

DRAFT

Bristol Mind Business Plan

2007 – 2010

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Introduction

Welcome to Bristol Mind's Business Plan for 2007 to 2010.

Up date:

Since the publication of our first major Business Plan in 2004 we have successfully fundraised and recruited our first Director. This key post (despite funding challenges) has been instrumental in enabling our organisation to achieve the following:

- Reduction of costs for office accommodation by moving to another premises with advantages of being: shop fronted; easily accessible location; comfortable size for all current projects; room to offer space to external small groups; shared space for use by external groups offering a range of services; large training room
- Significant increases in: contact with other user led groups; individual support of 'user champions'; use of resources to support a range of self-help initiatives; training and other opportunities for people experiencing mental distress to be involved inside and outside the organisation
- Increased two way working relationships with groups representing the diversity of our community including local BME groups; Lesbian, Gay and Bisexual groups and disability group's e.g. RNIB & the Bristol Disability Equalities forum.
- Increase partnership working with a range of service providers from all sectors and the expansion of the number of services offered from Bristol Mind premises by other groups including evenings and weekends services (**see Appendix 1**)
- Expansion of the advocacy service i.e. a weekly advocacy drop-in at Bristol Mind; Independent Mental Capacity Advocacy (IMCA) service; BME advocacy service
- Expansion of our non-referral social and support Drop-in to Saturdays and Sundays with a Befriending service attached
- Development of information and sign posting services to the public including a web site shared by other user led organisations
- Greater profile of the organisation at a strategic planning level enabling the organisation and people with mental distress to influence the improvement of local services and ensure a 'service user' perspective of needs and issues including increased media profile about mental health issues and the work of Bristol Mind
- Improved administration systems and use of office volunteers who are current or ex mental health service users
- Development of HR policies reflecting good employment practice

However, there have been losses. Despite being able to expand our Sunday Drop-in to Saturday at another location and establish the Befriending service for socially isolated people, we were unable to gain sufficient funding to continue beyond December 2006. This was largely due to changes in local and national policy towards day services for people with mental health support needs. The Drop-in has managed to survive in a limited way through the work of some dedicated service users and with the support of Bristol Mind.

More recently we have had to reduce central administration hours due to the difficulties of securing funding for such functions. However through improvements with how we apportion core costs we are at least able to fund reduced central administration hours from our current funds and we also have more experience now about how to better use office volunteers, an area we need to develop further

New Business Plan 2007 – 2010 Summary

Bristol Mind sees itself as a resource for the whole of Bristol in positively influencing the mental well-being of the local population and as a potential catalyst for change in the way mental health issues are viewed and how mental health related services are offered. With this in mind, our new Business Plan aims to build on our achievements, identify and respond to challenges and look to the future with new innovative ideas that can promote mental well-being and create new opportunities in partnership with others from all sectors and communities.

At the heart of the next Business Plan is the development of a range of new accessible services for the wider community that promote good mental health. We envisage that eventually these services will be offered from a 'one stop shop' central mental health resource serving the city of Bristol. This central mental health resource centre will be a building owned by Bristol Mind and its partners and will meet the projected growth needs of Bristol Mind and enable the organisation and partners to reduce their overheads.

We envisage that some of these new services could become social businesses providing employment opportunities and income for Bristol Mind and its partners. We consider that one of our most important achievements of the last few years has been developing practical, mutually supportive, relationships with other organisations. We see our continued ability to work in partnership with others as one of the keys to our future success and are keen to form new partnership relationships in all sectors and parts of the wider community.

We envisage that we can begin work on developing new services in parallel with working with partners on developing a new central mental health resource for the city of Bristol. The new services we want to develop over the next few years are:

- Email and/or text counselling services **Obj. 1.3**
- Face to face non-referral counselling service(s) for groups identified by local PCT commissioners and/or target groups identified as currently underserved e.g. people with long term mental health support needs **Obj. 1.3**
- Advocacy services for inpatients detained under the new Mental Health Act **Obj. 1.4**
- Community advocacy services delivered at drop-ins around the city **Obj. 1.4**
- User Focused Monitoring research undertaken for organisations other than that which is commissioned by the statutory sector **Obj. 1.5**
- Direct Payments brokering and/or support service specifically for people with mental health support needs **Obj. 2.3**
- Training and consultancy work offered to: people experiencing mental distress to support their recovery i.e. psychosocial courses; workers and professionals providing services; employers and businesses addressing mental health issues in the work place. **Obj. 4.1**
- Developing a social business arm to provide training and employment opportunities for people with mental health support needs e.g. a café within a central mental health resource **Obj. 1.1**

These aspirations are supported by local commissioning and government policy in promoting mental and physical wellbeing across our communities for example *'Making it happen: a guide to developing mental health promotion. 2001. Department of Health and Making it possible: Improving mental health and well-being in England. 2005. CSIP and NIMHE* . Within these policy documents (and others) is an emphasis on taking personal responsibility for our health and what types of resources and support need to be in place for this to be achieved. This approach is reflected in the *'Recovery Process'* now a central approach for all emotional and mental health support services as promoted by NIMHE and CSIP as well as service user campaigning and research groups such as National Mind and the Mental Health Foundation.

Legislation and good practice linked to mental health are also reflected in the range of aspirations of our next Business Plan. For example: employer's responsibilities for addressing mental health issues in the workplace (Disability Discrimination Act 2005 and Mindful Employer Strategy, National Mind); legislation related to the training needs of the social care workforce (Health and Social Care Act 2001); the rights of mental health service users to have Direct Payments to purchase their own support (Health and Social Care Act 2001) and the right to independent advocacy linked to the Mental Capacity Act and/or the revised Mental Health Act.

We believe that these aspirations are supported by local and regional development agencies and bodies such as Bristol City Council and the Government Office for the South West. Our Business Plan links into their aims around improving public health; creating safer and stronger communities and developing the economy, growth and regeneration of the local area.

However, over the next three years, funding will continue to be one of our biggest challenges. Whilst funding from the voluntary trust sector is becoming increasingly harder to secure, new opportunities may be opening up within the statutory sector. New initiatives such as the '*Commissioning Framework for Health*' will ensure that the voluntary sector has increased opportunities to bid for commissioned work from statutory bodies. Additionally, as the Avon and Wiltshire Mental Health Care NHS Trust moves towards foundation status, further opportunities may open up for commissioned work within the Trust. Bristol Mind will be well placed to put in competitive bids for commissioned work. We have a strong reputation for delivering user focussed, accessible, high quality services and have a track record of delivering commissioned work. Also, the organisation is well respected within the user, voluntary and statutory sector – playing an active role across all three areas.

We have made some headway in developing working relationships with local business for example offering a consultancy role to employers developing their policies and practice around mental health and their workforce. We want to build relationship with the business community that is a two way sharing of expertise and resources. We envisage that some of our partners, who will help us to take forward the central mental health resource concept, will come from the business community. We also believe there are funding opportunities yet untapped by developing relationships with business that wish to express their social concerns and desire to support community initiatives.

History

Bristol Mind was originally founded in 1965 and acquired its charitable status at that point. Since its inception it has ensured that the views and expertise of people with personal experience of mental and emotional distress underpins the organisation's values and informs its work. For example, Bristol Mind's constitution states that a minimum of 51% of Trustees must have current or previous personal experience of emotional distress or mental health support needs, currently our committee has 75 %.

Bristol Mind was 're-launched' in April 1990 and an Executive Committee was re-formed which has met monthly from then onward. As the organisation has grown, it became clear that the Trustees needed to limit their liability. At the AGM in September, members approved the new Memorandum and Articles of Bristol Mind as a company limited by guarantee and these changes took effect from April 2001.

Bristol Mind affiliates to Mind, The National Association for Mental Health. Our affiliate status allows us to use the Mind branding and draw upon the support and expertise of the organisation. We have specific support from the Local Mind Association worker within the South West Local Mind Association area. At the same time as enjoying the support our affiliate status brings to Bristol Mind, we are an independent charity in our own right and as such we are responsible for our day to day decision making and activities.

An important development for the organisation came in 2004 when we were advised by the Big Lottery Fund that our application for funding for a Director and Office Manager's post was successful. As previously mentioned, in October 2004 we appointed our first Director of Bristol Mind this post has been vital in enabling the organisation to take its former Business Plan forward as it will be to implement this Business Plan taking the organisation to 2010. The role of Office Manager has also been pivotal in enabling the organisation to be more effectively run and provide an improved information and sign posting service to the public.

