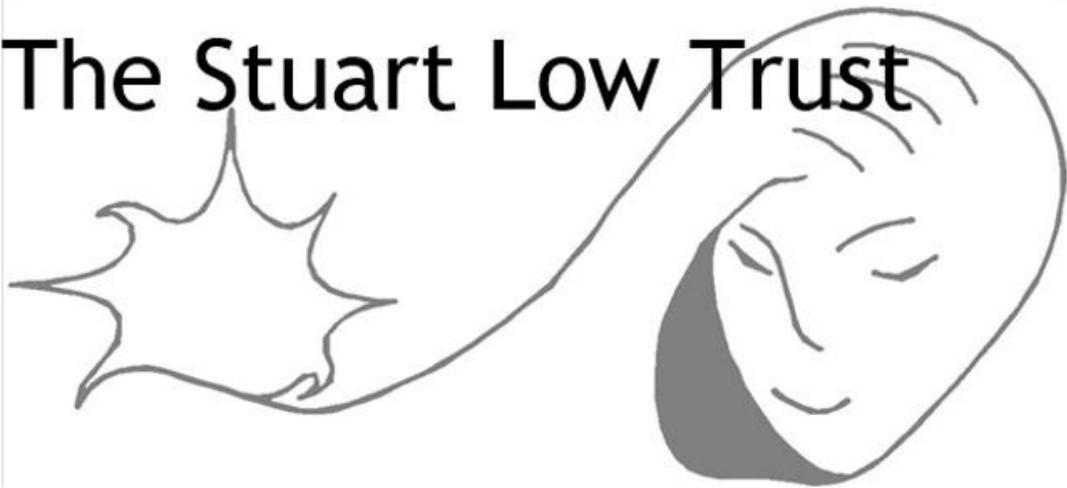


The Stuart Low Trust



A community for better mental wellbeing

Strategic Plan 2024-28



**The Queen's Award
for Voluntary Service**



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Executive Summary

Why we were founded

Our charity is named in memory of Stuart Low, who tragically took his own life aged just 27 years old in 1997. Virginia Low, his mother, and other local supporters wanted to create a radically different type of support in Islington, to fill a gap in service. They wanted to create a place, that was 'inclusive' for anyone isolated. The Stuart Low Trust is needed more than ever.

Refreshing our vision

Our Strategic Plan 2024-28 aims to introduce fresh approach to achieve our mission of being an inclusive community, while maintaining fidelity to SLT's core values and ensuring our future financial sustainability. Our Board has refreshed our vision and mission statements to reflect this outlook.

We need to respond to the changing needs of our local communities and the changing world around us. We aim to transform The Stuart Low Trust's service impact, reach and sustainability during our next four-year funding cycle. We aspire to enable more people most at risk owing to social isolation and exclusion to lead a fuller life.

Making it happen

This Strategic Plan is a catalyst for change at the Stuart Low Trust.

The Plan is structured through four ambitious strategic objectives, each delivered through a set of development goals.

The Plan sets out how we aim to achieve these development goals. We describe how we will introduce cultural change, develop our workforce capabilities and raise the funds to support our growth.

The Plan demonstrates how our vision is achievable. We explain the timeline of phased and costed changes through which we will test, learn and adapt our approach to realise our goals in four years.

Our vision

To create an inclusive local community, where no one feels alone.

Our mission

We bring people together through a supportive community based in Islington to reduce isolation and enhance mental wellbeing.

Our values

We remove labels.

We challenge stigma.

We are open to all.

We are available out of hours.

We are a community.

Our inclusive approach

We are an inclusive community:

- We connect with you as an individual.
- We welcome and value everyone.
- We offer safe, non-judgemental spaces.

Introduction

This Strategic Plan 2024-28 aims to fulfil our mission to support people who are most at risk through social isolation, by responding to the changing needs of our local communities and the changing world around us. We aim to transform The Stuart Low Trust's service impact, reach and sustainability during our next four-year funding cycle.

Our foundation and history

Our charity is named in memory of Stuart Low, who tragically took his own life aged just 27 years old in 1997. Virginia Low, his mother, and other local supporters wanted to create a radically different type of support in Islington, to fill a gap in service. They wanted to create a place, that was 'inclusive' for anyone isolated. They aimed to form a new project, where people could find the help they needed, before their isolation and mental health led to a serious crisis.

The founding principle of The Stuart Low Trust was 'inclusiveness', which means being open to everyone *"no matter what a person's circumstances or where they live, nor to require a diagnosis, formal referral or fulfil any eligibility criteria."*

Through the kindness of a local vicar, who offered space at his Church hall on Friday evenings, the Friday evening events were launched in 1999. Originally, Virginia's vision was to provide a service 24/7. However, this proved a bit too ambitious - although there were several experimental projects to develop out-of-hours support. In addition to 'inclusiveness', **offering out-of-hours activities** continues to be one of SLT's unique services in Islington.

Despite everyone's best efforts since the charity's foundation, it has not achieved its founding vision to offer early intervention and preventative support to young adults Stuart Low's age.

By 2024, SLT has grown from Friday evening events, run by dedicated volunteers, to offer over 200 social activities per year, through 3 programmes Arts, Nature and Wellbeing, and supported by a team of staff alongside volunteers. SLT now reaches beyond Islington into neighbouring boroughs. SLT is described as a lifeline by many of our participants - and an expanding community of vital social support to hundreds of people who are isolated.

From our founder Virginia Low's unique vision for SLT and experimental projects led by volunteers, SLT has won several awards:

- A London Health Commission Award for promotion of mental wellbeing.
- Many 'Islington in Bloom Awards' for the Culpepper Garden project.
- And a highly prestigious Queen's Award for Voluntary Service - This award was created in 2002 to celebrate Queen Elizabeth II's Golden Jubilee and is signed by Her Majesty. It aims to shine a light on exceptional volunteer groups across the country.

Our recent history

From March 2020, the Covid-19 pandemic overnight changed everything. SLT adapted well as many other local charities, offering innovative ways to support our participants through the sudden and unexpected life change.

However, our participants are some of the most digitally excluded members of our society, experiencing mental health issues, older people and living in areas of deprivation. Many participants could not engage with online services and sadly did not return to SLT activities after two years of pandemic social contact restrictions.

As we were coming out of the pandemic in 2022, SLT relocated our office to better facilities, better opportunities for partnership working and an improved venue on site for our Friday events at the Jean Stokes Community Centre. Owing to many factors, we relocated all our other activities to different venues when returning to in-person delivery. At this time, SLT transitioned from the previous Chief Executive who had been in post for eight years.

This combination of major changes, combined with long-term legacy of the pandemic and the new impact of the cost-of-living crisis in 2022, severely affected attendance at SLT activities during 2022. Attendance gradually increased during 2023-24, when 200 new participants signed up for our service.

Our Business Plan 2019-23 resulted in increased investment in core staffing capacity and increased coverage for Arts, Nature and Saturday Wellbeing Workshops but in the post-pandemic funding environment, this was discovered not to be financially sustainable. Therefore, the difficult decision was taken in 2023 to reduce Friday events temporarily to ensure SLT's viability.

During final year of the Business Plan 2019-23, SLT delivered 204 activity sessions attended by 1,725 attendees and 580 individual participants across our Arts, Nature and Community Wellbeing Programmes.

Community needs

What our participants have told us

In the year prior to this Strategic Plan being developed, we held four engagement events with our participants and two different surveys. Feedback highlights include: Before the pandemic Friday evening events were more ‘buzzy’ with a higher number of people regularly attending. Friday evening events running every week are valued. Participants would welcome more interactive activities within our programmes and more time and opportunities to socialise. In our surveying with SLT participants:

- 40-50% expressed an interest in learning more digital skills, eg how to use WhatsApp or other mobile apps, how search the internet or access online shopping.
- 50% expressed an interest in receiving information about free or low cost activities available in London outside SLT.
- 40% of participants exercise once per week or less and the most popular type of exercise is nature walks (72%) followed by Chi Kung, Yoga and Pilates (36-38%).
- 18% would like online activities to continue, which they can participate in at home.

Mental health needs

Islington has the highest levels of severe mental illness and depression in London:

- An estimated 3,800 Islington residents are living with a ‘serious mental illness’.
- 17,900 Islington residents are living with depression.

People experiencing mental health issues are more likely to be digitally excluded, engage in lower levels of physical exercise and shorter life expectancy than average.

The pandemic worsened the mental health of around 80% of people with existing mental health issues (Mind, 2021), causing long-term isolation for some, and the cost-of-living crisis has caused more distress to over 50% of people experiencing mental health needs (Royal College of Psychiatry, 2022). This combination of severe long-term impacts has increased social isolation within our local communities, increasing inequalities and creating new barriers including affordability.

Environmental impact mental wellbeing

Islington is the most densely populated local authority area in England and almost triple the London average.

Islington has the second lowest level of green spaces in the country (13%).

Social isolation in London

The Mayor of London commissioned report 'Reconceptualising Loneliness in London' (March 2022) identified the 'big five' factors associated with acute loneliness, reflecting many of the needs of SLT's current participants:



Being acutely poor



Being single or living alone



Being Deaf and disabled



Going through life changes or being new in London



Feeling different or experiencing prejudice

Groups most at risk isolation or mental health

Autism

70% of autistic people are estimated to experience mental health issues.

LGBT+

There are almost 10,000 LGBT+ people in Islington 8% of the local population, double the national and London average. LGBT+ people are most at risk of mental health issues and suicidal thinking.

Men

Men are three times more likely to take their own life than women. Suicide was the largest cause of death for men aged 20-49 in the UK. Men aged 45-49 have the highest rate of suicide.

Refugees and asylum seekers

Refugees in the UK suffer disproportionately with poor mental health. The majority (61%) of asylum seekers in the UK experience serious mental health issues.

Young adults

There are a higher than average number of young adults living alone in Islington and more at risk of social isolation.

