

REFLECTIONS

Business Plan 2026–2028

Arrive as strangers, leave as friends

A local, volunteer-led charity supporting people living with dementia and those who support them in Greenwich.

Prepared for members, families, volunteers, trustees, partners, funders and other stakeholders
2026



1. Executive summary

Reflections is a small, volunteer-led charity established in Greenwich in 2016 to support people living with dementia and those who support them. Its purpose is practical and local: help people remain at home for as long as possible, reduce social isolation, and promote equality and wellbeing through welcoming social activity, information, education and signposting.

The organisation's distinctive strength is its human scale. Reflections combines lived experience of dementia with professional experience, a strong local network and a long-standing volunteer team. Its core Friendship Group meets fortnightly at Shrewsbury House Community Centre and provides conversation, activities, music, exercise, information and opportunities to build friendships.

The service has demonstrated sustained demand. In April 2026 the group had 62 active members, with 70 on the waiting list. The average attendance at the group for 2025/26 was 47.

The 2026–2028 priority is therefore not expansion for its own sake. It is to protect what works, strengthen resilience, widen participation where capacity permits, deepen partnerships, develop the volunteer and trustee base, and maintain a sustainable funding position. Reflections should remain small enough to be personal, but robust enough to withstand changes in volunteers, funding, demand and the local service environment.

1.1 Strategic priorities

- Protect and improve the fortnightly Friendship Group as the organisation's core service.
- Maintain a welcoming, dementia-inclusive environment in which members can participate at their own pace.
- Use music, reminiscence, creative activity, gentle exercise and visiting stakeholders to support connection and wellbeing.
- Strengthen referral and partnership routes with the local memory service, Greenwich Carers Centre, BLG Mind and the wider dementia services network.
- Develop a broader and more resilient volunteer and trustee structure, reducing reliance on a small number of individuals.
- Maintain a diversified funding base and build sufficient reserves to manage uncertainty.
- Improve the quality and consistency of impact reporting without creating disproportionate bureaucracy.
- Use the website and digital channels to demonstrate impact, share useful information and make the organisation easier to find.

1.2 What success looks like by 2028

Outcome	Measure / evidence
Members can access regular, welcoming support	Fortnightly Friendship Group maintained; attendance monitored; waiting-list pressure reviewed.
Members experience friendship and reduced isolation	Feedback, participation, repeat attendance and member stories.
Carers receive practical support and signposting	Access to advice at sessions; referrals and signposting recorded where appropriate.
The organisation is resilient	Wider volunteer/trustee responsibilities; succession arrangements; documented key processes.
Funding is sustainable	Regular grant applications, supporter income and adequate unrestricted reserves.
Partners understand Reflections' role	Active participation in local networks and referral relationships.
Impact is visible	Concise annual impact reporting, website updates and funder reporting.

2. About Reflections

2.1 Purpose

Reflections exists to support people with dementia to remain in their own home for as long as possible, and to reduce social isolation while promoting equality and wellbeing for people with dementia and their carers. The organisation achieves this through stimulating social activities, education and signposting to relevant local services and sources of information.

2.2 History and development

Reflections was founded by Janet and Peter Ley in July 2016, drawing on their personal experience of dementia and extensive experience supporting people affected by the condition. The first Friendship Group was held on 12 July 2016. The service subsequently developed additional carers and reminiscence provision in response to need, while adapting its offer as other services became available.

The organisation became a registered charity with the Charity Commission on 20 July 2020 (charity number 1190466). The website also records Reflections as a voluntary service and highlights its group-led approach: members' views help shape what the charity delivers.

2.3 Vision, mission and values

Element	Reflections' position
Vision	A community in which people living with dementia and those who support them can maintain friendship, dignity, connection and wellbeing.
Mission	To provide accessible, person-centred social activity, information, education and signposting for people affected by dementia, primarily in Greenwich.
Values	Welcoming; inclusive; person-centred; practical; community-led; collaborative; transparent; financially responsible.

2.4 What makes Reflections distinctive

- Local and personal: members know the people running the group and can build relationships over time.
- Experience-led: the organisation combines lived experience of caring with professional dementia knowledge.
- Volunteer-powered: funds raised are focused on service delivery rather than a large administrative structure.
- Flexible: activities and partnerships can be adapted as members' needs and the local service landscape change.
- Networked: Reflections works alongside other providers rather than seeking to duplicate their services.
- Community-focused: the group creates a social environment where people can simply spend time with others who understand their situation.

