



For better
mental health

Eden Mind

Business and Development Plan



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1. Executive Summary

Eden Mind is a registered charity and company limited by guarantee. We came into being in 1986 and provide services and support to people in the District of Eden, in Cumbria, experiencing mental and emotional distress, raise awareness of issues relating to mental health and campaign for better local services. We are affiliated to Mind (National Association for Mental Health) and are active participants in the network of Local Mind Associations that covers England and Wales, and at present are actively participating in, and facilitating, the strengthening of the Cumbria wide Local Mind Association network.

We presently engage in a range of activities and services including;

- A local collaborative befriending project, the Moving On Support Scheme.
- Day Services including a twice weekly Drop-in and associated activities and projects encouraging the development of skills and confidence and strengthening social networks.
- A Complementary Therapy Programme with paid and volunteer therapists delivering a range of low cost treatments.
- A district wide Information Service, developed in partnership with local GP's and Health Centre's.
- A Volunteering Programme supporting individuals experiencing mental and emotional distress develop their skills and confidence in a work based setting.
- Awareness raising and representation on issues relating to mental health and local services.
- Services user forums and empowerment work.

Keeping the perspective and needs of service users at the forefront of Eden Mind's activities is a real strength of our organisation, and at present over half our Trustees and the majority of our volunteer group have themselves experienced significant mental and emotional distress in their lives.

Our three year Business and Development Plan is being implemented from July 2006 onwards based around the following broad aims;

- To strengthen and develop our current service provision.
- To increase awareness raising, campaigning and representative activities.
- To actively engage with the development of a Cumbria wide association, or network, of Local Mind Associations, and to further our partnership working within Eden.
- Strengthening further our organisational structure and capacity.
- To develop a range of services and support to begin to meet local need (as identified in consultation exercises prior to this Plan).

In this way, we mean to build on our reputation locally for providing relevant services that people want, need and value. An important element of this will be securing creative ways of working across a very large and sparsely populated area, with all the challenges that service development in rural areas bring. Along side developments in our locality we see an important part of securing our future viability as keeping one foot in the development of the Cumbria Wide network of Mind groups, as a way of not just strengthening services county wide, but locally as well.

2. Administrative Information

Details

Charity Name: Eden Mind Limited
Charity No: 1113649
Company No: 5689607
Registered Office: St Andrews Place, Penrith, Cumbria CA11 7AU
Telephone: 01768 899002
Fax: 01768 840566
E-mail: enquiries@edenmind.org.uk
Web Site: www.edenmind.org.uk
Auditors: Saint & Co, Poets Walk, Penrith, Cumbria CA11 7HJ
Bankers: Natwest Bank plc, 24/25 Devonshire Street, Penrith CA11 7ST.
CCLA Investment Management Ltd, 80 Cheapside, London EC2V 6DZ

Management Committee

Mrs J Buckley (Chair), Mrs S Dinnin (Trustee), Mrs N Graves (Trustee), Mr P Donald (Trustee), Mr B Jansz (Treasurer), Mr R Mockett (Volunteer Rep), Mrs V Shuttleworth (Volunteer Rep), Ms V Lewis (Co-opted Member)

Eden Mind Staff

Chris Wood (Manager/Company Secretary)
Suzie Markham (Admin and Information Officer)
Wendy White (MOSS Co-ordinator)

Cumbria Minds Partnership Staff

Anne Dawson (Manager – Cumbria Minds Independent Advocacy Scheme)
Jim Rhodes (Advocacy Worker)
Kath Wilkes (Advocacy Worker)
Liam Ryan (Outdoor Access Co-ordinator)
Sue Thurley (Outdoor Access Project Worker)

Volunteers and Sessional Staff

Eden Mind currently employs 5 sessional staff related to project delivery and has over 28 active volunteers working across the organisation.

Consultation for the Business and Development Plan

Consultation and research for the development of this plan was conducted over a eight month period from July 2005 to March 2006. A variety of means were used and those involved in the process included;

- The Trustees, Staff and Volunteers at Eden Mind, along with over 40 users of our services. A number of internal consultation events were held.
- 17 local voluntary sector groups with a direct interest in mental health.
- A variety of individuals from Eden Valley PCT, the North Cumbria Mental Health and Learning Disabilities Trust and the Adult Social Care Directorate.
- Eden GP's, Health Visitors, School Nurses, Community Mental Health Teams, Crisis Resolution and Early Intervention Teams and more.
- Use was made of additional service user/carer specific feedback and consultation carried out during the previous year within Eden.

