



 **Mind North Staffs**

**Strategic Plan  
2021-2024**

## Foreword

North Staffs Mind has provided a growing and diverse range of mental health services aimed at the needs of local people since 1976.

We are passionate about improving mental health and so proud of our team of staff and volunteers who have worked tirelessly to ensure that we adapt our services, and the ways in which we deliver them, as mental health need and complexity has changed over the years.

We know that there was already a mental health emergency before coronavirus. The pandemic has increased the scale of need and further entrenched inequalities in the nation's mental health.

Never before have our services been so needed in the local community. This Strategy sets out our ambitions for the next three years and a framework through which we will tackle the inequalities and need that abound.

Kate Boundy      Chief Executive

The global Covid pandemic is a seismic event which has shone a light on the fragilities both economic and emotional, that exist within our communities across the UK and here in North Staffordshire. It has amplified and exasperated the mental health crisis which we at North Staffs MIND were already aware of.

This forward plan sets out our purpose to 'Connect, Support and Change minds across North Staffordshire by having a robust and resilient organisation that is able to respond to the changing needs of *all* in our communities, and by building important relationships with both public and private institutions which ensures that the mental health and well-being of individuals, groups and communities across North Staffordshire and beyond is a shared ambition and priority.

As we state in our vision '*We will not give up until everyone experiencing a mental health problem gets both support and respect*'.

Sue Moffatt      Chair

North Staffs Mind's Strategic Plan 2021-24 sets out our ambitions for the next three-year period, our key priorities and the high-level outcomes that we are looking to achieve.

At the time of writing this Strategy the Covid-19 pandemic continues to affect our work. During 2020 NS Mind demonstrated immense organisational agility by responding to a global pandemic and adapting all services for remote delivery. Uncertainty remains into 2021 and so this Strategy has a three year lifespan rather than the previous five-year versions. This mirrors the approach taken by Mind nationally.

It is intended to provide an overarching framework of direction under which operational plans can be created, and business decisions made, to enable us to meet the changing mental health needs of the local population.

Operational Annual Plans will translate these overarching objectives into reality by identifying the key deliverable actions and priorities by service leads as shown below.

Operational and strategic risk registers will be used to ensure that we proactively scan the horizon for opportunities and threats to our work.



## **We are North Staffs Mind**

North Staffs Mind is an independent charity and limited company affiliated with national Mind and the Mind federation. Founded in 1976 we have a proud strong track record of providing high quality mental health services within the local community.

Our principal charitable activities focus on the prevention and treatment of mental ill health – primarily amongst the population of North Staffordshire.

We acknowledge that we have lots to learn and will reach out to experts, partner organisations and the Mind network to support us to achieve our Strategy.

Our team of 75 full and part time staff deliver a range mental health services focussed on early intervention that include:

- Counselling for adults and children and young people
- Training and workshops
- Peer support groups
- Supported housing

In addition, we provide IAPT and non IAPT services as part of the Staffordshire and Stoke on Trent Wellbeing partnership.

## **Serving the needs of North Staffordshire**

Our head office is situated in Stoke on Trent, the 14<sup>th</sup> (out of 326) most deprived local authority in England. Within the city:

- Residents have a lower life expectancy than the England average
- Wages are £100/week less than the national average

- There are c.32,000 GP-registered patients (18+) suffering from anxiety or depression, some 14% of the population compared to 10% nationally.

*(source: Stoke-on-Trent Joint Strategic Needs Assessment 2019)*

North Staffs Mind is active within the ICP Integrated Access to Mental Health partnership in the local area. It is widely acknowledged that there will be an increased demand for mental health support as we continue to live with COVID-19 and eventually exit lockdown. This is due to the impact of isolation, illness, and bereavement from COVID-19, economic hardship and increased prevalence of hazardous alcohol use. This is in addition to a strong pre-existing need for continued mental health support to those people / patients already in receipt of services.