Current Activities of Bristol Mind

The Management Committee

- Legally responsible for ensuring good governance of organisation
- To work with the Director and others in successfully fundraising to enable the organisation to continue and develop its work
- To contribute to working groups as required by the organisation to advance the organisation's aspirations

The Director

- To provide overall management of the organisation, its staff, resources and its work
- To implement and monitor the Business Plan reporting progress regularly to stakeholders
- To co-ordinate and implement an effective fundraising strategy for the organisation
- To develop partnership working with service users, voluntary, private and statutory sectors
- To take a lead role in campaigning, education, training and consultancy work in conjunction with others inside and outside the organisation

The Office Manager and Administration Team

- Provide administration support to the organisation and groups using the premises
- Develop and improve administration systems as required
- To respond to the public request for information by providing a sign posting and information service including maintaining the web site
- To recruit, train and supervise office volunteers

Advocacy Services

- Advocacy In Action – male/female prison and regional secure unit service
- Outreach Advocacy – community based advocacy project Recruit, train and supervise volunteers to provide the above services
- Inpatient Advocacy – acute psychiatric unit based service
- Independent Mental Capacity Advocacy – advocacy service for those deemed to lack capacity.
- Black and Minority Ethnic Advocacy – acute psychiatric unit service for BME service users.
- Young People's Advocacy – South Gloucestershire based advocacy service for young people.

Service User Research Projects

- User Focused Monitoring – user led research putting service users at the heart of the research process
- Assertive Outreach Research – time limited user led research project looking to the effectiveness of Assertive Outreach Services within the statutory and voluntary sector.
- Recruit, train and supervise volunteers to undertake the above

MindLine

- Provide an out of hours telephone support service
- Recruit, train, support and supervise volunteers

Current Staffing and Management Committee

Management Committee	Staff
Trustees	Jeff Walker - Director
Gordon Rudston – Chair – Extensive experience of working as manager within local government. Chairs Staffing and Employment Sub Committee. Personal experience of using mental health services	Administration
Colin Hawkins – Treasurer – Extensive experienced of working in financial departments of Avon Health Authority. Chairs Finance Sub-Committee.	Jane Moore (until Sept 07) Office Manager Rachel Greensides (until Aug 07) General Admin
Suzanne Pearson Twenty Six years experience as a mental health practitioner and manager working in statutory and voluntary sectors, qualified teacher and trainer in mental health field. Member of Staffing and Employment Sub-Committee & Fundraising Sub-Committee	Tania Workman – Finance Officer
Ross Hughes - Qualified social worker, co-ordinator of User Involvement Team in the MH Trust, experience of using services also. Member of Staffing and Employment Sub-Committee. & Fundraising Committee. Personal experience of using mental health services	MindLine
Nancy Frankel – Experienced in recruitment and administration. Member of Fundraising Sub-Committee. Personal experience of using mental health services	Michèle Price: Co-ordinator p/t
Keith Hall Active service user involved in committees for other organisations also. Personal experience of using mental health services	Shauna Hope: Co-ordinator p/t
John Wood – Co-Chair of Avon Wide Service User Reference Group. Personal experience of using mental health services	Liz Sopapure Co-ordinator p/t
.Malcolm McDonald – Qualified Solicitor. Personal experience of using mental health services.	Pete Maginnis Admin worker p/t
Advisors	Advocacy:
Alex Raikes (BME equalities) – Extensive experience of working with BME Groups	Tom Hore Co-ordinator f/t
.Jacek Miotla (legal) – Qualified Solicitor and Accountant	Claire Barnard – Outreach Advocacy
Richard Tonkin (Mental Health) - Modern Matron within local acute psychiatric unit	Paul Turner – Inpatient Advocacy
Alcuin Wilkie (Psychiatry) - Consultant Psychiatrist	Jo Burgess – Specialist Women’s Advocate
	Kim Lees – IMCA Advocate
	Kay Francksen – IMCA Advocate
	Zakira Takolia – BME Advocate
	Karen Duncan – Young Peoples’ Advocate
	Research
	Anne Laure Donskoy – UFM Coordinator
	Rosie Davies- Assertive Outreach C’ord
	Rosanne Levene (until Sept 07) AO
	Research Assistant

Our Goals – Our Vision

What we want to achieve

- Good communication within and externally to the organisation
- A public access organisation open to the public
- To be a catalyst for change e.g. reducing stigma, improving services
- Good information and rapid response to telephone enquiries
- To be there when we are needed the most (improved opening hours)
- Active campaigning role
- A high quality, accessible advocacy service which is valued and funded by funders and service providers
- To have a management structure for paid staff
- Effective ways for seeking the views of our users to respond to their needs
- Develop a team approach within the organisation
- To support the needs of anyone with a mental health issue.
- Better services for and representation from minority groups such as minority ethnic groups
- People to have clear job roles and paid appropriately for that role
- More progressive roles for volunteers
- To understand, listen to people and provide services that they need
- User involvement – from our own service users in particular
- A positive place to work and to volunteer
- To be a resource for others
- To be sought after and respected
- To promote positive mental health in all we do
- Not to compromise our values in seeking funding
- Sharing responsibility
- To recognise our limitations
- To work in a professional way to high standards
- To show respect for each other
- To be a beacon organisation and a model of good practice
- To work towards quality mark standards
- To be a catalyst for change
- To work for Social Justice and equality
- To be here for those who need it most

What we want to preserve

- The commitment and energy that the volunteers, staff and trustees bring
- The current projects
- An effective way of management within the admin team dealing with Service Users with empathy as well as maintaining a source of professionalism.
- A very clear remit – not over-stretching our resources or raising the public's or professional's expectations about what we can provide.
- Existing reputation
- The current profile of Bristol Mind as a voice for service users
- Staff expertise and knowledge and the opportunity they have to develop projects
- Feedback from our users about services
- Volunteers and the quality of the training that they receive
- The positive image of Bristol Mind

MISSION
Bristol Mind

Promotes a positive view of mental health and aims to provide services that are user focused and empowering. Our vision for the next 5 years is to expand services according to expressed need and to continue to campaign against stigma and discrimination and to be a catalyst for change

BROAD AIMS

BROAD OBJECTIVES

1			2			3			4					
To be a resource for all people in Bristol who identify themselves as having mental health or emotional support needs and their family, friends and supporters			To be at the centre of a collaborative partnership of innovative working			To develop the organisation in order to deliver high quality services			To promote positive mental health and views of Mental Health					
1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	
To develop in partnership a 'one stop shop' central mental health resource for the city of Bristol	To provide a range of information and signposting services direct to the public via the telephone, web site, published media and use of external databases	To deliver MindLine and develop a new face to face counselling service	To offer an advocacy service To offer advocacy in: The Community Acute units Within the BME community Prisons Secure units	To offer a user focussed research	To offer volunteer opportunities underpinned by good practice	To offer a range of support and share resources with other user groups	To work in partnership to deliver services, access people and share information (Drop-ins etc)	To work in partnership to provide advice and support about Direct Payments	To develop effective management of the organisation	To develop an effective fundraising strategy			To provide a range of high quality training and consultancy that promotes good mental health and good practice	To play a proactive role in campaigning and education

Values

- User focussed, Non-judgemental
- Equality of opportunity and to work within anti discriminatory practice
- Being supportive and collaborating both internal and external
- To deal with all our values sensitively and intelligently
- |

Objective 1.1

To develop a public access Mental Health Resource Centre for Bristol

Person to lead – Director

Background

For many years, Bristol Mind has aspired to establish a mental health resource centre for Bristol. Initially we saw this as a resource focused on the needs of mental health service users, offering access to alternative therapies, meeting room space, education/training, voluntary and statutory sectors services, advice and information and this aspiration formed part of our business plan for 2004 – 2007.

Since the adoption of our '04 –'07 business plan, we have developed our vision to be a 'one stop shop' model accessible to anyone in the local area where information, advice and services related to mental and emotional wellbeing can be accessed. We also see this centre as a shared resource with other organisations with possibilities to include social businesses such as a café and training/consultancy service.