3. Objects, Mission and Values

Objects

- To promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment, in association with Mind in accordance with the aims and objects of Mind.

Mission

- Eden Mind exists to enhance the quality of life for people experiencing mental and emotional distress and to work generally towards the promotion of better mental health for the residents of the Eden District.
- To achieve this we aim to offer a range of quality services across the area, through improving understanding about mental health issues, challenging discrimination and through campaigning for better local and national services.

Values

- We believe everyone with experience of mental and emotional distress has the right to live a full life and play their full part in society, and to be treated fairly, positively and with respect.
- That everyone experiencing mental and emotional distress has the right to information, choices and to have an involvement with their own care and recovery.
- That the experiences, needs, views and opinions of people experiencing mental and emotional distress are valid and furthermore that they drive all we do at Eden Mind.
- That as an independent organisation we have the freedom and duty to speak out on issues that effect local people and to support and enable individuals in doing the same.

Aims

- To actively engage in charitable campaigning related to local service provision and to seek to raise the profile of mental health issues locally through awareness raising, the provision of information and the challenging of discrimination and stigma.
- To be actively engaged in collaborative working and creative partnerships in the local area and Cumbria as a whole.
- To develop the organisational capacity in order to deliver high quality services and support.
- To be a resource for all people in the Eden District who identify themselves as experiencing mental and emotional distress and to provide a range of quality services and support to meet local needs.

4. Context and History

Eden District Profile

- Eden is the second largest District in England, but is also the most sparsely populated. The District as a whole has around 50,000 inhabitants, with four main centers of population: Penrith (15,000 residents), and the market towns of Appleby-in-Westmorland, Kirkby Stephen and Alston. Over half of the population of Eden however live in scattered villages, and even more isolated farming communities spread across 830 square miles of land. Eden has a density of 0.23 persons per hectare, which is considerably lower than the density for Cumbria as a whole which currently stands at 0.72 persons per square hectare.

- The Eden District encompasses the Northern Fells of the Lake District to the West, the North Pennine range to the East, and Eden Valley between. It is one of six districts that make up the County of Cumbria. Eden is the second largest District in England, but is also the most sparsely populated. The District as a whole has around 50,000 inhabitants, with four main centers of population: Penrith (15,000 residents), and the market towns of Appleby-in-Westmorland, Kirkby Stephen and Alston. Over half of the population of Eden however live in scattered villages, and even more isolated farming communities spread across 830 square miles of land. Eden has a density of 0.23 persons per hectare, which is considerably lower than the density for Cumbria as a whole which currently stands at 0.72 persons per square hectare.
- While appearing relatively prosperous on the surface the reality on the ground is very different. The geography and low population numbers of Eden has resulted in sparse services for most of the District, with many services only being available in the towns or further a field. The unavailability of suitable transport is a continual problem, with many rural communities having no public transport service, and a lack of alternative transport schemes, which further restricts access to services.
- The average full time salary in Eden currently stands at £17,427. In addition, Central Governments deprivation and disadvantage calculations are distorted by the high incidence of car ownership (an indicator of prosperity) and do not take in to account the difficulties of accessing services, and the general shortage of services within the area.
- The economy of the district is largely dependant upon tourism, agriculture and related industries, with a high level of self-employment. Although there is some manufacturing concerns with in the area the rural nature of the area essentially dictates economic activity. Agriculture in particular has been effected significantly in recent years by the foot and mouth outbreak which had a significant economic and psychological effect on the whole area. The uncertainty of the future of hill farming, which is the prime agricultural activity in Eden is a further shadow over the area and may in the years to come lead to significant economic and social implications.
- Alongside being the most sparsely populated area of England, Eden also has one of the lowest proportions of ethnic minorities, which are mainly centered in the towns. Eden also has a higher than average aging population, which brings its own challenges.
- Eden, with its immense natural beauty, is not the kind of place people would associate with high levels of poverty and deprivation. The reality, however, is very different and it is an area that does experience genuine hardship.

Mental Health – Key Issues for the Eden District

- Poor access to services, which are primarily based in key population centres. To be effective across the area services really do need to ‘reach out’ into the community. Many services are available only in larger urban conurbations such as Carlisle and Kendal.
- High levels of social and geographical isolation, with the majority of the population of Eden living in small communities or rural isolation.
- A rural premium is required for the funding of both statutory and voluntary sector services. Additionally the small scale of the population make the provision of local services even more challenging. Urban centric models of service provision, which tend to be the norm, usually struggle to work effectively in rural areas.