The North Staffordshire geographical area in which we operate consists of a diverse variation in demographics evidenced by the Co-op wellbeing scores\*, which vary widely in terms of overall wellbeing and access to mental health services. In terms of commissioning, Stoke on Trent City Council, Staffordshire County Council, Newcastle Borough Council and Staffordshire Moorlands District Council all operate within our boundaries.

*\*<https://communitywellbeing.coop.co.uk>*

## **The national context**

North Staffs Mind is proud to be part of the national Mind federation. We work actively with colleagues at national and local Minds through a wide range of initiatives, collaboration and partnerships.

Over the last 75 years, Mind has transformed public attitudes and the quality of mental health support by standing shoulder-to-shoulder with people with personal experience of mental health problems.

It has been acknowledged that there was already a mental health emergency but Covid-19 has increased the scale and complexity of need and further entrenched inequalities.

A 'Common Purpose' unites the whole Mind federation. It sets out why we exist, who we are, and how we work. It was designed following the 'Big Conversation' with local

Minds in 2019. It was refined by brand research with the general public & people with lived experience.

## **Our purpose**

### **We connect minds**

We bring people together to make change in their communities.

### **We support minds**

We deliver life-changing support.

### **We change minds**

We speak out and demand better from policymakers and the public.

## **Our Vision**

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

## How will we deliver our strategy?

### We connect Minds

**We realise that we cannot take on this mental health emergency alone. We believe we can best support the mental health of our local communities by connecting with other passionate people and organisations.**

- We will proactively engage 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.

- We will seek proactive partnerships where we can work more effectively than pursuing opportunities under our own steam
- Internally we will continue to develop a culture of collaboration between colleagues and teams
- We will work with employers and schools to create thriving places to work and learn
- We will strengthen and develop our peer-led services
- We will strive to provide leadership and practical support to strengthen the local voluntary sector voice and impact



## **We support Minds**

**There has never been a greater need for mental health services within our local area.**

**The on-going Covid pandemic means that more people than ever are experiencing poor mental health – the long-term effects are yet to be seen or fully understood.**

- We will provide high quality, innovative and accessible services which meet the changing needs of local people
- We'll make sure that our support is truly inclusive. We want everyone – whatever their background – to feel welcome and supported by our services.
- We will deliver and evidence positive and progressive outcomes for people accessing our services

- We will make service user engagement central to our work so that our services are informed by local people with lived experience of mental health issues
- We will work within the BACP and Mind Quality Mark quality framework and adhere to regulatory requirements at all times
- We will review our governance structure and activity to ensure it continues to provide a safe and solid foundation for NS Mind

## **We change Minds**

**People need support right now, but they also need long-term change to the way society views mental health. We will fight for better services and rights for people with mental health problems.**

- We will continue to provide a strong voice for mental health within the local community.
- We will promote increased awareness and understanding of mental health issues and positive mental wellbeing through our marketing, training, outreach and social media activity and challenge and reduce any stigma of discrimination that surrounds mental ill-health and suicide.
- We will bolster our governance and focus on service quality and reach.
- We will drive this through a culture that places our staff and service users' needs and aspirations at the heart of our decision-making.
- We will raise our profile and demonstrate our worth and value to prospective partner organisations and commissioners

## Strategic development opportunities

Alongside our core activities we will strive to join the wider Mind Federation to pursue the following strategic development opportunities:

### We will become truly anti-racist

- We will learn about local demographics and review our activities against this information. In seeking to address barriers and gaps we will use a partnership and collaborative approach to look for opportunities to develop or bolster services
- We will strive for a community where everyone's mental health matters
- We will review our policies through an anti-racist lens
- We will work hard to address the lack of diverse representation within NSM leadership, decision-making and our wider workforce

### We will (continue to) support children and young people

- We will continue to build our portfolio of services aimed at local CYP
- We will become a more active partner of local youth collaboratives
- Our services will continue to be innovative, provide progressive outcomes and be considered as an exemplar within the sector

### We will fight for the mental health of those in poverty

- The area in which we operate has high levels of deprivation. We are committed to building our range of free at point of use services
- We will diversify our income streams to allow us to widen our reach