Our achievements during the term of the last Business Plan have supported our aspiration for example:

- Bristol Mind has expanded the range of groups and voluntary/statutory sector organisations we support. We now offer free, self-contained, meeting room space to 10 user groups, together with access to administration resources. We host meetings for national and local voluntary/statutory sector organisations. Services offered by other organisations from our premises include: Help Counselling, a registered charity that offers counselling to young people aged between 8 and 25; a number of self help support groups related to issues such as self-injury, anxiety, or depression; monthly good mental health workshops open to anyone. By offering support to these organisations and sharing our resources we have increased what is available to people in need and developed our local profile as a centre for good mental health.
- We have raised funding to provide regular training for people who have experienced mental or emotional distress to enable them to develop their skills in running user led organisations, participants reported an increase in their confidence and self-esteem leading some to consider returning to paid or unpaid work.
- In addition our recent move to new premises has moved our idea forward because of the facilities i.e. a shop front, dedicated reception area, small meeting rooms and a large training room that can be and are shared by other organisations. However, whilst these new premises have given us new opportunities to realise our aspiration there are some key limitations, mainly that the building is not accessible to wheel chair users and the space limits the activities that can be offered. The lease for our new premises runs for nine years from July 2007, with a three-year break clause therefore we hope we can move to a new building with our partners within that time frame.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Consolidate move into new building. • Develop effective systems for managing and monitoring use of new premises • Continue to research the potential need and function of a locality wide mental health resource centre • Identify partners and form a working group to take this idea forward • Explore funding opportunities via Futurebuilders and European Social Fund
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • Develop further collaborative working collaboratively with potential partners • Establish steering group of users, colleagues and funders • Begin sourcing funding • Submit funding bids • Develop links with not for profit building sector (housing associations, cooperatives etc) • Begin process of identifying key requirements for a building
<p>Year 3 April 2009- 2010</p>	<ul style="list-style-type: none"> • Develop budget for purchase of building. • Identify up to 10 potential buildings • Refine budgets based on shortlist of three potential buildings • Consolidate links with stakeholders • Commence purchase & redevelopment process

Information Project

Objective 1.2 To provide a range of information and sign posting services

Person to Lead – Office Manager

Background

Since 1994, Bristol Mind has provided a range of mental health related booklets free to service users, carers and colleagues. These award-winning booklets provide clear explanations on common forms of diagnoses and tried and tested methods of self-help. Evaluation has demonstrated their popularity amongst users, carers and also professionals. The booklets are distributed via a range of sites within the community and directly from our administration offices. The Newsletter and useful numbers leaflet is sent to all members, volunteers, Voluntary Organisations and Professionals, as well as all the Information Points around Bristol and South Gloucestershire

Since our last Business Plan we have been able to recruit an Office Manager with responsibilities for the information and sign posting services. Services have expanded, initially by increasing the availability of sign posting over the telephone, the introduction and expansion of our web site and the purchase of access to 'Purple Pages' a local database of information. In partnership with the Bristol Survivors Network, we now host and maintain the BSN mental health resource web site within our own site. In 2006 we installed a new telephone system which allowed the expansion of the number of lines available within our administration department, thus enabling us to deal with more telephone calls.

We intend to continue to develop our efficiency in providing a sign posting and information service.

Visits to our web site has increased significantly since it's launch in 2003. The table below shows the number of 'unique visits' to our site (a unique visit being where a visitor opens more than one page – thus avoiding false hits where our website is used as a home page). The Bristol Mind website is designed and maintained entirely in-house, which not only saves significant amounts of money, but also allows for weekly updates.

Unique visits	Year
3040	2003
8181	2004
23681	2005
32715	2006
49843	2007

NB: Actual figure for 2007 between January and mid October was 40797 – annual figure is based on assumed total figures for 12months based on 9 months actual hits.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • To produce and distribute a newsletter • To provide an effective telephone information service • To develop and maintain Bristol Mind Web Site, • To maintain an information resource (leaflets etc) • Increase outlets where booklets available • To develop the recruitment, induction and training of office vols to provide some of the service • To have public accessible area for service users, general public etc to visit and make enquiries within the current accommodation
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • To increase number of Mind titles. • To continue to offer sign posting and Mind Booklet service • Develop an effective system for the information service • To have email based enquiry/response system • Recruit a volunteer to edit and produce a more regular newsletter • To consolidate existing telephone based sign posting, with more training of current staff and volunteers • Expand and update information held on database used for sign posting.
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • To continue to offer the service • Develop monitoring system to identify trends in take up of information project services. • Demonstrate an increased use of the information service provided • Undertake fundraising to continue the information service • To review web site content and redesign site.

Objective 1.3

To provide an out of hours support telephone service (MindLine) and develop a new non referral face to face counselling service

Person to lead – MindLine Co-ordinators in conjunction with the Director and partners

Background

MindLine

Initially operating as the Bristol Mind Crisis and Support Line, MindLine is one of the longest established staffed projects within Bristol Mind. At first it operated on only 1 day a week (8pm-12 midnight) but has since built up to 5 days a week. From its launch on World Mental Health Day in October 1995, MindLine has offered a free, confidential helpline to those experiencing mental or emotional distress... MindLine has been uncompromising in its drive to ensure that volunteers who work on the line receive the highest quality of training, supervision and support. Take up of this service increased significantly, when in December 2000 the service introduced a free phone number. In 2006, MindLine was awarded the Telephone Help Lines Association quality mark.

Future developments:

MindLine is led by 3 part time qualified and experienced counsellors who have experience of working with a range of client groups as well as being able to deliver high quality training and supervision of volunteers on the support line. As professionals they have much to contribute to future developments of 'counselling' and or other support services within Bristol Mind along with others in the field that we have contact with e.g. Help Counselling.

Face to face counselling provided by Bristol Mind:

It is envisaged that the face to face counselling service provided by Bristol Mind will be non referral and would target client groups who currently have difficulties accessing counselling services, as well as, complimenting existing provision. We also envisage providing this service by working closely with the University of West of England to provide counselling placements for students undertaking advanced courses. We have some experience of working in this way at our previous social and support weekend Drop-in service.

Other responses to support needs:

Other ideas to be explored include: telephone counselling and an email or text help service both of which could work successfully based on MindLine's current service experience

Key Targets

- To continue to develop a responsive service
- To contribute to the development of a new face to face counselling service

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Deliver the service for 5 days per week and evaluate the extended hours • Review funding position and set targets and service agreements to secure funding • Integrate learning from the volunteer support structure into volunteering across the organisation • Contribute to identifying the client group for the new face to face counselling service e.g. where is the unmet need • Work alongside other partners to implement a new face to face counselling service to be operational by mid 2008
<p>Year 2 April 2008- 2009</p>	<ul style="list-style-type: none"> • Contribute to the evaluation of the new counselling service in practice • Research into further areas of possible development and need for: <ul style="list-style-type: none"> • telephone counselling • email help service • face to face counselling • Review potential for the extension of the MindLine service by: <ul style="list-style-type: none"> • extended hours and/or • opening more evenings per week and/or • introducing an extra line • Secure funding for extended service
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Review the service provided • Set targets for next three years • Continue services • Development/Review of training programme • Implement changes arising from reviews

Objective 1.4 - To offer advocacy

Person to lead – Advocacy Co-ordinator

Background

Bristol Mind has offered an advocacy service since 1996 – initially this took the form of a volunteer based service, with one advocacy coordinator recruiting and training volunteer advocates, whilst at the same time managing a caseload of clients funded by the National Lottery.

During 2002, we successfully applied to run a pilot for the Independent Complaints Advocacy Service for the Department of Health. The initial six months contract was extended till August 2003. Following the end of our Lottery Grant in 2003, we were successful in obtaining Opportunities for Volunteering funding from Mind for an Outreach Advocacy Project. This allowed us to continue employ a part time worker to train volunteers for a community based advocacy service. Following on from the success of advocacy at our social drop in, we opened up a weekly advocacy drop in from our administration offices.

From July 2003, funded by Community Legal Services, a new Prison Advocacy service started called 'Advocacy in Action' which utilised previous contacts in Bristol Prison and Fromeside medium secure unit as well as expanding to Eastwood Park women's prison. This work is now funded under a formal Community Legal Service Commission contract after we obtained the highest possible Legal Services Commission (LSC) Quality Mark.

Our advocacy service was further expanded in 2004 to include a specialist inpatient advocate – this work is funded by Comic Relief. In March 2007 we were awarded the bid to provide an Independent Mental Capacity Advocacy Service. This service works within the framework of the Mental Capacity Act 2005 and provides advocacy to people who may lack capacity to make decisions about accommodation and medical treatment. We have also begun to provide a specialist Black and Minority Ethnic Advocacy service and a young people's advocacy service. Both the BME service and young people's service are short term pilot projects for which we hope to secure longer term funding.

What is advocacy?

