



North Staffs Mind

Strategic Plan 2017 - 2021

Introduction/context

North Staffs Mind's principal charitable activities are concerned with the prevention and treatment of mental ill health among the population of North Staffordshire primarily.

North Staffs Mind's Strategic Plan 2017-2021 sets out our organisational ambitions for the four-year period, our key priorities and the high-level outcomes that we are looking to achieve. Our Annual Plan 2019/20 converts these overarching objectives into reality by identifying the key deliverable actions and priorities over the next twelve months.

In terms of external context we are mindful that as part of national Mind's approach to strategy development an overarching objective of the process is to build and strengthen dialogue with local Minds about future strategy, with the ambition to lay the groundwork for a shared federation ambition in the longer term. North Staffs Mind will actively engage with this process and seek to align future local strategy development with that of our wider federation.

Our vision

As a local Mind and affiliated member of Mind (National Association for Mental Health) North Staffs Mind shares the vision, mission statement and values of our national organisation, as follows:

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

Our mission

We provide advice and support to empower anyone experiencing a mental health problem. We work to improve services, raise awareness and promote understanding.

Our values

Our values are at the heart of everything we do. We are:

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.

Key aims and objectives:

We will be a successful organisation if we are recognised as a key independent provider of mental health services to adults and children and young people in North Staffordshire primarily, operating from a secure financial base and within a clear accountable structure.

We work to achieve our aims through developing and supporting a well-trained and highly motivated workforce and board of trustees and we have a strong commitment to quality and continuous improvement in the services that we deliver.

Our work encourages independence, enhances quality of life and promotes a preventative approach.

1. To provide high quality, innovative and accessible services which are modern and professional in approach, complement existing provision and add value to the local mental health economy.
2. To lead on the development of new activities and services that tackle inequalities in relation to mental health for communities in North Staffordshire, in partnership with other agencies where appropriate.
3. To provide leadership to a strong voluntary sector voice on mental health issues locally.
4. To promote increased awareness and understanding of mental health issues, positive well-being and recovery across the public, private and third sectors through the delivery of training, workplace wellbeing and educational activity.
5. To work and campaign for improvements in mental health care, services and policy locally, and influence the agendas of those agencies which commission services.
6. To challenge and reduce the stigma of discrimination that surrounds mental ill-health and suicide specifically.
7. To ensure that diversity and inclusion are integral to all our services and activities and that the specific needs of a range of excluded and vulnerable groups are addressed.
8. To engage effectively with the statutory sector through involvement in strategic partnerships to influence the development of local mental health policy which encourages independence, enhances quality of life and promotes a preventative and early intervention approach.

Strategic Objectives – 2017-2021

QUALITY

We will increase our services and support and sustain the quality and effectiveness of our portfolio, whilst continuing to make services even better by being open and responsive.

- We will strengthen and grow existing services wherever possible to increase the reach of our activities and people that we work with, particularly in relation to parents, families and those excluded and vulnerable groups who are underrepresented in our services.
- We will establish improved evidence of our impact on the health and wellbeing of our clients/service users.
- We will continue to extend our use of outcome focused reporting and invest in relevant tools and mechanisms to better demonstrate the collective impact our services are making.
- We will seek to evidence how our services provide good value for money and achieve cost savings elsewhere in the health system.
- We will retain relevant external quality marks such as MQM and BACP accreditation through a commitment to continuous improvement and organisational learning.
- We will explore new ways of capturing client/service user feedback including opportunities offered by digital developments.

SUSTAINABILITY

We will continue to be financially independent through growing unrestricted income, maintaining our existing contracts wherever possible and diversifying our range of income sources.

- We will deliver our various contract targets effectively to protect existing funding wherever possible.
- We will seek to reduce our reliance on contract (NHS/local authority) income by exploring opportunities for securing project funding from charitable trusts and foundations.
- We will bid for existing contracts and new opportunities, through partnership arrangements where relevant, that link to our purpose, values and aims.

