



Mind in Croydon

STRATEGIC PLAN 2016 - 2019

1. Introduction

This Strategic Plan was developed from a series of Strategic Planning days and is reviewed and updated regularly by the Directors (Trustees) and staff of Mind in Croydon Ltd. It provides information about the agency and considers the actions necessary to deliver the Plan.

2. Mission

Mind in Croydon is working to promote good mental health. It seeks to empower people to lead a full life as part of their local community. We work with and support people with mental health problems and their relatives and carers, living in the London Borough of Croydon and surrounding areas.

To achieve this Mind: -

- educates
- provides services
- campaigns
- raises funds
- works in partnership with other relevant organisations
- values diversity
- focuses on quality
- involves service users and other volunteers in its work.

3. Aims

The aims contribute towards the mission. They are:

- Aim 1: To promote positive mental health, resilience, recovery, independence and social inclusion.
- Aim 2: To ensure the social care and practical needs, such as housing, employment, income, social contact and friendship, of people with mental health problems are met.
- Aim 3: To overcome the stigma associated with mental health problems and increase understanding by the public and other organisations, including professional agencies, of the abilities and potential of people with mental health problems as well as the difficulties they face.
- Aim 4: To express the views of its members on mental health issues and services.

4. Services / Activities

Mind in Croydon works to achieve its aims by:

Aim 1

- 1.1 Offering talking therapy – The Counselling Service.
- 1.2 Developing and delivering an organisation-wide concept and policy of user involvement and empowerment.
- 1.3 Giving people training and real work experience which acts as a stepping stone to employment through the Employment and Social Inclusion Services.
- 1.4 Supporting people to access mainstream facilities through projects such as Active Minds, Social Networking Service and the Hub.
- 1.5 Giving information and help to over 1750 callers a year through the Mind in Croydon Information Service.
- 1.6 Publishing Mind's *Guide to Mental Health Services in Croydon* on-line and revising it regularly.
- 1.7 Proving people with access to community advocacy.

Aim 2

- 2.1 Providing social care through Fairfield House, a social centre for people with mental health problems. The Mind Match Service offers practical and emotional support to people in their own homes.
- 2.2 The Welfare Benefits Service, which provides advice on welfare benefits entitlement and help with claims and appeals
- 2.3 Proving people with access to an advocate in order that their rights and entitlements are met.

Aim 3

- 3.1 Providing speakers on the organisation's work and on mental health issues.
- 3.2 Delivering specialist training to other organisations.
- 3.3 Producing high quality training and awareness raising films and other materials on a range of relevant issues.
- 3.4 Working with Service Users to support and enable them to be involved in training and awareness raising activities such as Living Libraries.
- 3.5 Using new media opportunities to enable positive mental health messages to be promoted and to enable service users to have a real voice. For example, via our Documentary Film Group and the use of Twitter, Facebook etc.
- 3.6 Work with National bodies such as Mind, the Institute of Psychiatry, the Royal College of Psychiatrists on National Projects such as "Time to Change".

Aim 4

- 4.1 Acting as advocates for people who need assistance in presenting their case, for example at a case conference or in making a complaint.
- 4.2 Working in partnership with Croydon Clinical Commissioning Group, the South London and Maudsley NHS Trust, Croydon Social Services and with other voluntary organisations to plan mental health services.
- 4.3 Specific reactive local campaigns with in partnership with others (national campaigns are run by National Mind).

5. Background

Mind in Croydon, a Mind affiliated Local Association, founded in 1967, is a registered charity (No. 1073880) and company limited by guarantee (registered in England No. 3697578), which operates in the London Borough of Croydon. The registered office is at 26 Pampisford Road, Purley CR8 2NE.

The income of Mind in Croydon in 2017 was in excess of £1.5m. There are at present twenty three full-time and thirteen part-time employees. Over one hundred volunteers also contribute their services. There are 86 subscribing members. The company owns five freehold premises.

6. Approach

Mind in Croydon believes in the equality and rights of people with mental health problems. Its way of working is flexible, friendly, approachable and respectful of privacy.

7. Strengths and Achievements

- 7.1 Since 1967 Mind in Croydon has provided a wealth of services, support and advocacy for people with mental health problems in Croydon. Mind in Croydon projects and management practices have been highlighted as models of good practice in the Mind Quality Management System.
- 7.2 Mind in Croydon has won a number of awards and accolades including NHS Care Service Improvement Partnership Award Best Practice Award for our Parenting work, the Third Sector Excellence Award for Employee Innovation and the NHS Health and Social Care Awards for Mental Health
- 7.3 Mind in Croydon has achieved Quality Management in Mind, Investors in People, BACP Accreditation, the Advocacy Quality Mark and the Advice Quality Standard.
- 7.4 The gross income has grown from £123,738 in 1989-90 to £1,620,654 in 2016-2017.
- 7.5 Mind in Croydon has benefited over the years from a very high level of commitment from its Trustees and its staff. The Directors (Trustees) of Mind in Croydon have a number of skills and a range of experience which they bring to their roles.