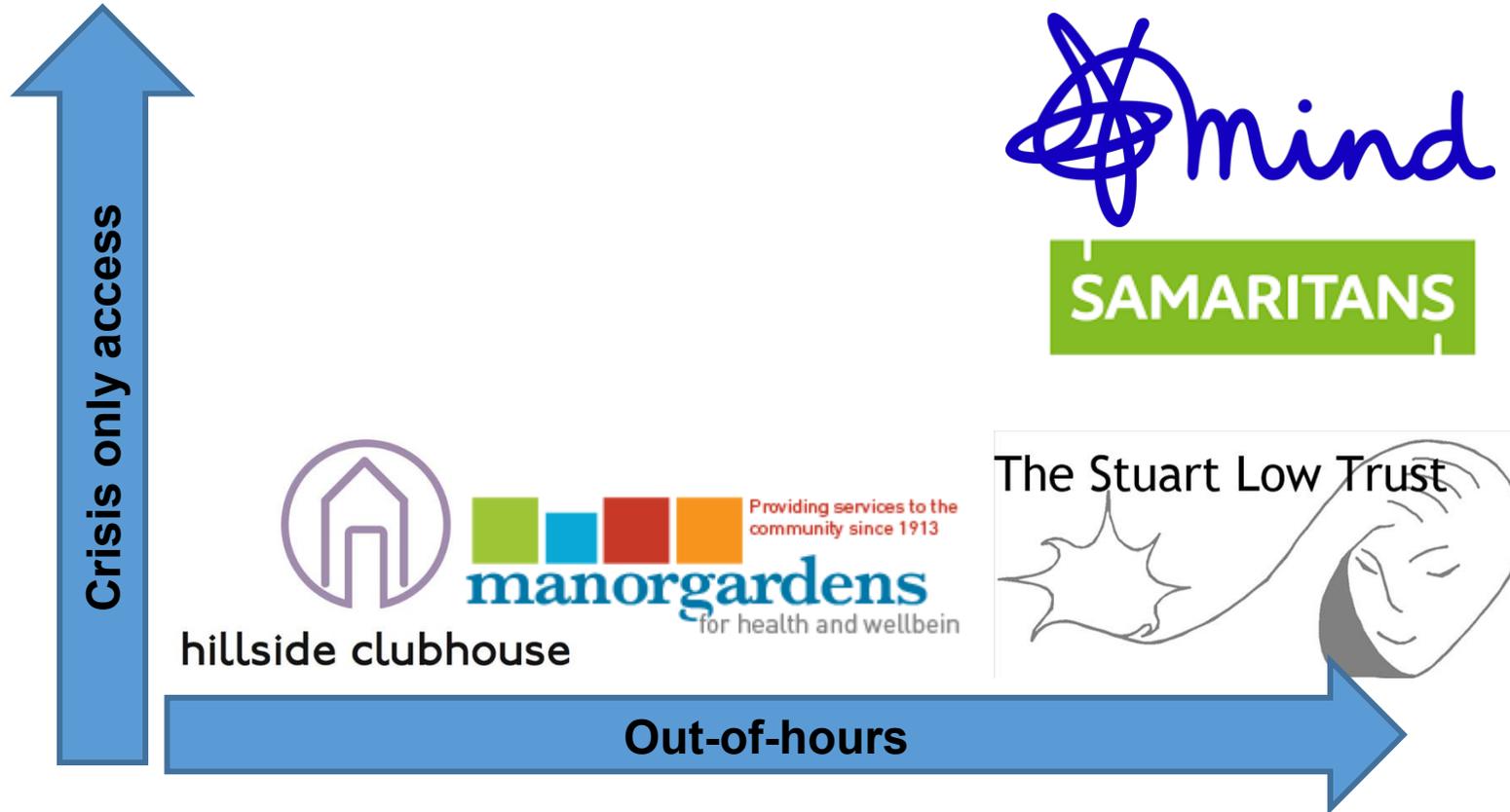
Reviewing our progress

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Clear USP niche offering preventative out-of-hours group activities to reduce the risks of social isolation • Motivated and experienced core staff and sessional team • Strong relationship with the Local Authority • Good reputation with other funders and the local community • Well-established community partnerships 	<ul style="list-style-type: none"> • Small charity with business continuity risks and not operationally sustainable level of staffing. • SLT’s inclusive service model is a strength and a fundraising weakness: funders prefer services targeted/tailored to specific needs • SLT’s inclusive service model has not achieved its mission to increase access to support for young men like Stuart Low. • Introduced new/improved demographic data collection, but only around 10% participants have completed.
Opportunities	Threats
<ul style="list-style-type: none"> • Increased mental health needs in the community resulting from the pandemic • 40-50% participants express interest in learning new digital skills. • Potential for new/expanded community partnerships connected to our 3 programmes Arts, Nature and Community Wellbeing • Potential to increase corporate and community fundraising income • New Council/NHS partnership-working possible through the integrated care approach • Build on the success of our largest multi-year grant from the City Bridge Foundation in 2023 • The potential of AI to create impactful additional capacity to our small charity team 	<ul style="list-style-type: none"> • Participants are struggling to re-engage post-pandemic and attendance is around 50% lower at Friday events and relocation of service may be a factor. • High inflation threatens public donations and increases running costs (‘perfect storm’) • Grant funding is extremely competitive with more charities applying than funds available, and so a challenge to achieve break-even. • Struggling to recruit and retain regular reliable volunteers to support activities

Our Unique Selling Point (USP)

Through our mapping of charity services offering crisis mental health support 'out of hours', SLT stands out as unique by offering an easily accessible preventative service, open to anyone who needs us, including evenings and weekends:



External environment - key future trends

A change of national government following a **General Election** in 2024-25 could create significant change in public sector service funding and support and a different approach to the voluntary and community sector. What exactly these changes could look like in the future is currently unknown in any detail.

It is likely that the **national public service policy of integrated care systems** and partnerships will continue, which enables cross-sector partnerships of NHS, Council, other public services and the VCS working together to offer a more joined up service. This model of partnership delivery may evolve to be more inclusive of small local community providers such as SLT.

In Islington, public sector Mental Health Commissioners appear committed to continue to fund a solely building-based **mental health day service offer**, although the Council's early intervention and prevention model is 'community rooted'. During the four-year period of this Strategic Plan 2024-28, Commissioners have indicated that they may transition to a more community connected approach which aligns more closely to SLT's model.

Islington Council is reporting **30% budget gap** for 2024-25, which may cause annual spend on mental health day support to reduce. The NHS is reporting similar financial challenges to meet increasing demand and complexity of needs.

Owing to **struggling economy and high inflation**, the fundraising environment will continue to be even more challenging for a small charity with higher demand on services, but more competition between charities for reducing funds.

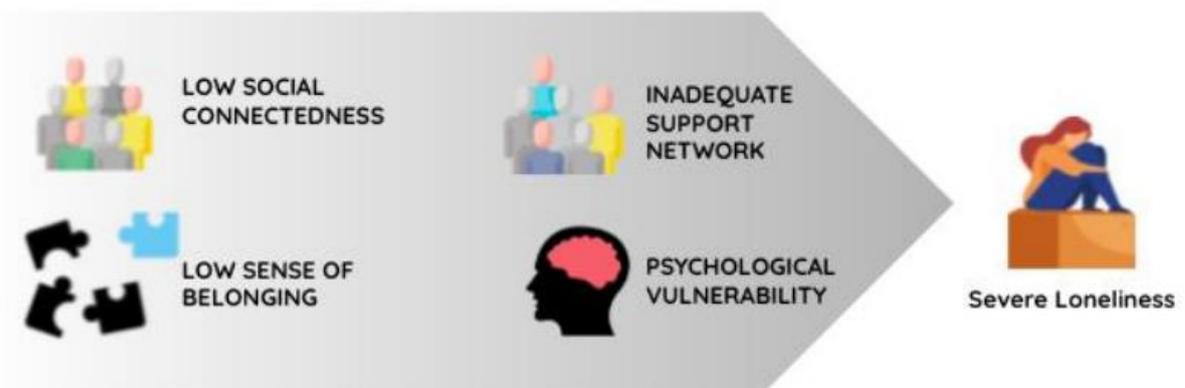
Digital technology and particularly AI will become increasingly important in our everyday lives. To success in the future, a small charity such as SLT must embrace these new technologies to develop our effectiveness and to ensure that our participants do not feel left behind and further socially excluded.

Strategic direction

Our Strategic Plan 2024-28 aims to introduce fresh approach to achieve our mission of being an inclusive community, while maintaining fidelity to SLT's core values and ensuring our future financial sustainability. We aim to enable more people most at risk owing to social isolation and exclusion to lead a fuller life.

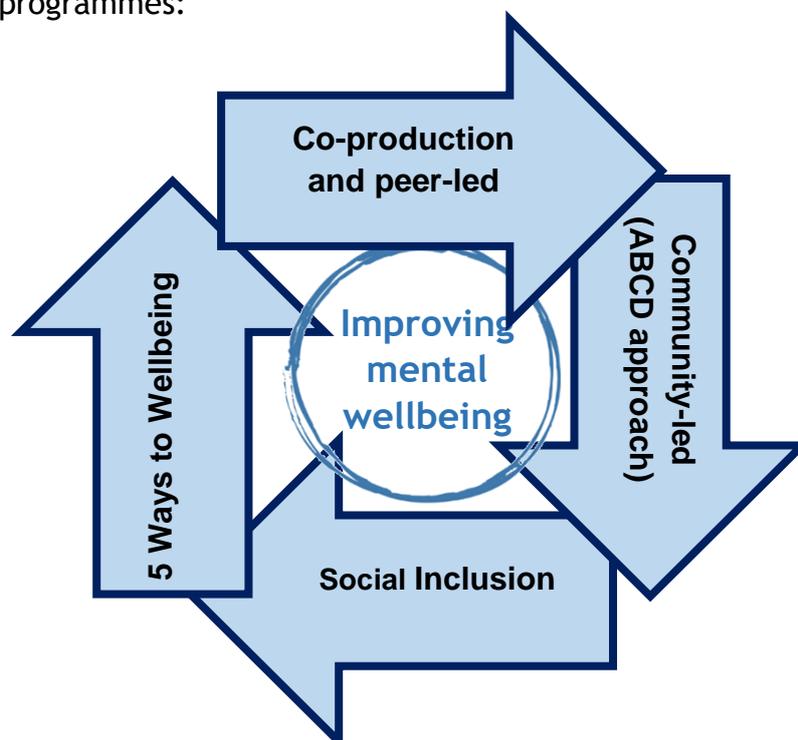
Reducing social isolation

The Mayor of London commissioned report 'Reconceptualising Loneliness in London' (March 2022) reflects SLT's core approach to reduce social isolation, by offering opportunities to connect with others, build a sense of belonging in a community, develop mental wellbeing and grow a social network to sustain beyond our support.