- We will research gaps in the market locally for housing related activity for people with mental health issues and seek to enhance our housing support offer.
- We will regularly review our operating practices to ensure that the most effective use is made of available resources.
- We will actively invest in development activity which increases our capacity to generate unrestricted income, both from charged for core services and raising funds from the local community increasing the flexibility in how we are able to spend resources.
- We will actively engage with national Mind in relation to the Network, Sustainability & Growth plan and related initiatives.
- We will continue to develop our workplace wellbeing offer for businesses and the statutory sector (eg. universities) primarily.

INFLUENCE

We will promote the quality, work and reputation of the organisation locally to improve access to funds, influence policy and ensure widespread public recognition.

- We will continue to grow the scale and range of our training delivery offer to increase awareness and understanding of mental health issues.
- We will raise the level of debate about mental health issues locally and regionally by organising high profile conference/workshop events every two years.
- We will continue to increase our digital offer and social media profile/presence to help people stay engaged, connected and informed about the work of North Staffs Mind and mental health issues more widely.
- We will establish better insight into mental health need, market position and reach locally, and engage with the direction of travel for integrated care systems, primary care networks and NHS provider collaboratives.
- We will increase our anti-stigma work through national Mind campaigns and signing up to the Time to Change pledge.
- We will review how we quantify our Social Value impact.

GOVERNANCE AND MANAGEMENT

We will continue to develop our governance and management systems to support the delivery of our strategies.

- We will review our internal infrastructure needs and explore options for increasing capacity eg fundraiser post, middle manager structure.
- We will continue to undertake periodic reviews of budgeted expenditure to ensure that we procure high value items and services effectively.
- We will procure and launch a new website with increased functionality to ensure that we are promoting our activities and evidencing our impact effectively.
- We will continue to review membership of our board of trustees, review trustee performance and recruit to any gaps in expertise/skills/ community representation, including lived experience of mental health issues.

ASSET BASE

We will maintain and develop the physical resources needed to enable our services to reach their potential.

- We will review our premises (owned and leased) to ensure they are being efficiently used and remain fit for purpose and provide the best possible facilities for clients/service users to receive services and staff to work.
- We will continue to develop Apricot (a Client Record Management system) and utilise data to inform future developments in relation to unmet need.
- We will consider how to make the best use of digital technology in the way in which we communicate with people and deliver support and services.

STAFF AND VOLUNTEERS

We will work to ensure that North Staffs Mind is a great place to work and volunteer.

- We will provide good employment support through our working practices and policies, and model strong workplace wellbeing practices through securing Healthworks accreditation.

- We will invest in a range of high quality continuous professional development opportunities that support all paid staff and volunteers to excel in their roles.
- We will recruit and retain passionate and committed volunteers with a wide range of skills.
- We will continue to review our staffing, volunteering and supervision profile in order to develop our workforce for the future and contribute to the wider local health economy workforce.

WORKING IN PARTNERSHIP

We will look to develop opportunities to work in partnership with likeminded organisations, where we can add value and protect or enhance activities for clients/service users.

- We will engage with clients/service users with respect to the delivery, review and development of our various services and projects.
- We will look to work with a wide range of other providers (schools, universities, businesses, voluntary sector) in partnerships so that we maximise service development opportunities and broaden our reach within communities.
- We will engage in strategic partnership arrangements as relevant to encourage wider understanding of mental health issues.
- We will actively explore opportunities to expand our work into areas where we have particular expertise.
- We will undertake further work to develop our relationships with professional agencies so they recognise our value and expertise.
- We will seek further opportunities to work collaboratively with Mind as a business partner and with other local Minds in the West Midlands region.

SERVICE USER ENGAGEMENT

We will ensure that people's direct experience of mental health informs and affects our service and policy developments.

- We will roll out a more structured approach to service user engagement and participation.

- We will create more opportunities for people to give and receive support to/from others who have shared experiences (peer support).
- We will continue to improve mechanisms to ask for client/service user feedback on our services and projects in new and different ways, including use of digital technologies.
- We will explore opportunities for supporting other providers to connect and stay aware of mental health dimensions to their work with service users.