



For better  
mental health

**Eden Mind**

## **Fundraising Strategy**



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**Valid Date:** September 2006 to August 2009

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## 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.

# Introduction .3

This fundraising Strategy is designed to be read along side our Business and Development Plan 2006-2009 and is a working document to be developed as the organisation changes and grows over the period of the plan. It is designed to highlight Eden Mind's funding needs and it outlines the opportunities and challenges that we will face over the coming three years.

The funding strategy outlines our intentions to meet core expenses, complete projects, provide for contingences and to create sufficient reserves to cope with unforeseen circumstances including the closing down of our operation.

In the previous five years we have been successful in building relationships with funders and securing funds to fulfil our Vision, and to meet our Aims and Objectives. We now need to build on our existing success to:

- realise the ambitions of Eden Mind
- plan sustainable growth
- keep up with changes in the funding climate.

The aim of the strategy document is to define fundamental guidelines to allow us to achieve our purpose in the long term. This strategy:

- considers our capacity to compete for funds at national, regional and local level;
- reviews existing income streams for Eden Mind
- summarises some potential areas in which to increase funding;
- specifies the resources we need in order to secure funding; and
- identifies steps we need take in the event of closure.

Successful fund-raising has implications across the whole of Eden Mind and should:

- Deliver essential resources to allow us to carry out our service;
- Communicate our 'cause' and support our 'brand';
- Create relationships with funders, supporters, service users, staff, volunteers and other stakeholders;
- Enable us to plan the long-term future of Eden Mind and ensure sustainability.

By developing a long-term approach we hope to:

- Ensure that Eden Mind has the resources to continue to deliver a quality service
- Attract and retain good staff and volunteers
- Encourage a shared view and realistic expectations of funding opportunities among our members, the Board of Trustees, staff and volunteers;
- Ensure that all funding requirements are well planned-for in the early stages of project development.

# 4. Analysis - Overview

This section considers our position, knowledge, experience and capacity to deliver our service in relation to key current agendas and issues. It contains an assessment of our present and future funding needs, along with our ability to attract funding at national, regional and local level, and what we can contribute to the 'funding mix'.

## Background

Eden Mind is developing partnerships within both the statutory and charitable sectors. We have also had smaller scale success with personal donations, local business support and local fundraising efforts. In the last 3 years Eden Mind's main sources of funding have been statutory (15%), charitable trusts (47%), small Grants & Donations (38%). Some funding streams are well developed, with others open to growth and susceptible to change.

To allow us to take full advantage of new opportunities, the organisation needs to be aware of the current funding climate and of political change. Funders are becoming more specific about the type of projects they will support and their priorities. As the funding climate changes we need to be able to react quickly and, as trends develop in the voluntary sector as a whole, be mindful of where Eden Mind fits, locally, regionally and nationally.

## Context and Key Issues

The following are key issues that have been highlighted relating to Eden Mind's continued financial viability and funding needs;

- Eden Mind works with a relatively small population of 52,000 people, and further more the population in the immediate vicinity of Penrith, Eden Mind's base, is only 14,000. The small population numbers are in stark contrast to the actual size of the district. Eden is the second largest district in England and the majority of its 830 square miles are classed as super sparsely populated.
- The above means that services can be much more expensive to offer, that is a 'rural premium' needs to be added to service delivery costs. Project size is also limited by the small potential user group.
- Recent restructuring of the PCTs in Cumbria (from several district wide to one county wide) and parallel moves for the Mental Health Trusts and Adult Social Care mean that commissioning of services on a district level will become increasingly uncommon.
- Of key concern is meeting the core running costs of the organisation and a number of approaches to this are outlined further in the document.
- The need to work in partnerships within Eden and across, Cumbria with the five other Local Mind Associations, is becoming increasingly pressing. Of vital importance is the county wide LMA partnership and its ability to tender and fundraise on a county wide basis.
- The Business and Development plan looks more closely at broadening the scope of potential user groups, strengthening further the ability to attract funding to the organisation.

