategy.
- Develop and review our policies and processes with the intent to complete that review by Mar 2020.
- Satisfy reporting and compliance requirements of grant funding agreements.
- Recruit additional Board members.
- Retain our Quality in Befriending Award.
- Secure the Carer Friendly award 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:

- Funding shortfall – High (Includes the potential withdrawal of NHS Highland 3<sup>rd</sup> Sector Funding in June 19)
- Loss of key personnel - Moderate

This plan is based on the following assumptions:

- That all of the above risks are effectively mitigated.
- That £27,500 additional fund raising is achieved.

## **Budget**

- The budget allocation for FY 19/20 is £203,500. A detailed budget is attached
- In addition to committed funding from NHS Highland (see funding shortfall risk above), NHS Argyll and Bute and BIG Lottery, an additional fundraising target of £27,500 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