



THE ARCHWAY FOUNDATION
"Serving those hurt by loneliness"

2017 BUSINESS PLAN

Our Mission

Feelings of loneliness affect people of all ages and backgrounds and can be caused by many circumstances - lack of mobility, mental or physical ill health, bereavement, relationship breakdown, redundancy and retirement.

Sometimes people may feel lonely with no obvious external cause. To be in the company of others in a carefully organized setting and to have someone available to talk to are helpful ways of dealing with feelings of isolation and loneliness. In this way Archway helps relieve some of the distress caused by loneliness through a variety of supportive activities and by recruiting an essential team of volunteers.

In simple terms our Mission is thus:

To be alongside those hurt by loneliness, to serve by offering support, friendship and a listening ear.

Patrons

Archway is grateful for the active support of a number of patrons:

Sir Tony Baldry

To Dec 2016: Rt Hon Nicola Blackwood MP

Sir Hugo Brunner JP

Mrs Felicity Dick DL

Canon Glyn Evans DL

Mr Jeremy Irons

From 2016: Bishop of Oxford Right Rev Dr Steven Croft

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THE ARCHWAY FOUNDATION

2017 BUSINESS PLAN

EXECUTIVE SUMMARY

The Archway Foundation (Archway) was founded in Oxford in 1982 to help relieve some of the distress caused by loneliness. For more than 30 years it has been a key source of support to many people in and around the Oxford area.

This Business Plan is an update, as of the spring of 2017, to the previous version approved by the Board of Trustees in June 2015. The plan deliberately focuses on continuing to build on a firm foundation, by improving and expanding Archway's services in and around the Oxfordshire area, where demand is growing rapidly.

Archway is touch with 390 people in Oxford and Abingdon

- Around 100 people accessing the Oxford Monday evening meeting with a regular weekly attendance of 40-50 each week
- Around 40 people accessing the Abingdon meeting with a regular weekly attendance of around 25
- 36 people transported to social groups by 18 volunteer drivers
- 50 people in receipt of fortnightly befriending visits having been matched with volunteer befrienders
- 30 – 35 people accessing the Wednesday welcome call-in café each week.
- 120 volunteers supporting the range of activities

1. KEY FACTS ABOUT LONELINESS

In recent years, society has become increasingly aware of the causes and consequences of loneliness. Many experts in the field and respected research organisations have studied, and reported on, the problems. For example:

- The **Mental Health Foundation** (MHF) report "*The Lonely Society?*" (2010) contains a number of findings from its research and makes many useful observations, bringing together survey findings from a number of different sources:
 - There are numerous consequences of loneliness to both physical and mental well-being. Loneliness reduces resilience, making people more prone to the problems of unhealthy diets, excessive alcohol consumption and lack of exercise. It can also lead to increased stress and difficulty in sleeping.
 - Humans basically need human interaction but there are many trends in our society which undermine this need: between 1972 and 2008 the number of people living in single households increased from 6% to 12%, and the number of lone parents is rising. In 2008, the University of Sheffield carried out a survey which showed that the sense of community had weakened in nearly every area of the UK over the last 30 years.
 - A survey commissioned for the MHF report showed that 11% of people often feel lonely and 42% have felt depressed from time to time because they have been alone. A recent *Emotional Needs Audit* of the UK by The Human Givens Institute, which involved 4,600 online respondents, reported that 24% of people did not feel emotionally connected to others; 35% did not feel connected to the wider community and a similar number felt they did not receive enough attention.
 - The MHF report also suggests various ways of helping people who suffer from loneliness. Social interventions and befriending, such as those provided by Archway, are described as two key approaches.
- According to the **Department of Health**, five million older people say their main companion is the TV set, and almost one in five older people are in contact with family friends and neighbours less often than once a week.
- The nationally based **Campaign to end loneliness**, of which Archway is a supporter, points out that loneliness is an increasing problem in our ageing population:
 - 10% of people aged over 65 are chronically lonely
 - 12% of older people feel trapped in their own home
 - 6% of older people leave their house once a week or less
 - Nearly 200,000 older people in the UK don't get help to get out of their house or flat
 - 17% of older people are in contact with family, friends and neighbours less than once a week and 11% are in contact less than once a month
 - Over half of all people aged 75 and over live alone
 - 36% of people aged 65 and over in the UK feel out of touch with the pace of modern life and 9% say they feel cut off from society
- The **Age UK Oxfordshire** report "*Loneliness – the state we're in*" pulls together a range of research, and points to the need for more focussed efforts. It cites much

evidence to show that the effects of loneliness are wide-ranging and costly. Age UK nationally included much evidence from the Oxfordshire research in its "*Evidence Review: Loneliness in Later Life*" (updated July 2015).