Relevant business qualifications among those serving on the Board include: 2 law graduates; a barrister, a qualified chartered accountant; a company secretary; a Fellow of the Chartered Institute of Management Accountants (FCMA), an Associate of the Chartered Institute of Taxation, an Associate of the Chartered Insurance Institute and an Associate of the Chartered Institute of Secretaries and Administrators (ACIS).

It is well known however that when seeking to appoint a diverse committee, qualifications are only one way to measure the ability of those who serve. Life experiences and work experience both paid and voluntary are just as important. On our Board we have Trustees who, between them, have fifty years' experience of using mental health services; thirty years of being a carer; and twenty five years' experience in charity fundraising.

Mind in Croydon's staff are also highly qualified in various fields. Mind is a learning organisation in that it strives to offer training opportunities to staff which will enable them to contribute more to the organisation and will help with their own personal development and employability. To help us with the core tasks of administration, finance and human resources we have recruited staff or have backed them to study while with us resulting in the following qualifications: degrees in law, and in business administration; city and guilds in IT; graduateship of the Chartered Institute of Personnel and Development. Our Finance Officer is

a qualified internal auditor. Qualifications related to specific services include personnel with Diplomas in Social Work, Counselling and an MA in the Management of Community Care.

- 7.6 Mind in Croydon has had a key role in certain National work. In particular they have been involved in working with NICE to produce guidelines on self-harm. Mind in Croydon's research on welfare benefits issues has been published in the academic literature. We continue to work with colleagues at the Royal College of Psychiatrists and the Institute of Psychiatry.
- 7.7 New premises were purchased in 2005 to expand our social inclusion work and a new shop was purchased in 2013 to increase our fundraising and community presence.

8. Weaknesses and Threats

- 8.1 The growth of Mind in Croydon has put considerable strain on the organisation's infrastructure. Despite some strengthening to this, there is still a need to invest further.
- 8.2 Staffing levels in some projects are still unrealistic.
- 8.3 Some projects are not fully funded.
- 8.4 Mind is under threat in two financial areas:
- Dependence on the funding from London Borough of Croydon and Croydon Clinical Commissioning Group: In 2016-17, 61% of income came from this source.
 - There is insufficient central core funding. Whilst as much of the income should be spent on charitable activities as possible, without an adequate infrastructure no charity will deliver effective services or indeed survive.
- 8.5 Recently, other non-statutory mental health providers have gained a presence in the Borough. In the future it is likely that we will be in competition with these and other agencies for both new and existing services.

9. Changes to the environment in which we operate

There are considerable changes underway within our operating environment. These include:

Health service re-organisation and the creation of G.P. led Clinical Commissioning Groups: Although we have excellent working arrangements with many GPs in the borough, GPs have not been in the position to commission services from voluntary organisations before.

Personalisation / Self-Directed Support: The move from "block" commissioning of services to giving service users their own budgets might have an impact on some of our services and mean that we have to think differently about the types of services that we offer to people. Such changes would make an impact on our finance systems and cash flow as well as other operational matters. Moreover, there is a risk that this could be the "worst of both worlds" for service users with fewer preventative services and inadequate personal budgets.

Re-organisation of our local Mental Health Trust: These changes continue to be disruptive for both service users and carers (and the staff who work within statutory services). As yet, there seem to be few, if any benefits for service users. Moreover, these changes put more demand on our services.

Public spending cuts – particularly those to local authorities: A large part of the burden of public spending cuts is falling on local authorities and this will mean that funding for our services (and for vulnerable people generally) may be under threat. We are finding that the vulnerable people whose statutory services have been reduced are more reliant on the local voluntary sector.

Payment by results: The implications of this are unclear, but could include more bureaucracy for local charities, the wrong kind of “results” being decided and more demand on local charities to provide the services that people feel that they need.

Changes to welfare: The changes in the benefits system will have an enormous impact on people with mental health problems. There is little evidence that the statutory services have given enough thought to this issue and this is likely to increase demand on our services.

The above factors combine to give us cause to think about how we resolve the issue of being an organisation that delivers the services that commissioners wish to commission or one that provides the services that we believe are the ones that people actually want and need.

10. Strategic Direction

Over recent years Mind in Croydon has made the change from a ‘family firm’ to a more ‘mature’ social business, which is formally organised, better resourced and proactive. Over the next three years we will build on this success. We will become more business like, develop our marketing and our skills to compete for services as they are put out to tender. We will cost our services so that we are ready to market services to a range of people as schemes such as Self-Directed-Support develop.