The central principle of Advocacy is service user empowerment and supporting individuals towards self-advocacy. We support individuals on a broad range of issues, and particularly in their contact with service providers (statutory or voluntary) on matters relating to their individual package of care. To give information about rights and services so that people can make informed choices and decisions. We hope to deliver this service to individuals by listening, empathising and encouraging them to express their views, by giving them information so that they can make informed choices, by remaining completely independent when liaising or negotiating on their behalf.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<p>To Deliver advocacy:</p> <ul style="list-style-type: none"> ● In the community via a drop-in ● In the two local prisons (male/female) ● In inpatient units at Southmead and Callington Road Hospitals ● At Fromeside Regional Secure Unit ● To submit funding applications for continuation and growth of service ● To deliver new Independent Mental Capacity Advocacy ● To deliver specialist BME advocacy ● To deliver specialist young people's advocacy
<p>Year 2 April 2008- 2009</p>	<ul style="list-style-type: none"> ● To Deliver existing services ● To seek long term funding for BME advocacy and young peoples advocacy ● To seek replacement funding for inpatient advocacy ● To work with PCT to deliver statutory funding for advocacy ● To seek funding to continue work in prisons ● Carry out full audit of service and create report for current and potential funders
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> ● To submit bid commissioned advocacy service level agreement. ● Carry out full audit of service and create report for current and potential funders ● Have service externally evaluated

Objective 1.5

To provide user focussed research.

1.5.1– User Focussed Monitoring Project

Person to lead – UFM Research Coordinator

Background

During 2000, the Statutory Sector advertised for tenders for a research post to monitor user's views of the local mental health service. The work was based on the User Focussed Monitoring (UFM) model developed by the Sainsbury Centre for Mental Health. The post-holder would recruit people who had used services themselves to conduct interviews and produce a written report at the end of the year. Bristol Mind successfully bid for this Project and the resulting work was so impressive that the Health Authority (now the Bristol Primary Care Trust) decided to commission the work on an ongoing basis, subject to monitoring.

UFM is a way of evaluating and researching local specialist mental health services also known as secondary mental health services. UFM uses service users' experiences of using a service or receiving a form of treatment for instance, in order to evaluate how well or not mental health services perform locally. The first UFM report '*User Focussed Study of Inpatient Services in Three Bristol Hospitals*' and the second report, '*Crisis, What Crisis? Were both well received across the Bristol area, regionally and nationally?*

The current research project is focussing upon the Care Programme Approach and once again is breaking new grounds by also endeavouring to include the prison and secure units in the research. The current research coordinator has worked closely with the local research community to ensure that our UFM project complies with legal requirements and best practice.

Concurrent with this work there has been a concerted effort to ensure that the recommendations from the first two reports lead to concrete changes. To this end an implementation group was established to address the recommendations from the first report, which was co-chaired by the UFM development Worker. Publication of the second report coincided with a re-configuration of the Bristol Crisis Teams, which have been merged into a city wide Home Intervention Team service. Consequently implementation of the second report has been delayed.

UFM members are people from all walks of life who have used or who currently use secondary mental health services, or who have experience of mental distress. They are involved at all stages of the research process, from deciding the subject to designing the questionnaires, to conducting the interviews, analysing the findings and writing up a report. The findings of reports have been presented to the service user community in Bristol and beyond at conferences. They are of course also presented to staff. The findings are then used to negotiate and make positive improvements to the way that local mental health services are provided and run.

Key Targets

Year 1 April 2007 - 2008	<ul style="list-style-type: none">• Recruit user researchers• Develop ICPA questionnaire• Recruit interview candidates• Formalise volunteer and sessional relationship to organisation• Develop & deliver internal training for user researchers• Commence Interviews• Commence data entry process• Begin data analysis process
Year 2 April 2008 - 2009	<ul style="list-style-type: none">• Recruit user researchers• Write up report• Begin work on implementation processes• Deliver internal training to user researchers• Begin work on identifying new topic for research• Contribution to development of external training programme
Year 3 April 2009 - 2010	<ul style="list-style-type: none">• Recruit volunteers• Continuation of implementation processes• Monitoring of new key area• Running the training programme• Develop new questionnaire

1.5.2 – Assertive Outreach Research Project

Person to lead – Assertive Outreach Research Coordinator

Background

In 2004 we submitted a successful bid to the Big Lottery Fund Research Grants section and in 2005 we commenced work on a research project looking into the effectiveness of the Assertive Outreach Teams across the former Avon Health Authority Area. This work is collaboration with the South West arm of the Care Standards Improvement Partnership (CSIP) and the University of the West of England. The project has also been supported by the Assertive Outreach Teams themselves, the Avon and Wiltshire Mental Health Care Trust Research and Development department, the University of Bristol, voluntary sector colleagues and the Service User Community

Many people with mental health problems face social exclusion and a poor quality of life in the community. These problems are often at their most extreme in those who regularly lose contact with services. Assertive Outreach* services have been identified as a way of achieving better contact and support for people with severe mental health problems.

The project aims to explore in depth how voluntary and statutory services can best work to promote effective access to services. The primary focus will be on the perceptions and needs of service users.

The study includes focus on the specific needs of people from black and minority ethnic groups and Gypsy and Traveller communities

* Assertive outreach is not a treatment but a way of organising and delivering care via a specialised team to provide intensive, highly coordinated and flexible support and treatment for people with longer term needs living in the community.

Key Targets

Year 1 April 2007 - 2008	Year 3 of Research project <ul style="list-style-type: none">• Continuation of research work• Reduction to one worker half way through this year• Continuation of links• Continue training
Year 2 April 2008 - 2009	<ul style="list-style-type: none">• Implementation process• Handing over of implementation process to Trust• Recruit Researcher for independent review of research and implementation process.

Objective 1.6

To offer volunteering opportunities underpinned by good practice

Person to lead - Director to work with Office Manager and all staff

Background

Offering volunteering opportunities, backed up by high quality training has been the backbone of Bristol Mind's service delivery strategy since the organisation re-formed in the 1990's. Over the years, each project relies on well-trained and supervised volunteers and therefore has gained much expertise in recruiting, training and retaining volunteers. We want to develop our use of volunteers by:

- Building on our skills in providing high quality training, supervision and support of volunteers including passing on this expertise outside the organisation
- To recruit a wide range of volunteers representing the diversity of our communities and reflecting the skills that volunteers want to put to use
- To provide current and ex service users an opportunity to develop skills and work experience linked with organisations providing employment or educational support.
- To provide a stepping stone to people wishing to enter employment within the mental health/counselling field
- Agreeing some standard monitoring of who is volunteering across the organisation

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Consider ways of sharing training • Resources to benefit all volunteers in the organisation e.g. office vols. • Review volunteer policies across the organisation • All other policies as necessary to refer to volunteers • Share good practice re recruitment and retention across all projects • Develop links with education and employment support agencies e.g. city of Bristol college, Mental Health Matters
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • Share expertise in volunteer training and resources • Developing and sharing expertise in volunteering • Development plan implemented for volunteers • Maintain database of volunteers • Maintain and develop organisational policy and procedure for recruiting volunteers
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Review progression in policy and practice development • Continue to centralise and standardise volunteer practice in line with current good practice • Continue to support volunteers • Update targets within business plan • Research the possibility of taking training externally

Objective 2.1

To offer a range of support and share resources with other user groups

Person to lead – Director

Background

As stated in our previous Business Plan, Bristol Mind has recognised the need to support other user groups especially those that are small, front line user led groups that lack the infrastructure and support they needed to grow and expand. Initially this took the form of free meeting room space; this has now increased to making available administration resources such as computers, photocopiers and stationery. The Director has also increasingly provided more advisory support, being involved in steering groups and becoming specialist advisor. Central to our philosophy has been to ensure that the user groups who draw upon our support retain their own independent identity and autonomy.

This support has enabled Bristol Mind to be a useful and trusted part of the local user movement; ensuring people with direct experience of emotional and mental distress and using services have a voice and are heard. This contact and networking has informed the work of Bristol Mind keeping us close to the realities of people's lives. We intend to continue to develop this important aspect of our work and we note that the Director's post has been crucial in enabling this networking and support to happen. (See Appendix 1 for list of groups & agencies supported)

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Support the development of user groups • Continue support of current groups in conjunction with the office manager • Formalise the way that we support user groups • Develop policy and procedure for continuing support to user groups that involves trustees, Bristol Mind service users and staff and volunteers • Expand the practical support to user groups through the use of the new building,
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • Monitor the outcomes of the support given to other user groups • Work alongside user groups in campaigning work • Develop links with other user groups nationally and beyond our locality • Expand expertise to support user groups • Involve user groups in development of strategy to develop mental health resource centre • Explore ways to Increase our capacity to support user groups
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Develop information, resources and expertise to support small user groups e.g. funding information, charitable status etc • Produce evidence of support to user groups leading to a stronger voice in the locality and positive relationships • Attract new trustees, members and volunteers from user networks

Objective 2.2

To work in partnership to deliver services, access people and share information. To attend and contribute to forums to promote positive change.

