

Strategy 2026 – 2030



‘Change is not the enemy, stagnation is’

Greg Davies 2026

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Foreword

In Lewisham and Southwark, the number of older residents is increasing and is projected to rise significantly over the coming decade. Many people will live longer but spend a substantial proportion of later life in poor health. Around one in five older Londoners experience poverty after housing costs, and a significant number live alone and report loneliness. Preventing loneliness and social isolation will be a core strategic priority for the charity over the life of this strategy.

As the number of older residents grows, increasing numbers of people will live alone, experience declining mobility or health, and face barriers to digital and community participation. Persistent loneliness is associated with poorer mental and physical health, increased demand on health and care services, and earlier loss of independence.

Through community-based services, group activities, befriending, advice and partnership working, the charity will focus on enabling older people to remain socially connected, active and engaged in their communities. Reducing risk of loneliness and strengthening opportunities for participation and belonging will therefore be central to achieving our mission.

These interconnected trends are increasing demand for preventative, community-based support at a time when statutory services are under growing financial pressure. This reinforces the importance and role of Age UK L&S in enabling older people to remain independent, connected and live well for longer.



Philippe Granger
Chair of Trustees

Executive Summary

Age UK Lewisham & Southwark enters the 2026–2030 strategy period at a time of profound social, economic and demographic change. Older populations in both boroughs are growing, with increasing numbers experiencing poverty, declining health, digital exclusion and persistent loneliness. These pressures are intensifying demand for preventative, community-based support at a time when statutory services face significant financial constraints.

In recent years, the charity has continued to deliver high-quality frontline services despite rising costs, funding reductions and the need to draw heavily on reserves. This strategy outlines the organisation’s commitment to rebuilding financial sustainability, strengthening core infrastructure and ensuring that income exceeds expenditure by 2028, with reserves restored in line with policy by 2030.

The strategy sets out a renewed focus on tackling loneliness, poverty and frailty by enhancing existing services and developing new needs-led, sustainable models. Through community-based support, advice, befriending, day services, dementia programmes, cancer support and practical services,



the charity will work to keep older people healthier, connected and independent for longer.

To achieve this, Age UK Lewisham & Southwark will operate through three organisational pillars:

Values-Led – ensuring fairness, dignity, equity and respect underpin every interaction.

Engaging – being a trusted partner to older people and a collaborator of choice across sectors.

Sustainable – building strong financial, workforce, governance and digital foundations.

Partnership working will be central to delivery, including borough-based alliances, the COPSINS partnership, Lewisham INT and the emerging South East London Age UK collective.

The strategy identifies nine development opportunities—from expanding Handyperson/Happy Feet services to establishing a charity shop and new wellbeing programmes—each designed to strengthen the offer, generate income or extend reach.



Impact measurement will be enhanced through improved use of Charity Log, consistent outcomes tracking, service-user feedback, and partnership with universities to support research and evaluation. The charity's updated Theory of Change will guide service development and ensure alignment with mission and outcomes.

Overall, this strategy is a commitment to strengthening our position as a values-led, engaging and sustainable organisation that ensures older people in Lewisham and Southwark are valued, independent and able to live later life well.

Purpose, Vision, Mission, Values and Aims

Our Purpose and Vision:

To improve the lives of older people in the London Boroughs of Lewisham and Southwark, working towards a future in which older people are valued, safe and empowered to make choices about their lives

Our Mission:

Age UK Lewisham and Southwark aims to empower and enable older people to lead fulfilled lives by:

- Providing services and support that address poverty and isolation
- Protecting the human rights of local older people
- Promoting health and wellbeing
- Connecting older people with their communities
- Working positively with partners across all sectors

Our Values:

Our work is shaped by our values:

- We recognise older people as individuals with diverse talents and needs
- We are fair and equal as service provider, employer and partner
- We are opposed to ageism and discrimination in all forms
- We are collaborative in our approach to work
- We are a dynamic, credible, trusted and sustainable organisation

Our Strategic Aims:

Our overall aims and values are reflected in our current strategic aims:

- Promoting Wellbeing
- Reducing Poverty
- Enabling Connection

Strategic Priorities for 2030

Our strategic aims of, Promoting Wellbeing, Reducing Poverty and Enabling Connection are in line with the national AGE UK. Although we are separate organisations, as brand partners we speak with the one voice. We all care that people in older life get the most out of life. We recognise that if you are disadvantaged through poverty, health and opportunity then this is more difficult to achieve.

We believe that our role is to provide the appropriate platforms so that people can have equity of opportunity. To this end our strategic priorities are focused first on the people we serve and then to ensure we have the structural support to deliver to our priorities in the framework of our values.