3. Services and member experience

3.1 Friendship Group

The Friendship Group is Reflections' core service. It is free to attend and is designed for people living with dementia together with family members, friends or other supporters. It meets on alternate Tuesdays from 1.00pm to 3.00pm at Shrewsbury House Community Centre, Bushmoor Crescent, Shooters Hill, London SE18 3EG.

The group uses a mixture of three rooms and activities so that members can choose how they participate. The established format includes conversation, games, quizzes, word activities, colouring and other creative or cognitive activities, followed by music or entertainment. 2026 updates also include regular Fit for Life sessions and visits from professionals such as psychologists and staff from the local memory service.

3.2 Current and developing activity

Activity	Purpose
Social time and conversation	Friendship, belonging and reduced isolation.
Music and live entertainment	Enjoyment, reminiscence and shared experience.
Reminiscence and life-story activity	Connection with personal memories and identity.
Fit for Life sessions	Gentle movement, strength and flexibility, where appropriate.
Information and visiting speakers	Practical knowledge and access to relevant services.
Dementia Friends and awareness activity	Improving understanding of dementia and reducing stigma.
Playlist for Life	Supporting the use of personally meaningful music and life stories.

Reflections is a Playlist for Life Help Point and has used personal playlists as part of its reminiscence and wellbeing work. The group ran a Dementia Friends activity in 2026 and has ongoing links with local dementia professionals.

3.3 Carer support

The former formal Carers Support Group closed after its January 2025 session because other local services had increased, attendance had declined and the group was no longer cost-effective to operate in its previous format. Carer support remains part of Reflections' wider offer through the Friendship Group, information, signposting and access to partner organisations.

4. Need and market

4.1 People we serve

Reflections primarily serves people living with dementia and those who support them in the Royal Borough of Greenwich, with some members from neighbouring areas. There are an estimated 1,887–2,500 people living with dementia in Greenwich, while recognising that not everyone has a formal diagnosis. The underlying need is therefore broader than the number of people currently known to services.

Dementia can increase social isolation for both the person living with the condition and the person supporting them. Reflections addresses a specific gap between diagnosis or professional intervention and everyday community life: a place to meet other people, enjoy activities, ask questions and maintain social connection.

4.2 Demand

Demand has historically exceeded venue capacity. The group has 62 members and a waiting list of 70 in March 2026. The waiting list numbers have fallen from 100 in November 2025, although the waiting time remains at 10 months. There is continued strong engagement, with an average attendance of 47 members in 2025/26 (up from 45 in the previous year) and popular Fit for Life workshops reaching capacity.

4.3 Market position

Reflections does not view other local dementia organisations as conventional competitors. The local system works best when providers complement one another, because many people affected by dementia remain unreachable. Reflections' role is to offer a distinctive social and community-based experience while referring or signposting people to specialist services when another organisation is better placed to help.

4.4 Referral and partnership routes

- Oxleas local Memory Service and associated professionals
- Greenwich Carers Centre
- BLG Mind
- Greenwich Dementia Action Group and the wider local dementia network

- Shrewsbury House Community Centre
- Alzheimer’s Society and Dementia Friends networks
- Playlist for Life
- Local community organisations, funders and supporters

5. Marketing, communications and relationships

Reflections has grown primarily through trust, personal recommendation and professional networking. That approach should remain central. Digital marketing should support, not replace, the human referral routes that have made the service successful.

5.1 Communications objectives

Audience	Message / action
Potential members and families	A friendly, free, low-pressure place to meet others and take part in activities.
Health and care professionals	A reliable community option for people who need ongoing social connection after or alongside formal services.
Funders	A lean, volunteer-led service with visible local impact and strong community relationships.
Volunteers	A practical way to make a direct difference and use existing skills and experience.
Local community	Dementia can affect families across the community; inclusion and small acts of support matter.

5.2 Website and digital presence

The Reflections website is an important public record of activity. It publishes group information, meeting updates, useful resources and examples of what happens at sessions. This supports transparency, helps families understand the service before attending and provides evidence of activity to funders and partners.

5.3 Brand

The strapline “Arrive as strangers, leave as friends” captures the organisation’s central promise. Communications should be warm, clear and practical. They should avoid medicalising the service or presenting members as passive recipients of care.