Person to lead – Director

Background.

As with our work to support Service User Led Groups, securing funding for a Director has increased our ability to be actively involved within the wider mental health community. Bristol Mind is now a main player within this sector and often takes on key roles and responsibilities. Appendix 1 illustrates the numerous roles taken up by the Director. In addition to cultivating these formal links, the Director has also developed links with local private sector organisations, primarily to obtain best price for our organisational needs, but also to promote good mental health within employment.

Key Targets:

- To develop relationship with other organisations from all sectors in order to develop new services and take forward the aspirations for a central mental health resources
- To specific target local businesses to share expertise and contribute to implementing this Business Plan

Year 1 April 2007- 2008	<ul style="list-style-type: none"> • To work in partnership with other mental health groups within the voluntary and statutory sector • To work in partnership to secure funding • To provide services for and representation of people from diverse backgrounds • Maintain relationship with National Mind • Prioritise developing relationships with statutory sector parties including the local authority link officers • Draft a strategy for improving representation of people from diverse backgrounds within organisation and in all services • Develop ways of getting the views of people using Bristol Mind (Consultation)
Year 2 April 2008 - 2009	<ul style="list-style-type: none"> • Implement strategy diversity strategy • Continue developing existing relationships with external groups building on previous co-ordinator post and involving trustees • Develop partnership working in providing range of services e.g. training, volunteers and partners • Begin working collaboratively with partners in researching potential locality wide mental health resource centre
Year 3 April 2009- 2010	<ul style="list-style-type: none"> • Produce evidence of increased representation of people from diverse backgrounds • Produce evidence of positive, collaborative working with range of external groups <p>Ensure profile within the statutory sector and nationally at a higher level</p>

Objective 2.3

To work in partnership to provide advice and support about Direct Payments

Person to lead: Director

Direct Payments are specific budgets that can be allocated to an individual service user to enable them to purchase the care and support they need. Traditionally the take up of these payments has been mainly restricted to those with physical or sensory impairments. The uptake of Direct Payments by people with mental health support needs in Bristol is very low this is despite it being a government requirement that Direct Payments are considered at Care Plan Review Meetings.

Potential Direct Payment recipients report they need:

- accessible information
- support to think through, and try options
- peer-support and the sharing of experiences
- support with the application process.

The Access to Direct Payments Scheme would address these needs.

The overall aim of the project is to help people with mental health support needs to access Direct Payments. The underpinning principles are choice, control and empowerment.

Two development workers will be employed to:

- Raise awareness about Direct Payments, including to people from Black and minority ethnic groups, homeless people and ex-offenders with mental health support needs - all of whom have particular difficulty accessing information about their rights and the potential choices available to them.
- Provide personalised support for people to think through, and try different options for using Direct Payments, either individually or in a peer group. We know that people with mental health support needs find the application process for Direct Payments daunting and need confidence and support to develop their own ideas about what support might be most helpful to themselves.
- Provide support with needs assessments and accessing Direct Payments
- Help foster peer support and self-help approaches. The development workers may be able to bring together people with particular ways of managing their mental health, such as through gardening, music, or the arts in order that they can share their interests and resources to provide self-directed support focused on the specific preferences of the group. The development workers may also support individuals to access Direct Payments to employ their own support workers, or for a couple of people to 'share' a support worker they recruit together.

Key Targets: To be set in line with funding to be secured

Objective 3.1 - To develop effective management of the organisation

Person to lead – Management Committee/ Director

Background

As a registered charity and company limited by guarantee, Bristol Mind is governed by a board of trustees who also act as company directors. The board of trustees meet on a monthly basis (except in January and August of each year). As a full board of trustees, meet annually at the AGM and selected trustees meet on a monthly basis within the organisations sub-committee structure.

On a day to day basis, the management of the organisation is the responsibility of the Director, who supervises department managers, carries out annual appraisals, chairs team meetings, attends Executive Committee Meetings and Sub-Committee Meetings. The Director is also responsible for including staff and stakeholders in the development and implementation of the Business Plan.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Develop further the organisational identity and coherence • Develop working relationships with Trustees which are mutually supportive • Begin to resource and organise training for the management committee as per the business plan • Director to lead on the recruitment of new trustees in conjunction with current trustees – focus in particular on underrepresented people and users/ex users
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • Director to support trustees to review their roles and responsibilities and how these may be implemented • Director to support trustees in developing induction package and ongoing training programme • Director to identify further skills that will be needed and how these will be developed <p>Trustees to take a lead in development of mental health resource centre.</p>
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Produce evidence of improved management across the organisation in areas of effectiveness, improved communication, retention of staff and volunteers • Produce evidence of increased cross project working practices and clear and transparent organisational procedures • Trustees and Director to review sub –committee structure within Bristol Mind.

Objective 3.2

To develop an effective fundraising strategy

Person to lead: Director/Board of Trustees

Since the publication of our 2004 – 2007 Business Plan, there has been a significant shift in the major source of our funding, from non-statutory funders to statutory funders, by way of service level agreements, contract work and one off grant aid. This has put the organisation on a sound footing and in a good position to compete for additional statutory funding.

With the imminent move towards Foundation Status for the Avon and Wiltshire Mental Health Care (NHS) Trust, which will require more commissioning from within the non-statutory sector, together with the Department of Health's discussion around commissioning in general within the 'Commissioning Framework for Health and Wellbeing', which, if implemented will open up commissioning opportunities to the voluntary sector for activities which are currently the preserve of the statutory sector.

Bristol Mind's profile has also increased to the extent that we are now in a position to attract regional and national attention. Our work within prisons, User Focused Monitoring and service user involvement is seen as innovative and ground breaking. Once again this places us in a good position to seek funding of a national significance.

Our links to a diverse range of organisations, from local user led self help groups to national organisations will also lend itself to taking advantage of partnership bids for funding.

In order to take advantage of funding opportunities, Bristol Mind will endeavour to retain and increase our profile within the local, regional and national arena. We will continue to attend & support key networking meetings and cultivate relationships with key commissioning agencies. We will monitor and analyse developments within service delivery strategies.

All funding bids will be prepared using a full cost recovery strategy, which will include a contribution to the costs of employing a Director within the organisation. The cost of employing the Director will also be met through efficiency savings & charges levied in connection with moving into the mental health resource centre, together with introducing a full cost recovery strategy for external training roles & consultancy provided by the Director.

In addition to seeking a sound foundation of statutory sector funding, Bristol Mind will continue to seek funding from the charitable trust sector to develop new initiatives which are outside of commissioning frameworks.

The Commissioning Framework for Health and Wellbeing and Foundation status for NHS trusts may present new challenges. Both the Framework and Foundation status open up commissioning to the private sector. Bristol Mind will not see this as a threat, but an opportunity for partnership working with the private sector. We will strive to build links with private sector health care providers to explore bringing together the expertise of both sectors. In addition, we will seek opportunities to work with local employers to develop good employment practices.

**Objective 3.3 –
To ensure effective administration across the organisation**

Person to lead – Office Manger

Background.

Since 2001 Bristol Mind has had some key central admin posts that have enabled the organisation to develop and become more effective i.e. an Office Manager/Co-coordinator. Improvements to our administration systems have been essential to the support we provide to user led organisations, many of whom not only use our physical resources such as photocopier, presentation equipment, computers and internet connection, but also upon our reception facilities and collective administrative expertise and experience.

We have also seen the development of the use of office volunteers many of whom have offered their time as part of their own recovery from emotional or mental distress. Central admin, including the office volunteers, has been key to providing an information and sign posting service to callers as stated in the previous objective.