Strategic Priorities

- **Take people out of poverty**
through increasing the volume and quality of our Facilitation, Information and Advice.
- **Tackle loneliness**
through increased facilitation and befriending to enable opportunities to engage with friends old and new. To grow the volunteering engagement for people of all ages.
- **To grow our wellbeing and frailty offer**
through delivering a variety of activities that enrich and exercise the body and mind.
- **Increase day centre availability**
through constant quality reviews, growing services at SEDC and seeking new opportunities to deliver further high-quality provision.
- **To grow our practical support to older and disadvantaged people**
Enabling people to live well for longer in their own homes and to provide a freedom of movement that encourages people to live life to the full. This can be through low level practical support, such as fixing and fitting items, cleaning.



The situation we see around us

	Lewisham	Southwark	London	England
Population	299,810	306,374	8,945,310	68,700,000
Demographics (White British)	41.5%	36%	36.8%	74.4%
Poverty rates	28%	22%	26%	21%
Under 75 mortality rate (per 100,000)	381	362	305	329
Aged 65 +	9.6%	9.3%	12%	19.5%
Female healthy life expectancy	57.7	60.9	63.9	60.9
Male healthy life expectancy	57.8	60.3	63.9	60.7
Loneliness	38%	33%	35%	27%
Sources: ONS, Trust for London, City Hall, Lewisham Council, JRF, House of Commons, London Councils, Southwark Council, DfE				

We have all lived through significant turbulent times with the changes to the economic and social structures over recent years such as the austerity measures, Brexit, the Cost of Living Crisis and Covid. These have all had a profound impact on how we live, access services and the affordability of everyday. According to the Trust for London¹ the rate of pensioner poverty has risen to 22% over the 10 years to 2024. The knock-on effect on health and wellbeing is inevitable as people age with the barriers imposed by poverty.

Alongside the economic and social changes there has been an explosion in the way we use technology and to come are further revolutionary advances as a result of AI. In 2024 Age UK² reported that 18% of people over 65 in the UK do not use the internet. 37% of people aged 65 & over are unable to complete all eight of the tasks required to set someone up for success online; 20% do not having the skills required to thrive in a digital society in day-to-day life. For many older people this has made them feel further away from services and much more isolated.

According to Urban Health³ older residents frequently report issues related to chronic conditions, poor-quality housing, and discrimination or lack of trust in

healthcare services. In both boroughs there is a high prevalence of long-term conditions such as dementia, neurological conditions, and heart disease with dementia-related emergency admissions significantly above both London and national averages.

We are now living in a climate where especially for the most disadvantaged older people there is an increase in poverty, a decrease in health and wellbeing and a life at risk of loneliness. The role for the voluntary sector is to stand in these gaps and enable people to live older life to the full.

Bibliography

- 1 - <https://trustforlondon.org.uk/data/poverty-age/#:-:text=Children%20have%20the%20highest%20level,child%20poverty%20rate%20has%20decreased.>
- 2 <https://www.ageuk.org.uk/siteassets/documents/reports-and-publications/reports-and-briefings/active-communities/internet-use-statistics-june-2024.pdf>
- 3 - <https://urbanhealth.org.uk/wp-content/uploads/2024/08/Health-Wellbeing-in-Lambeth-Southwark-Insights-from-Local-Communities-July-2024.pdf>
- 4 - <https://www.ncvo.org.uk/news-and-insights/news-index/the-road-ahead-2025/challenges/#:-:text=More%20resources,more%20in%20the%20long%20run.>
- 5 - <https://ifs.org.uk/publications/how-have-english-councils-funding-and-spending-changed-2010-2024>

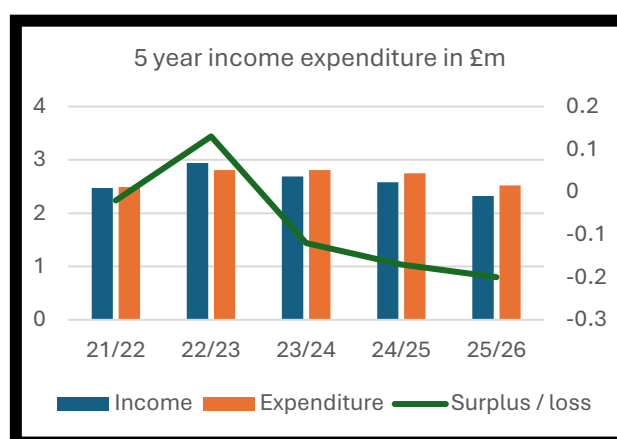


How have we fared as a charity in recent years?

The last few years have been very difficult for the charity sector. Many charities are going through a 'big squeeze' according to the NCVO's 'The Road Ahead 2025'⁴ where they state that although the income to the sector has increased over recent years, costs have gone up at a greater level and more charities are now using reserves to cover revenue costs. There is a lot of pressure on trust funds who are seeing smaller pots of money to distribute. According to the IFS⁵ local authorities have also seen a reduction in grant funding from central government of 50% and a real terms reduction for 22.6% for the disproportionately hit most deprived boroughs.

The charity has continued to deliver front line services though some of them have been unfunded or underfunded. We have also seen the value of local authority grants either frozen or reduced. There have not always been the reciprocal cuts to the frontline or support services to meet the funding envelope.