- Transport issues are of key concern. With many people experiencing mental and emotional distress lacking access to cars or available public transport this further compounds the issue of poor access to services.
- Services can be slow to take off and the more conservative nature of rural areas can mean resistance to changes in provision.
- Stigma and prejudice are significant concerns within the rural parts of the district; while close communities can be of support, they can also feel alienating and hostile.
- Eden has a number of identified high risk groups including the farming community, young men, the elderly and women with young children.
- Some of these groups are also hard to reach with services, in particular the farming communities who make up a large percentage of the workforce locally.
- Cultural attitudes locally, including self-sufficiency and lower expectations of services and support, impact on the development of local services, and importantly on service user/carer participation.
- Recent history, particularly relating to the closure of the local psychiatric in-bed unit and large scale restructuring of statutory services, have left many local service user/carers disengaged, angry and cynical.
- In addition to recent changes in statutory provision, which are still bedding in, the coming year will see still further changes with the formation of a county wide PCT and Social Care Trust.
- A severe shortage of services and support for those experiencing mild to moderate mental health issues.
- Lack of developed referral routes and co-ordination between service providers, and generally poor levels of information relating to services and support.

History of Eden Mind

- Penrith Mind was established in 1986 by a small group of volunteers in Penrith to provide support and friendship to those in the area experiencing mental and emotional distress. After three years based in a caravan, shared at that time with Eden Citizens Advice Bureau, the volunteers set up a drop-in for Penrith at the local British Legion Club. In 1990 Penrith Mind's first premises were leased in the town centre, which it retained until 1999. During this time of relative stability the range of services offered expanded to include a befriending and listening ear service, the expansion of the drop-in and a range of other activities including walking and art groups and more. In addition three staff were employed to take the work of the organisation forward and support the volunteer team.
- The last three years has seen consolidation of Eden Mind's services, funding and organisational structure. There is now a good footing from which to take the organisation forward in to the 21st century and to face the demands that now face the voluntary sector. In 2006 Eden Mind became a Company Limited by Guarantee and met National Mind's Quality Management Standards to retain its affiliated status. With the introduction of this Business and Development plan, a funding strategy and quality-led services the organisation is sufficiently robust to launch ahead.

- In 1999 however a funding crisis led to the loss of the staff team and the loss of the premises led to Penrith Mind becoming homeless again. Thankfully a new base was found fairly quickly at Great Dockray in the town centre. At the same time funding was secured for a Development Worker who could take the organisation forward from this point. Within four years Eden Mind as it was now called, to reflect the broader area of operation, had taken on three additional staff members and greatly expanded the range of services and support on offer. One of the projects 'Mind About Rural Cumbria' was established in specific response to the Foot and Mouth outbreak and provided therapeutic support to isolated communities.
- All through this time Eden Mind has remained Service User led and this is particularly reflected in the Management Committee and the dedicated group of volunteers who have supported Eden Mind over the years. There has also been a consistent element of local campaigning and awareness raising in its activities and it has remained an important voice for those experiencing mental and emotional distress in the area.

5. Present Activities

Moving On Support Scheme

A partnership project with Eden Carers, Eden Community Alarms and Age Concern Eden supporting socially isolated individuals through goal focussed befriending and mentoring.

Information Service

A district wide service offered in partnership with all GP's in the area ensuring availability of general information on mental health issues alongside tried and tested self-help literature. A more comprehensive resource centre is housed at our Castlegate Office. The service is used by service users, carers, families and friends, health professionals and other voluntary groups.

Awareness Raising and Campaigning

Eden Mind conducts a wide variety of awareness raising events and activities and campaigns actively in the local area for improvements in service provision, and in conjunction with our advocacy service, to maintain the rights of local mental health service users. Representation by Trustees, staff and service users from Eden Mind at a range of meetings and forums is another important part of this work.

Day Services

A twice weekly Drop-in is held at our Great Dockray Centre offering a safe and supportive space for those experiencing emotional and mental distress. A number of other activities are run alongside this including a recent photography project and exhibition and a wide variety of social opportunities.

Skills for Life Classes

Held in partnership with Newton Rigg College, these classes are aimed at developing basic literacy, numeracy and computing skills as well as important life skills such as managing finances etc.

Complementary Therapies

Running two days a week we offer a range of complementary therapies on a free or low cost basis. An important part of this project has been the opportunity for six of our service users to train to high level in a range of therapies which they have then offered to others through our centre.

Volunteering Programme

We continue to offer volunteering opportunities to service users and the general public alike across all aspects of our organisation, from Trusteeship, to admin support through to delivering one-to-one therapies. This has been a valuable way for many people to begin to rebuild their confidence and skills.