## 5. Analysis – Current Funding

Funding Source	Approx totals for current year	Pro's and Con's	Potential for Development	Risk if funding withdrawn or lost
<b>SLAs, Statutory and County Council</b>	<b>£20,500</b>			
Adult Social Care – Day Services SLA	£12,000	Pros: Essential core funding. Stable source of income. Cons: Tied into contract. Not full cost recovery. Does not meet any staff costs.	Yes, through development of Day Services locally.	Low risk. Changes in local provision may mean change in SLA amount.
Other small pots of statutory funding	£8,500	Pros: Easy and quick to access. Mainly organisational development and small scale project, equipment. Cons: No salary costs included.	Yes, through ensuring continual monitoring of pots available.	Low risk.
<b>Large Trusts</b>	<b>£78,000</b>			
Northern Rock – Managers Position	£34,000	Pros: Stable and central source of funding. Very good relationship with funder. Funder committed to the area. Cons: Ends in 2007. Awaiting decision on continuation.	Yes, scope to continue the funding arrangement and increase size of grant over 3 years.	High risk. Lack of funding for core costs: will be challenging to replace.
Henry Smith Charity – Admin costs	£20,000	As above.		As above.
Lloyds TSB – Advocacy Service	£13,000	As above.		N/A. Time limited
Cumbria Community Foundation – Advocacy Service	£11,000	As above		N/A
<b>Small Trusts</b>	<b>£22,000</b>			
Microsoft, Local Mind Fund, Cumbria Community Foundation, Awards for All, RSIN etc. Mainly project work, equipment or organisational development	£22,000	Pro's: Easier to access and gain funds. Significant contribution to organisational development etc. Supports volunteering work etc. Several services/projects run entirely on these grants. Cons: Very little towards salary costs or other core costs.	Yes. Careful identification of funding needs means these are an essential source of income and can be increased.	Medium risk. Significant numbers of funders mean wide availability.
<b>Other income</b>	<b>£9,500</b>			
Donations (General)	£1,500	Pros: Unrestricted use. Street collections etc good for profile and awareness raising. Cons: Can be time consuming to bring in.	Yes. Potential for further donation based income detailed in action plan.	Low risk.
Donations (From services, in particular complementary therapies)	£7,500	Pros: Takes services towards becoming self-funding. Adds value to service being delivered.	Yes. Future service developments will build on success of donation based income.	Low risk.
Membership	£500	Pros: Small but steady source of income.	Yes. Major review of membership underway,	Low risk.

# 6. Analysis – Potential Funding

The following tables show Eden Mind's possible sources of income and the potential we have to develop these sources. The aim of this exercise is to assess a) the resources and skills we may need to access these funds and b) whether we have the capacity to do so.

Funding Source	Pro's and Con's	Potential and use	Capacity
Government Funding	Pros: Larger pots of funding and enabling money available. Rural agencies in particular can be of interest to our work. Cons: Can be difficult to access and time consuming to run.	Primarily for project work, enabling money and research. More social enterprise related money coming on stream. Potential 'drop-in' therapies funding coming on stream soon. Opps for Vols an important funding source for LMAs through national agent.	New area for Eden Mind to explore. Lack of knowledge at present among staff and Trustees. Horizon scanning needed for money available.
The Big Lottery	Pros: Large and long term funding. Enables more ambitious and far reaching projects (and county wide). Under-representation in number and quality from Cumbria. Full cost recovery. Cons: Sometimes complex applications, more monitoring needs.	Awards for All used already and valuable source for info service. Particularly apt for larger scale projects such as the 'mental healthy living centre' (application to be submitted mid 2007).	Capacity to apply for and manage grant in place. (Application already submitted by Eden Mind on behalf of Cumbrian LMAs – Advice Plus)
Mind	Pros: Dedicated funding for LMAs. Easy to access and apply. Good relationship with grants team established. Cons: Limited amounts available at one time (£5k). Criteria becoming more selective.	No salary, but useful for capital equipment, consultancy/research etc.	Capacity available.
European funding	Pros: Larger amounts available, inc staffing costs/full cost recovery. Cons: Presently focused towards enterprise/education based activities. Complex applications and developed quality standards a necessity. Sometimes complex monitoring and reporting process.	As yet unclear, though focus on enterprise, education and workplace skills etc	Staff and Trustees unfamiliar with European funding streams and support necessary to tap in to these. Scoping required.
Larger Charitable Trusts	Pros: Mental health a priority funding area for many larger trusts. Access to core funding, staffing costs and full cost recovery (though limited to handful of identified Trusts). Cons: Sometimes limited to one year. Tight re-application criteria.	Vital source of project and core cost funding (eg Northern Rock, Tudor Trust).	Staff and Trustees aware of all major Trust funders and scope for applications.