The knock-on effect has been dramatic, with an approximately £380,000 reduction in unrestricted reserves. These have been used to continue the vital frontline services and secure a core team to support the charity. This table shows our intrepid financial journey since Covid.



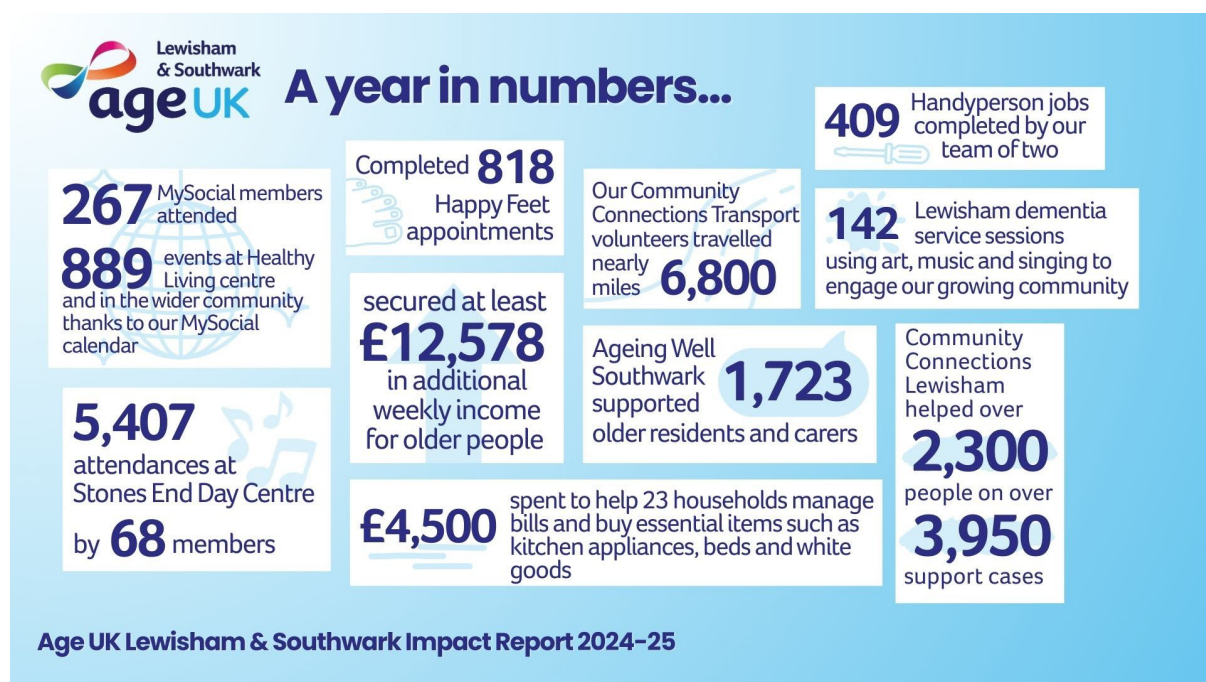
Over the life of this strategy, a key aim is to bring financial stability to the charity. Our income has had a significance reliance on a dwindling local authority purse. This can not be guaranteed going forward. Local Authorities are having to focus on statutory rather than preventative programmes. Our financial plan is simple; we will be focusing on ensuring that our income is higher than the expenditure.

