

MIND IN TAUNTON AND WEST SOMERSET

STRATEGIC PLAN AND OPERATIONAL PLAN 2016/17 AND BEYOND

A) INTRODUCTION

There has never been a greater need for Mind than the current times. Mental health problems in England and Wales and across Europe are on the rise: by 2020, depression will be the leading cause of health problems in Europe and the cost of poor mental health to our society is in excess of £110bn. This plan lays out the strategic direction and key business priorities for Mind in Taunton and West Somerset from August 2016. Earlier in 2016 we began a process of consultation with staff, volunteers and other stakeholders. We have used this information to develop our objectives and key business priorities in this strategy. We have created a new strategy which we believe to be both ambitious and achievable. It identifies key goals, defines specific objectives, and outlines a set of business and operational priorities which we aim to undertake. We want to utilise the passion, commitment and talents of our workforce and supporters to create support that is more effective and available than ever before. We'd like to thank everyone who has contributed to the process.

The plan takes into account a wide range of factors which impact on the way we work and what we do including our current organisational strengths and weaknesses, the economic, political and social world we are operating in and the commissioning plans and intentions of our commissioning partners. It will provide the framework for making decisions about our charitable work, deciding between competing priorities and steering our course through an uncertain future. The intention is that it will provide an overarching framework to support the development of our annual business and operational plans.

B) WHO WE ARE

Mind in Taunton and West Somerset is an independent charity that was formed in 1982. We are a Company Limited by Guarantee with all funds spent on delivering services locally. We are affiliated to the national charity Mind and we are able to draw on their resources, guidance and expertise to help in delivering our mission.

C) OUR CORE PURPOSE

To provide services which seek to address the mental health needs of individuals and assist them to live fulfilling lives.

To contribute to a wider pattern of care through constructive partnerships with other providers and referring agencies.

To provide advice and support to anyone within our area of operation experiencing a mental health problem. Our services are available to help prevent mental health issues developing or escalating and support those who have been affected by a mental health issue. The people who access our services are at the heart of everything we do.

D) OUR VISION-our long term ideal

We aim to promote good mental health and wellbeing, to provide a voice and champion a greater understanding of mental health issues in the community.

E) OUR MISSION-what we want to do now

We will provide high quality support through the services we provide.

We aim to improve the mental health of the community we serve.

We will seek the advancement of mental health provision locally.

F) OUR VALUES AND BEHAVIOURS

(i) COLLECTIVE RESPONSIBILITY

- The board has shared responsibility for decisions made and actions taken
- All members of the organisation will follow Mind TWS policies in decision making, working practices and external communications

(ii) OUR STAFF AND VOLUNTEERS

- We appreciate our staff, both volunteers and employees together, for a job well done
- We aim to provide appropriate training
- We recognise individual differences and value diversity among our workforce

(iii) LEADERSHIP

- We motivate, encourage, enthuse and appreciate
- We set clear objectives
- We delegate where appropriate, but we also take responsibility for our own actions
- We operate in a consultative environment
- We listen to and respect people and their views
- We are fair and consistent
- We communicate effectively
- We work in a visible and open minded manner
- We promote team work
- We seek to influence, collaborate with and guide other organisations

(iv) PROFESSIONALISM

- We are business-minded
- We have a culture of openness and transparency
- We are realistic and deliver what we offer
- We operate a 'no blame' culture

(v) COMMUNICATION

- We listen attentively
- We are open and honest
- We welcome positive and constructive feedback
- We respect confidentiality, working to the highest standards of safeguarding

(vi) VALUING OUR COMMUNITY

- We engage with supporters and service users, listening to their views and ideas when developing services
- We liaise with local organisations and communicate effectively

(vii) STANDARDS

- We seek to provide excellence.
- We meet and where possible exceed the expectations of those to whom we provide a service
- We know how the work we do fits into the overall performance of the charity
- We will not do anything to bring the charity into disrepute.

G) OUR STRATEGIC OBJECTIVES

Our **Strategic objectives** are our charity's goals that help to convert a mission statement from a broad vision into more specific plans and projects. Compliance with the strategic objectives set out below will be both a key element in the decision making process and a key criterion in review.

Strategic Objective 1

To cultivate our profile and partnerships. This will include working in partnership with National Mind ensuring we benefit from a mutually supportive relationship.

Strategic Objective 2

To undertake a robust review of current services to identify their value and relevance.