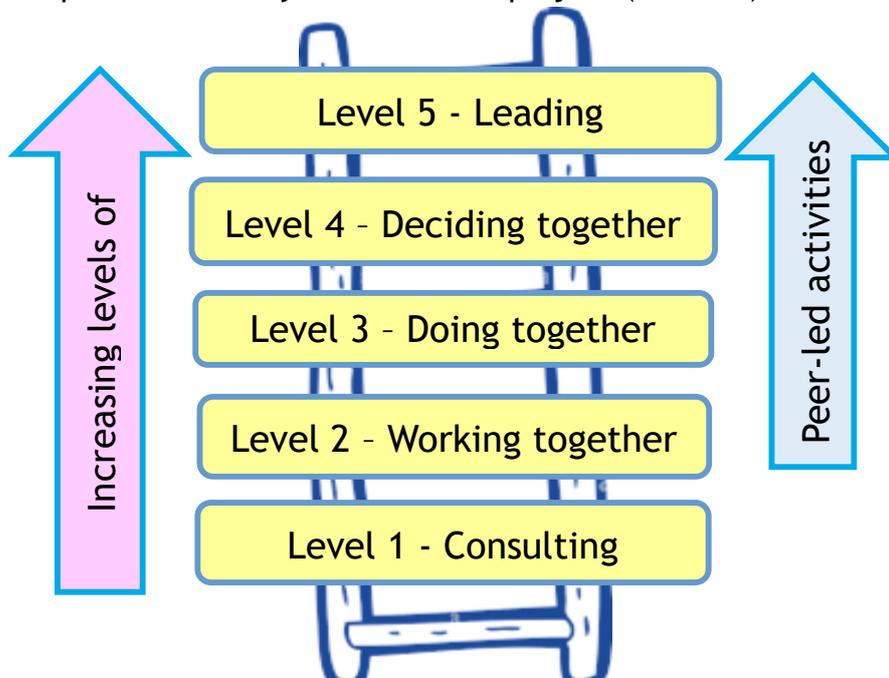
Evidence-base for our enhanced service model

To increase social inclusion and improve the mental wellbeing of our participants, our Strategic Plan combines four evidence-based models, which wrap-around our core activity programmes:



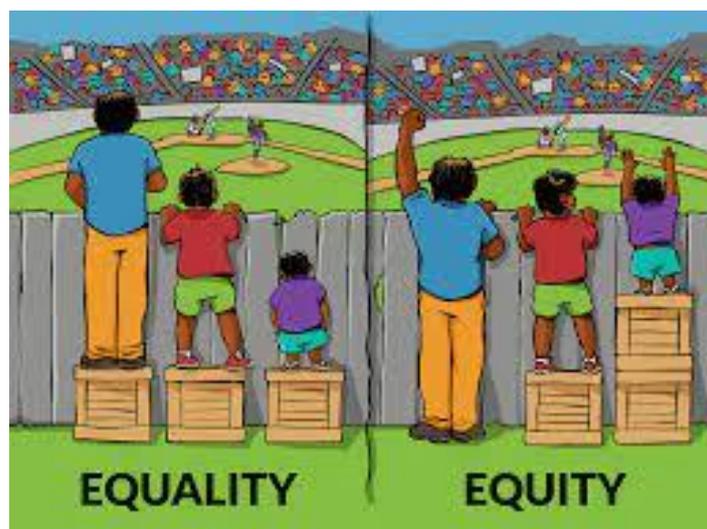
Co-production and peer-led

Co-production can be seen as a **Ladder of Participation** (see diagram below). Participants can progress from being 'consulted' up the Ladder, progressively having more of a voice in how a service is run, and reach the top where they are leading an activity independently, such as forming a park walking group. Services being peer-led is an aspect of co-production, where participants lead an activity to support their peers through shared experiences. There is strong evidence that co-production and peer-led approaches promote the mental wellbeing of participants, for example Mind Side by Side research project (2024-17).



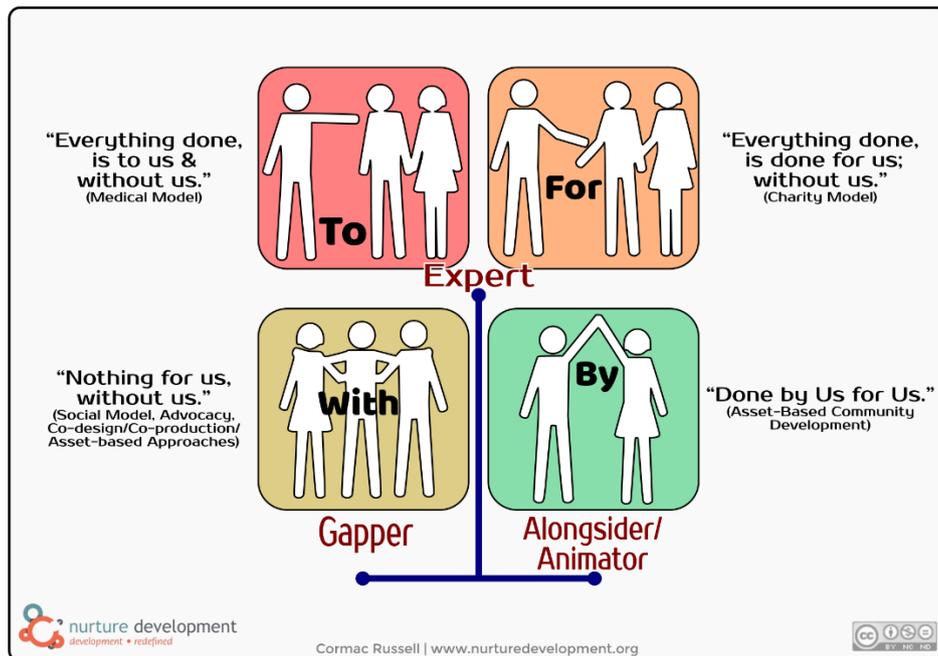
Social inclusion

Equality means providing the same service to everyone to treat all participants equally, but this may not result in a comparable experience of a service between participants because each one of us has different needs. Equity means recognising our different needs and by tailoring a service to these individual unique needs, participants are more likely to experience a truly equitable service.

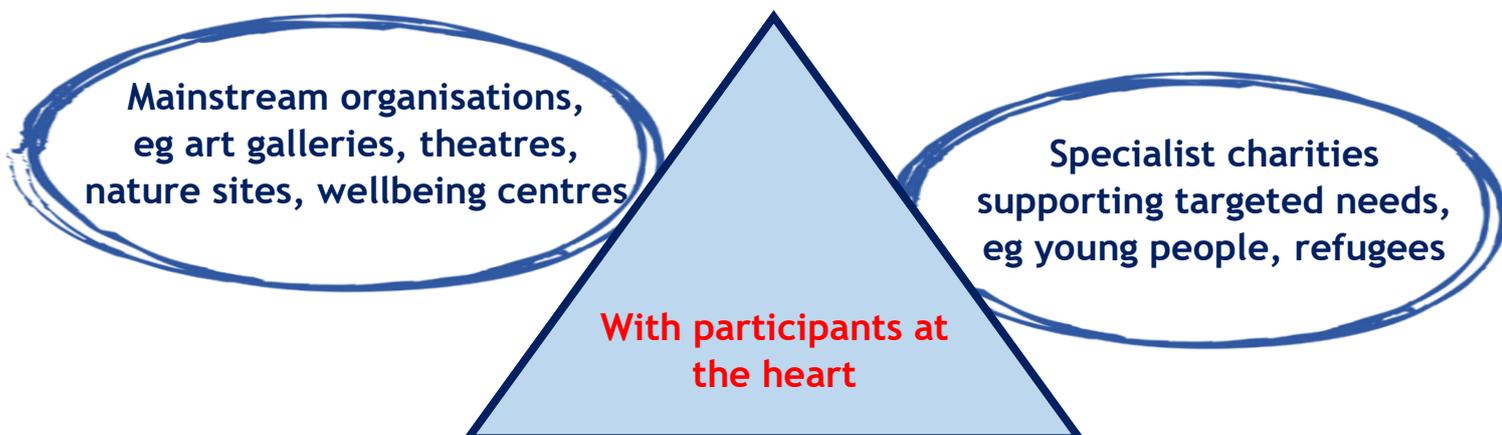


Asset Based Community Development

Asset Based Community Development (ABCD) is an approach to being community-led in service development by moving from doing things 'to' or 'for' communities to work 'with' communities and ultimately enabling them to providing a service 'by' themselves for themselves, eg running their own social group. In this way, the talents, knowledge skills and interests of people within a community are the 'assets' from which a service can be developed.



SLT's approach aims to be rooted in our local community through brokering a 3-way model with specialist charities and mainstream arts/nature/wellbeing organisations:



5 Ways to Wellbeing

Evidence suggests there are 5 steps we can take to improve our mental health and wellbeing, identified through research by the New Economics Foundation (2008). Trying these activities could help us feel more positive and able to get the most out of life. These 5 steps underpin our arts, nature and wellbeing activity programmes:

<https://www.nhs.uk/mental-health/self-help/guides-tools-and-activities/five-steps-to-mental-wellbeing/>



Strategic objectives

Objective 1

To bring together more people experiencing isolation through our existing free open-access and out-of-hours service, based in Islington and open to anyone in North London.

Objective 2

To support participants who are most at risk to access our community through targeted and tailored activities.