# 6. Analysis – Potential Funding

Funding Source	Pro's and Con's	Potential and use	Capacity
Cumbria PCT and Cumbria Adult Social Care	Pros: Tend towards SLAs for direct service provision. Long term and now full cost recovery funding. Restructuring of Cumbria district level PCTs into one countywide PCT will mean fresh relationships with commissioners. Cons: Now a move away from district level commissioning. Competition at tendering level increasing. Restructuring process means little opportunities available in next year.	Core service activities, day services, counselling, advocacy etc. Also large potential for in kind funding from PCT in the form of seconded staff, equipment, facilities etc. Will become more relevant for county wide initiatives between the six Cumbrian LMAs.	Relationships need to be built with newly appointed commissioners and with relevant team managers etc. Six LMAs have capacity now to contract and tender on county wide basis. Eden Mind will benefit from this move. Talks with primary and secondary care teams in locality already proving fruitful in relation to in-kind contributions through partnership working.
Cumbria County Council, Eden District Council and associated partnerships locally.	Pros: Eden Mind is a valued local Charity within Eden with links to many councillors. Active involvement with key strategic partnerships and forums. Cons: Limited funding available. Tends towards short term and small one	Awards for All used already and valuable source for info service. Particularly apt for larger scale projects such as the 'mental healthy living centre' (application to be submitted mid 2007).	Capacity to apply for and manage grant in place. (Application already submitted by Eden Mind on behalf of Cumbrian LMAs – Advice Plus)
Community Legal Services	Pros: Tends towards longer term funding and full cost recovery. Cons: Fairly specialised area of operation, and funding becoming increasingly complex to manage.	Limited scope for use, potential for legal mental health advocacy offered among LMAs, and for development of relationship with Community Legal Services Partnership Locally.	Capacity mainly available through Cumbria wide initiatives.
Special Funding Streams (Inc Comic Relief, Children in Need etc)	As for larger charitable trusts. Essential to monitor developments with these funders for relevance to intended and current project work.	As for larger charitable trusts.	As for larger charitable trusts.
Local Charitable Groups (Inc Freemasons, Lions, Soroptomists etc)	Pros: Local connection to groups and members, could be long term relationship. Direct approach/appeal acceptable. Possible source of unrestricted funds. Cons: generally smaller amounts unless strong and ongoing relationship built with group.	Potential source of unrestricted funds or sold as tied to specific project. Good for high profile local activity.	Very different approach from gaining trust funding etc. May be a more applicable fundraising activity for trustees etc. Also personal contacts fairly essential locally.
Local companies (and to a degree national & international such Microsoft).	Pros: As above.	Potential for in-kind donations & developing ongoing relationships. Also potential to explore more imaginative funding routes eg consultancy or service provision.	As above. Already made some use of in-kind donation and can be built on further.

# 6. Analysis – Potential Funding

Funding Source	Pro's and Con's	Potential and use	Capacity
Social Enterprise/ Social Firm/Trading etc.	Pros: Has potential for large, unrestricted funding source with additional social and/or therapeutic aims. Becoming an increasingly popular area for funding. Cons: Requires a fair degree of relevant expertise among staff and trustees.	Working along side current peculiarities in the local employment market there is certainly scope for a profit making trading wing (with social aims). A great deal of scoping is required first before this can become a more solid plan. Also needed is absolute clarity about the specific objectives of such enterprises. Additional potential for developing consultancy/training type work among staff in the long run. However, all of this could be started on a smaller scale, as with the potential Christmas card making project starting in 2007.	At present capacity is absent. Need for specialism within trustee board and staff team to take such a project forward. Currently trustee with such expertise being sought.
Private donations	Pros: Unrestricted use, minimal effort in gaining and administering. Cons: Difficult to attract such funding unless attached to specific work. Can be time consuming for little return.	Important source of unrestricted funding. Does require significant promotion on literature and through other streams.	Can be time consuming to carry pout for minimal return (though see fundraising events below)
Fundraising events	Pros: Good profile raising for the organisation, important source of unrestricted funds. Important in building spirit within the organisation. Cons: Can be time consuming for little come back and depending on event can be difficult to get necessary support/volunteers.	Best events so far have been 'Flag days' or street collections. Given good turn our can raise between £1,000 - £1,500 in a day. Option to do this twice a year within Eden. Other creative events to be considered such as 'Oxford Concert Party'.	Good volunteer force gives us the capacity to do this on a large scale. Trustees, staff and vols can arrange.
Membership Subscriptions	As for larger charitable trusts. Essential to monitor developments with these funders for relevance to intended and current project work.	As for larger charitable trusts.	As for larger charitable trusts.
Therapy fees and other direct charges for services	Pros: Mental health a priority funding area for many larger trusts. Access to core funding, staffing costs and full cost recovery (though limited to handful of identified Trusts). Cons: Sometimes limited to one year. Tight re-application criteria.	Vital source of project and core cost funding (eg Northern Rock, Tudor Trust).	Staff and Trustees aware of all major Trust funders and scope for applications.