Overall, there is thus a wealth of evidence that loneliness and isolation are increasing problems in today's society. The quantity and quality of evidence-based research is increasing rapidly, giving ever stronger support to the links between a lack of social interaction and the onset of degenerative diseases such as Alzheimer's, an illness which costs the NHS an estimated £20 billion a year. Loneliness has also been linked in medical research to obesity, heart disease and depression.

Locally, this is borne out by the increasing demand for befrienders which Archway is experiencing. All the evidence shows that much more action is needed to support those going through loneliness. This not only addresses an obvious individual need but could also help reduce time and cost pressures on an already stretched NHS.

We should note that although the elderly are affected in particular, and are disproportionately represented in our groups, Archway supports people of all ages and has recently undertaken a survey of need in the 20-30s age group around Oxford with a view to developing services in this area in the longer term.

2. THE ARCHWAY FOUNDATION – ABOUT US

2.1 Introduction

Many other organisations recognise loneliness as something which needs to be addressed, but Archway is unique in that this is its sole focus. Whilst it works closely with other organisations it maintains its independence, enabling it to cut across boundaries which might otherwise limit its coverage. It is no secret that Archway is rooted in Christian values, but we have never followed a denominational or dogmatic line. Activities are open to all and we make ourselves available to anyone in need. We aim to be socially inclusive across all walks of society regardless of age, race, sexual orientation, religion or mental and physical health. In this way we provide a “normalising” environment. Whilst Archway looks at the individual, it is also clear that there are knock-on consequences for the wider community.

Archway needs to respond to this growing and changing demand, adapting its services and ensuring that they reach those who need them. Given the nature of loneliness this can be a challenge. Changes in the statutory funding arrangements over time have provided additional challenges but Archway continues to thrive, supported by a small dedicated staff team and a strong volunteer base.

2.2 Our strategic aims

In order to fulfil its Mission, Archway has three strategic aims:

- To provide a range of services for adults experiencing loneliness and social isolation in order to alleviate distress and reduce the sense of loneliness, and to assist in solving, or preventing the development of mental health problems associated with loneliness.
- To ensure that the organisation maintains a strong team of trained volunteers to support both current and future needs
- To extend such a service to other areas by collaborating with other bodies with similar charitable objects and by establishing new branches of the Foundation sharing the purposes and regulations.

2.3 Our core values

We have a set of core values which underpin all of our activities. Each of these forms a key part of the design, operation and training which goes into each element of the services which Archway provides:

- Working with compassion
- Respecting the potential and value of each person
- Conveying hope

2.4 Our services

(i) Assessment of need

Archway takes referrals from many routes as shown in the figure, but primarily through community care navigators, who are based in primary care. In addition service users may approach Archway directly. Referrals also come via many other routes. Whatever the route of referral, an informal meeting with each new referral enables the Archway team to understand and support the individual's needs as far as possible whilst also ensuring that Archway can offer some direct help and can signpost to other sources of help if required.

Closure of other support services around Oxfordshire has led to an increasing demand for our services over the last 18 to 24 months.



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Sheila has new version.

(ii) Supported social contact sessions

Many people who struggle with loneliness recognise the need to improve the quantity and quality of their social contact but need support in doing so. Archway's social groups place a strong emphasis on individual support with volunteers being available to give the required level of one to one or small group input to reduce anxiety levels and promote inclusion, engagement and social interaction.

Monday evening – This is held every week in Oxford and provides a welcoming, accepting environment for people to experience social contact in a supportive setting. Volunteers get alongside Friends (the term we use for those who make contact with our service) to listen, engage in conversation and facilitate communication between people. There is a relaxed atmosphere with a full and varied programme of activities. Light refreshments are offered alongside a programme of entertainment and activities aimed at engaging / rekindling people's interest in a range of subjects and hobbies.

Wednesday Welcome - This is held each Wednesday in Oxford. It offers a drop-in cafe for a friendly chat over coffee or to read the papers and enjoy board games. For many it is one of

their few points (and in some instances the only point) of social contact in the week. For some it is the only place they can share their joys and concerns with someone they trust.