The work that we do

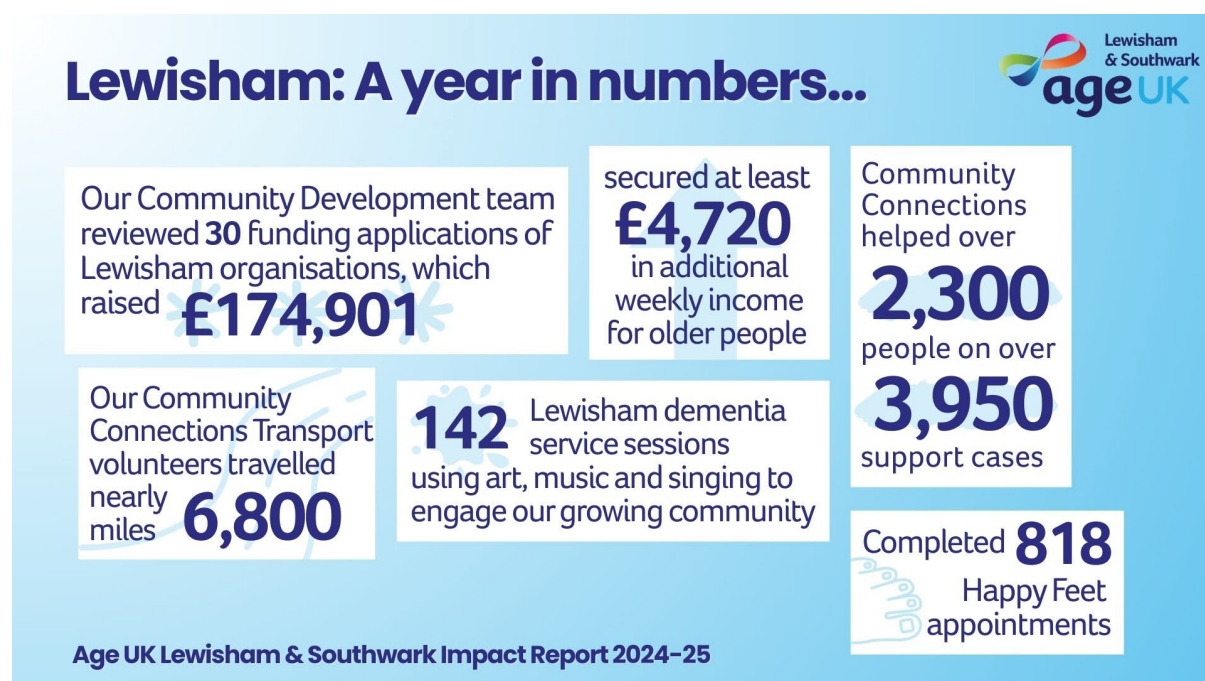
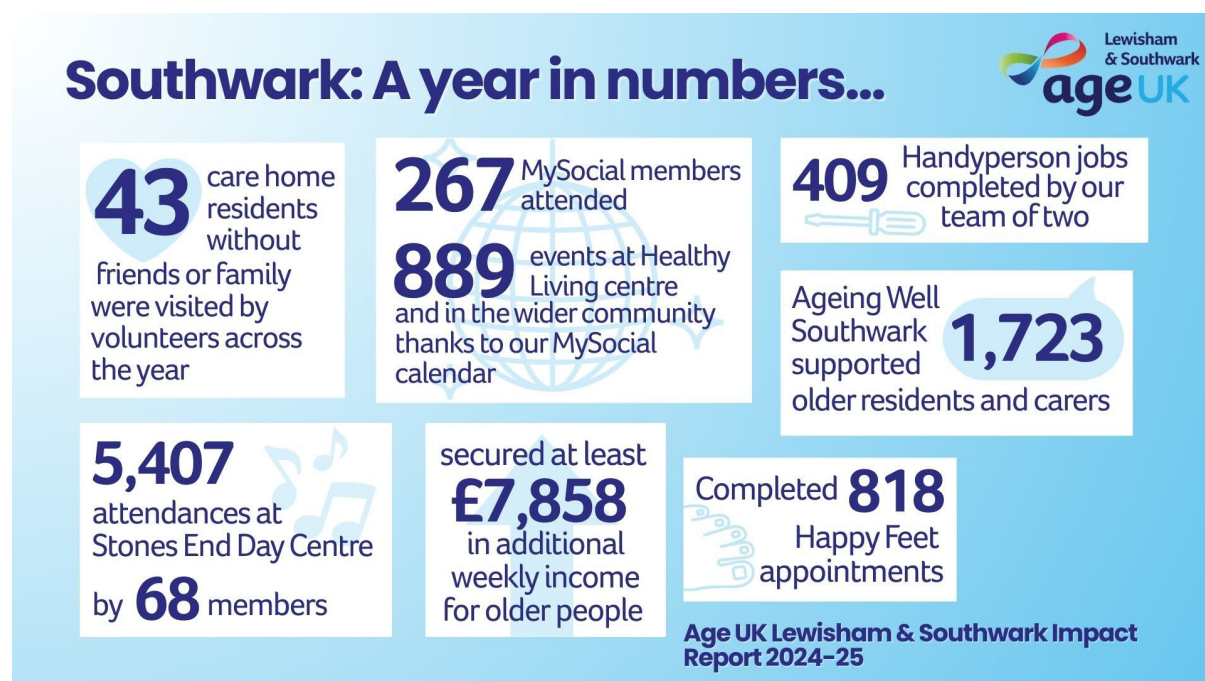
In 2006 the two charities of Lewisham Age Concern and Southwark Age Concern came together to form Age UK Lewisham and Southwark. For many years the two charities had developed different profiles in each borough. That still upholds our profile in both boroughs.

In Lewisham our profile is more focused on support across a wider adult age range, providing befriending, advice, support and practical activities for people with dementia. Over the last year we have launched a new programme supporting people living with cancer, funded by Macmillan with an aim to champion cancer awareness and engage volunteers to walk a cancer journey with people. All of these are not Age UK branded but sit under the Community Connections Lewisham badge.