Strategic Objective 3

To build and sustain a successful organisation led by high performing and motivated staff, volunteer and trustee teams. To make this charity somewhere that people want to be.

Strategic Objective 4

To design quality standards and tools across the charity to measure performance and impact.

Strategic Objective 5

To identify gaps in service provision and opportunities to increase our portfolio of services, reach and income. We will invest where we see a cost effective opportunity for growth.

Strategic Objective 6

To campaign and raise awareness to reduce stigma and discrimination related to mental health and promote positive mental well being. We will aim to influence decision makers.

Strategic Objective 7

To continue to secure the financial sustainability of MTWS, develop and implement effective processes and procedures to ensure probity and financial effectiveness.

Strategic Objective 8

To further develop opportunities for volunteer engagement across the organisation

Strategic Objective 9

To develop effective communications for the organisation

The objectives will be delivered through business plans and key business priorities for governance and for each service area. Setting clear business priorities will help us to achieve our objectives in the context of the challenges we have already identified and will continue to identify.

In particular these strategic objectives determine and influence our operational planning process, the key elements of which are set out below.

H) OPERATIONAL PLANNING

In addition to compatibility with our strategic objectives, decisions on operational planning will consider resources, specifically:

- Do we have the existing capacity?
- Do we have the existing skills?
- Do we have cash & other resources (especially staff time) to invest in future plans?
- Are our current management arrangements adequate to invest in future plans?

Taking all of the above into account we consider that the most important elements of our operational plan are:

Operational Plan Element 1 : Governance

By the end of 2016 we will:

- a) Have provided training to all our trustees on their roles and responsibilities
- b) Identified shortfalls in skills and experience on the Board and taken steps to address this
- c) Reviewed our staff structure and delegation protocols
- d) Reviewed our Memorandum and Articles of Association and called a General Meeting to approve the new scheme.
- e) Reviewed our overall governance procedures to ensure that they are of a standard required by National Mind's Quality Management.

Operational Plan Element 2: Risk

The charity in general and the Board in particular will:

- a) Continue to use the risk register, at the start of each board meeting review the risk register, and be proactive in the identification of additional risks
- b) Target to minimise and reduce the impact of high risks
- c) Use the risk register to influence decision making and make informed judgements based on a risk minimisation basis

Operational Plan Element 3: Finance

Mind TWS will, for the period of the plan:

- a) Continue to make annual financial surpluses of between £30k and £50k
- b) Increase its unrestricted reserves by at least £20k per annum
- c) Maintain a positive cash flow and bank balance
- d) Complete and review the Audit Commission Checklist to help ensure good financial practice by December 2016
- e) Maintain and develop the use of Finance volunteers
- f) Review and rewrite, where necessary, financial procedures and policies to ensure that they accord with 'best practice' by December 2016

Operational Plan Element 4: Communications and IT

By the end of 2016 we will:

- a) Develop an IT strategy in partnership with our IT provider, Excalibur.
- b) Develop a communications strategy which will incorporate:
 - What priority do we give to promoting use of social media
 - How we can improve communication from the Board
 - How we can raise awareness of the work we do

Operational Plan Element 5: Our People

By July 2017 we will:

- a) Produce a new and simplified staff handbook
- b) Form a panel which will review pay scale structure and other benefits
- c) Review the provision of HR services
- d) Continue to ensure that all staff and volunteers to have regular supervision and staff to receive an annual appraisal in order to maintain a culture of learning and development
- e) Develop a policy and programme which, subject to financial and operational constraints, will look at investing in training and development.

Operational Plan Element 6: Fundraising and Income Generation

- a) In respect of community fundraising we recognise the huge contribution made by individual fundraisers and by our Fundraising Group. We will continue to give our focussed support to this function and seek to maintain the £30k raised annually. We will also explore the option of partnering with other organisations on developing 'big ticket' fundraising events.
- b) In respect of funding bids we will seek to develop our marketing and bid writing skills.

Operational Plan Element 7: Partnerships

Locally we will, during 2016/17:

- a) Develop closer working with South Somerset Mind and other 'Minds' in the region
- b) Lead and develop the 'mental health hub'
- c) Partner with other providers in bidding for commissioned services whilst ensuring processes are in place to check suitability and security.

In relation to National Mind we will, by December 2016:

- a) Place emphasis on Mind Quality Management standards
- b) Develop policies and standards consistent with those of National Mind

Operational Plan Element 8: Campaigning

Our emphasis will be on championing mental health issues through the excellence and profile of our service delivery.