6. External environment and strategic analysis

6.1 Key external factors

Factor	Implication for Reflections
Demographic change	Demand for dementia-related community support is likely to remain significant.
Public-service pressure	People may need community support alongside formal health and social care.
Cost pressures	Room hire, activities, insurance and other operating costs may rise.
Funding environment	Grant income can be uncertain; unrestricted and multi-year funding are valuable.
Digital change	Digital tools can improve communication and participation but should not replace face-to-face connection.
Volunteer availability	An ageing volunteer base and changes in personal circumstances create continuity risk.
Regulation and governance	Data protection, safeguarding, health and safety, insurance and charity governance need ongoing attention.
Partnership landscape	Strong local relationships can improve referrals, information flow and service coordination.

6.2 SWOT analysis

Strengths	Weaknesses
Strong local reputation and trusted relationships	Operational reliance on a small number of lead volunteers
Lived and professional dementia experience	Limited management capacity and specialist charity expertise
Established volunteer base and practical resources	Succession and contingency planning need further development
Free, accessible, person-centred service	Venue capacity constrains growth
Strong local referral and partnership network	Funding remains dependent on external support
Agile decision-making and low overheads	Volunteer availability and ageing remain risks

Opportunities	Threats
Deepen referral pathways with local health and care services	Funding shortfalls or delayed grant decisions
Develop volunteer roles and trustee skills	Loss or ill health of key volunteers
Build corporate and community support	Increasing operating costs
Use the website more systematically for reach and impact	Changes in local services or referral patterns
Pilot activities that members request, within capacity	Demand continuing to exceed available places

7. Operating model

7.1 Premises and delivery

The Friendship Group is based at Shrewsbury House Community Centre. The venue is established, familiar to members and accessible by local bus routes. The organisation's existing equipment includes music, craft and computing resources sufficient for basic delivery during the plan period.

7.2 Volunteer model

Reflections is fundamentally volunteer-led. There are 14 operational volunteers and five trustees. These figures are a current organisational snapshot rather than a fixed staffing establishment.

The priority for 2026–2028 is to make the volunteer model more resilient. Roles should be explicit, responsibilities shared, and essential processes documented so that the service does not depend on any one or two individuals.

7.3 Governance

- Maintain an active board of trustees with a balanced mix of skills and lived experience.
- Review trustee succession and recruitment needs annually.
- Maintain appropriate financial oversight and independent financial scrutiny.
- Keep safeguarding, data protection, health and safety and insurance arrangements under review.
- Provide proportionate training for trustees and volunteers, including first aid and dementia-related learning as appropriate.

7.4 Suppliers and resources

Reflections uses low-cost and donated resources where possible. Existing arrangements include community suppliers, reusable activity materials and digital services. The charity is also registered with In Kind Direct. The operating principle should remain value for money without compromising safety, accessibility or member experience.

8. Impact and evaluation

Reflections operates in an area where outcomes are important but difficult to reduce to a single metric. Dementia is progressive and every member's journey is different. The organisation should therefore combine simple quantitative measures with member experience and stakeholder feedback.

Outcome	Indicators	Method
Reduced isolation and stronger social connection	Attendance, repeat attendance, participation and member feedback	Attendance records; periodic survey; conversations
Improved wellbeing and enjoyment	Self-reported experience; observed engagement; member stories	Feedback sheets; informal feedback; case examples
Better access to information and services	Signposting and referral activity	Simple record of themes and referrals where appropriate
Support for independence	Member/carer reports about confidence and maintaining community links	Periodic feedback and stakeholder discussion
Strong community network	Number and quality of active partnerships	Partnership log; meeting records; referrals
Organisational resilience	Volunteer retention, role coverage, trustee succession, funding position	Annual governance review

Impact reporting should remain proportionate. Reflections will avoid creating a data burden that reduces time available for members.

9. Financial plan

9.1 Funding model

The service is free at the point of delivery. Core income therefore needs to come from grants, donations, community fundraising and other appropriate supporter income. The charity received funding from Greenwich Hatcliffe, The Co-op, the National Lottery Community Fund and Greenwich Action for Voluntary Services, alongside local community support.

At the start of 2025/26 there was a balance of £6,185. Greenwich Hatcliffe awarded £6,000 in October 2025, with a provisional indication of funding for subsequent years.

9.2 Principal costs

- Venue hire
- Entertainment and activity delivery
- Craft and other consumables
- Volunteer expenses and volunteer support
- Insurance and governance costs
- Website and digital services
- Training and development
- Contingency and reserves

9.3 Financial objectives 2026–2028

- Maintain a prudent unrestricted reserve sufficient to protect core delivery during funding gaps.
- Seek a mix of multi-year grants, smaller community awards and unrestricted donations.
- Build relationships with local businesses and community funders.
- Review costs annually and prioritise expenditure that directly benefits members.
- Maintain clear financial reporting to trustees and funders.
- Prepare annual cash-flow forecasts using the latest accounts and confirmed funding commitments.