Currently we have a part time administrator for the MindLine service, funded by the local PCT as part of the MindLine service. Central admin consists of a part time Finance Officer who handles all financial matters, working closely with the Treasurer and the Director and an Office Manager. We have recently had to reduce our Office Manager hours because of a lack of additional funding for this post. This has made it even more crucial that we make effective use of well trained and supported office volunteers.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • To develop administration systems within new building • To consolidate existing telephone based sign posting, with more staff and volunteer training and expanded database. • To recruit, train and supervise a group of up to 6 office volunteers • In conjunction with Director and staff to implement improved monitoring and evaluation methods across the organisation • To contribute to the development of admin for the organisation's new training arm
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • To develop links with City of Bristol college NVQ courses in administration and offer student work placements • To evaluate the sign posting, information and public access services • Have more volunteers trained and supported in office to answer general enquires, with additional telephone line. • To have email based enquiry/response system (not therapeutic) • Support the Director in research for potential Mental Health resource development for the locality
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Support Director in review of the business plan • Support Director and Trustees in campaigning work • Support Director in identifying 10 potential properties for mental health resource centre • Support director drawing up short list of three buildings.

Objective 4.1

To provide a range of high quality training and consultancy that promotes good mental health and good practice

Person to lead- Director

Background.

Bristol Mind has extensive experience of delivering high quality training to its volunteers, some of which is OCN accredited through the City of Bristol College. Training provided to volunteers is occasionally offered outside the organisation.

The UFM research project already attempts to influence attitudes and service provision through disseminating research findings and from this some training initiatives have taken place.

The organisation also has experience of responding to some of the training needs of service users by putting on training for user groups around setting up and running such groups. The organisation has also offered its training facilities and advertised other 'training' on behalf of organisations such as SISH who run monthly Good Mental Health Workshops. Therefore the organisation has already got a reputation for being service user 'friendly', supporting and involving service users and promoting the recovery approach.

We receive a significant amount of calls requesting training/advice or specific in-put from people with personal experience of emotional/mental distress and/or use of services. These requests are occasionally responded to by Bristol Mind staff or passed to mental health trainers associated with Bristol Mind. It should be noted that there has been attempts in the Bristol area to train service users to provide training for example within the Mental Health Trust and some Bristol Mind trustees have represented the organisation in developing and promoting the use of service user trainers. Currently there is no central pool of service user trainers or any resources to support and develop these trainers.

The future:

Our aim is for Bristol Mind to be **THE** mental health training resource for the locality, with the user perspective and user involvement at its centre, offering the social and recovery models of understanding mental health needs. By developing and expanding training and consultancy work, income can be generated that can contribute to core costs such as the Director's salary. We envisage that eventually this may lead to a social firm or social Enterprise Company, for example, by providing paid work for service user trainers.

Training courses would be developed for and by people with personal experience of mental and emotional distress to support their own recovery process e.g. psychosocial training courses. Courses and consultancy work would also be delivered by experienced trainers/consultants from inside and outside of the organisation to paid or unpaid staff from a range of organisations.

Bristol Mind is in a prime position to do this because it is a mental health specialist organisation, with a recognised name in mental health promotion locally and nationally and with a considerable level of expertise within the organisation.

Some ideas for training and consultancy are: mental health first aid; mental health awareness; the recovery approach in practice; advocacy skills; telephone helpline skills; user research skills; good mental health workshops/advice; mental health diversity training; mental health in the workplace. The organisation could progress to run seminars and conferences as well as establish networks and learning sets for interested parties.

Key Targets

<p>Year 1 April 2007 - 2008</p>	<ul style="list-style-type: none"> • Establish a working group made up of in- house staff and external supporters to take this initiative forward • Agree an initial programme of training that can be offered, aim to begin with Mental Health first Aid courses that have national recognition, Mental Health Awareness days and training already provided by staff • Fundraise for some initial funding to purchase admin hours; equipment, produce programme and advertise training arm • Plan and implement admin systems to administer training arm
<p>Year 2 April 2008 - 2009</p>	<ul style="list-style-type: none"> • Advertise and run two programmes of agreed courses for paid and unpaid workers during the year • Evaluate training pilot • Set up a working group to take forward recovery led training courses; involve people with personal experience of distress and people with expertise in this area. • Pilot first training course that aid recovery • Evaluate recovery led training courses • If successful then consider the need fro Training Co-ordinator and fund raise for this post.
<p>Year 3 April 2009 - 2010</p>	<ul style="list-style-type: none"> • Review progress to date • Work with City of Bristol college to access NVQ level 2 in training for service users and provide training opportunities for these learners • Establish a user trainer data base and advertise so other training providers can access this expertise • Begin process of establishing a social business

Objective 4.2

- To play a proactive role in campaigning

Person to lead- Director

Background.

'One in four patients visiting a health service has at least one mental, neurological or behavioural disorder but most of these disorders are neither diagnosed nor treated' (World Mental Healthy Organisation)

Bristol Mind will always campaign to combat stigma, improve services and defend services which are threatened. We will campaign for service users focussed Mental Health Bill, which treats service users with dignity and respect, offering services which are relevant and accessible.

We will also campaign to promote positive mental health and wellbeing, highlighting good practice and initiatives. We will work to highlight the creativity and talent of mental health service users, both in the work place and in society in general.

Key Targets

Year 1 April 2007 - 2008	<ul style="list-style-type: none"> • Actively recruit people to Management Committee from membership who wish to be involved in campaigning • Define what we mean and what we want to do with regard to Mental health Promotion • Define the issues that need to be addressed and key audiences for those messages • Develop a proactive and reactive strategy for this work • Review Mind's position on issues so that it reflects the views of users and National Mind and other User groups • Participate in days such as World Mental Health Day
Year 2 April 2008 - 2009	<ul style="list-style-type: none"> • Write a clear campaigning policy • Set up campaigning group and seek Management Committee involvement in this • Roll out programme of identified campaigning including: <ul style="list-style-type: none"> ○ Campaigning against stigma ○ Campaigning for better services ○ Supporting health promotion strategies Supporting positive initiatives
Year 3 April 2009 - 2010	Review progress to date

Current Funding Analysis (Secured position of grants from April 2007)

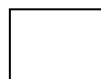
Source of funds	Project	April 2007 – March 2008												£	FR start
		A	M	J	J	A	S	O	N	D	J	F	M		
Lottery/Reserves	Director/Office Manager	L	L	L	L	L	L	L	R	R				59,026	Immediate
Legal Services Commission	Advocacy in Action													36,036	N/A
AWP -Fromeside	Advocacy in Action													12,750	N/A
Lankelly	Advocacy In Action													12,500	Immediate
Comic Relief /Bristol PCT	In Patient Advocacy													30,000	Immediate
Carry Forward/ Bristol PCT	Advocacy Outreach	CF	CF	CF	P	P	P	P	P	P	P	P	P	20,000	N/A
Quartet	Advocacy Outreach													9,700	N/A
BCC	IMCA													49,967	Time limited
S.Glos. PCT	Young Peoples Advocacy													6,455	Time limited
Bristol City Council	BME Advocacy													13,553	To be tendered
Bristol City Council	User Training													3,376	N/A
S. Glos. Council	Info Project													1,999	N/A
Bristol PCT	MindLine													64,101	N/A
Bristol City Council	MindLine													12,382	N/A
S Glos. Council	MindLine													494	N/A
Bristol PCT's	UFM													55,182	N/A
Big Lottery Fund	Assertive Outreach													85,872	N/A



Funded





Carry Forward/Reserves



No Funding

Bristol Mind draft business plan 2007

Source of funds	Project	April 2008 – March 2009												£	FR start
		A	M	J	J	A	S	O	N	D	J	F	M		
Legal Services Commission	Advocacy in Action													36,036	N/A
AWP -Fromeside	Advocacy in Action													12,750	N/A
Bristol PCT	Advocacy Outreach														
Bristol City Council	User Training													3,376	N/A
S Glos. Council	Info Project													1,999	N/A
Bristol PCT	MindLine													64,101	N/A
Bristol City Council	MindLine													12,382	N/A
South Glos. Council	MindLine													494	N/A
Bristol PCT	UFM													55,182	N/A
Big Lottery Fund	Assertive Outreach													29,069	Time limited

 Funded
  Carry Forward/Reserves
  No Funding

Bristol Mind draft business plan 2007

Source of funds	Project	April 2009 – March 2010												£	FR start
		A	M	J	J	A	S	O	N	D	J	F	M		
Legal Services Commission	Advocacy in Action													36,036	N/A
AWP -Fromeside	Advocacy in Action													12,750	N/A
Bristol City Council	User Training													3,376	N/A
South Glos. Council	Info Project													1,999	N/A
Bristol PCT	MindLine													64,101	N/A
Bristol City Council	MindLine													12,382	N/A
South Glos. Council	MindLine													494	N/A
Bristol PCT	UFM													55,182	N/A