We will need to balance the needs of delivering services that are commissioned with those that meet peoples’ needs. To this end we will need to be more self-reliant and guided by our beneficiaries, rather than be overly reliant on the funding provided by those services that commissioners wish to procure.

We will develop further our fundraising functions in order to fund those services that local commissioners are unable or unwilling to fund. We will work more with service users and carers to find out from them the issues that are having an impact on their lives. We will continue to undertake more research, questionnaires and surveys, both to inform our thinking, but also in order to lobby and campaign at a local and national level.

We will develop our links with the community in order to harness community action and recruit more volunteers to enable us to expand our services.

We will use our premises more to develop further “two-way” relationships with the community. i.e. engaging with the public to overcome myths and stigma around mental health and involving people with our services. Also, we will generate funds from room hire, events, rent and other activities as they present themselves.

We will review our structure, use of resources and skills to ensure that we are able to make the necessary changes. This will include ensuring that we are able to undertake more marketing and fundraising, more use of monitoring and record keeping in order to campaign and lobby better, and the skills to better engage with the community.

Key Elements to the Medium to Long-Term Strategy

1. To ensure the quality of our services and communicate this effectively to statutory colleagues, other stakeholders and the public, via a) monitoring and audit, b) achievement of relevant quality marks, and, c) marketing and publicity.

2. To continue to invest in our staff and volunteers as our main and most valuable asset.
3. To maintain and develop our relationships with service users and carers in order that, a) we help to give them a voice, b) we can develop services that meet their needs, and, c) we can challenge stigma and discrimination.
4. To develop our fundraising in order to be more independent and more able to provide the support that our beneficiaries ask of us.
5. To secure funding for those activities not fully funded.

All elements will be reviewed through Board and its sub-committees and through annual aims and strategy day.

Main Objectives for the Coming Year.

1. To improve the Mind in Croydon estate in order to increase sources of income and provide high quality premises in which to deliver services.
2. To use the research we have undertaken e.g. Hub report, joint research with the Institute of Psychiatry, in order to highlight issues for service users and carers and how approaches we have developed can be effective.

11. Strategic Aims and Key Actions

The following aims and key actions provide the steps to achieving the desired strategic direction:

Strategic Aim 1: To take the necessary steps to ensure that Mind in Croydon's services are of a high quality, safe and sustainable and meet peoples' needs.

Key actions:

Action	By Whom	By When
Achieve and maintain Quality Management in Mind standard	BDSDM	On-going
Achieve and maintain Investor in People award and project specific quality marks such as BACP accreditation, Advocacy QPM and AQS	BDSDM/Project Managers	On-going
Upgrade or re-locate premises to ensure high quality working / service provision environments and ensure these premises are used effectively and efficiently	Board/CEO	On-going
Continue to invest in and develop our staff and volunteers as our main and most valuable asset	Board/CEO/BDSDM	On-going
Undertake routine surveys of people using our services to gauge their views on quality	BDSDM/Project Managers	On-going
Strive to achieve and maintain fully staffed projects	HR/CEO/Project Managers	On-going
Develop new services and projects to meet emerging needs	Board/ CEO	On-going
Ensure our infrastructure is sufficient to support the delivery of our services. To include H.R., Finance, ICT support and property maintenance.	SMT/Board	On-going

Strategic Aim 2: To be an effective voice for people with mental health problems and their families and carers and to lobby and campaign on behalf of people

Key actions:

Action	By Whom	By When
To collect robust data about peoples' experience of mental health services, social care, housing etc	Information officer/Project managers	On-going
Hold focus groups of carers, service users	Project Managers	On-going
Use new media to help people record their experiences	Information Officer/ Project Managers	On-going
Work in partnership with Hear Us and other relevant groups including academic institutions	Project Managers/CEO	On-going
Undertake research on the impact of service changes in Government policy	Project Managers	On-going
Use the influence of National Mind and their links with Parliament to get peoples' voices heard	CEO	On-going

Strategic Aim 3: To ensure the long-term financial strength and viability of the agency. Particularly, to ensure funding for those activities not currently fully funded.

Key actions:

Action	By Whom	By When
Develop fundraising plans for those services currently not fully funded	CEO/fundraising cmte	On-going
Develop and maximise other sources of income through shops, other grant making trusts etc	Fundraising cmte	On-going
Develop the income generating capacity of assets (e.g. rental income at Selsdon, Fairfield, Enterprise House)	Board/CEO	On-going
Maintain a long-term funding strategy	CEO	Autumn 2017

Strategic Aim 4: To develop relationships with key agencies and individuals in order to influence their work and promote the work of Mind in Croydon and the needs of people with mental health problems and their carers and families.