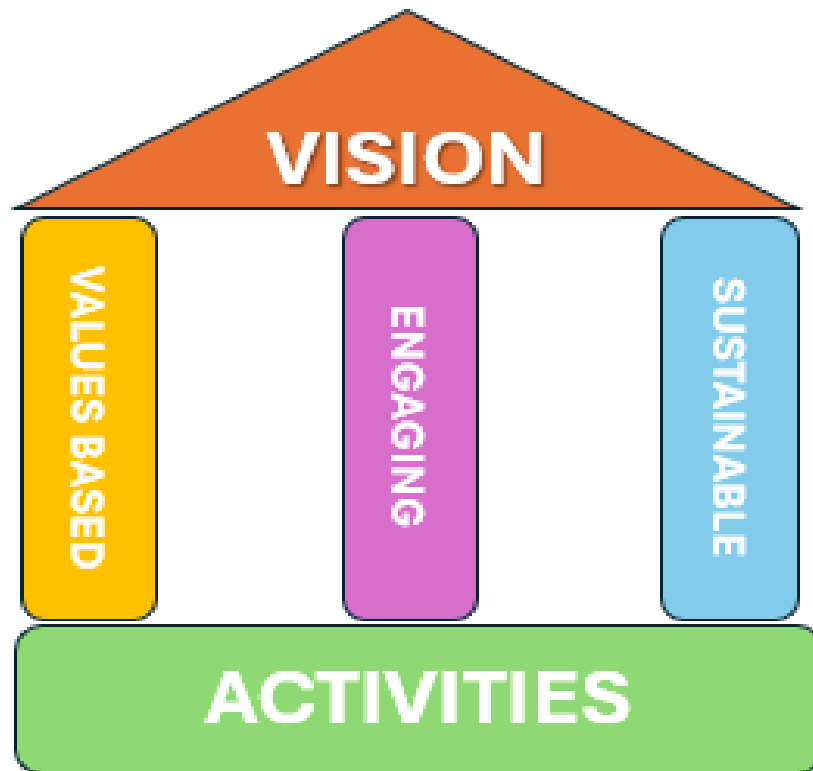
In Southwark we have a stronger Age UK profile with two buildings offering community engagement and day care support. Alongside these we also run the practical projects of Handy Person and Happy Feet. As part of the COPSINS partnership we deliver advice and facilitation.



The breakdown of both boroughs show that we have a very strong engagement in the community which is a testament to our dedicated staff and volunteers.



Pillars supporting our vision



To achieve our vision and to successfully deliver our priorities we need to be a values led, engaging and sustainable charity. When we bring these elements together we are then able to fully serve the people that are at the heart of our mission and purpose.

Values Led

Being values led is to purposely live out your values in every interaction whether with the people we serve, each other, our suppliers, partners, supporters and funders. Ensuring that we are working with fairness and equity at the heart of interaction and that this is the default experience of everyone who is in contact with the charity.

Engaging

With people we serve, we take the position that are alongside people, in partnership to help them to achieve their goals and see us as a trusted, safe friend in a changing world.



We want to be a partner of choice. In growing our work and reach, we will not do this alone. We will partner with a range of organisations as we recognise we can't achieve our objectives in isolation. Our partners will include the national Age UK and other Brand

Partners. We will work in Southwark with our COPSINS partners to grow more services around the Aging Well Southwark agreement as well as looking to develop further local partnerships. In Lewisham we are working with Lewisham Local and other partners on developing the neighbourhood model. We will also seek further partners to grow alliances across different health conditions that affect older people and people with multiple disadvantages.

Sustainable

To be a values led good partner, we need to be a sustainable charity. Firstly, this is to be financially viable. From 2028 we are planning to generate more income than we expend. By 2030 we will be able to operate with a reserve that will help us as a charity to pilot and explore new ways of working.

Being a good employer is key to being sustainable. To continue to be a London Living Wage Employer is vital with the work we do. If we value our staff, then they will show that value in their work.

Supporting our staff makes us viable. We are a charity of choice for employees, this is shown through a strong retention rate of 85.7%. We recognise that there is a need for further investment in the team through ensuring we have good

systems of support and training. Using the Happy Manifesto principles, where we provide more freedom to enable everyone to be experts in their roles. We recognise that work needs to be balanced with life, and life sometimes needs flexibility so that people can perform and serve to the best of their abilities, leading to services being delivered to the highest standards.

Our governance and support functions are core to sustainability. With trustees having a breadth of experience and good training they will be able to guide the charity through this strategy cycle. To do this we will ensure that we have good processes in place to recruit, onboard and engage trustees.

Our support function needs to be appropriate to the size of the charity. Delivered by a values-based team with up to date skills, prepared to navigate the changes to our charity as we see a growing use of AI across the sector.

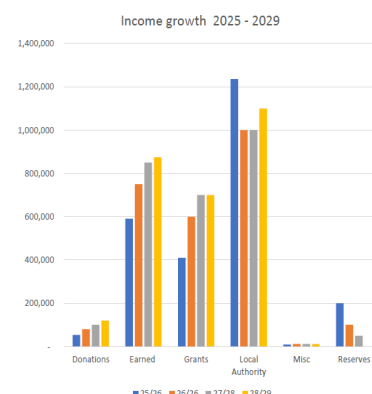
Our financial management will focus on efficiency and sustainability. Working with an external financial controller we will identify growing issues as early as possible and take appropriate actions. Through making greater use of Xero as a management

tool rather than just an accounting system we will develop new systems enabling us to manage costs and develop improved value

for money returns. Our financial stability aim is to breakeven by 2028/2029 and rebuild reserves in line with our reserves policy and provide the opportunity for capital and developmental investment.