Partnership Projects

Eden Mind currently hosts two projects on behalf of the Cumbria Minds Partnership. These are;

Cumbria Minds Independent Advocacy Scheme

Providing independent mental health advocacy for individuals in contact with mental health services, This county wide project also has an advocacy worker based in Eden providing support to individuals in the community.

Outdoor Access Project

Part of the Time To Change portfolio of local projects this Scheme aims to support individuals with a wide range of mental health issues to access outdoor spaces in an enjoyable, therapeutic and sustainable manner.

6. Current Climate & Influences

Internally

Like many other small charities, Eden Mind will face mounting challenges over the coming five to ten years to continue attracting funding and contracts to provide services. Of significant importance are:

- The ability to cover core costs and maximise full cost recovery projects and services, and to look towards alternative sources of income for these purposes.
- The ability to maintain an active Management Committee and robust organisational and staffing structure to support the work of the charity.
- The ability to maintain Quality Management systems.

Locally

With significant and ongoing changes in statutory mental health provision within Eden we face a particular challenge to remain engaged in the development process and ensure the voice of local service users is foremost in that process. Other issues locally include:

- The necessity to work more creatively with other local groups to ensure services and support can be delivered in a rurally sensitive manner.
- The impact of National Compacts/Compacts Plus and Local Area Agreements and the ability to engage with these initiatives on a local level.
- Modernisation of the NHS, changes to PCT and Trust structures.
- Eden Mind is prioritising the expansion of its Service Level Agreements, either on a local or county wide basis in partnership with the Cumbria Local Mind Association Network.

Regionally

It is now clear that by necessity the Local Mind Association Network in Cumbria must begin to work closer in partnership to meet the changing demands of funding bodies and the statutory sector. Moves towards this are now being taken within the Network and it is without doubt an extremely exciting opportunity.

Regional issues include:

- The need to form a county wide body to negotiate and bid for funding, contracts and service level agreements. Both the PCT and Adult Social Care Directorate are giving clear signals that district level contracting will be increasingly be less of a preferred option. This is partially mirrored in moves by private funders. County wide working will also significantly increase the campaigning and awareness raising power of the Mind groups.
- The rolling out of the Social Inclusion agenda across mental health services in the county and opportunities arising from this.
- Commissioning practices locally and county wide.

Nationally

A variety of factors will have influence over Eden Mind from a national level. These include;

- Developments within our governing body, Mind.
- The Change Up programme of voluntary sector infrastructure development.
- Mental Health legislation, and in particular the new Mental Health Act.
- Charity legislation and the regulations of the Charity Commission.
- Increasing training and development standards of staff within the social care field.

7. Future Vision

Current developments in working towards a county wide partnership of Local Mind Associations is perhaps the most exciting element of this area of our work. With one foot firmly placed in our locality and the other stepping into a Cumbria wide consortia we feel that service provision and support can, and will, be strengthened in our area as a result of this development.

Organisationally we feel we have developed significantly over the past year and have a robust structure from which to launch the next phase of our work. An important part of this is looking afresh at funding issues and searching for creative opportunities to boost income for core costs including social enterprise projects, employment related activities, consultation and self-funding services and projects.

Finally, through our consultation exercises we have identified a range of services and support that Eden Mind can develop to begin to meet local need, either independently, with local or county wide partners, or through awareness raising with current or potential voluntary and statutory sector providers. An important part of this process will be broadening the range of client groups we work with, moving further towards supporting those with mild to moderate mental health issues and the promotion of mental well-being generally.

Eden Mind seeks to continue developing its campaigning voice as a conduit for the views and experience of users of mental health service in the Eden District. Further to this our awareness raising and information related activities will be expanded further ensuring that as many diverse groups within the community are reached and that maximum use of a variety of media and opportunities are used to pursue this.

Eden Mind recognises fully the importance of collaborative working both locally and Cumbria wide and will devote time and resources to pursuing this objective. Locally, creative solutions need to be found to ensuring accessible services in a large and sparsely populated area, and we aim to achieve this through local consultation and networking, and through examining the applicability of the many best practice examples currently operating in other similar areas.

8. Strategic Aims & Objectives

One

To actively engage in campaigning related to local service provision and to seek to raise the profile of mental issues locally through awareness raising, the provision of information and the challenging of discrimination and stigma.

