



For better
mental health

Mind in Croydon

STRATEGIC PLAN - 2009-2012

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 ensure the social care needs, such as warmth, shelter, food, clothing, of people with mental health problems are met.
- Aim 2: To promote positive mental health, independence and social inclusion.
- 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 difficulties faced by those with mental health problems.
- 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 Providing social care through Fairfield House, a social centre for people with mental health problems. The Outreach Project based there offers practical and emotional support to members of the social centre in their own homes.
- 1.2 The Welfare Benefits Service, which provides advice on welfare benefits entitlement, help with claims and appeals and is involved in a benefits take-up campaign.

Aim 2

- 2.1 Offering talking therapy – The Counselling Service.
- 2.1 Developing and delivering an organisation-wide concept and policy of user involvement and empowerment.
- 2.3 Giving people training and real work experience which acts as a stepping stone to employment through the Employment and Social Inclusion Services based from Enterprise House and Orchard House.
- 2.4 Supporting people to access mainstream facilities through projects such as Active Minds, Plot 26 Allotment and Horticulture Service, the Sailing Project and the Boxercise Project
- 2.5 Supplying furniture and household equipment to people with mental health problems who are setting up their own homes through the Furniture Service. Follow up visits by the Service ensures they are coping.
- 2.6 Giving advice, information and help to over 1500 callers a year through the Mind in Croydon Help-line.
- 2.7 Publishing Mind's *Guide to Mental Health Services in Croydon* both in hard copy and on-line and revising it regularly.

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.
- 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.
- 3.6 Work with National bodies such as Mind, Institute of Psychiatry, Royal College of Psychiatry on National Projects such as "Time to Change" and "Better Services for People who Self-Harm".

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 Primary Care Trust, 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 2008 was in excess of £1.5m. There are at present twenty three full-time and thirteen part-time employees. Seventy-five volunteers also contribute their services. There are 86 subscribing members. The company owns four 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's website has twice been short-listed for an e-commerce award. In 2006 we won the NHS Care Service Improvement Partnership Award Best Practice Award for our Parenting work. In 2008 we were Highly Commended in the Charity Awards and won the Third Sector Excellence Award for Employee Innovation.
- 7.3 Mind in Croydon has achieved both Quality Management in Mind and Investors in People.
- 7.4 The gross income has grown from £123,738 in 1989-90 to £1,522,214 in 2007-2008.
- 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, an IT graduate; 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).

Many of our Directors (Trustees) have qualifications in the caring field including two with a Diploma in Social Work, two who hold degrees in Social Studies, a probation officer and one with a counselling qualification. We also have a trustee who is a qualified personal and executive coach and is a Master Practitioner of Neuro-Linguistic Programming (NLP).

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 two Trustees who, between them, have thirty years experience of using mental health services; another with over twenty-two years fundraising experience; one with over seventeen years as a carer, a lay member of Mental Health Review Tribunals, and a training consultant active in health and social services.

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; and an HNC in business studies. Our Finance Officer is a qualified internal auditor. Qualifications related to specific services include personnel with Diplomas in Social Work, Counselling; an MA in the Management of Community Care; and two staff with nursing qualifications.

Other relevant personal or work experience among staff include seven who have used mental health services; counselling skills gained at agencies concerned with alcohol and smoking cessation and previous work and volunteering with client groups including those with learning disabilities, dual diagnosis, ex-offenders, those suffering domestic violence, teenagers and the elderly. Finally we have staff with senior management experience in the NHS, with experience

in being Chief Officer of a Community Health Council and one who sits as a panel member of a Welfare Benefit Appeals Service.

- 7.6 Mind in Croydon has developed a national reputation for its innovative films on mental health issues. These films also provide a valuable source of income.
- 7.7 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.
- 7.8 New premises were purchased in 2005 to expand our social inclusion work.
- 7.9 Funding has been received to undertake innovative work around Parenting and Mental Health and to fund an Active Minds service that supports people to access mainstream arts, leisure and sports activities.