Proposed route to financial viability

- This is a fundraising strategy and is not looking at how to reduce costs
- We recognise that Local Authority funding is likely to reduce
- Target is to end reserves being spent on operational costs by April 2028
- Concentrate on increasing donations, earned income and grants



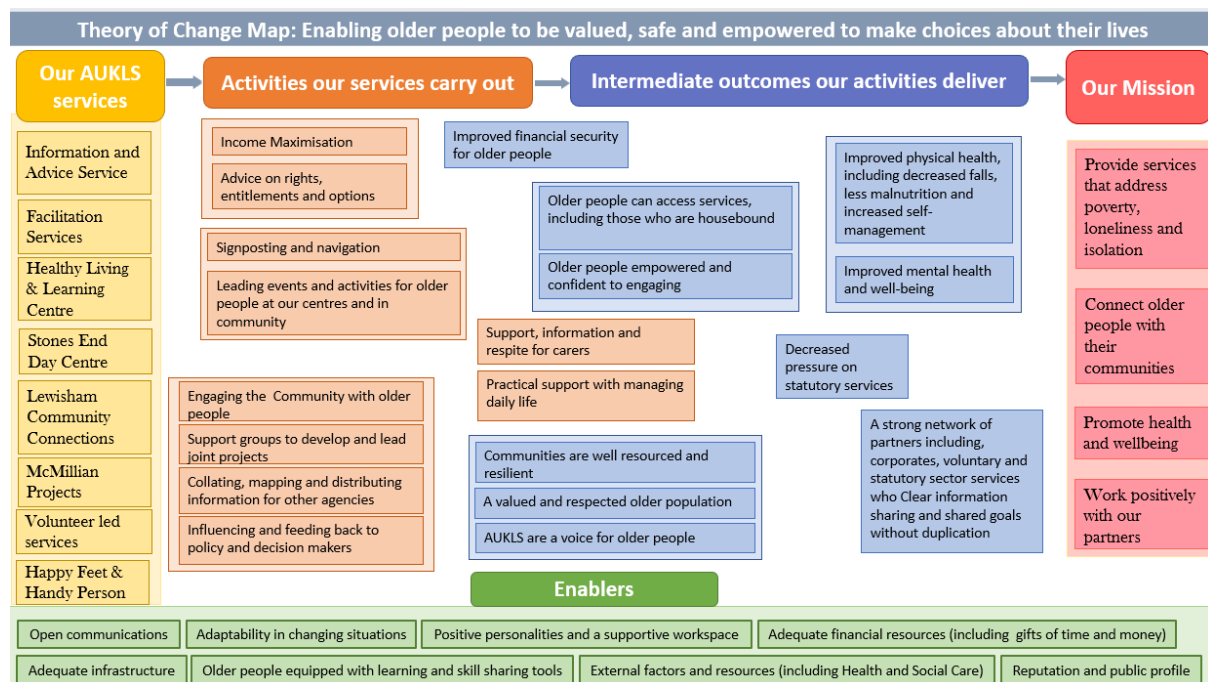
Theory of change

In 2019 the charity developed a theory of change. This has been updated to reflect current projects and mission. During this strategic cycle we will review the theory of change as part of an impact review. This will include how we measure our activities against our mission.



The aim of the theory of change is to help the charity to focus on the service activities we need to deliver to achieve our mission. To help

understand what we need to deliver, we work backwards from our mission to understand the impacts and outcomes that will demonstrate we are meeting our mission. Then we identify, create and develop the services that will meet these outcomes. The Theory of Change below shows how these are met through all projects as a collective.



The work we want to do and why

The Age UK network across the country has grown to support older people in local communities to live older life well. With our partnerships with local authorities and the NHS, they are looking to reduce pressure on their statutory services. The longer that older people can live a healthier, more active and engaged life the less they will need statutory services. This has a double outcome, not only is there less strain on public services but people also live a better life. We believe that our current projects are all enabling people to live healthier, happier and independently lives for longer. **Everyone wins.**



During the period of this strategy, we are looking to strengthen the offer within each service and to grow our reach within the boroughs. We are also looking to add to our offer to older people through the development of sustainable needs led services.

As we look towards 2030 we recognise that partnership working is going to be key to develop good quality services that provide holistic support to people. Being a key partner for the local authorities, NHS and community partners is a key theme of how we will work together. Alongside partnerships we will be exploring expanding current services and looking to bring forward new self-generating projects and ventures to help secure the charity and increase our reach and support.

Partnerships

As part of the Age UK network we recognise that we are able to lean into other brand partners and use our collective strength to deepen and grow our offer to older people in Lewisham and Southwark.



We are currently engaged in building a South East London Age UK Collective working with Lambeth, Bexley and Bromley & Greenwich. The aim of this is to work with the South East London Integrated

Neighbourhood Team who cover all 6 boroughs and to offer services across their region.

