#  MIND_Carlisle EdenC

# Carlisle Eden Mind

# Strategic Plan 2019 – 2022

# Introduction

This Strategic Plan guides our decision-making and actions on behalf of our service users until 31 March 2022. It shapes the work and services we deliver and the management of our charity and finances. It allows us to set appropriate operational targets, manage the work, and ensure value for money for all for our funders and service users. The plan provides a vehicle for the sustainable success of Carlisle Eden Mind and the delivery of our mission.

Carlisle Eden Mind is small local independent charity but we are affiliated to, and work in partnership with, Mind nationally. We have adopted the mission, values and principles of Mind and our strategic objectives reflect this.

# Charitable Objects

The preservation and the safeguarding of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment in association with Mind (the national association for mental health) in accordance with the aims and objects of Mind.

**Our Mission -** To provide advice and support to empower anyone experiencing a mental health problem. To campaign to improve services, raise awareness and promote understanding.

**Our Vision** -We won’t give up until everyone experiencing a mental health problem gets both support and respect.

**Our Values**

* **Open** - We reach out to anyone who needs us.
* **Together** - We’re stronger in partnership.
* **Responsive** - We listen, we act.
* **Independent** - We speak out fearlessly.
* **Unstoppable** - We never give up

# Our Strategic Objectives

**Staying Well -** People likely to develop mental health problems are enabled and supported to stay well.

**Empowering Choice -** People are empowered to make informed choices about how they live and recover.

**Enabling Social Participation -** People with experience of mental health problems are participating fully in society.

**Removing inequality of opportunity -** People who experience both mental health and other forms of discrimination gain equality of treatment.

**Improving services and support -** People get the right services and support at the right time to help their recovery and enable them to live with their mental health problem.

**Changing Minds and Changing Attitudes to Mental Health** – In the general public, in the workplace and our wider community.

# Organisational Development Objectives

* Building Sustainability of Carlisle Eden Mind and its services
* Achieving and Maintaining Organisational Excellence

# Principles

The Board of Trustees have agreed the following principles to underpin the strategic planning objectives:

* Ensuring greater self-sustainability.
* Independence of choice and decision making.
* Value for money for funders and beneficiaries.
* We will strive for effectiveness and demonstrate this and communicate it.
* Co-production – we will ensure that all of those using our services will have a meaningful and active voice in shaping our services.
* All our services will be developed and delivered to meet the needs of people with mental health issues and those likely to develop mental health issues.

# Standards and Quality

Carlisle Eden Mind works within the Mind Quality Mark (MQM) which is the quality framework for Mind nationally. The MQM is both a set of standards against which we can be measured but also provides us with a developmental framework supporting us to be sustainable, effective, and influential.

In addition, the charity will adhere to the Code of Conduct in Fundraising agreed by the Age England Association and to the standards required by the Fundraising Standards Board.

# Governance and Management

Carlisle Eden Mind is an incorporated charity and we are governed by a Board of Trustees who have appointed a skilled and experienced management team. The Board has agreed a set of robust policies and procedures that support effective governance. Our governance is also assessed as part of our overall quality standards (MQM).

# Financial Controls

We have a comprehensive financial management processes and policy in place, that are reviewed annually.

We use QuickBooks as the base for practical financial management from which we produce bespoke monthly management accounts including income/expenditure data, budget reports and a global core/project budget forecast. The system allows us to effectively manage multiple projects, income sources and complex expenditure.

Financial reports are inspected and updated on a monthly basis in Management Team meetings and presented to each meeting of the Board of Trustees.

# Our strengths

**Proactive approach -** Our staff team have a proactive approach to organisational change and welcome innovation.

**Income Diversification -** We have been successful in diversifying our income streams, away from reliance on Local Authority/single trust funder, to achieving a balanced split across public, charitable grant and trading income.

**We work to innovate** - We have grown a strong reputation locally for innovative delivery and have led development of several respected services locally such as our countywide suicide prevention programme, young people’s peer support training, our advocacy service and our daytime and evening crisis service.

**Risk taking** - We are willing to take calculated risks in trying new approaches and working in new areas (geographic or services).

**Our skilled staff team** - We work hard to create an empowering, flexible and rewarding work environment and are repaid by loyal, skilled and committed staff who are well respected in their fields.

**A strong volunteer base** - We have over 130 valuable volunteers supporting our work, the majority of whom have a personal affiliation with our charity. We have innovative programme of volunteer support working with people in recovery helping them to find routes back into meaningful engagement in the workplace.

**We value co-production** - We work to involve beneficiaries and wider stakeholders in all our service developments. This approach led to us being commissioned to support children and young people’s involvement in the development of self-harm and suicide prevention pathways and service provision in the County.

# Key Challenges

**Growing Demand for Services** - Carlisle Eden Mind has been providing frontline services to vulnerable and disadvantaged people with mental health problems for over 25 years. Demand for our services has increased steadily over these years, and all services have been at full capacity for some time. We have increasingly been called upon to support people who are falling between the gaps in local health and social care services or are facing multiple crisis issues. The growth in demand is driven by Local Authority and NHS spending cuts, welfare reforms and also the impact of a wider understanding of mental health issues nationally and locally.