Abingdon Evening Social – This runs in parallel with the Oxford service, established in 2008. It is a small social group meeting twice a month on Fridays. Here, there is space to talk in a supportive atmosphere and develop confidence in meeting new people and developing friendships. Evenings include light refreshments and some form of entertainment/activity with the same aims as for the Monday evenings in Oxford.

Abingdon Friday drop-in pilot – A pilot scheme started in August to assess the need for a Friday afternoon drop in session in Abingdon, with format similar to Wednesday Welcome.

Each Social Group relies heavily on the commitment of strong dedicated teams of regular volunteers of all ages, backgrounds and personal circumstances, led and managed by a Social Group Co-ordinator.

(iii) Subsidised transport to events

For those who are disadvantaged for physical or psychological reasons or through the absence of public transport this is an essential part of the service offered by Archway on Monday evenings in Oxford and Fridays in Abingdon. A paid staff member matches the Friends' needs with available volunteer drivers. The high demand for this service means we rely heavily on the commitment of our existing volunteer drivers and are keen to recruit more.

(iv) Befriending

This service is intended mainly for those who cannot get out to our weekly group-based activities because of physical or mental health issues. Volunteer befrienders usually visit on a fortnightly basis. We have noted over the last 2-3 years the increase in complexity in the needs of many of our referrals, which makes befriending a more suitable service for them than a social group out of the house. The befriending service is increasingly in demand with referrals doubling in the last two years. We have a waiting list in operation with 40 waiting to be matched with a befriender.

Friends and befrienders are carefully matched. All befrienders are trained and provided with guidelines. The befriending co-ordinator provides individual and group support and supervision to address any concerns and answer any questions, and telephone consultation and advice are always available at any time.

2.5 Resources

(i) Staff and Volunteers

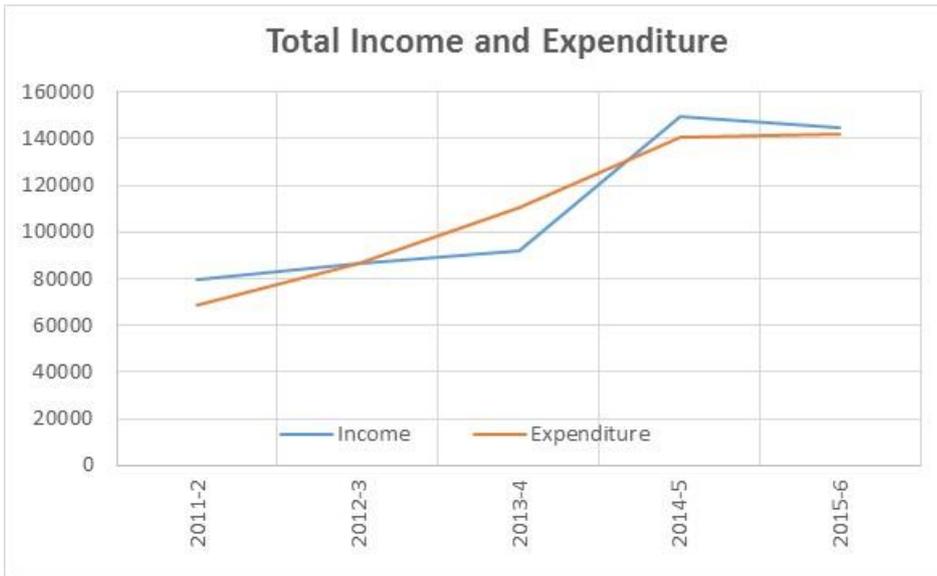
Archway's work is supported by a team of seven, equivalent to just below four 4 FTEs. Most of these people are outward facing with experience in the health and social care sector. By their complexity of needs, the time taken to process each referral is very variable and each requires an individual approach.

The team is supplemented by around 120 volunteers. Volunteers apply through an application form and are carefully selected through an initial meeting followed by their attendance at two social groups as observers. References and an enhanced DBS check are taken. Each volunteer is expected to attend a training programme conducted by Archway staff.