Objective 3

To offer new types of peer support, enabling people participate more fully in our SLT community and build their own social networks, matched to their needs.

Objective 4

To achieve financial and operational sustainability through core capacity-building, new partnerships and diversifying funding sources.

Development goals

Objective 1

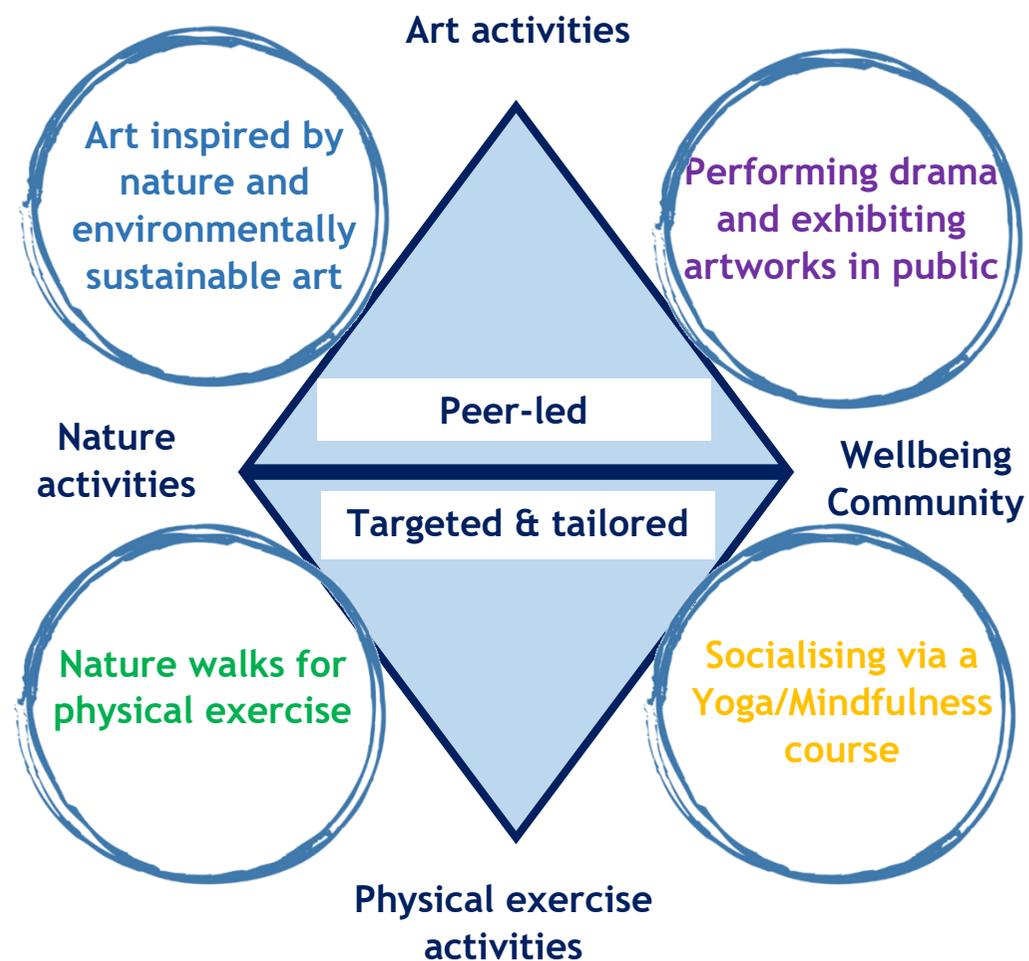
To bring together more people experiencing isolation through our existing free open-access and out-of-hours service, based in Islington and open to anyone in North London.

Development goals	Staff lead(s)	Measures
<p>1a) To increase attendance rates within all SLT's Arts, Nature and Community Wellbeing programmes to pre-pandemic levels through expanded marketing and partnerships.</p> <p>Improve awareness of activities among participants across programmes.</p>	Programmes Manager	Average annual attendance rates 2024 compared to 2028
1b) To re-establish weekly Friday events.	Chief Executive with Fundraising Manager	Annual weekly programme reinstated
<p>1c) To reach more people at times of most risk from isolation through new targeted marketing and partnerships, for example:</p> <ul style="list-style-type: none"> • Being discharged from hospital • Bereavement • Experiencing new health issues or disability/sensory impairment • Loss of job • New financial problems/debt 	Chief Executive with Programmes Manager	Annual review via our registration form needs profile data
<p>1d) To improve activity programme wellbeing benefits for participants through:</p> <ul style="list-style-type: none"> -new synergies between Arts, Nature and Community Wellbeing programmes including environmental conservation. -promoting the wellbeing benefits of physical exercise, one of the '5 Ways to Wellbeing'. 	Programmes Manager	Annual review via our participant wellbeing outcomes surveys

The new approach explained

1d) Promoting synergies between programmes

Diagram examples: How we aim to achieve the service development goal to *'To improve activity programme wellbeing benefits for participants through new synergies between Arts, Nature and Community Wellbeing programmes including environmental conservation.'*



Objective 2

To support participants who are most at risk to access our community through targeted and tailored activities.

Development goals	Staff lead(s)	Measures
2a) To pilot a new tailored programme to engage young adults aged 18-35, co-designed with young adults and community partners.	Chief Executive with Programmes Manager	Annual review via our registration form demographic data and participant wellbeing outcomes and satisfaction surveys
2b) To pilot a new tailored programme to engage refugees and asylum seekers , co-designed with specialist community organisations.	Chief Executive with Programmes Manager	
2c) To increase access to our activity programmes for under-served groups (men, people who are Autistic and LGBT+) through co-designed changes.	Programmes Manager	
2d) To retain the ' open to all ' inclusive approach for Friday evening events and within our other programmes.	Programmes Manager	

The new approach explained

2a) Engaging young adults

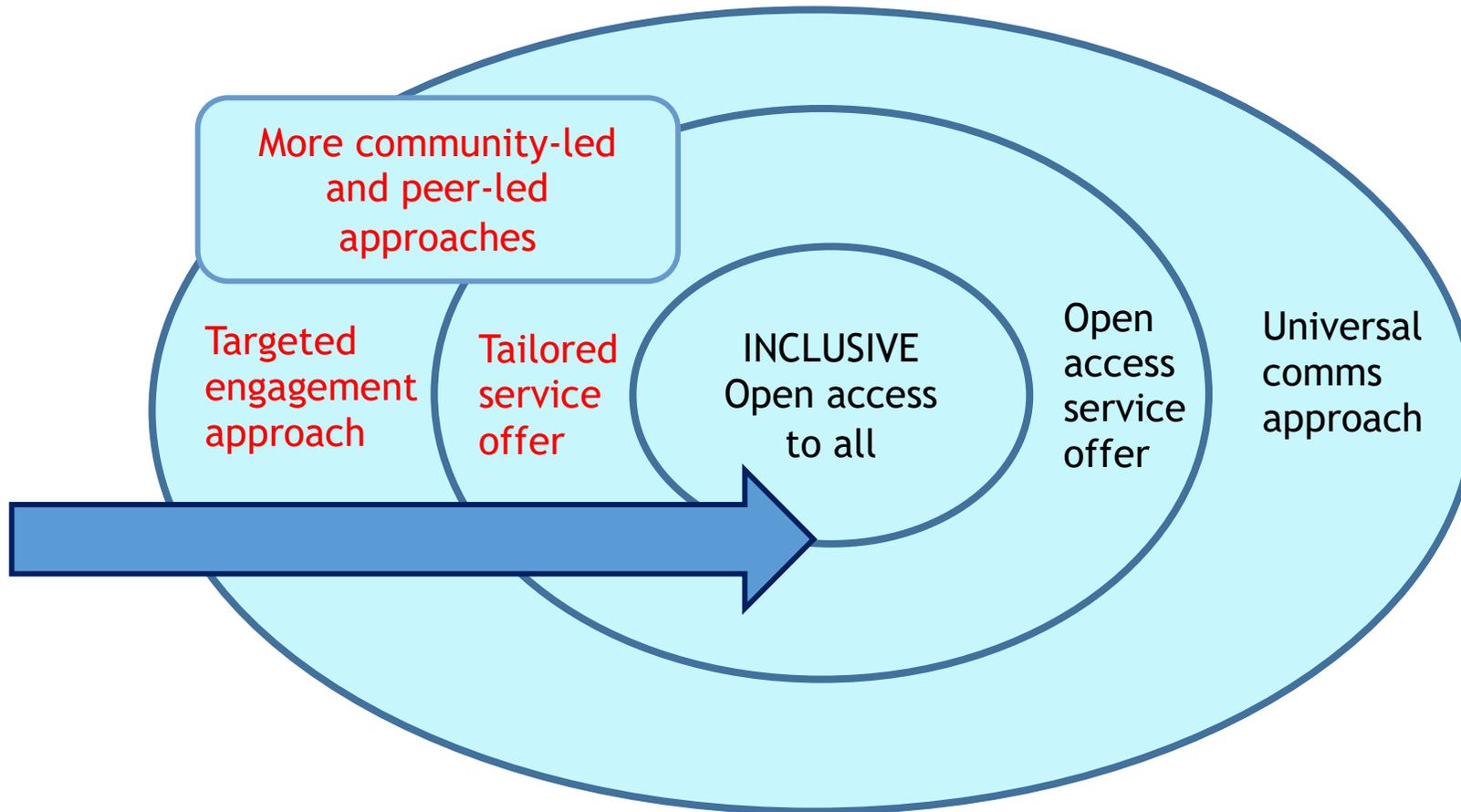
How we aim to achieve the service development goal *'To pilot a new tailored programme to engage **young adults** aged 18-35, co-designed with young adults and community partners'*.