The London Region of Age UK brand partners are exploring building a collective alliance so that we can jointly influence and bid for services across London. This will include building relationships with the Greater London Authority.

Borough partnerships

In Southwark we are part of the COPSINS partnership along with Southwark Pensioners Centre, Blackfriars Settlement, Time and Talents and Link Age Southwark. We have delivered the partnership for a number of years with funding from the council



under the Ageing Well Southwark contract. This was renewed in 2025. As partners we are now exploring how we can build upon the foundations of this contract and seek to attract further opportunities. As the NHS and Local Authority led Integrated Neighbourhood Teams develop in the borough, we will seek to be a key partner for supporting older people to access services and develop their wellbeing.



Lewisham is at an exciting time of change. We are seen as a key partner for the council. We are leading the Main Grants programme for the next three

years. In this we are providing the Community Connections Programme including facilitation work for the NHS Integrated Neighbourhood Teams and working in partnership with Lewisham Local who will lead on community capacity building. As part of the programme we are also leading fellow partners; St Lukes and St Marks in the south, Ignition Brewery in the west, Bear Church in the North and Lewisham Irish Centre in the East. The four partners are hub partners for the VCS Neighbourhood model and will be the physical focus for providing a meeting place for residents and organisations to connect with support and services within their local area.

Projects to explore

In late 2025 our staff and trustee away days considered the developments that we want to explore delivering as we continue to reshape the charity towards 2030. There were 9 key opportunities that were identified as projects to grow our service delivery. Recognising the need to have financial control all of these are either part grant funded or self-generating, with the exception of expanding our I&A service, which will need to be grant

funded. These don't restrict us from exploring other opportunities. We also recognise that not all of these will come to fruition following their research phrases.

Project 1	Presence in Lewisham
Actions	- AUKLS Branding increased use with public - Set up a physical presence – a front door! - Increasing dementia friendly groups and services - Grow opportunities to share experiences around dementia and art - Expand Happy Feet and Handypersons into Lewisham - Transition Befriending & Transport into AUKLS branding from CCL

Project 2	- Happy Feet & Handypersons
Actions	- Expand both services - More use of space at AUKLS sites for clinics - Recruit additional practitioners to be able to expand the service offer - Re-explore CQC registration to expand services offered

Project 3	Advocacy – I&A
Actions	- Expand service and secure additional funding - Hold more dedicated drop-in sessions in our centres - More borough-wide opportunities to offer service

Project 4	Day Centre & Older Carers,
Actions	- Review the offer and record the quality of delivery at SEDC - Expand the delivery within the current premises exploring standard and enhanced levels of support - Explore delivering further day centre contracts - Explore weekend offer, minibus use - Explore an offer to older carers both those supporting day centre members and more generally

Project 5	Help at Home
Actions	- To deliver non care giving support at home such as cleaning, administration, cooking - Research the financial models of 5 other Age UK's

Project 6	Preparing for old age courses
Actions	- Use the Age UK's "Life Book" to develop a course or series of presentations/public events on later life.

	- Source funding from corporate partners to run the service with their employees as well as offering it to DWP and other potential funders.
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Project 7	Hoarding support
Actions	- Build a plan for a 'Sort your life out' style service to support people to declutter homes and build new skills to cope without a build up of belongings - Approach Housing providers for pilot project funding

Project 8	Will writing support
Actions	- To provide an opportunity for older people in both boroughs to be able to use a low cost will writing service - To encourage a flow of donations through gifts in wills.

Project 9	Charity Shop
Actions	- To partner with Age UK to launch a new shop in either borough helping to provide a physical presence. - Explore opening a joint space – Shop – Café Space and meeting space

Project 10	Review Southwark building strategy
Actions	- To review the usage of both SEDC and HLLC to look to both maximise income from the properties and community asset. - Review the future of HLLC site and explore further working with partners to rebuild the site as a Alms house and activity centre - Review the use of SEDC and the site in light of potential NCIL funding from the new tower block planned.



How we are going to capture the impact and review delivery

We are in a very good position progress how we capture and share impact. At present the charity captures virtually all information through Charity Log, a database used by many Age UK Brand Partners across the UK. This has a lot of functionality that we are using well in services to support members and clients. There is an opportunity to develop our reporting tool further where we can evidence how we are meeting our mission.

Evidence on how we are creating impact will come through a mix of feedback



from service users, families and services. Some of our services are currently conducting surveys on member and user engagement. Over the next year we will develop these to provide consistency in how we track our outcomes and impact. With the key focus being on how we are achieving our mission and Theory of Change.

During the current year we have introduced a new activities tracking report. This is a monthly check on one-to-one activity and group activity. All managers are now updating this tool. This will be used to show the breath of reach and activity happening across the charity. Our surveys, monitoring reports and case studies will be used to show the depth of impact.