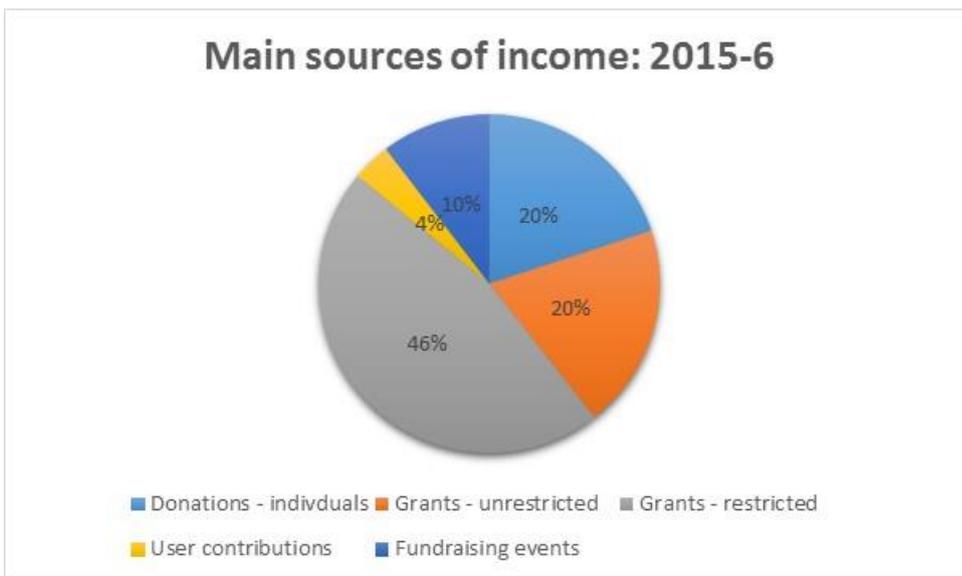
(ii) Financial Resources

A summary of the latest published accounts is given in the Appendix.

Income falls into two elements – *unrestricted* core services funding, and *restricted* funding, primarily grants for specific projects such as Befriending.



Income from private donations is the most important element of our core service funding and this has been a significant help. Over the last five years we have been delighted to have been awarded two major grants (restricted project funding) through *Time to Change* and the *Big Lottery*, as well as a number of smaller grants mainly from local trusts but, including, in 2017, an award from the Building Capacity Fund of the Lloyds Foundation. These have and will play a major part in enabling Archway to grow and improve its services in key designated areas. The core services funding (unrestricted) remains a challenge and this will continue to be addressed as we move forward. Reserves on unrestricted income show a small reduction over the last five years but remain well within the limits agreed by the Trustees.



3. OBJECTIVES AND ACTIONS

The objectives have been grouped into three areas, each with particular actions for the short term (1-2 years) or long term (3-5 year). Appendix ii summarises progress since the last business plan.

(A) Development of services:

1. Continue to develop the befriending service in line with demand
2. Evolve Friends' meeting structures to ensure fit with current needs
3. New objective: Ensure that sufficient volunteers are recruited and trained to respond to the increasing complexity of need of many of our referrals
4. New objective: To prepare groundwork for a 20s to 30s service

(B) Resourcing and structuring:

1. Ensure that the organisation is properly staffed with appropriate structures to support both current and future needs
2. Ensure the long term financial sustainability of Archway

(C) Communications

1. Raise the public profile of Archway activities
2. Ensure clear and constituent communications within the organisation (including volunteers)

A specific objective in the last report was to diversify the funding sources in which, prior to 2012, the local authority and statutory bodies had played a large role. The success in attracting grants means that we believe we are well on track with this and it will be included under objective 4.

In this section, and in Appendix ii, we summarise the progress made under these objectives in the last two years and introduce new targets

A Development of services

The main challenge here are to meet the increasing demand especially given the increasing complexity of emotional and physical needs of many of our referrals. These require additional skills and time from staff and volunteers.

A grant from the Big Lottery Reaching Communities Fund has enabled the appointment of a part-time paid member of staff to develop the Befriending service as well as assisting with the development of Buddying and other initiatives aimed at responding to needs expressed by those referred to our service.

A grant from the Lloyds Foundation is supporting the development of an impact measurement tool, to assess the effectiveness of our services. Results will be used in the medium term in the development of new services.

Specific goals:

1. Continue to develop the befriending service

The waiting list for Befrienders continues to rise. This is the area in which Archway is seeing the largest growth for its services, partly owing to lack of capacity in statutory services and partly because some other providers have ceased operating. At present we are unable to keep up with the number of referrals.

