



# **Carlisle Eden Mind**

## **Strategic Plan 2024-27**

## Introduction

This Strategic Plan will help to guide our work and decision-making over the coming three years. It will shape the direction of the organisation, its aspirations, and the services we deliver. It will also underpin the management of our charity ensuring value for money, efficient operation, and excellent, safe and professional standards.

Beneath the Strategy sit our Delivery Plans which will be reviewed and updated annually to reflect progress on delivery of the Strategy.

Carlisle Eden Mind is an independent charity serving the local community. We are proud to be affiliated to Mind, the largest mental health charity in the United Kingdom. Our work in partnership with Mind and other local Minds powerfully enhances all that we do in our own local community.

As such we have adopted the overall mission, values and principles of Mind as our own and they guide our Strategy.

## 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 in accordance with the aims and objects of Mind.

## Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

## Our Purpose

**Who?** We are Mind. Open, experienced, unstoppable, together.

**How?** We connect minds. We support minds. We change minds.

**Why?** We are here to fight for mental health. For support. For respect. For you.

## Principles

The Board of Trustees have agreed the following principles to guide our work and development.

- Our organisation will operate to ensure that we maintain independence in thought and action at all times and in accordance with our charitable purpose.
- Our organisation will work in collaboration and partnership with others who share our values and overall approach.
- Our organisation will ensure that all that it does enhances the support to and experience of people with mental health issues.
- Our organisation will provide value for money in all that it does and place the highest possible importance on the organisation moving forward and developing at all levels of its operation.
- Our organisation will ensure that all using our services will have a meaningful and active voice in shaping and developing those services.

## Standards and Quality

Carlisle Eden Mind works within the quality framework for Mind nationally - Mind Quality Mark (MQM). This provides a set of standards against which performance can be measured but also a tool for developing practice and delivery, supporting us to be sustainable, effective, and influential.

In addition, the charity endorses and upholds the Code of Conduct in Fundraising established by the Fundraising Regulator and operates within frameworks of regulation, control and development set by the Charity Commission and Company Law.

## Governance and Management

Carlisle Eden Mind is a charity and company limited by guarantee and we are governed by a Board of Trustees who have established and delegated delivery to a senior management team. The Board has agreed a set of robust policies and procedures that support effective governance including a Scheme of Delegation and structure for regular oversight and control.

## Financial Controls

The Board maintains comprehensive financial management processes and policies in place, which are subject to regular review.

Financial reports are tabled and updated on a monthly basis in Management Team meetings and presented via a specific Sub Committee to the whole Board.

## Our strengths

**Our skilled staff team** - we work to create an empowering, flexible and rewarding work environment and are repaid by loyal, skilled and committed staff who are well respected and professional.

**Partnership** – we work with others to ensure increased value for all in all that we do.

**Outward facing** – we are always looking out into the communities we serve for knowledge, learning, strength, encouragement, and support.

**Learning** – we never stop learning about ourselves, the communities we serve, those who don't work with us and our strengths and weaknesses.

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

## Key Challenges

**Growing Demand for Services** - Carlisle Eden Mind has seen demand for our support increase over its lifetime.

We have often been called upon to support people who are unable to access statutory services or reject such support for a variety of reasons. We embrace the challenges this brings but also recognise that it does and will continue to require us to innovate and develop a range of approaches to supporting people whilst maintaining accessibility and true person-centred support.

**Income Diversification** - We face continuing challenges to ensure that we are less reliant on narrow sources of support for long term delivery of our key services. Whilst we have had successes with income diversification this remains a key challenge for us and will continue to be so as greater competition for scarcer funds becomes more acute.

**User involvement**- We have for many years sought to develop a wide range of approaches to ensuring that our organisation represents the communities it serves. Whilst improvements have been made much more needs to be done to provide true representation at all levels, involvement in all of our activities and meaningful opportunities to challenge and help lead change for those we serve.

## Our Strategic Objectives

## Connecting Minds

- We will work at all levels with Mind, our local Mind colleagues and all other organisations, agencies, and individuals to develop the best service offering.
- We will build services based on collaboration, partnership with like-minded organisations and our values of respect and empowerment for those with mental health issues.
- We will develop appropriate routes for people with mental health issues to participate at all levels of our organisation.

## Supporting Minds

- We will work to ensure our services are the best that they can be, kind, responsive and consistent.
- We will embrace the lived experience of all users of our services to ensure we develop and respond to their needs and concerns in ways that enhance our service offering.

## Changing Minds

- We will campaign for all those effected by mental health issues in our local community.
- We will work to combat stigma around mental health in all its forms, recognising the overarching importance of working alongside those groups within our community who are discriminated against and suffer multiple forms of stigma when seeking support for poor mental health.

- We will ensure that our organisation operates in ways that maintain financial sustainability to enable it to deliver a full range of services and underpin that delivery with excellent support systems.
- We will diversify income streams and work in partnership with all those who share our values and vision to maximise income and value for money.
- We will build an excellent and professional organisation that operates to support all our direct work for others.

## Organisational Development Objectives

## **Implementing our Strategy**

For each of our key strategic objectives we will develop annual plans for implementation which will focus on a SMART approach with Specific, Measurable, Achievable Relevant and Time Specific objectives, which will be reviewed and updated at the end of each year of this Strategy.

This will allow for flexibility and development in different directions if necessary to reflect possible changes in priorities, constraints and opportunities.

## **Performance Reporting**

Performance in respect of the strategy and its delivery plans will be monitored by our management team at all levels and reported to the Board of Trustees.

## **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 of what we are doing and why 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 the application of appropriate organisational management and governance processes and procedures.