Project	New referrals	Target	% in decimals	One to one appointments offered	Target	% in decimals	Individuals attending 1 - 1 person/phone/online	Target	% in decimals	One to one appointments completed	Target	% in decimals	Groups / events held	Target	% in decimals	Individuals attending groups and events	Target	% in decimals	Total number of group/event attendees	Target	% in decimals	Additional funds secured for individuals	Target	% in decimals
Ageing Well Southwark	64	61	105%	9	7	129%	9	7	129%	9	7	129%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
CCL (wellbeing plans & Hub attendance)	17	45	38%	17	45	38%	17	40	43%	17	40	43%	4	4	100%	89	60	148%	114	100	114%	0	0	0%
Community Development Work	0	0	0%	7	11	64%	7	11	64%	7	11	64%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Handyperson	31	0	0%	16	25	64%	16	18	89%	16	25	64%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Happy Feet	16	20	80%	78	94	83%	69	76	91%	69	76	91%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
HLLC and My Social		16	0%	0	0	0%	0	0	0%	0	0	0%	0	60	0%	120	0%	1000	0%	0	0	0%	0	0%
Information and Advice	66	30	220%	92	82	112%	67	41	163%	92	80	115%	0	0	0%	0	0	0%	0	0	0%	33,887.54	£20,000	169%
Lewisham Befriending	3	20	15%	97	80	121%	38	42	90%	97	80	121%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Lewisham Dementia Service	4	0	0%	0	0	0%	0	0	0%	0	0	0%	12	14	86%	17	9	189%	73	66	111%	0	0	0%
Lewisham Transport	3	0	0%	52	60	87%	12	19	63%	37	41	90%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
MacMillan Social Prescribing	13	17	76%	13	17	76%	13	8	163%	13	17	76%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
MacMillan Cancer Champions	0	0	0%	0	0	0%	0	0	0%	0	0	0%	2	2	100%	12	10	120%	12	12	100%	0	0	0%
Southwark Care Home Befriending	0	0	0%	21	7	300%	24	7	343%	21	7	300%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Stones End Day Centre	10	10	100%	8	10	80%	8	8	100%	8	8	100%	20	21	96%	55	70	79%	372	525	71%	0	0	0%
Total	227	227	100%	410	438	94%	280	277	101%	386	392	98%	38	101	36%	173	269	64%	571	1703	34%	33887.54	20000	169%

Through monthly monitoring of service delivery and the development of surveys and feedbacks, we will grow a review process that enables a focus on outcomes and impact rather than just delivery numbers.

Proving that we are enabling people to live healthier and independently longer will be tracked against research and examples of good practice. Over the next year we will seek to work with some of the local universities and look explore becoming a research partner for social science undergraduate or postgraduate studies.



Development Targets

Number	Objective	Description	Target timeframe and impact
1	To develop new partnership projects in both boroughs	To work with local charities and regional Age UK partners to develop new services to support older people	One new service established a year. Meeting the objectives of NHS Neighbourhood Health Strategy
2	To be considered a key partner by local authorities	To continue to grow good relationships with council officers and politicians and to support them in the development of tackling poverty, loneliness and frailty.	Each year, to be a point of expert reference for older people in the borough. Report on senior staff attendance at partnership meetings, safeguarding boards and other advisory panels
3	To establish a physical presence in Lewisham	To open our own premises where people can access services and we can generate sustainable income. This could include establishing a new Day Centre	Early 2028 A sustainable place where people to feel safe to access services
4	To grow practical projects styled on Handy Persons and Happy Feet	To grow the practical support we offer people to help people to live well with increasing frailty	Each year to have growth in service delivery. Supporting people to stay

			independent for longer.
5	To offer a strong befriending offer in Lewisham	To grow the current transport and befriending offers to create a challenge to Loneliness	To find new funding for the service by the end of 2026 and be able to reestablish during 2027
6	Grow the sports and health offer	To research and engage with the growing sports participation focused on older people and establish	To establish 2 regular funded team sports activities a year. To increase health and wellbeing
7	Continually increase the quality of advice and facilitation	To develop programme of training and updating for frontline staff.	To maintain the CQS for I&A. Report on the training undertaken by teams
8	To grow day care provision	Increase provision at SEDC to 35 – 40 people a day Open a new day centre	Increase numbers of standard and extra care members at SEDC. Open a new centre. Each year conduct an impact assessment to show the ROSI for day centre places

9	To be a financially sustainable charity	To ensure that our income is higher than our expenditure	26/27 – deficit under £100,000 27/28 deficit under £50,000 28/29 surplus circa £25,000 29/30 surplus circa £50,000
10	Grow the staff wellbeing and training plan	To review the wellbeing support for staff. To establish a training budget and programme for all staff	Clear wellbeing offer established 2026 Annual Individual training plans where appropriate. Programme of team training and refresher courses.
11	Grow fundraising function in the charity	Establish a fundraising team that establishes regular corporate, individual and grant funding	To grow non-Local Authority funding by; 26/27 - £175,000 27/28 - £300,000 28/29 – £450,000
12	Establish a retail offer	To generate a new source of self generated income and increase public profile	Establish a new retail offer that increased profile and sustainable income.