Goals:

- (i) To continue to develop the infrastructure and support for the befriending service as supported by the Big Lottery Reaching Communities grant
- (ii) To continue to implement Impact Measurement Tool with those referred for befriending, analysing data to monitor effectiveness of interventions (application to fund a post is to be submitted)
- (iii) To acquire new funding to support additional staff to review & streamline volunteer recruitment and increase capacity to deal with the befriended waiting list (application to fund a post has been submitted)

2. Evolve the Friends' meeting structures to fit with current needs

- a. Oxford Monday evening meeting. Feedback from members through the communication group (consisting of representatives from staff, volunteers and attendees) suggested that some members did not want such a formal programme, and an interactive meeting has been introduced once a month. This has proved a popular change. A buddying system has been introduced whereby one person per table is given responsibility for the people on that table and has proved popular with volunteers and attendees. However finding enough volunteer drivers remains a problem.
- b. Oxford Wednesday Welcome meeting. This has increased in numbers and is proving very popular. Whereas the meetings were run entirely by volunteers, staff hours have now been provided to support them. Some Friends were using biscuit and cake refreshments as their first and / or second meal of the day so we have secured grant funding to introduce a pilot project of healthier eating.
- c. Abingdon Friday evenings. Numbers are increasing and volunteers and attendees give good feedback. A Friday afternoon drop in scheme has been piloted

Extending the social groups to the 20-30 year old age group was identified as a need in the last report. This is a long term project, which needs proper funding to be established. This year we have collected raw data from a survey supported by the Oxford University Internship which we expect to use to develop a pilot service within the long term time frame.

Short term goals

- (i) To embed the Table Buddying programme into the Monday meetings
- (ii) To acquire funding to establish a Friday drop in group in Abingdon
- (iii) To acquire funding and analyse the results for the questionnaires on the 20-30 group
- (iv) To complete data acquisition and analysis on Impact Measurement; feedback into groups

3. Recruiting, Training and equipping volunteers

Archway currently has over 100 volunteers covering the social activities, transport and befriending. A number of these also take on leadership/organizing roles for the various

events. The increasing needs of the people we help is imposing extra requirements on volunteers in terms of time and expertise.

In addition to volunteers from churches and faith groups, the OCVA Volunteer Bureau and subsequently the "Do It" website used to be our main source of volunteers. Applications through this source are now very few. In July 2016 we were invited to be part of the Ami project, a pilot on line platform aimed at matching potential volunteers with people in need in their local community. It is proving to be a useful source of volunteers and the project is continuing beyond the pilot phase with Archway (and other organisations) contributing to its improvement and development.

Specific goals

- (i) To continue working with Ami to improve and develop the system
- (ii) To develop volunteer training

4. Extending the social groups to the 20-30 year old age group

Impetus to this goal has been provided through the recent appointment of two trustees through Oxford Hub's Young Trustees scheme, and discussions are in progress on a possible venue.

Specific goals

- (i) To determine a suitable format for a group through analysing the questionnaires
- (ii) To draw up the steps needed to implement a pilot scheme to be started within the next 2-3 years.

(B) Resourcing and structuring

Over the last five years Archway has expanded in terms of staff and referrals (in particular through the befriending scheme). Because of cutbacks in other services, clients present with many more complex problems than they used to. In addition the funding model has changed from funds largely derived from statutory sources to funds largely from individuals and grant awarding bodies. The statutory and advisory environment in which it operates is also continually under review and development. These factors have led to increasing pressures in terms of systems complexity and funding.

The success in gaining external funds, high staff commitment and the number of referrals from external bodies show that the organisation has responded well. However there are a number of areas which need developing:

1. Ensure that the organisation is properly staffed with appropriate structures to support both current and future needs

Staff hours have been increased to reduce individual workload but they are still unable to keep up with the number of referrals. Grant applications are in process to appoint a volunteer recruitment and training co-ordinator to improve the speed of processing new referrals.

The databases also need to be updated to improve processing applications for those referred and volunteers and to improve their general support. Funding was received at the end of this review period for database development.

Short term goals

- (i) To appoint a volunteer recruitment and training co-ordinator
- (ii) To reduce the time from referral to matching with a befriender to 4 months
- (iii) To re-develop the database. Funding has been acquired for this in early 2017 from the Lloyds Foundation.

- (iv) To review the document list on policy, procedure and process and draw up a schedule for review and revision.