**Financial Sustainability** - Carlisle Eden Mind has worked hard over the past towards financial sustainability. We have diversified income streams, developed ongoing trading income, identified and entered gaps in current services. After a period of growth we have been able to maintain our size and activity levels, with some degree of flexibility, but we also recognise that funding for our core services continues to be challenging and we must continue to explore a broad range of income sources to support this. Alongside this has been the ongoing challenge of building up sufficient reserves to safeguard the charity and its work in times of difficulty. We aim to achieve reserves of 6 months of operating costs.

# Strategic Objectives 2019 - 2022

Carlisle Eden Mind has agreed that its strategic priorities for 2019 to 2022 are to achieve:

**Staying Well**

*People likely to develop mental health problems are enabled and supported to stay well.*

This will be delivered by:

* Information and signposting activities including MindLine;
* Crisis services: one to one support both during the day focusing on issues of hardship and after normal working hours support for those in crisis;
* Children and young people’s advocacy service;
* Training for young people and those who work with them;
* Training, awareness raising and anti-stigma activity for adults; and
* Work based training and awareness raising in Partnership with employers.

**Empowering Choice**

*People are empowered to make informed choices about how they live and recover.*

This will be delivered by:

* Information and signposting services;
* Advocacy and representation services;
* Connect, participation and recovery services;
* Volunteering and return to work support;
* Children and young people’s services; and
* Training, awareness and anti-stigma activities.

**Enabling Social Participation:**

*People with experience of mental health problems are participating fully in society.*

This will be delivered by:

* Crisis support;
* Advocacy and representation services;
* Connectedness and participation support;
* Volunteering and return to work support;
* Children and young people’s services; and
* Training, awareness raising and anti-stigma activities.

**Removing inequality of opportunity:**

*People who experience both mental health and other forms of discrimination gain equality of treatment*.

This will be delivered by:

* Information and signposting;
* Crisis support;
* Advocacy and representation services;
* Connectedness and participation support;
* Volunteering and return to work support;
* Children and young people’s services; and
* Training, awareness raising and anti-stigma activities.

**Improving services and support:**

*People get the right services and support at the right time to help their recovery and enable them to live with their mental health problem.*

This will be delivered by:

* Information and signposting;
* Crisis support;
* Advocacy and representation services;
* Connectedness and participation support;
* Volunteering and return to work support;
* Children and young people’s services; and
* Training, awareness raising and anti-stigma activities.

**Changing Minds and Changing Attitudes to Mental Health:**

*In the general public, in the workplace and our wider community.*

This will be delivered by:

* Training, awareness raising and anti-stigma activities;
* Delivery of work-based training and activities;
* Training for children and young people and children’s workforce;
* Awareness raising across the community; and
* Anti-stigma events.

**Organisational Development Objectives**

**Sustainability**

This will be delivered by:

* Constantly monitoring the cost effectiveness of the charity and its work;
* Agreeing an annual fundraising strategy alongside the annual budget considerations;
* Focusing fundraising on longer term, more stable income streams and ensuring sufficient resources;
* Strengthening Fundraising Capacity by Increasing fundraising and financial skills within the staff and volunteer team;
* Upgrading the competence and capacity of the organisation to utilise digital technology for communication, data collection and fundraising;
* Marketing and Promoting the service and organisation to Increase our profile and the reach of our organisation;
* Developing and maintaining key strategic relationships required to support the work of the charity; and
* Increasing Public Donations developing the breadth of public donation streams.

**Achieving and Maintaining Organisational Excellence**

This will be delivered by:

* Continually developing our staff team by strengthening autonomy, support and development opportunities for our staff team
* Ensuring Quality Standards of management practice across the organisation
* Maintaining MQM quality standards
* Developing and maintaining smarter and manageable processes to measure outcomes and embed user involvement at all levels of our organisation and services
* Developing our governance through regular governance reviews, maintaining a Board of between 8 to 10 trustees and maintaining a range of skills, experience and knowledge of the Board

**Marketing, profile and relationships**.

We constantly seek to increase our profile and build our reputation amongst the wider community locally and nationally. This is delivered through our marketing and promotion plan delivered by both staff and the Board.

We will raise awareness by creating and implementing a robust and comprehensive communications strategy which will clearly identify:

* WHO we engage with;
* WHAT we engage on;
* WHY we are engaging;
* HOW we will engage; and
* WHEN we will engage.

# Implementing the Plan

For each of the strategic objectives we have developed an implementation framework, identifying our priority actions, our timescales for delivery, and our anticipated outcomes and resource implications.

**Measuring and Monitoring**

In order to manage and continually improve our performance and to focus on focused on development of resilience and wellbeing in our client group and the development of resilience and wellbeing in our client group, we will measure and monitor our performance against our objectives. We have identified key performance indicators relevant to each of our strategic priorities and will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements.

**Performance Reporting**

Performance will be monitored by the Board of Trustees and communicated to our wider stakeholders.

**Communicating and Reporting**

We will communicate our strategic plan and priorities through regular engagement with all staff and volunteers, funders, other external stakeholders and partner organisations. We recognise that effective communication is critical to our success.

**Resources**

We will allocate the appropriate level of resources required to ensure delivery of our strategic plan. This includes financial investment, the management of staff and Board time, utilisation of volunteers, staff and volunteer training and development, and the application of appropriate organisational management and governance processes and procedures.