CASE STUDY

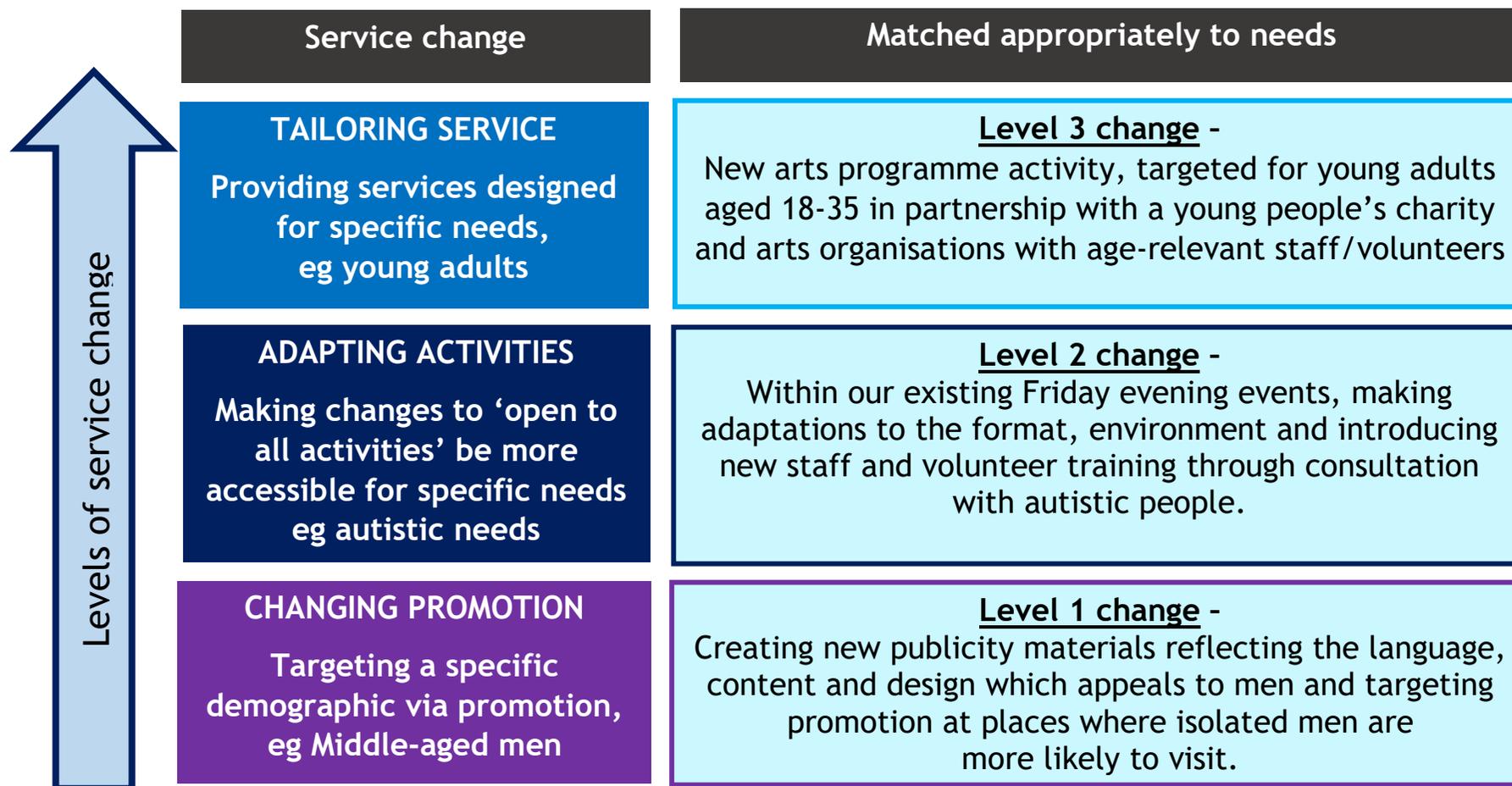
To increase access for young adults, we would need to:

- Develop a tailored young adults programme, co-designed with young adults, eg arts programme activities.
- Partner with specialist youth organisations and local arts institutions.
- Integrate opportunities for young adults to attend other SLT activities and events, eg tailor some 'open to all' Friday evening events to be more appealing to young adults.
- Recruit staff and volunteers to support activities, reflecting the age group of young adults.
- Train existing staff and volunteers to be equipped to work with young adults.
- Develop new targeted marketing resources and approaches to engage young adults.

Targeted inclusion approach



Tailored and targeted approaches



Objective 3

To offer new types of peer support, enabling people to participate more fully in our SLT community and build their own social networks, matched to their needs.

Development goals	Staff lead(s)	Measures
3a) To empower our participants' voice and challenge mental health stigma by promoting publicly their creative talents.	Programmes Manager	Annual review via our participant wellbeing outcomes surveys
3b) To increase our participants voice within SLT through representation on our Board and delivery of SLT activities through volunteering and paid roles.	Chief Executive with Programmes Manager	Annual review of increased participant opportunities created on the 'Ladder of Participation'
3c) To enable our participants to build their own social networks beyond SLT through peer support approaches in partnership with the Islington Recovery College and Peer Workers 'Community of Excellence'.	Programmes Manager	Annual review via our participant wellbeing progression surveys
3d) To up-skill our participants to progress independently beyond SLT through new information resources about affordable activities in Greater London and new digital skills training.	Programmes Manager	

The new approaches explained

3a) Challenging stigma

We aim 'To **empower our participants' voice** and challenge mental health stigma by promoting publicly their creative talents' through the following 'social contact' approaches, which are best evidenced to achieve better awareness and understanding:

CASE STUDY

We can promote our participants voice publicly by:

- Promoting participants' life stories on social media
- Participating in videos on YouTube
- Exhibiting artworks and poetry
- Showcasing through drama performances

3b-c) Increase participant voice within SLT:

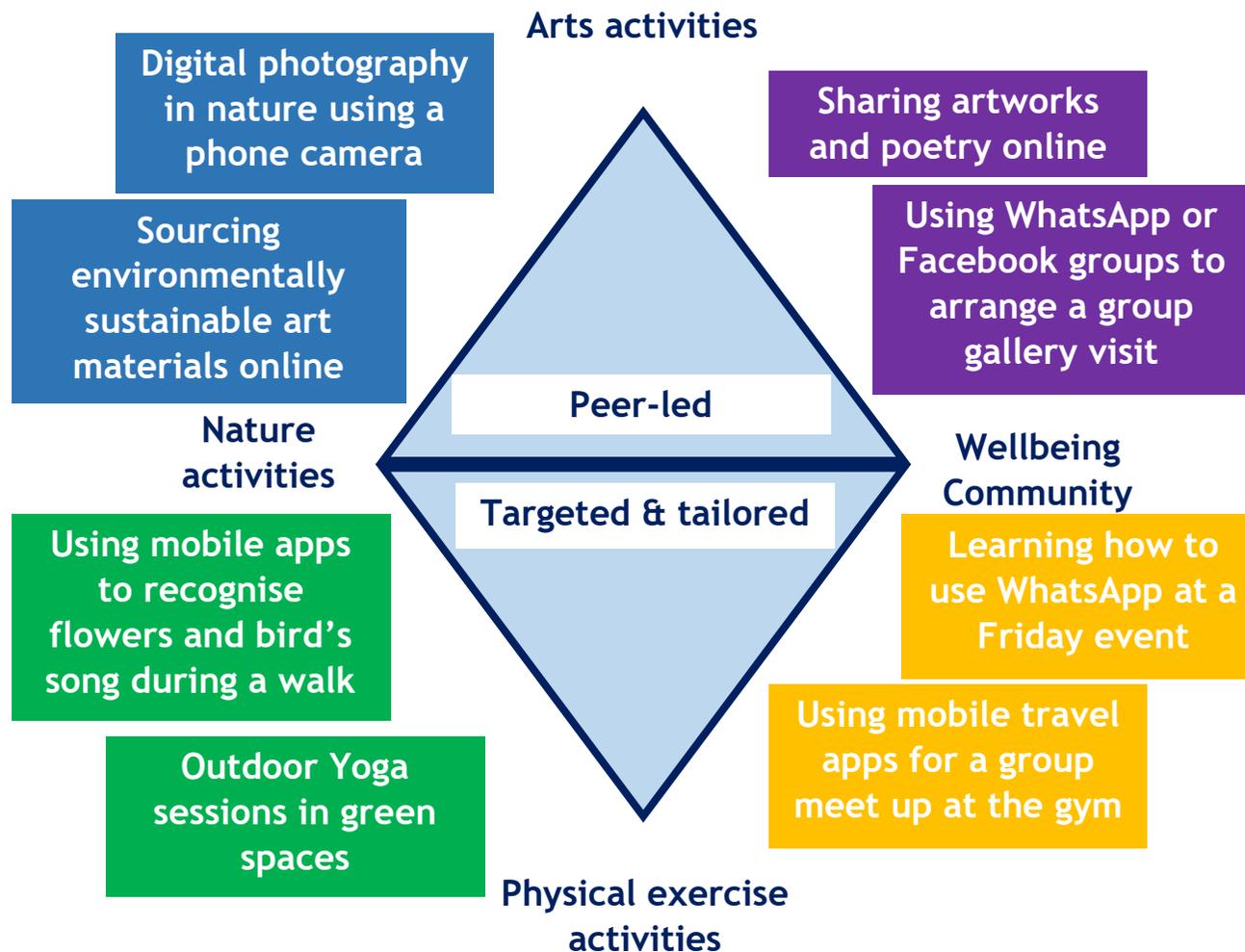
CASE STUDY

We can empower participants to have more voice within SLT by:

- Becoming Trustees on our Board
- Co-designing new services with staff
- Volunteering to assist or in paid roles to lead the running our activities
- Presenting alongside staff at activities