Long term goal (3-5 years)

- (v) To develop and implement an information and digital strategy.

2. Ensure the long term financial sustainability of Archway

Our fund raiser, with the Director, has been very successful in gaining grants to extend and develop the service. We have gained funding from Lloyds Foundation this year and hope to develop a long term relationship with them; a Lloyds financial mentor has been agreed for our Director. We are seeking funding for infrastructure and capacity building projects such as the database but rely largely on individual donors and small local grants for core projects. A small Fund Raising group has been restructured to concentrate on fund raising events.

We are starting to plan for managing the end of the Big Lottery Changing lives grant in Autumn 2019.

Short term goals:

- (i) To gain funding to support a volunteer and training co-ordinator
- (ii) To produce a long term Fund Raising strategy to present to the Board of Trustees
- (iii) Establish the legacy scheme

(C) Communications

1. Raise the public profile of Archway activities

Recent reports and government activity on loneliness provides an opportunity for us to publicise our work.

The CEO has continued to promote Archway at conferences and meetings, and has talked about its work on Radio Oxford. Events organised through the Time to Change project gave Archway good local coverage, including newspaper references.

Interim changes to the website have improved its accessibility and early design work on a new website is in process. A new format has been developed for printed publicity material and we expect to develop a set of leaflets this year covering material to encourage involvement in Archway. The monthly newsletter to supporters has been refreshed to enhance its interest to a wider group.

Most of our targeted work has been to health professionals and churches and we are working to reach other faith groups. The churches action group has been particularly active this year and is in the process of developing training material to train volunteers to recognise and alleviate loneliness work within their communities. Two seminars have been run to assess the effectiveness of the material.

Short term goals

- (i) Redevelopment of the website – currently being ported to a new infrastructure.
- (ii) To roll out the training course to more organisations
- (iii) To update our printed publicity material in the new leaflet format

2. Ensure clear and timely communications within the organisation (including volunteers)

A set of leaflets covering Archway services has been produced for internal and external use, including one specifically for volunteers and others which include volunteers (eg on befriending, Wednesday Welcome).

Relevant policy documents have been updated (eg on health and safety, dealing with vulnerable adults) and training supplied to staff and new volunteers.

The development of the new database should provide a clear communication structure to monitor and assess the progress of individual referrals for case staff.

Short term goals

- (i) To complete the set of leaflets on methods of support
- (ii) To ensure all volunteers are familiar with key Archway policies
- (iii) To design a clear communications structure within the database

6. CONCLUSION

Archway has, like many other organisations, had to adapt to the current economic climate. It has come through this time strongly, maintaining and developing its current services to reflect increasing demand and complexity, and introducing new services to reflect changes in demography and need.

This business plan will provide an ongoing basis to support Archway for the future, strengthen its services and allow considered/managed growth in response to need as and when it is identified. National and local research clearly demonstrates that there are many more people who could benefit from what Archway has to offer. This Plan is intended to provide a platform from which to engage with those people ever more effectively.

Appendix (i): SWOT ANALYSIS and Risk alleviation

Below is a brief summary of the key conclusions of the Board and Leadership Team’s Strategic Planning review of 2016.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ➤ Established player in loneliness issues as identified by recent research and government policy over 35 years ➤ Strong demand for services ➤ Acknowledged as effective by health and social care professionals; healthy stream of referrals ➤ Active in national and local loneliness and related networks ➤ Success in gaining competitive grants; diverse funding base ➤ Effective and highly committed staff, volunteers, donors and supporters ➤ Supportive, skilled and experienced Board ➤ Successful in attracting volunteers 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ➤ Increase in demand means waiting list of several months for recent referrals ➤ IT infrastructure inadequate to meet current and future needs ➤ High organizational cost per person because of individual nature of needs
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ➤ Building on the increasing government focus on the impact of loneliness to develop new services ➤ Expanding of current services from to strong and increasing demand, especially for befriending ➤ Partnering with other charities following contacts by the Director through national conferences and meetings ➤ Developing new systems and services using the strengths of staff, volunteers & board 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ➤ Lack of consistent core funding; highly competitive funding environment ➤ Increasing complex emotional and physical needs of referrals leading to extra time in staff time and associated cost per individual ➤ Risks to staff and volunteers associates with dealing with vulnerable people ➤ Departure of key staff in a small organization ➤ Lack of overall information and digital strategy may lead to piecemeal approach in systems development