# 6. Analysis – Potential Funding

Funding Source	Pro's and Con's	Potential and use	Capacity
Legacies	Pros: Untapped source of income at present. Cons: Requires a fairly delicate and concerted effort to pursue this source of income and organisation may feel uncomfortable with it.	Source of unrestricted income.	Need to seek support on pursuing this income stream and will need to be addressed first by Exec as a positive option.
Volunteering	Pros: Extremely valuable source of support and input. Volunteers able to undertake roles across the organisation and contribute a broad range of skills. Most volunteers also have personal involvement with mental health issues and as such can be a therapeutic or vocational experience. Cons: To fully utilise volunteers there really needs to be appropriate support in place in the form of staff members able to support and supervise. At present this doesn't exist.	At present most volunteering is unskilled and little development & training is undertaken due to lack of capacity. There is a large area of skilled volunteering that is not tapped as yet eg counselling, further therapies etc. Relevant schemes such as ProHelp could be exploited further.	Capacity to manage volunteers has been reached and a staff member is urgently needed to take this element of the organisation further (See business Plan for more details)
Other 'In-kind' contributions	Pros:	Limited to how creative the organisation can be. An important aside to statutory funding as well, particularly examining ways of working with local statutory and voluntary sector groups to share resources with each other eg staff secondment, donation of equipment, rooms etc etc.	Limited to the imagination of the org and partners.

# 7. Analysis - Funding Needs

## Required funding areas

### **Core Funding**

Day to day running costs for both buildings inc rent and utilities, Core staff positions – Manager and Administrator and On costs, Core office costs inc Governance and Volunteering expenses

### **Capital developments and expenditure**

Acquiring and upgrading new property, Ongoing capital equipment replacement, Improvement of current or new premises, Development and maintenance of IT facilities

### **Project work/Service provision**

See Business and Development Plan 2006-9 for details of proposed project work. To continue the Advocacy Service, Drop-in, Information Service and Empowerment group. To continue supporting volunteering

### **Other costs**

Awareness raising and campaigning activities, Fundraising activities, Social Enterprise/Social firm activities, Social activities, Training for service users/volunteers and staff, Volunteer development

## Identification of financial need

### **Forecasting and budgeting**

Monthly budgets are drawn up showing actual and estimated income and expenditure of the organisation as a whole and for specific elements of operation ie individual projects. These form the basis of long term budget projections for core costs, project work etc.

### **Project Planning**

At planning stage detailed budgets are drawn up costing the delivery of each service. These are used for funding applications and as a basis for financial review of each service. These budgets also form an essential part of our accounting system.

### **Business Planning**

The accompanying Business and Development Plan outlines all potential new developments requiring funding and in the one year delivery plan actions around identifying and securing funding are identified.

## Additional Information

A variety of illustrative budgets are included with this Strategy including one and two year budget forecasts for Eden Mind.

# 8. Resources

To enable us to achieve Eden Mind's objectives we need to develop or have access to the right resources. It is also essential that everyone in the organisation is aware of and committed to our overall strategy and that we have strong communication links between all groups and key individuals.