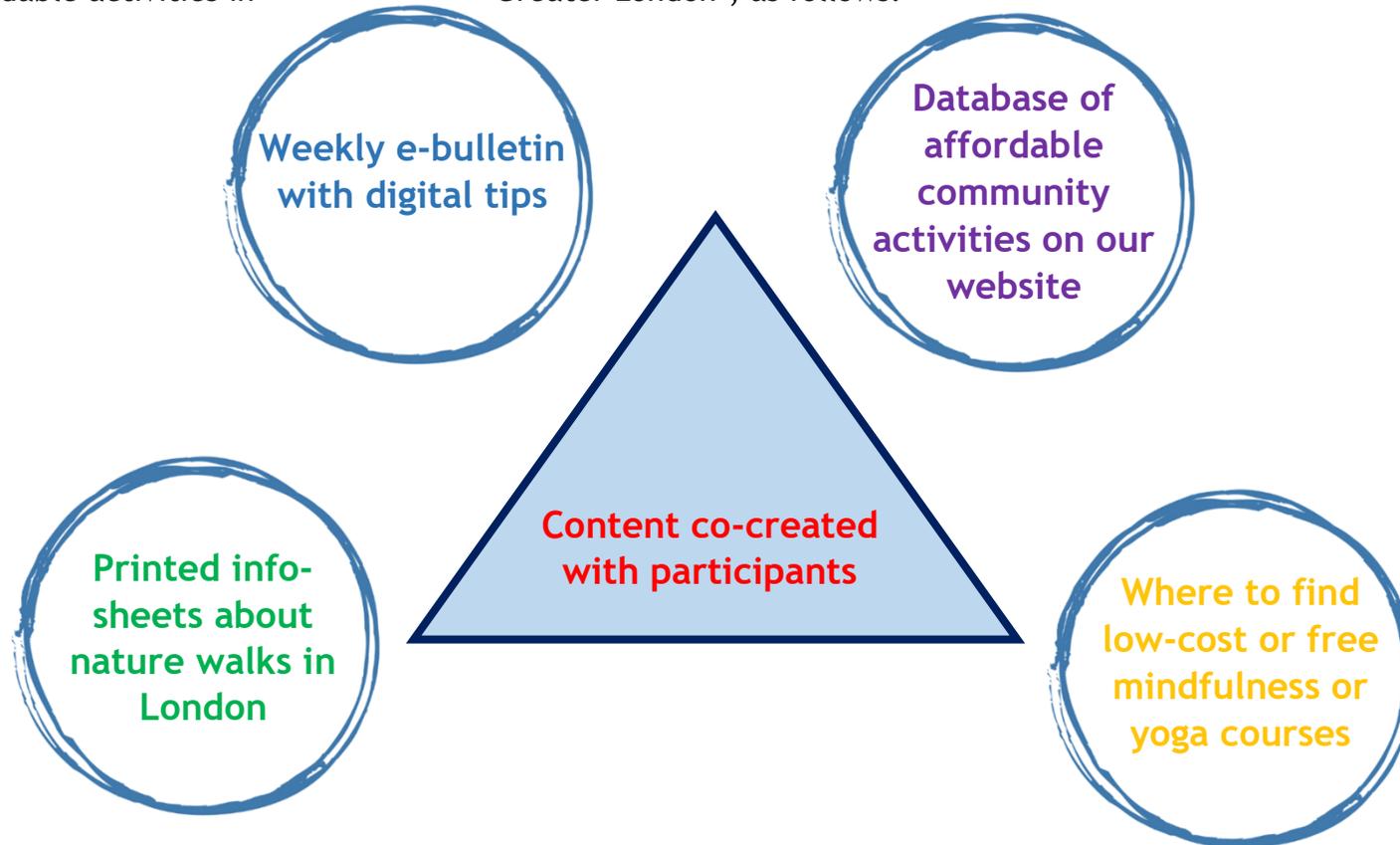
3d) Increasing digital access

There are many ways in which we can *'up-skill our participants through new digital skills'* through bite-sized training integrated into our regular activity programmes, in addition to separately designed training courses:



3d) New information resources about affordable activities

There are several channels to ‘up-skill our participants to progress independently beyond through new information resources about affordable activities in Greater London’, as follows:



Objective 4

To achieve financial and operational sustainability through core capacity-building, new partnerships and diversifying funding sources.

Development goals	Staff lead(s)	Measures
4a) To develop closer partnership-working with NHS and integrated care partnerships.	Chief Executive	Increased funding and case studies of more joined-up support for our participants
4b) To build new voluntary & community sector partnerships to progress Objectives 1-3 AS ABOVE	Programmes Manager	See Objectives 1-3 for relevant measures
4c) To invest in a new part-time Volunteer Coordinator post to expand peer volunteering through a new Peer Leadership Programme and strengthen our approach to supporting our valued volunteers.	Chief Executive	Increased number of volunteers and peer volunteers and improved retention
4d) To invest in increased core staffing capacity to deliver the Strategy.	Board	Staff report increased job satisfaction and improved workplace wellbeing via annual survey
4e) Depending on funds available, invest in a new flexible fundraising resources to grow our supporter network of new corporate and community fundraising partners.	Chief Executive with Fundraising Manager	Increased number of supporters and funds raised
4f) To implement a recognised quality assurance system and develop new quality standards reflecting what creates the best service experience for participants.	Chief Executive with core team	Staff report improved capability to deliver our Strategy

The new approach explained

4a) Engaging with integrated care partnerships

Read an explanation of integrated care partnerships on this link: [Integrated Care Systems Explained | The King's Fund \(kingsfund.org.uk\)](https://kingsfund.org.uk/integrated-care-systems-explained)

“People are living longer with multiple, complex, long-term conditions and increasingly require long-term support from many different services and professionals. As a consequence, people too often receive fragmented care from services that are not effectively co-ordinated around their needs.”

“integrated care partnerships (ICPs): statutory committees that bring together a broad set of system partners (including local government, the voluntary, community and social enterprise sector (VCSE), NHS organisations and others) to develop a health and care strategy for the area.”

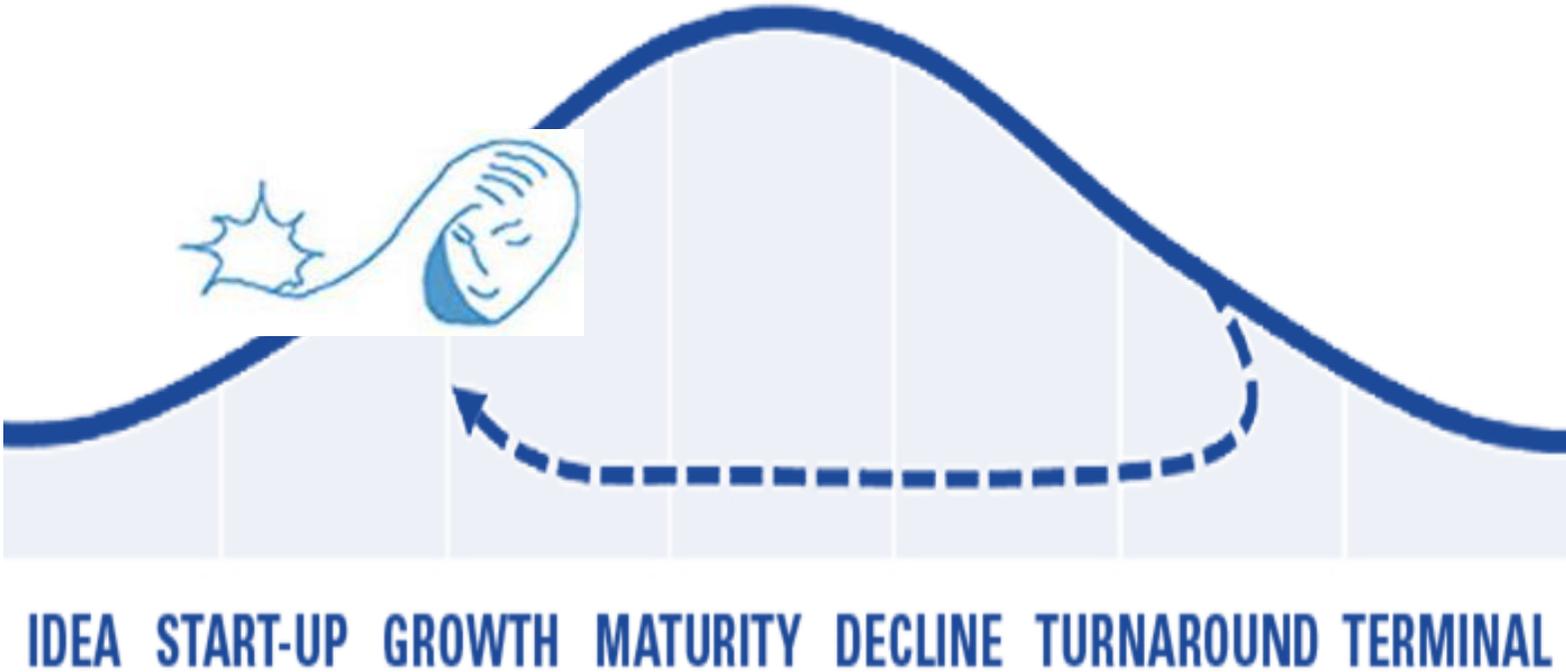
4e) Investing in staffing capacity

To achieve this strategy, we would need to:

- Increase our Programmes Manager and Chief Executive posts to full-time (currently 0.8 FTE's)
- To achieve a sustainable level of staffing to manage the service development, we would also need to invest in a part-time Volunteer Coordinator post.