8. Weaknesses and Threats

- 8.1 The recent 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. Advocacy, Information and Furniture
- 8.4 Mind is under threat in two financial areas:
 - Dependence on the funding from London Borough of Croydon and Croydon Primary Care Trust – In 2007-8 67% 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. 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.

User empowerment will come to the fore along with consolidating the infrastructure and achieving planned, funded expansion in response to need and opportunities.

Key Elements to the Medium to Long-Term Strategy

1. To ensure the quality of our services and communicate this effectively via a) monitoring and audit b) achievement of relevant quality marks c) Marketing and publicity.
2. To continue to invest in our staff and volunteers as our main and most valuable asset.

3. To develop a strong and well marketed reputation. To develop our skills in tendering for services as they are procured.
4. To develop an infrastructure of monitoring and recording information via relevant I.T and other systems to support our marketing, tendering and proving our worth to a broad audience.
5. To secure funding for those activities not fully funded via fundraising

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 introduce relevant systems and processes to record and monitor activity and audit the quality of our services.
2. To develop a range of materials and use a range of mediums to market and promote our services to a range of audiences.

10. 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.

Key actions:

Action	By Whom	By When
Achieve and maintain Quality Management in Mind standard	DCS	On-going
Achieve and maintain Investor in People award	DCS	On-going
Upgrade or re-locate premises to ensure high quality working / service provision environments	Board/CEO	On-going
Continue to invest in and develop our staff and volunteers as our main and most valuable asset	Board/CEO/DCS	On-going
Undertake routine surveys of people using our services to gauge their views on quality	DCS	On-going
Strive to achieve and maintain fully staffed projects	HR/CEO/DCS	On-going

Strategic Aim 2: To develop our marketing of services and our skills in tendering

Key actions:

Action	By Whom	By When
Introduce relevant systems and processes to record and monitor activity and audit the quality of our services	CEO/DCS/Board	Autumn 2009
Develop a range of materials and use a range of mediums to market and promote our services to a range of audiences	DCS/CEO	Autumn 2009
Develop our skills in tendering for services	Board/CEO	Autumn 2009
Develop a system of costings for services.	CEO	Spring 2009

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 strategy for those services currently not fully funded	CEO/fundraising cmtc	On-going
Develop and maximise other sources of income through shops, other grant making trusts etc	Fundraising cmtc	On-going
Develop the income generating capacity of assets (e.g. rental income at Selsdon)	Board/CEO	On-going
Develop a long-term funding strategy	CEO	Autumn 2009

11. Staffing Implications and Staffing Plan

There are no significant implications for staffing levels following from this plan. As always, Mind in Croydon will remain committed to supporting and developing their staff and volunteers as their main and most valuable asset. A staff structure chart and management structure chart is included as Appendix A of this document.

12. 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 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.

13. 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.
- Its enhanced central administration will enable Mind in Croydon to maintain comprehensive records and statistics on all projects.

14. 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's Reserves' Policy.

15. Financial / Funding plan

15.1 Budgeted Income and Expenditure 2009/10

Income		Expenditure	
Grants & SLAs	1,194,476	Staff & Vol. Costs	1,130,382
Rents	27,900	Premises costs	89,785
Fundraising	18,300	Office Costs	62,885
Interest & Investments	25,875	Vehicle Costs	7,000
Sales	81,930	Other Costs	50,380
Total	1,348,481	Total	1,340,432
		Surplus	8,049

Our cash position is relatively healthy for an agency of our size. As at 31st March 2008 our audited accounts showed cash at bank of £303,648. In addition to this we have approximately £300,000 invested in government gilts. Our reserves policy shows that we currently have reserves equal to approximately two months running costs, although we are aiming to have six months running costs in reserve.

15.2 Assumptions about Statutory Funding

There are no indications that any of our statutory funding is at immediate risk, although recent changes in statutory procurement does give some cause for concern. We will continue to monitor statutory funding closely.

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 April 2009



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Mind in Croydon Structure Diagram