 Funded
  Carry Forward/Reserves
  No Funding

Key issues with regard to funding from Initial analysis:

- Funding does not cover the complete project for each of these areas and so fundraising needs to happen for each project to make up deficit
- Currently no new funds available to fund the Director post and Office manager, which are clearly indicated as being necessary to the consolidation and development of the organisation
- Advocacy fundraising has been successful over past three years. Urgent work needed for Inpatient Advocacy.
- BME Advocacy and Young Peoples Advocacy both initially funded on 6 month trial basis

Priority analysis

Replacement funding

- Director and Office Manager
- Advocacy prison work – seek replacement funding for Legal Services Commission
- Inpatient Advocacy experiencing decrease in funds – needing to continue project beyond 2007/8
- Young People's Advocacy Project
- BME Advocacy Project
- Assertive Outreach Research – new research topic and funding

Existing unmet needs

- Office Manager
- Revenue deficit on all projects
- Management Committee training programme

Continuation funding to be managed

- Mindline
- UFM
- IMCA
- Service User Training
- Information Project

New developments

- Under UFM work – two small research projects
- 2nd Advocacy Drop-In
- Bid for contract for inpatient advocacy service – now a duty under new Mental Health Act
- Counselling service
- Education/Campaigning Worker
- Mental Health Training service
- Young People's Project
- Carer Project

Key Communications/Marketing Tasks

External

Press release development - A response system has been set up for responding quickly to the media (linked with media watch campaign). We wish to improve the speed of response with which we respond to news

Work with media – work strategically with media to ensure positive reporting on mental health issues

Programme of presentations and talks to other organisations – This is intended to raise our profile, build links which are useful in targeting specific user groups and promote a positive image of mental health, improve access to our services

Student contact – Improving our links with universities and colleges to access students and others within those establishments

Guest lectureships at Universities and colleges

Statutory connections - Further development of our involvement with statutory agencies for two way flow of information and development of services, response to users

Private Sector Contact – develop links to promote ‘Mindful Employer’ philosophy and also possible funding/sponsorship opportunities

Service user groups and cross discipline links – To improve access to specific groups of users in line with the business plan and in particular black and minority ethnic users who are best reached through links and partnership working

Faith based agencies - also to link with users who do not use other sorts of groups

Newsletter to continue to be developed and used to communicate with our audience and for people to communicate with us – can be used for information giving, consultation, recruitment of volunteers etc

Internal

Filing systems, data protection, communication between staff, security and health and safety are all issues that we wish to address in the coming years

Trustee and volunteer administrator involvement in continued development of database of national and local organisations in order to improve our response to callers, referrals etc

Team meetings to be improved and to take place at more regular intervals

Electronic working improved, better use of e-mail and networked systems

Better use of desktop publishing. We no longer have to have large runs of leaflets as we have set up excellent desktop publishing methods within the organisation thus enabling fast response short runs of leaflets and documentation

Website has been launched and has high profile and increasing number of hits. Site now hosts Bristol Survivor 'Mental Health Resource' and is extensively used in recruitment of staff and volunteers. Will be developed in line with the aims and objectives of the organisation

Management Committee Development

More than half of our committee are mental health service users or survivors bringing vital experience and knowledge about “grass roots” issues and concerns in the field of mental health

A number of our committee members have professional experience in the social care field, as practitioners and managers

The finance and fundraising committee is led by the trustee who has extensive experience of financial work in the health service

The committee is supported by: a medical advisor (consultant psychiatrist), a legal advisor and a personnel advisor. Trustees are also co-opted from a local Mental Healthcare Trust

Our Strengths

- Knowledge of the voluntary sector
- Understanding the constitution
- Managing growth and change
- Understanding the budget, developing budgets, cash flow and legal frameworks
- Developing and writing a reserves policy
- Dealing with the media, writing reports and monitoring and evaluation
- We are clear about our roles and responsibilities as trustees
- Developing our Agenda, minute taking
- Confidentiality
- Developing policies
- User consultation
- Managing premises

Areas of our work that we delegate to staff

- Networking
- We work together with the staff on development of the fundraising strategy, attending meetings with professionals, presenting our case to others, filling in application forms and developing projected budgets
- We work with staff on areas of employment such as induction, supervision and writing job specifications and job descriptions

Recruitment of new members – skills needed

People with:

- Strategic skills – business planning etc and managing in difficult times
- Current employment law
- Job evaluation and salary setting
- Dealing with staff disputes
- Supervision skills
- Health and Safety of employees
- Equal opportunities in practice

Training that we would like

- More about Business plan and using the plan
- Managing personal and professional boundaries
- Developing a strategy to manage a crisis
- Some members would like more training about the budget, developing budgets, cash flow and legal frameworks
- More training needed to develop the fundraising strategy and about filling in application forms
- Funding policy development
- Developing a recruitment campaign for new members, Charity law updated, managing effective meetings and decision making skills
- Current employment law
- Job evaluation and salary setting
- Dealing with staff disputes
- Supervision skills
- Equal opportunities in practice
- Appraisals, Grievance procedure, Health and Safety

Financial Commentary

- A decision was taken during the previous business planning process to increase, where possible, the contribution from projects to core costs from 20% to 22%.
- More research into funding sources is planned e.g. networking with other local Mind associations to find out about possible funding sources for Director and Office Manager posts based on their experience
- A more strategic approach is to be taken in the future with a priority given to managing core costs – the Business Planning process has helped us to take the first steps in developing a new fundraising strategy

Bristol Mind draft business plan 2007

Financial projection – 2007 - 2008	
EXPENDITURE	TOTAL £
Current Activities	
Advocacy in Action	77,153
Advocacy Outreach	32,940
Advocacy In Patient	40,000
Advocacy - IMCA	51,430
Advocacy – Kingswood YHP	6,455
Advocacy - BME	13,652
Assertive Outreach Research	95,466
Director and Office & Info Manager	59,026
Info Project	3,791
Mind Line	82,947
Service User Involvement	3,711
UFM	66,069
TOTAL	532,440
Contribution to Core (22% on average)	86,494
Secured income for Current Activities + Core contribution	
Legal services Commission	36,036
AWT Fromeside	12,750
Lankelly Chase	12,500
Quartet	9,700
Bristol PCT (Advocacy)	30,000
Comic Relief	20,000
Bristol City Council/AWT (BME)	13,553
Bristol City Council (IMCA)	49,967
South Glos. Council (KYHP)	6,455
Big Lottery (Assertive Outreach)	85,872
National Lottery (Director and Office & Info Manager)	28,835
South Glos. Council (Info)	1,999
Bristol PCT (MindLine)	64,101
Bristol City Council (MindLine)	12,382
South Glos. Council (MindLine)	494
Bristol City Council (Service User Involvement)	3,376
Bristol PCT (UFM)	55,182
Brought forward from 2006-07	46,578
Total	489,780
Additional income required for Current Activities + Core contribution	42,660
NEW DEVELOPMENTS (Funds not yet secured)	
Total	
Less Contribution to Core funding of 22% from applications for * projects +core	
Total Additional funds to be raised	82,574