Achieving the Strategy

We will achieve the Strategic Objectives in practice by progressing SLT's development in its life cycle (as illustrated below) through 'growth' to a position of improved 'maturity':



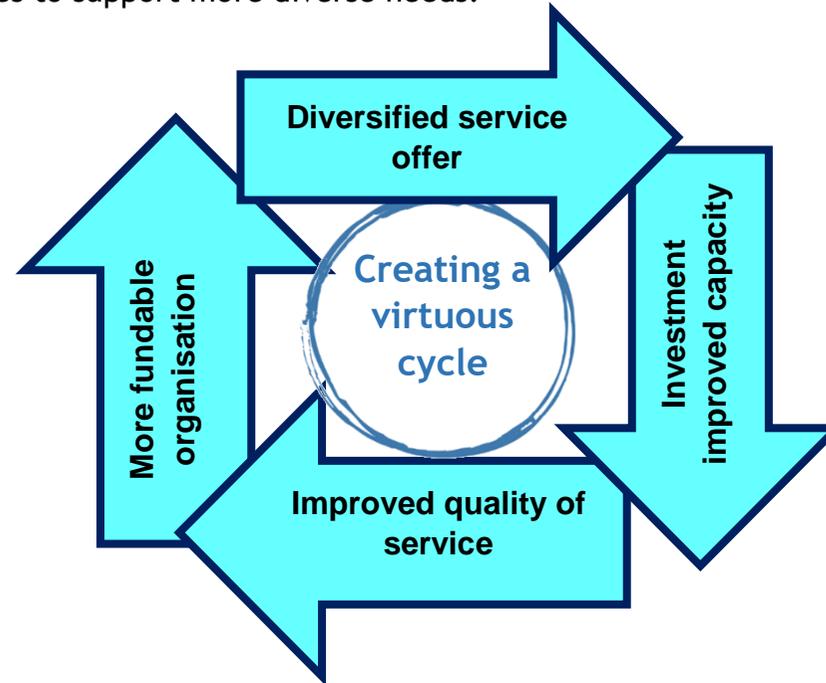
Developing our capacity - 'A balanced scorecard'

We will deliver Strategic Objectives through the following 'balance scorecard' approach, defining our key success factors to achieve our goals:



Our success factors

We aim to create a virtuous cycle of investment in organisational infrastructure capacity and service quality to secure more funding for our service changes to support more diverse needs:



The critical success factors for our strategy are:

- A more impactful service model proven by a more compelling evidence base.
- Supporting a wider diversity of people most in need.
- An expanded service offer with increased peer support and co-production.
- An organisation which is externally quality assured.
- Building service collaborations and long-term relationships with funders.
- A more effective fundraising strategy to sell this new service model and raise the funds to deliver it.

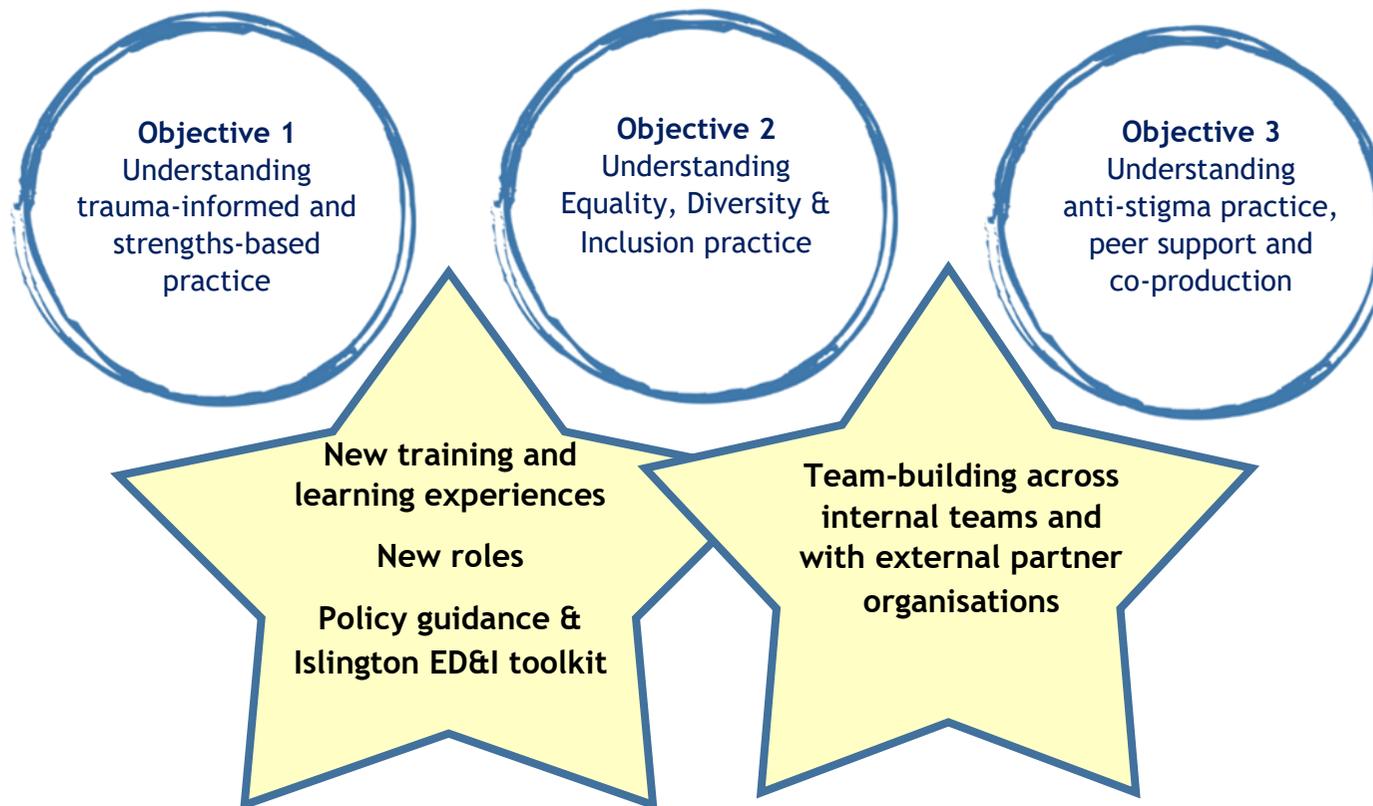
Service change

Our Theory of Change model for our planned service changes:



Culture change

Our organisational culture will need to transition alongside the intended service changes in Objectives 1-3 if we are to achieve our goals:



To achieve our vision for our strategy, we must translate our values into everyday behaviours for staff and volunteers in frontline service delivery:

OUR VALUES

We remove labels.

We connect with you as an individual and see your strengths.

We challenge stigma.

We run activities rooted in the community and challenge social exclusion and isolation.

We are open to all.

We are inclusive, welcoming and valuing our many individual differences as people.

We are available out of hours.

We offer activities on Friday evenings and during the daytime on Saturdays and Sundays.

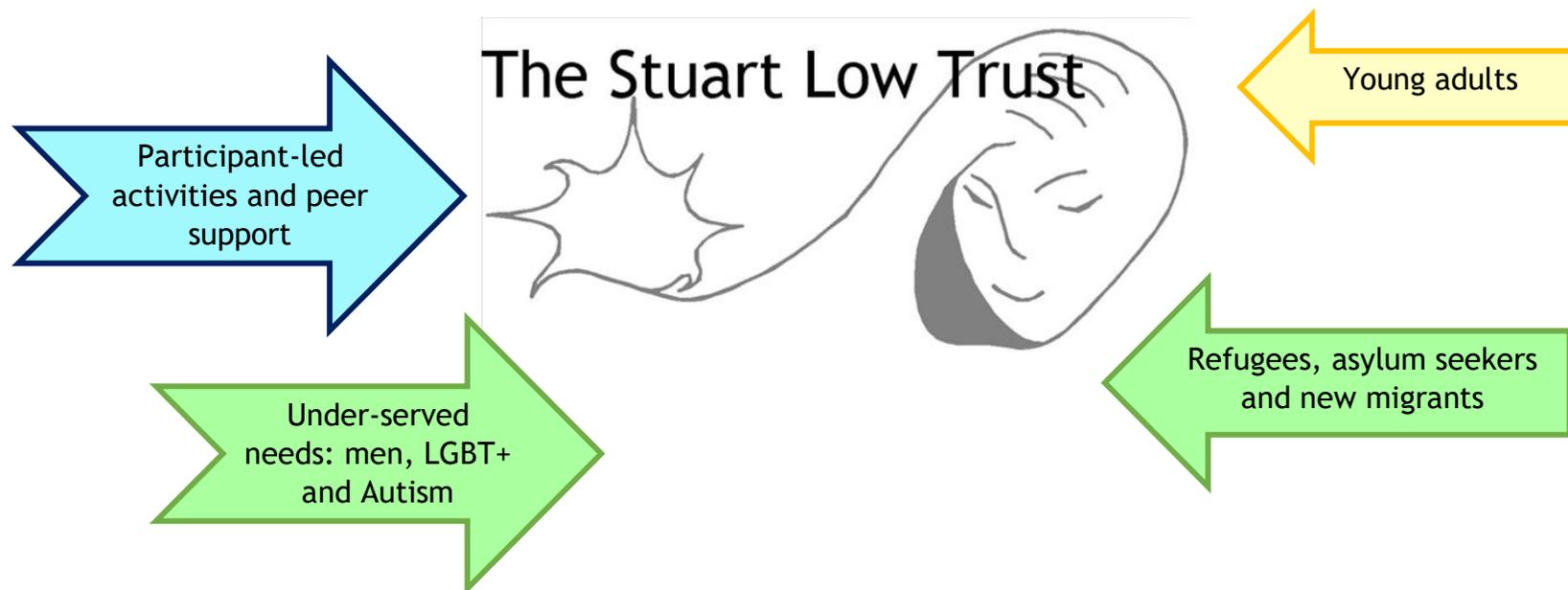
We are a community.

We encourage participants to take an active role in our programmes, as they choose, by contributing to or leading activities.