Steps taken to alleviate weaknesses and threats

<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ➤ Increase in demand means waiting list of several months for recent referrals ➤ IT infrastructure inadequate to meet current and future needs ➤ High organizational cost per person because of individual nature of needs 	<p style="text-align: center;">Strategy</p> <ul style="list-style-type: none"> ➤ Seek funding for member of staff ➤ Funding being developed for database ➤ Database will incorporate improved underlying reporting and monitoring systems
<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ➤ Lack of consistent core funding; highly competitive funding environment ➤ Increasing complex emotional and physical needs of referrals leading to extra time in staff time and associated cost per individual ➤ Risks to staff and volunteers associates with dealing with vulnerable people ➤ Departure of key staff in a small organization ➤ Lack of overall information and digital strategy may lead to piecemeal approach in systems development 	<p style="text-align: center;">Strategy</p> <ul style="list-style-type: none"> ➤ Fund raising strategy to be updated. Develop strategy to manage end of grant periods. ➤ Funding sought for extra member of staff; training being developed ➤ Document review to incorporate procedure for dealing with vulnerable people; Training being developed ➤ Main short term risk is health as staff loyal and committed. Increase in number of staff improves robustness. ➤ Digital strategy to be developed.

Appendix (ii): Current Status of Actions from 2014 Business Plan Revision and New Actions

§ 4 Ref in 2014 plan	Ref 2017	Action	Action By	Outcome	Progress at August 2015	Target for 2017-8
4.i.1	II.2 (i)-(iii)	Fundraiser to maintain a balance of applications to sources of unrestricted as well as project funding.	KP/SF	Periodic reporting to Board	£47K of external funding raised in 2014-5 of which £10,735 restricted funds	Acquire grants to support database development, support for volunteer training Fundraising strategy to be presented to board in 2017
4.i.2	II.2	Business Plan and Budgets to be kept under regular review.	FSG, Board	AGM Board Approval (Sept '15)	Ongoing	Ongoing
4.i.3	II.2 (iv) III.2 (i)	Fundraising Group to develop use of on-line fund-raising and promoting individual regular giving alongside organising events.	SF to monitor	12/15	Facility to donate on line added to website. Places in Oxford Half Marathon offered; taken by old and new contacts. Legacy scheme outlined	Legacy scheme to be established. Set of leaflets to be developed on methods of support
4.ii.1	I.3(i), (ii)	Use the <i>Big Lottery Reaching Communities Grant</i> to increase volunteer recruitment and develop training	Recruitment LB/RA/LL	06/16	AMI system being trialled. Training material under development	All new and existing befriending volunteers to be trained using new materials.

4.ii.2	I.1 (iv)	Review and develop aspects of the service where needed	Board		Ongoing. Impact measurement tool funded (by Lloyds Foundation) to determine effectiveness of service	Ongoing. First results from the impact measurement tool available for analysis
4.iii.1	I.1.(iv)	Explore options for the 20's to 30's group and recommend resource requirements.	BD/SF		Student Consultancy Report Received.	Deferred until funding available to support analysis of the report. Moved to long term goal
4.iii.2	I.1(i)	Continue to develop the "buddy" system for Friends.	RA	Annual Review	Table buddying introduced on Mondays	Continue to implement table buddying on Mondays and review need at other social groups.
4.iv.1	III.1(i)	Continue to develop selected links with other external bodies including churches.	AS/R A		Churches Promotion Group set up to support this. Training course on loneliness developed; presented at 2 venues	Continue training in response to identified needs.
4.iv.2	III.1	Utilise the opportunities offered by Time to Change and the Big Lottery Fund support to further raise Archway profile	SF/LL	02/16	Presentations at conferences, meetings	Incorporated into communications strategy
4.iv.3	III.1(iii)	Continue to review and develop literature/publicity material	AS/R A/LB/ C	Board	Proforma for leaflets designed. Ads for recruitment designed and in use. On line presence increased	Publish set of leaflets in new format. Continue to develop on-line presence