- 1.1 To ensure the voice and experiences of users of local mental health services are at the heart of all our campaigning and awareness raising work.
- 1.2 To actively participate in campaigning, review and monitoring of local service provision as a truly independent and informed voice.
- 1.3 To actively participate in awareness raising of mental health issues in a variety of settings and through a variety of media.
- 1.4 To expand the current provision of the Information Service.
- 1.5 To seek to collaborate with Cumbrian LMAs on county wide campaigning and awareness raising.

Two

To engage actively in collaborative working and creative partnerships in the local area and Cumbria as a whole.

- 2.1 To work towards further collaboration and joint working among Cumbrian Local Mind Associations, and to ensure that ample time and resources are made available to advance this aim.
- 2.2 To work creatively and co-operatively with other local organisations to ensure rurally sensitive and cost effective service provision and minimal duplication of services.

Three

To develop organisational capacity in order to deliver high quality services and support.

- 3.1 To further develop a robust Quality Management process across all areas of the organisation and to act on the Action Plan that emerged from our latest quality review.
- 3.2 To support the development of the Management Committee, Staff, Volunteers and their work. And to maximise use of our current premises and facilities.
- 3.3 To develop a robust and supportive volunteering project, focusing on service users and integration with all aspects of the organisations projects and functioning.
- 3.4 To review and develop Service User involvement and membership procedures benefits.

8. Strategic Aims & Objectives

Four

To be a resource for all people in the Eden District who identify themselves as experiencing mental and emotional distress and to provide a range of quality services and support to meet local needs.

- 4.1 To develop socially inclusive day services in partnership with other local providers and to be integrated with other service provision within Eden Mind.
- 4.2 To initiate a range of small scale projects and activities associated with the above, and with the aim of bringing together both users of our services and local residents generally. And further, to develop the range of social and educational opportunities available for those experiencing mental and emotional distress.
- 4.3 To further develop Eden Mind's Community Advocacy Service as a model to be rolled out across Cumbria in 2007.
- 4.4 To expand current information services to include further development of self-help initiatives.
- 4.5 To develop a dedicated 'healthy living' project offering counselling, complementary therapies, a range of short-term clinical interventions and mind-body activities such as yoga, stress management etc. This project would offer specific interventions aimed at those experiencing mild to moderate mental health problems while still being accessible to other uses of Mind.
- 4.6 To further expand our current volunteering programme, offering a range of skills and confidence building opportunities across the organisation with particular emphasis on volunteering opportunities for mental health service users.
- 4.7 To re-establish an Eden wide Befriending Service.
- 4.8 To develop Post-natal support services in partnership with other statutory and voluntary sector providers.
- 4.9 To explore the possibilities of, and where appropriate, develop social enterprise projects and employment related activities.
- 4.10 To explore the possibilities of, and where appropriate, develop services for younger people in the Eden District.
- 4.11 To explore innovative ways of enabling accessibility of our services reflecting the very rural nature of the district and scarcity of population, drawing on best practice examples across the country and partnerships with other voluntary and statutory sector providers. And furthermore to ensure where possible that service are accessible regardless of age, ethnicity, sexuality and other differences.
- 4.12 Finally, to work directly, or indirectly, towards ensuring gaps in local provision are highlighted and addressed

10. Quality Management

Quality Review

Eden Mind operates to Quality Management in Mind Standards (QMIM) across the whole of the organisation. As part of our commitment to improving Quality the following identified Standard areas will be given focus across the 06 – 09 period. A full Quality Review Action Plan supports these efforts;

1. Development of a Quality Group dedicated to raising standards across the organisation with Quality embedded in Governance down.
2. Strengthening of Service User involvement, led by Service User reps on the Board.
3. Tighter and more effective evaluation planning cycles across services and projects.
4. Development of the Board with recruitment based on clear skills audits.
5. Training and development plans across staff, trustees and volunteers.
6. Development of relevant policies and procedures to support the expansion of the organisation.
7. Greater recording of attendance at events, forums, committees, consultation etc across trustees, staff, volunteers and service users.

QMIM standards will be reviewed on an annual basis and the Quality Review 2005 Action Plan will be an integral element of the Managers work plan for implementation.

11. Additional Information

The following additional information is available as a part of the full Business and Development plan.

- Fundraising Strategy 2006-09
- Three year delivery plan and performance targets
- Three year funding plan, funding timeline and budgets
- Management structure and terms of reference
- Quality Management Review and Action Plan
- Eden Mind SWOT and priority analysis
- Consultation process and summary findings
- Trustee/Staff skills and experience
- Reserves policy

This Business Plan, Strategic objectives, QMIM, Fundraising Strategy will be reviewed on an annual basis.