9.4 Cash flow forecast

Funds in April 2026 stood at £6000 (rounded). Forecast estimates a 10% increase in costs year on year. Funding is £6,000 offered by Hatcliffe in 26/27, then £3,000 for two years. In addition 25/26 general income for each of the projected years.

Period	Income	Expenditure
22025/26 (actual rounded)	£9000	£6000
2026/27	£9000	£6600
2027/28	£6000	7260
2028/29	£6000	7986
By end-2028	Start funding of £6000, plus balance of income of £2000 gives a surplus of £8000.	

10. Delivery priorities and milestones

Period	Priority actions
2026	Protect core Friendship Group; review volunteer roles; refresh trustee succession plan; maintain referral partnerships; document key operating procedures.
2026–27	Strengthen fundraising pipeline; improve impact reporting; recruit or develop volunteers for specific responsibilities; review waiting-list and capacity options.
2027	Assess whether additional sessions, activities or partnership-based provision would improve access without weakening the core service.
2027–28	Review financial resilience, volunteer capacity and demand; refresh the strategic plan using member and partner feedback.
By end-2028	Demonstrate sustained delivery, a broader leadership base, clear evidence of impact and a credible funding plan for the next period.

11. Risk management

Risk	Level	Response
Demand exceeds available places	High	Monitor attendance and waiting list; prioritise member wellbeing; explore capacity options only where financially and operationally sustainable.
Loss of key volunteers	Medium/High	Recruit regularly; document roles; cross-train; strengthen delegation and succession.
Funding shortfall	Medium/High	Maintain reserves; diversify funders; apply early; track income pipeline.
Volunteer health or ageing	Medium	Flexible roles; shared responsibilities; recruit new volunteers; avoid over-reliance on individuals.
Governance or regulatory failure	Medium	Annual compliance review; appropriate training; clear policies; trustee oversight.
Venue disruption	Medium	Maintain contingency arrangements and communication procedures.
Data protection or safeguarding incident	Medium	Use appropriate policies, training, access controls and incident procedures.
Unplanned expansion reduces quality	Medium	Use a clear test-and-learn approach; keep member needs and organisational capacity as the decision criteria.

12. Management, governance and accountability

The operating model should remain lean. Trustees provide strategic oversight and accountability; volunteer leaders coordinate day-to-day delivery; volunteers take defined roles around activities, member contact, administration and practical support; specialist advisers or partners contribute where their expertise adds value.

The organisation should review this plan annually. The review should consider: demand; member feedback; attendance; volunteer capacity; safeguarding and governance; financial position; funding pipeline; partnership activity; and progress against the 2026–2028 priorities.

12.1 Annual board review questions

- Are we still meeting the needs members identify as most important?
- Is the core service financially sustainable?
- Are responsibilities distributed well enough to withstand volunteer changes?
- Are we reaching people who could benefit from the service?
- Are our partnerships complementary and productive?
- Are we collecting enough evidence to explain our impact without creating unnecessary administration?
- What should we stop, start or change in the next year?

13. Conclusion

Reflections has built a strong local service by doing something simple and doing it well: creating a place where people affected by dementia can meet, participate, laugh, learn, remember and make friends. Its value is not only in the activities provided, but in the relationships created around them.

The 2026–2028 strategy is therefore one of sustainable consolidation and selective development. Reflections should protect its core identity, strengthen the people and systems behind it, deepen its local partnerships and secure the funding needed to remain free and accessible. Where new opportunities arise, they should be judged by one test: will this make a useful difference to people affected by dementia without weakening the service that already works?

That approach keeps the organisation faithful to its purpose while making it more resilient for the years ahead.

Appendix A – Key organisational facts

Item	Current position
Established	July 2016
Charity status	Registered charity since 20 July 2020; Charity no. 1190466
Core service	Fortnightly Friendship Group
Venue	Shrewsbury House Community Centre, Bushmoor Crescent, Shooters Hill, London SE18 3EG
Cost to members	Free
Primary beneficiaries	People living with dementia and those who support them
Geographic focus	Royal Greenwich, with some members from neighbouring areas
Website	reflectionsgreenwich.com

Sources used for this redraft: the supplied Reflections Business Plan 2026–2028 and supplementary information published on the Reflections website, accessed August 2026.