Key Actions:

Action	By Whom	By When
Develop close working relationship with Clinical Commissioning Group, Local Authority etc	CEO/trustees/senior managers	On-going
Develop close working relationships with Healthwatch and other influencing groups	CEO/trustees/senior managers	On-going
Develop close working relationships with local public health staff, local statutory providers of mental health services	CEO/trustees/senior managers	On-going
Develop close work relationships with General Practitioners	CEO/trustees/senior managers	On-going
Develop close working relationships with other Voluntary Organisations	CEO/trustees/senior managers	On-going

Strategic Aim 5: To develop our community involvement through the increased use of volunteers, peer support, events, social media and partnerships with local groups and agencies.

Key actions:

Action	By Whom	By When
Develop the use of volunteers within projects	Project Managers	On-going
Develop peer support within projects	Project Managers	On-going
Develop our community presence through shops, events, social media etc	Project Managers/ Information Officer	On-going
Develop partnerships with local groups and agencies such as schools, employers, community groups etc	Project Managers	On-going

12. Staffing Implications and Staffing Plan

We will ensure that the staff that we employ have the relevant skills to meet the needs of people who come to us for help. We will ensure that we have the skills in using the requisite methods of measuring and recording the positive impact of our services on the people that use them. We will ensure that our infrastructure, including human resources, finance and information technology are invested in, in order to ensure that we can support our front line activity. We will also ensure that we have the skills and infrastructure to support volunteers and engage effectively with the local community. The senior management team will develop its skills in business development, tendering and fundraising.

13. Governance and Management

Board Development

The Board Development Plan aims to achieve a small, well-trained Board able to fulfil its governance role effectively and efficiently. In order to achieve this, the Board has developed and adopted a Governance Manual including:

- A job description for Trustees including the role and expectations for the trustees.
- A review by the Board of its use of meeting time.
- A review by the current members of their contribution and use of their skills.
- A review of the system of election of User Trustees.

14. Evaluation

- The quality assurance standards system produced by National Mind will be used to evaluate services.
- Mind in Croydon’s own quality assurance systems, developed by individual projects, will contribute to the self-assessment which is a part of the national Mind system. Evaluation by service users is a central feature of the system.
- We will use recognised measures such as the Outcomes Star and the Warwick Edinburgh Well-Being Scale (WEWBS) to measure outcomes achieved by our services.

15. Review of the Strategic Plan

The Plan will be reviewed and updated regularly by the Board. Also, successful implementation of Mind in Croydon's strategic plan will be demonstrated by:

- Effective management of all aspects of Mind in Croydon's work, particularly the supervision, support and development of staff, the identification and management of risk and monitoring the quality and effectiveness of all Mind services
- Sufficient well-trained and supported staff in all projects to deliver a high-quality and safe service to users
- Users playing a more significant part in the work of Mind in Croydon
- A committed and knowledgeable Board of Directors (trustees) who provide effective strategic leadership to Mind in Croydon
- Sound finances. This will include in particular a broadening of funding sources to avoid over-reliance on local statutory funding, adequate funding both for projects and for core costs and a budget which will produce sufficient surplus to build up reserves to the level laid down in Mind in Croydon's Reserves Policy.

16. Financial / Funding plan

16.1 Budgeted Income and Expenditure 2016/17

Income		Expenditure	
Grants & SLAs	1,231,508	Staff & Vol. Costs	1,296,943
Rents	53,700	Premises costs	114,262
Fundraising	34,140	Office Costs	61,515
Interest & Investments	20,300	Vehicle Costs	2,000
Sales	172,240	Other Costs	24,910
Total	1,511,888	Total	1,499,630
		Surplus	12,258

Our cash position is relatively healthy for an agency of our size. As at 31st March 2017 our audited accounts showed cash at bank of £800,431. In addition to this we have approximately £418,000 invested in Charity Bonds. Our reserves policy shows that we currently have reserves equal to approximately five months running costs, although we are aiming to have six months running costs in reserve.

16.2 Assumptions about Statutory Funding

There are indications that some of our statutory funding may be at risk. We will continue to monitor statutory funding closely. We will need to adapt to this and consider other sources of funding to enable us to retain our services, our independence and our values.

16.3 Likely Cost Pressures

Increasing salaries and investing in staff training and development will increase cost pressures. If necessary, this will be dealt with by reducing opening hours, introducing waiting lists etc rather than

putting the agency into deficit. These cost pressures will be brought to the attention of local funders. Projects and activities which are not financially viable will not usually be considered.

16.4 Cost of Strategy Implementation

The current strategy is cost neutral. Should unexpected costs arise these will be dealt with using the principles outlined in this strategy.

This document was approved by the Board of Mind in Croydon in June 2017