## **Documentation**

It is important that all documentation from the organisation is of high quality and has an easily recognisable identity. Good quality documents demonstrate that we have invested time and effort. Among the documents which we may need to submit along with funding applications are:

- Annual Report
- Business Plan/Strategy Plan
- Individual Project Business Plans
- Last Audited Accounts
- Copy of Constitution and Governance Framework
- Bank Statements
- Policies e.g. Equal Opportunities, Health and Safety, Risk Assessment etc.

## **Relationships with funders and stakeholders**

Developing a relationship with potential and existing funders is important as we may wish to approach them, or approach them again, in the future. We also need to focus on building relationships with staff, volunteers, service users and other existing and potential stakeholders both statutory and voluntary, e.g. Eden District Council, Cumbria County Council, Council for Voluntary Service etc

Relationship building activities might include:

- Having one or two named contact people in Eden Mind with whom funders can deal so that they get to know individuals and names. This is likely to be the Manager and one trustee.
- Keeping everyone updated about funding progress;
- Issuing invitations to annual general meetings and special events which are part of Eden Mind's calendar;
- Giving feedback to stakeholders on what Eden Mind has achieved, through press releases, examples of work, annual reports, audited accounts, etc;
- Ensuring Funders receive a copy of the Eden Mind newsletter
- Issuing invitations to see the organisation's work at first hand;
- Networking, going to events and taking part in activities (conferences, open days, etc) which have the potential for sustaining existing relationships and building future relationships;
- Acknowledging funders' support on all documents including the Annual report and publicity;
- Encouraging all members of Board of Trustees, staff and volunteers to develop and pass on useful contacts with a view to developing sponsorship, enrolling members, organising events etc.
- Offering to speak to local groups, at events and philanthropic meetings
- Saying 'Thank you' to all funders and supporters.

It is also important that we give feedback on consultation documents, from voluntary sector bodies (e.g. NVCO), regional bodies (e.g. Cumbria LSC, Cumbria Learning Links, Council for Voluntary Services (CVS)) and local bodies.

# 8. Resources

## **Personal Resources**

Ultimate responsibility for fundraising rests with the Board of Trustees but day to day accountability rests with the Manager. However we all play a part in ensuring the strategy is addressed. A small and dedicated team of people will assist the Manager to raise funds. We will consider the individuals skills of Trustees, staff and volunteers to identify people who can carry out research, write well, prepare budgets, speak to funders, act as persuaders, organise events, network and keep records.

If we do not have people with the necessary skills, we will either make efforts to find them, or approach our local Council for Voluntary Service. Some organisations employ a professional fund raising consultant. However, in its development of its staffing structure, Eden Mind decided against this. For the duration of this strategy we do not envisage employing a fundraising consultant but if, at any time in the future, we did follow this path then coordination is essential and everyone in Eden Mind would still play a vital part and would need to be kept fully informed at all times of results and progress.

## **Monitoring and Evaluation**

To support all funding bids, it is important that we demonstrate need, and the success of previous work. This will involve qualitative and quantitative analysis including:

- ❑ Numbers involved (service users, staff, public, etc)
- ❑ Attendance records
- ❑ Photographic, audio and video records
- ❑ Feedback from service users, staff, public, etc
- ❑ Objective and subjective assessment
- ❑ Outcomes measured against objectives
- ❑ Press coverage
- ❑ Previous reports submitted to Funders

We will monitor and regularly review our fund-raising plans in order to identify our success, or otherwise, in raising funds and to inform our future fund-raising strategy.

## **Reference material**

We will develop a database of previous, existing and potential contacts and funders.

It is important to research and assess materials which we may need to buy or subscribe to (directories, funding guides, CD-ROMs - FunderFinder, Funding News mailing list for example). Some are more useful than others; some are more expensive than others; some may be available through our local CVS. To enable us to buy or subscribe, we need to include these items in our annual budgets.

## **Record keeping**

We will keep written and IT records of who we have asked for what, for how much, when and what the response was. We will keep all relevant correspondence.

## **Ethical policy**

It important for us to consider in advance from which sources we will accept funds, gifts or support, and what sort of fund-raising activities we consider to be inappropriate. As an example, we may decide not to accept alcohol or tobacco funding. National Mind's guidelines do not allow us to accept funding from pharmaceutical companies. If there is any doubt the Manager would check the ethical position before applying for or accepting funds from such sources.