Operational Plan Element 9: Existing Services

We believe that all of our services are of demonstrable high quality and that each has a crucial role to play in the provision of mental health services in our area. Each service complies with our mission and vision and a key strategic objective will be to, at the very minimum, maintain each service at its current level. A key challenge is that most of our service will be seeking contact extensions or renewals from July 2016 to July 2017 and achieving this will be perhaps the most important of all our business plan objectives.

Our principal current services are and our plans for them are:

- a) **Bridging the Gap:** Support and Advocacy to Taunton Deane housing clients
As well as seeking continuation funding, we will seek to explore opportunities for expanding the service to other areas.
- b) **Mindline:** A core service which is included in Somerset County Council's strategy and which we believe has opportunities to expand its remit.
- c) **Somerset Suicide Bereavement Support Service:** we recognise that development options could be limited, but we will look at tender opportunities, particularly in North Somerset and Devon.
- d) **Time to Change:** Development of this service is very much dependent on the link with the national programme. We will seek continuation of funding.
- e) **SUCH Project (Service Users Complementary Holistic).** Another key high performing service. There is the possibility of expanding the client group but this would need clear sources of funding that have yet to be identified.
- f) **Wiser£Money:** A relatively new service, but one that could be developed if funding were available.
- g) **Peer Support:** A great service that is locally provided at minimal cost and which we are keen to continue as it can raise the profile of mental health issues at a very local level and can provide direct and immediate benefits.
- h) **Training Provision in both Mental Health First Aid and ASIST (Applied Suicide Intervention Skills Training).** A highly regarded service that contributes unrestricted income to our reserves and for which there is a continued demand. To expand this service we would need to invest in additional staff and thus would be dependent upon a clear increase in demand and the robustness of the business case.

Operational Plan Element 10: New Service Delivery

This element has perhaps the most uncertainty, the largest risk and the biggest opportunity. In considering new opportunities the charity needs to balance these factors as well as considering capacity and skills issues. We also need to be alert to the impact on and compliance with our strategic objectives. It should also be stated that it is not possible in a fast changing environment to be overly specific in which opportunities we will or will not pursue over the course of this plan. However, as of July 2016 the Board considers that the following new services may offer potential:

- a) **Working with Young People.** This is an area which we have just entered and also chimes with National Mind priorities.
- b) **Working with Probation to provide training in peer support.** This is outside our current area of delivery. It will involve working with new groups and different commissioners. It will build on but substantially enhance our current peer support model.
- c) **Housing.** A high risk new venture. We have currently no direct experience of providing this service. There are legal, financial and operational risks. We have no 'owned' housing stock and investment upfront is high. There are also well established competitors in this market. This could be developed were the charity to receive a housing based legacy and this could be a long-term growth area. However, it is thought unlikely that this would be an offering that could be developed within the first year of the operational plan.
- d) **Crisis support: housing advocacy.** A market where there are currently a number of other organisations delivering this service. A potential for partnering when major contracts come up for renewal.
- e) **Counselling.** Although 'talking therapies' have been identified as a key area for development by National Mind, within Somerset we believe that opportunities are more limited.
- f) **Debt and Mental Health:** This is an area where the charity does have expertise and could be developed as an adjunct to our Wiser£Money service.
- g) **Specialist Helplines:** This is another area where we have expertise and could broaden our offering to cover, for example, transgender clients.
- h) **Advocacy:** A service that up till summer 2015 was provided by MindTWS and where the skill base has been retained via the Bridging the Gap Service. This may be an area where partnering opportunities present themselves but will also be dependent on contract review by the principal commissioners.
- i) **Rural Inclusion projects.** Projects under this heading would seek to extend our offering to West Somerset where access to mental health services generally is more problematic than in more urban areas.

I) SERVICE USER CONSULTATION

We will:

- a) Develop groups that can be consulted or accessed as a resource when we are asked views on specific topics e.g. SCC reorganising social care
- b) Obtain feedback from service users on existing work, and strategy and thus
- c) Develop a plan and actions to deliver this

All of the above will be achieved by July 2017

J) REVIEW

We will:

- a) Review progress against this plan on a quarterly basis
- b) Undertake a formal review of the whole of the Strategic Plan and Operational Plan annually; i.e. each July. The plan will thus be subject to continual refresh.

Complied by Geoff Pateman 2/7/16 & Ratified by the Board of Trustees

Thank you for reading our plan

