



Archway Foundation Strategy 2025-2028

Outcomes:

- People using the services will experience improved connection and lower levels of loneliness.
- A range of groups at high risk of loneliness, including young people, older adults, people with additional needs, people from an ethnic minority group and people from deprived wards throughout Oxfordshire will engage with services.
- The organisation will become more sustainable having invested in diverse fundraising streams over the course of the project.

Archway's mission is to **create connections that alleviate the hurt of loneliness**. This mission is underpinned by the following values:

- Compassion
- Hope
- Respect
- Sustainability
- Kindness
- Endurance
- Integrity

Archway is known for the following key attributes:

1. We are a provider with a high reputation and a long heritage, having been around for 43 years
2. We are a pioneer in support to people affected by loneliness
3. Our services are delivered by well-trained, experienced volunteers and staff
4. We are able to provide longer term support for people with multiple needs.

Our 2025-2028 Strategy will take us forward over the next three years and is based on six pillars. These are:

1. Building on our **strengths**
2. Improving our **visibility, impact and reach**
3. Developing our **long-term, strategic approach**
4. Enhancing **income generation**
5. Fine-tuning our **service provision**
6. Refining our **operational management**

Building on our strengths

We will maintain and further our reputation by:

- Fostering links with existing stakeholders
- Identifying gaps in our stakeholder engagement and find ways to address these

This will be achieved through our Fundraising and Communications Strategy (due *July* 2025)

We will ensure our culture continues to be caring, committed and safe by:

- Addressing key aspects of safety, good governance, risk management, ethics and compliance
- Evidencing compliance specifically with regards to mandatory training and policy awareness

- Developing our Equality, Diversity and Inclusion approach
- Review and revamp our Client Record Management system

This will be achieved through our sub-committee “Keeping Archway Safe”, annual risk register reviews and regular reports to Board

Improving our visibility, impact and reach

We will improve awareness of loneliness’ huge impact and become more visible to the wider community by:

- Collating and publishing stories and statistics of the impact of loneliness
- Develop our website and physical media (e.g. posters) with support from organisations such as the Media Trust
 - *There will be 5000 website visits in year three from a current baseline of 3660 (4000 in year one and 4500 in year two)*
- Working with like-minded organisations across Oxfordshire to:
 - develop a “Loneliness Coalition” with a mutual directory of services
 - implement joint awareness raising initiatives
 - identify service gaps and explore possible funding and operational partnerships

This will be achieved through our Fundraising and Communications Strategy (due *July 2025*)

We will reach those most at risk of loneliness by:

- Increasing the number of people we work with by at least 30% over next 3 years: *186 people will access the service in year three from a current baseline of 140 (154 in year one, 169 in year two)*
- *Maintaining the number of people we work with above the age of 65 (current baseline is 64), with a mental health need (current baseline is 92) and with a physical health need (current baseline is 54).*
- Developing services accessible for:
 - *young people: 40 people aged 18-35 will access the service in year three from a current baseline of 3 (10 in year one and 25 in year two)*

- ethnic minority groups: *43 people from an ethnic minority group will access the service in year three from a current baseline of 14 (20 in year one, 35 in year two)*
- deprived communities across Oxfordshire: *55 people living in the 10 most deprived wards in Oxfordshire will access the service in year three from a baseline of 23 (30 in year one and 40 in year two)*
- Improving our understanding of neurodivergence

We will measure the difference we make by:

- Consistently implementing quantitative and narrative impact measurement tools (the Journey Strong and the Loneliness Measurement Impact Tool:
 - *We will aim for a 20% reduction in average loneliness rating across the project based on Campaign to End Loneliness Tool (benchmark in Year 1, 10% reduction in year two and further 10% reduction in year three)*
 - *We will also measure our impact with the Journey Stories - Narratives of Impact Method, a combined qualitative and quantitative co-produced method of measuring impact using accounts of individuals' journey with the project beginning 2025.*
- Gaining feedback on an annual basis with our Reference Group of Friends and Volunteers and reporting this to our Board
- Assessing our impact to the wider health and social care system
- Publicising the results to our stakeholders

This will be achieved through our new Impact Measurement Group

Developing our long-term, strategic approach

We will develop our strategic approach by:

- Implementing an annual refresh of our strategy following a dedicated meeting of our Board and a meeting of our Reference Group
- Implementing an annual Board level review of our corporate and operational risks, and ensuring that we review these throughout the year

Enhancing income generation

We will achieve class-leading fundraising / income generation in a consistently challenging environment by:

- Developing a Fundraising and Communications Strategy which will incorporate:
 - comprehensive range of income-generating options
 - communications to attract investment from new donors, e.g. videos, stories.
 - engagement of existing donors
 - network mapping
 - resources and training
 - partnership fundraising bids
 - metrics to monitor progress
- Recruit Trustees with fundraising expertise

This will be achieved through a new Income Generation Group which will report to the Board (commencing Summer 2025)

Fine-tuning our service provision

We will continue to innovate our services by:

- Moving towards a menu of services and initiatives rather than a strict “pathway” of provision
- Designing our services around high needs groups (e.g. older people, younger people, people from deprived wards)
- Increasing our self-help options
- Developing mutually beneficial cross-generational support
- Improving co-production when designing our services
- Developing our capability to provide safe peer support

We will ensure that we are the right service to meet our beneficiaries’ needs by:

- Creating a matrix of needs and services for new referrals and existing Friends so that we match the right person to the right service
- Developing routes for Friends to thrive beyond Archway services. For example, creating roles within Archway for those who have ‘graduated’ from our services and so maintain ties and relationships with former Friends.

Refining our operational management

Our staff and volunteers will work as a cohesive, dynamic, community facing team by:

- Staff working as “one team” through the Traction framework as an operational tool to make collaborative working a reality
- Developing transparent business policies and processes-e.g. referral and move-on processes
- Each key business process to be closely understood by at least two staff
- Developing a supervision and training policy for volunteers and staff: *Due 2025*
- Developing a volunteer newsletter and having volunteer focused supportive events: *Beginning 2025*