# 9. Reserves Policy (Under review July 2008)

This policy is written in the light of the Charity Commissioners' guidance "Charities' Reserves" (CC19, April 2002) which states: *"To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves needs."* (para 40). SORP 2000 defines reserves as: *"income which becomes available to the charity and is to be expended at the trustees' discretion in the furtherance of any of the charity's objects (sometimes referred to as "general purposes" income); but which is not yet spent, committed or designated (ie, is "free").* (para 18).

The definition of reserves therefore excludes: permanent endowment; expendable endowment; restricted funds; designated funds; and income funds which could only be realised by disposing of fixed assets held for charity use. (para 18).

The reserves policy should cover as a minimum:

- the reason why the charity needs reserves;
- what level (or range) of reserves the trustees believe the charity needs;
- what steps the charity is going to take to establish or maintain reserves at the agreed level (or range); and
- arrangements for monitoring and reviewing the policy. (para 43).

## Why Eden Mind needs Reserves

- Winding up charity: Eden Mind has decided that, in the event of the organisation having to be wound up, it would need to have six months running costs (£53,259) in reserves to allow for a proper running down.
- Redundancy: Eden Mind has decided to keep a sum of £5,000 to cover redundancy.
- A source of income ceases: Eden Mind has decided that it needs to keep £32,367 (the budgeted annual costs of its current largest project) in reserves to allow for a year's running costs should the income for that project cease with no notice. One year would be needed to run the project whilst other sources of funding were sought.

## The level (or range) of reserves the Trustees believe Eden Mind needs.

- As at 31st March 2006 Eden Mind's average monthly expenditure was **£8,876** this includes a monthly salary bill of around **£5,250**.
- Taking all of the above into account, Eden Mind has decided to aim to keep reserves equivalent to six months full expenditure (a sum of **£53,259**).

## Establishing and maintaining reserves at the agreed level.

- Eden Mind has agreed to aim for a reserves figure of **£53,259** in cash or readily realisable assets. Currently, (as at 1<sup>st</sup> December 2006) it has reserves of **£20,546**.
- The current level of reserves, therefore, is equivalent to just more than 2 months budgeted expenditure rather than 6 months.
- The current difference between the ideal level of reserves and actual reserves is £32,983. Eden Mind has decided that when the opportunity arises it will add to its reserves until such time as the target figure is achieved.
- The attached action plan details further steps to be taken to increase reserves over the coming three years.

## Monitoring and Reviewing the Reserves

This policy will be reviewed annually by the Management Committee. The actual level of reserves is monitored by the Board on a monthly basis.

# 10. Exit Strategy

For each project and for Eden Mind itself we will draw up an exit strategy.

## **For each project**

We need to demonstrate what will happen at the end of the life of the project, including the options that:

- ❑ another organisation will take over the work;
- ❑ the project will demonstrate its need and we will apply for continuation funding;
- ❑ the project will demonstrate its need and we will receive further funding;
- ❑ the project is a one-off and will end with the ending of the funding;
- ❑ no further funding is available and the project will either wind down or end abruptly.
- ❑ The project will not demonstrate its need and funding will be lost

In every case, consideration needs to be given to the future of the service users, organisation or community for whom funding was obtained.

## **For the organisation**

We will:

- ❑ inform all funders of our plans well in advance;
- ❑ liaise with them regarding the exit process;
- ❑ check all legal requirements are understood and plan to meet them;
- ❑ arrange for the return of any unused funds - according to our constitution and charity law;
- ❑ ensure our accounts are kept up to date right up to the end and are then available for audit;
- ❑ make sure that our publicity or press statements state clearly the reasons for the organisation's closure.

# 11. Financial Action Plan 2007/08

1. Financial Management and core costs		
	Delivery activity	Timescales
1	To review and develop where necessary financial and grant management procedures.	Nov 06
2	Secure continuation funding for the managers and administrators position.	Dec 06 – Feb 07
3	To recruit a Treasurer with requisite skills to the Board of Trustees, and additionally a further Trustee with business/financial management experience or social enterprise skills.	Nov 06 – April 07
4	Review how monitoring of funding applications and funders database within Eden Mind	Jan 07
5	To scope the costs of a possible new building and funding sources for this (move and/or necessary renovation).	Nov 06 onwards.
6	Review current grants databases and software (Purchased) and where necessary renew subscriptions. Particular focus to be given to the need for updating information throughout the year.	Dec 06
7	To begin to scope range of fundraising activities to contribute towards core costs and develop necessary actions plan. This could include fundraising events, greater use of donations and subscriptions, greater use of 'in-kind' donations etc.	June 07
8	To review presentation of financial information to the Board and to other groups within Eden Mind.	Feb 08
9	Secure funding for further Trustee development and resources.	Jan 08 onwards.