4.v.1		Embed the current structure			Completed; new staff in place and managed effectively	
4.v.2	II.1	Keep the organisation under review to ensure the structure can satisfy the demand for services and that the team feel well supported and motivated.	Board		Ongoing	Incorporated into objective on resourcing
4.v.3	II.1(ii i), II.1(i v), III.1()	Ensure that the resource infrastructure (IT, office support, communications) keeps pace with need.	FSG Board	11/15	Extensive consultation undertaken to identify database and Information storage systems with best fit for our needs. Funding bid submitted.	Data base developed and information transfer in progress
5.iv.2	III.1	Use opportunities of Big Lottery Funding and success of Time to Change to raise Archway profile		Ongoing	As in 4.iv.2	As in 4.iv.2
5.iv.3	III.1	Continue to develop publicity literature	C	Ongoing	Volunteering , befriending leaflets completed.	Full set of leaflets complete

Appendix (iii): Statement of Financial Activities: 2015-6

STATEMENT OF FINANCIAL ACTIVITIES FOR THE PERIOD FROM 1 JULY 2015 TO 30 JUNE 2016

	2015-6			2014-5 Total
	Unrestricted	Restricted	Total	
Income				
Donations				
<i>From individuals</i>	£28,964	£0	£28,964	£37,683
<i>Grants</i>	£28,125	£66,953	£95,078	£100,460
From charitable activities				
<i>User contributions</i>	£5,284	£0	£5,284	£4,390
From generated funds				
<i>Fundraising events</i>	£14,949	£0	£14,949	£7,204
Investment and other income				
<i>Bank Interest</i>	£519	£0	£519	£130
Total Income	£77,841	£66,953	£144,794	£149,867
Expenditure				
Raising funds	£6,943	£652	£7,595	£8,322
Charitable activities				
<i>Service delivery costs</i>	£52,565	£60,337	£112,902	£111,939
<i>Office costs</i>	£9,797	£6,844	£16,640	£18,133
<i>Volunteers' Expenses</i>	£166	£4,611	£4,777	£2,351
Governance	£0	£139	£139	£248
Total Expenditure	£69,470	£72,583	£142,053	£140,993
Net Income/Expenditure	£8,370	-£5,630	£2,741	£8,874
Net Transfers between funds	£0	£0	£0	£0
Net incoming / outgoing resources before other gains/losses	£8,370	-£5,630	£2,741	£8,874
<i>Other recognised gains / losses</i>	£0	£0	£0	£0
Net movement in funds	£8,370	-£5,630	£2,741	£8,874
Reconciliation of funds				
Total funds brought forward	£71,587	£14,338	£85,925	£77,051
Total funds carried forward	£79,957	£8,708	£88,665	£85,925

NOTES

(N.B. There may be minor discrepancies in totals due to rounding errors)

Income:

(i) Main restricted accounts include:

Funding Programme	Total Income 2015-6	Total Expenditure 2015-6
Big Lottery Reaching Communities	£50,469 +£4,576 carried over to 16/17	£57,805
Big Lottery Awards for All	£7,650 (carried over from 14/15)	£7,588
Lloyds Pilot Befriending Tool	£7,835 +£2,612 carried over to 16/17	£6,190

(ii) *User contributions*: Small charge made to those attending social groups and events (incl. transport)

Expenditure:

(i) *Service delivery*: 87% attributed to staff costs

(ii) *Volunteer costs*: for helping with transport. The majority of our volunteers do not claim any expenses

Appendix (v): Trustees

The expertise of the Trustees includes health and social care, business and financial management, and public sector (University) administration.

As at April 2017

Chairman: Andrew Smith	Becs Dadswell
Treasurer: Graham Shaw	Nigel Fulford
Secretary: Sue Fulford	Margaret Price
	Professor Penelope Smith
	Chris Taft
	Oxford Hub Young Trustees: Rhys Dore, Miranda Stoddart

Appendix (vi): Staff

CEO: Sheila Furlong: 30 hrs/week

Service Development Co-ordinator: Ray Atwood 25hrs/week

Promotions and Communication Co-ordinator: 22.5 hrs/week: Laura Bleach (Conrad Westmaas covering her maternity & unpaid leave until end June 2017)

Archway Abingdon Co-ordinator: 7hrs Joy Dadswell

Befriending and Buddying Coordinator; Wednesday Welcome Coordinator; 30 hrs/week Louise Longson (24 for Befriending, 6 for WW)

Administrator and Book-keeper: 20hrs/week Jacqueline Cole

Wednesday Welcome sessional worker: 2.5 hrs/week Mick Clack

In addition to the staff above:

Fundraising Support: Karon Phillips on a freelance basis. One or two days per week depending on need.