Brand image refresh

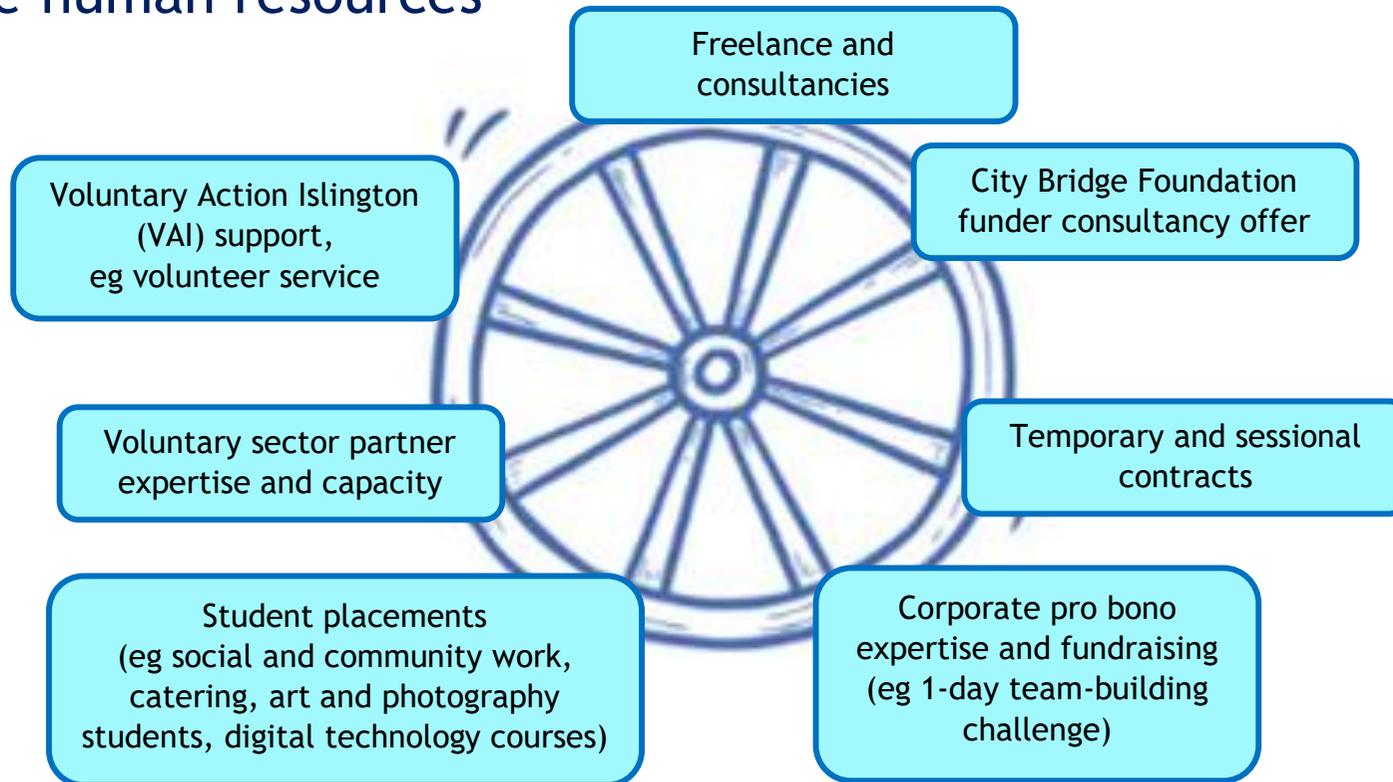
To reflect our cultural change and strategic shift forward as an organisation, we will need to refresh our logo and brand style for the digital world. We will need to align our branding image to engage our new participant target audiences and new approaches to service delivery.

As with all other aspects of this strategy, we will retain the original concept of the hand-drawn logo - our impact to transform the darkness of despair to a lightness and hope.



Resourcing the Strategy

Flexible human resources



Managing resources

AI (Artificial Intelligence) will revolutionise society and the workplace.

IA could help us with routine admin tasks, marketing content and writing fundraising applications.

Environmental conservation is the biggest long-term challenge for our planet.

We have a duty to promote conservation in our daily practices and through our art, nature and wellbeing programmes.

Financial resources

Total increased costs

	Year 1	Year 2	Year 3	Year 4
TOTAL additional costs	3,000	72,000	124,000	124,000
BASELINE costs	200,000	200,000	200,000	200,000
TOTAL increased costs	203,000	272,000	324,000	324,000
% increased costs	1%	26%	38%	38%

Total increased income

	Year 1	Year 2	Year 3	Year 4
TOTAL additional income	3,000	72,000	124,000	144,000
BASELINE income	200,000	200,000	200,000	200,000
TOTAL increased income	203,000	272,000	324,000	344,000
% increase income	1%	26%	38%	42%

Increased costs - breakdown

Service cost additions to baseline budget	Year 1	Year 2	Year 3	Year 4
Objective 1				
1b) To re-establish weekly Friday events.			12,000	
Objective 2				
2a) To pilot a new tailored programme to engage young adults			30,000	
2b) To pilot a new tailored programme to engage refugees and asylum seekers		3,000		
2c) To increase access to our activity programmes for under-served groups	3,000			
TOTAL INCREASING SERVICE COSTS	3,000	6,000	48,000	48,000

Objective 4: Enabling the Strategy	Year 1	Year 2	Year 3	Year 4
Chief Executive increased to full-time		13,000		
Programmes Manager increased to full-time		9,000		
Marketing & Comms Officer increased from		7,000		
Increased sessional staff time for information resources		2,000		
Increased grants/community/corporate fundraising capacity (variety of resourcing)		10,000	10,000	
New part-time Volunteer/Peer-led Coordinator		25,000		
TOTAL INCREASING OTHER COSTS		66,000	76,000	76,000

Increased income - breakdown

Objective 4: To achieve financial and operational sustainability through core capacity-building, new partnerships and diversifying funding sources.

4d) To invest in **increased core staffing capacity** to deliver the Strategy.

4e) Depending on funds available, invest in a new flexible fundraising resources to grow our supporter network of new corporate and community fundraising partners.

To cover additional costs	Year 1	Year 2	Year 3	Year 4
Restricted service grants		25,000	42,000	
Unrestricted core grants	3,000	44000		
Corporate donations			5,000	10,000
Community & public fundraising			5,000	10,000
TOTAL INCREASING INCOME	3,000	72,000	124,000	144,000

Risk assessing the Strategy

Risk 1	
<i>Cannot raise sufficient funds to achieve objectives</i>	
Mitigations	
Invest in fundraising capacity one year prior to planned service growth.	Objective 4
Invest in contracted-out fundraising capacity to achieve most return on investment (eg grants, community and corporates prospect search) for core team relationship-building.	Objective 4
Double-up staffing posts/capacity to deliver more than one objective/goal (eg Volunteer Coordinator post to support peer-led developments).	Planning

Risk 2	
<i>Cannot sustain increased level of income</i>	
Mitigations	
Build up multi-year grants from major charitable foundations and Lottery.	Objective 4
Deliver developments via partnerships to bring in experts, additional networks and capacity.	Objective 4
Ensure income raised and target 3 months' cashflow, before any service expansion attempted.	Planning
Reduce core staff hours and redundancy for new posts if not sustainable.	Planning
Re-align programme activity to fulfil Strategic Plan objectives, ie achieve some service change objectives via existing service delivery capacity.	Planning

Risk 3 <i>Insufficient staffing capacity to support Strategic Plan developments</i>	
Mitigations	
Build core capacity before expanding service.	Objective 4
Increase capacity to support more volunteers for service developments (eg digital and information)	Objective 4
Introduce phased development and growth	Planning
Prototype test and learn before rolling out	Planning
Increase HR capacity via zero-hours contracts, self-employed contracts, consultancies and pro bono partnership working	Planning

Planning milestones

Summary organisational development by years

Actions	Year 1	Year 2	Year 3	Year 4
Objective 4: Capacity building developments	Develop core capacity			
Objectives 1-3: Major service developments		Major service developments - Pilot and learn		
Mid-point Strategic Plan review			Review	
Year 4 prepare for next Strategic Plan cycle				Next Strategy

Objective 1

To bring together more people experiencing isolation through our existing free open-access and out-of-hours service, based in Islington and open to anyone in North London.

Development goals	Change level	Year 1	Year 2	Year 3	Year 4
1a) To increase attendance rates within all SLT's programmes		Increased marketing - Pilot test and learn			
1b) To re-establish weekly Friday events.			Fundraise	Re-establish weekly Friday events	
1c) To reach more people at times of most risk from isolation through marketing/partnerships	Level 1 change	Design	Pilot test and learn		
1d) To improve activity programme wellbeing benefits for participants	Level 2 change	Design	Pilot test and learn		

Objective 2

To support participants who are most at risk to access our community through targeted and tailored activities.

Development goals	Change level	Year 1	Year 2	Year 3	Year 4
2a) To pilot a new tailored programme to engage young adults aged 18-35,	Level 3 change	Design	Pilot test/learn CBF funding	If successful, deliver new Young Adults programme	
2b) To pilot a new tailored programme to engage refugees and asylum seekers ,	Levels 1-3 change		Pilot test and learn	Review	
2c) To increase access to our activity programmes for under-served groups	Levels 1-2 change	Fundraise Autism access	Pilot service adaptations	Fundraise LGBT access	Pilot service adaptations
2c) To increase access to our activity programmes for under-served groups	Levels 1-2 change	Design marketing	Pilot middle-aged men	Review	Continue test and learn
2d) To retain the ' open to all ' inclusive approach	No change	Continue as now			

Objective 3

To offer new types of peer support, enabling people participate more fully in our SLT community and build their own social networks, matched to their needs.

Development goals	Change level	Year 1	Year 2	Year 3	Year 4
3a) To empower our participants' voice and challenge mental health stigma	Level 2 change		Pilot test/learn CBF funding	Review	
3b) To increase our participants voice within SLT	Level 2 change	Continuous development - Pilot test and learn			
3c) To enable our participants to build their own social networks through peer support	Level 2 change		Fundraise Coordinator	If successful, expand peer support	
3d) To up-skill our participants through new information resources & digital skills	Levels 2-3 change	Design and test prototypes	Test and learn full digital and info capacities	Review	

Objective 4

To achieve financial and operational sustainability through core capacity-building, new partnerships and diversifying funding sources

Development goals	Year 1	Year 2	Year 3	Year 4
4a) To develop closer partnership-working with NHS and integrated care partnerships.	Continuous development - Pilot test and learn			
4b) To build new voluntary & community sector partnerships to progress Objectives 1-3	Continuous development - Pilot test and learn			
4c) To invest in a new part-time Volunteer Coordinator post		Fundraise Coordinator	Expand peer support	
4d) To invest in increased core staffing capacity to deliver the Strategy.	Fundraise core income	If successful, expand core staffing to support service developments		
4e) Invest in flexible fundraising capacity (grants, corporate and community).	Design	Pilot test, learn & review		
4f) To implement a recognised quality assurance system	Internal quality standards	Fundraise and if successful pilot quality assurance system		Review