2. Project funding		
	Delivery activity	Timescales
1	To secure funding for information provision across the District, and preferably for the full cost of the service (eg integrate role within new or existing position)	Dec 06 and April 07
2	Secure further funding for supporting the Empowerment groups at Penrith and Eden, after review of independence of the group.	Dec 06 – April 07
3	Secure funding for the expansion of awareness raising materials, in particular display material.	Jan – April 08
4	Begin to scope possibilities of training provision for other statutory and voluntary groups on a profit making basis.	Jan 08 onwards.
5	To ensure full time and resources given to developing partnership of LMAs within Cumbria, with particular focus on exploring future project and joint funding issues.	Nov 06 onwards.
6	To implement relevant funding management systems for the rolling out of the Cumbria wide advocacy service if funding successful.	Feb – April 07
7	To explore further the potential partnership relationship with Becksides, for the provision of Day Services, with particular emphasis on sharing of funding resources and towards increasing size of current SLA.	Dec 06 – April 07
8	To explore further the scope form formalising volunteering within Eden Mind as vocational placements for spot purchasing.	Dec 07 – April 08
9	To submit funding applications for a volunteer co-ordinator (with additional responsibility for small scale befriending service attached if appropriate). To be supported by statutory funding relating to volunteering.	Dec 07 – June 08
10	If appropriate, to submit an application to the Big Lottery for the development of a mentally healthy living centre. If Big lottery not appropriate (which depends on results of LOMA partnership bids) then source other funding for project.	April 08 onwards
11	To explore the [potential for the above project to be self-funding through service charges and SLAs.	Dec 08 onwards

# 11. Financial Action Plan 2007/08

2. Project Funding continued		
	Delivery activity	Timescales
12	To submit funding applications for, or free current funding, for the development of day services as outlined in the Business and Development plan.	March 08 onwards
13	<del>Secure funding for art groups, card making and film project using sessional workers.</del>	<del>Nov 06 – Jan 07</del>
14	To secure funding for development of self-help resources at Eden GP practices.	April 07
15	<del>To secure funding for the continuation of the advocacy service.</del>	<del>Dec 06 – April 07</del>
16	<del>To secure the continuation of the Day Services SLA</del>	<del>July 07 onwards</del>

3. Exploring and developing funding sources		
	Delivery activity	Timescales
1	<del>To develop a 'Social Enterprise Working Group' to scope the range of possibilities for both profit-making and vocational activities.</del>	<del>Feb 07 onwards</del>
2	To explore the possibilities and scope for moving into working with younger people and school age children, with the possibility of sourcing funding for either research or developmental positions.	June 09 onwards
3	To review membership subscriptions, scope and benefits.	Oct 08
4	Begin to scope possibilities of training provision for other statutory and voluntary groups on a profit making basis.	June 08 onwards.
5	To increase fund-raising events, in particular completing two Flag Day collections plus others.	Jan – Jul 08
6	To explore securing further 'in-kind' contributions towards core costs and project work.	Feb – September 08
7	To ensure relevant training and development available and attended for Manager and Trustees to explore Government and European funding sources further.	March 08 onwards
8	Manager, in combination with outside training, to ensure at least one Trustee and/or SU/Volunteer able to take on minor fundraising role.	March 08 onwards
9	Relationships to be developed with new PCT and Trust, both on a local/team level and through the Cumbria LMA partnership.	Jan 09 onwards
10	Trustee or other to be appointed to begin developing relationship with local businesses and charitable groups, with a view to direct or in-kind contributions.	March 08 onwards
11	Review of donation sources to be undertaken with a view to expanding where possible eg donations from information provision.	Feb 09
12	Additional fundraising/awareness raising events to be explored by all at Eden Mind	March 08 and ongoing

# 12. Additional Information

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

- St Andrews Place/Market Square Business Plan
- Business and Development Plan
- 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
- Financial Procedures and Reserves policy