Bristol Mind draft business plan 2007

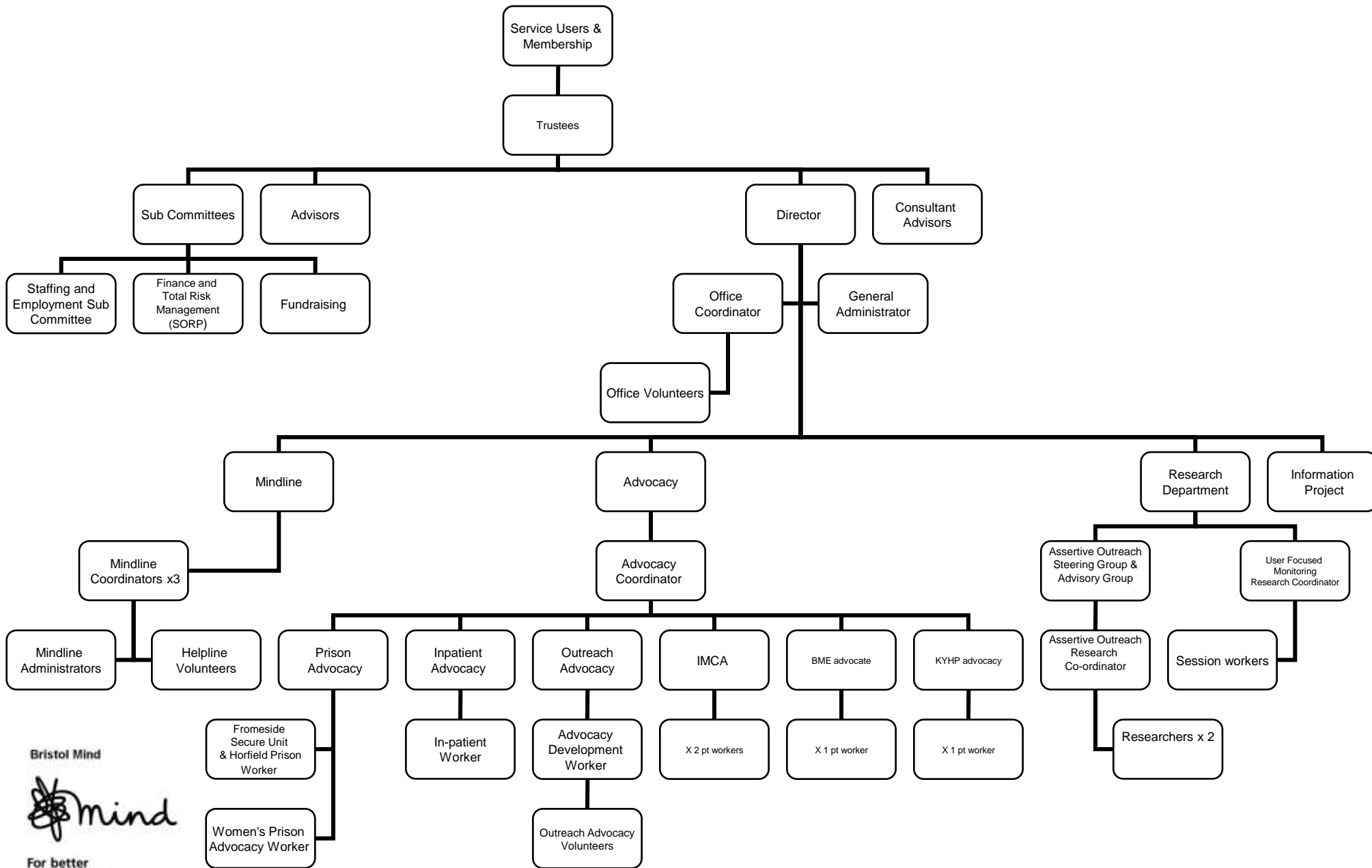
Financial projection – 2008 - 2009	
EXPENDITURE	TOTAL £
Current Activities	
Advocacy in Action	79,468
Advocacy Outreach	30,900
Advocacy In Patient	41,200
Assertive Outreach Research	29,069
Director and Office & Info Manager	79,312
Info Project	2,059
Mind Line	82,256
Service User Involvement	3,477
UFM	56,837
TOTAL	404,578
Contribution to Core (22% on average)	82,400
Secured income for Current Activities + Core contribution	
Legal services Commission	36,036
AWT Fromeside	12,750
Big Lottery (Assertive Outreach)	29,069
South Glos. Council (Info)	1,999
Bristol PCT (MindLine)	64,101
Bristol City Council (MindLine)	12,382
South Glos. Council (MindLine)	494
Bristol City Council (Service User Involvement)	3,376
Bristol PCT (UFM)	55,182
Total	215,389
Total + 3% required increase for inflation	221,851
Additional income required for Current Activities + Core contribution	182,727
NEW DEVELOPMENTS (Funds not yet secured)	
Development of Mental Health Resource Centre	43,000
Advocacy BME	20,800
Advocacy KYHP	13,300
Total	77,100
Less Contribution to Core funding of 22% from applications for * projects +core	16,960
Total Additional funds to be raised	259,827
Notes: The figures are based on a 3% increase per annum on all costs – projects will generally be making a 22% contribution to the core activities of the organisation.	

Bristol Mind draft business plan 2007

Financial projection – 2009 - 2010	
EXPENDITURE	TOTAL £
Current Activities	
Advocacy in Action	81,852
Advocacy Outreach	31,827
Advocacy In Patient	42,436
Director and Office & Info Manager	81,691
Info Project	2,121
Mind Line	84,724
Service User Involvement	3,581
UFM	58,542
TOTAL	386,774
Contribution to Core (22% on average)	81,060
Secured income for Current Activities + Core contribution	
Legal services Commission	36,036
AWT Fromeside	12,750
South Gos. Council (Info)	1,999
Bristol PCT (MindLine)	64,101
Bristol City Council (MindLine)	12,382
South Gos. Council (MindLine)	494
Bristol City Council (Service User Involvement)	3,376
Bristol PCT (UFM)	55,182
Total	186,320
Total + 3% each year required increase for inflation	197,667
Additional income required for Current Activities + Core contribution	189,107
NEW DEVELOPMENTS (Funds not yet secured)	
Development of Mental Health Resource Centre	44,000
Advocacy BME	21,400
Advocacy KYHP	13,700
Total	79,100
Less Contribution to Core funding of 22% from applications for * projects +core	
Total Additional funds to be raised	268,207
Notes: The figures are based on a 3% increase per annum on all costs – all projects will be making a 22% contribution to the core activities of the organisation.	

Glossary of Abbreviations

BME	Black and Minority Ethnic
RNIB	Royal National Institute for the Blind
IMCA	Independent Mental Capacity Advocate
HR	Human Resources
CSIP	Care Standards Improvement Partnership
NIMHE	National Institute for Mental Health – England (now CSIP)
AGM	Annual General Meeting
LMA	Local Mind Association
UFM	User Focussed Monitoring
AO	Assertive Outreach
LSC	Legal Services Commission
PCT	Primary Care Trust
NVQ	National Vocational Qualification
OCN	Open College Network
SISH	Self Injury Self Help (Bristol based women only group)
BCC	Bristol City Council
S Glouc Council/SGC.	South Gloucestershire Council
KYHP	Kingswood Young Homeless Project
Mind	Mind, sometimes spelt MIND is not an acronym.
MDF – Bi-Polar Organisation	Manic Depression Fellowship Bi-Polar Organisation
SORP	Statement of Recommended Practice



Bristol Mind



For better
mental health

Appendix 1					
External roles	Main role	Meeting RM			Resources
		W	M	O	
Southmead User Network	Chair		X		yes
Service User Reference Group (SURG)	Special Advisor		X		yes
Bristol Lesbian, Gay and Bisexual Forum	Trustee				
RNIB Low Vision Sub Group	member				
MDF Bi-Polar fellowship				x	occasional
Self Injury Self Help Group		x			Occasional
Bedlam FM User Radio Project	Steering Group Member				occasional
Doing It ourselves Radio Project	Steering group member				occasional
Kingswood Young Homeless Project	Trustee				
Battle Against Tranquilisers		x			
Changes 12 Steps MH Group	Trustee	x			yes
Bristol Hearing Voices Network	Steering group member	x			occasional

User Led Drop-In #1 Friday		x			yes
User Led Drop-In # 2 Sat	Advisor			x	occasional
Khalsa Heritage Trust	Advisor			x	occasional
Two Way Street	Advisor			x	Yes
Bristol Social Anxiety Group		x			
Bristol Survivors Network	Web hosting		x		yes
Bristol Disabilities Equality Forum	Advisor (from Sep 07)				
Bristol Club House			x		
National UFM Network	Web design			x	
Bath Mad Hatters/Mad Pride					occasional
National Association for the Children of Alcoholics	Trustee/trainer				
Help Counselling (9 – 25 year old)	Advisor	Yes			
Heartcliffe Positive Minds Group	Member				
Bristol Voluntary Mental Health Sector Network	Chair				
Mind Governance Group	member				

Mind LGB working group	member				
Bristol LIT BME subgroup	member			x	yes
South West Mind Local Mind Association Network	member	X		x	
CSIP ref	member			x	occasional
Bristol PCT LIT	Voluntary sector representative	X			occasional
University of Bristol	Visiting lecturer				
University of the West of England	Visiting lecturer				
Crisis House Sub Group of LIT	member			x	occasional
Working Links (private sector work support organisation)	Local Board Member				

Notes: w = weekly, m = monthly, o = occasional

Resources mainly refers to use of photocopier, for which each group does pay.

Other resources include access to wireless internet, stationary ordering (charged), franking (charged) etc.