

*Cam-mind*  
*Supporting local people  
experiencing mental health problems*

**Strategy Plan  
2008-2010**

# Cam-mind Strategy Plan 2008-2010

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**NB: Various appendices are mentioned within this document, all of which are available on request.**

## **Mission Statement**

***Cam-mind offers a broad range of community projects and services for the support of mental health service users in Cambridgeshire.***

***We achieve this by means of supported housing, befriending, community groups, outreach and training. Our services are developed from the collaboration of service users and others interested in our mental health. Our Service User Group is central to this process.***

***Cam-mind is committed to challenging the prejudices and misunderstandings that undermine recovery from mental health problems.***

# Executive Summary

This represents a very exciting time in Cam-Mind's development.

From its beginnings, 100 years ago, Cam-mind has supported local people experiencing mental health problems. Today we are affiliated to, but not funded by, National Mind, and our services are about empowering people to live fulfilled and active lives in the community. These services include supported housing, one-to-one befriending and community groups/activities. We work closely with the NHS, Social Services and other voluntary organisations, and are committed to partnership working.

Our aspirations for the future are based on five key principles, which are:

- Promoting social inclusion
- Active service user involvement
- Developing and maintaining sustainable income streams
- A focused fund-raising strategy
- Robust monitoring and evaluation processes

Within this strategy document, we expand on these principles and outline the vision of how we would like to develop our services over the next two years. This is a framework which will be developed in detail in dialogue with our Service User Group as it grows.

In the short term, we are using our Centenary year to raise awareness of mental health issues, together with urgently needed funds for new and existing projects. We have set a fundraising target of £100,000 and we are focusing on four key areas for expansion:

- We are looking to launch a much needed mental health awareness programme, offering workshops and training to schools and businesses in Cambridgeshire.
- We want to expand our one-to-one befriending service, to meet the ever increasing demand - particularly in rural areas.
- We'd like to expand our rural outreach projects, and provide transport where necessary, so that more people in isolated areas can access our services.
- And we hope to build on our existing range of Cambridge-based community projects, to include new, service user led support groups that meet the needs of particularly isolated mental health service users within the City itself – such as parents with young children.

These developments will take the scope of Cam-mind's work to a new level. Absolutely central to this are the people who actually use our services, who will directly influence Cam-mind's work.

To enable us to address the clearly identified needs of local mental health service users over the medium to long term, our vision is grounded in a realistic financial model involving full cost recovery and an achievable plan for the creation of sustainable income streams.

## Introduction

Cam-mind is the longest established mental health charity in Cambridge, having supported local people experiencing mental health problems for the past 100 years (see History, below).

Today, our organisation is affiliated to – though not funded by – the national mental health charity Mind, and our services currently reach around 300 adults with mental health problems within Cambridge and its necklace villages.

Cam-mind's services are open to anyone over the age of 18 with a mental health diagnosis, living in Cambridgeshire, subject to meeting our referral criteria (See referral form, Appendix 4). Our services fall into five main areas of activity:

- One to one befriending
- Supported Housing
- Community Groups
- Rural outreach
- Mental health awareness training

Cam-mind is at a very exciting point in its development. On the brink of our Centenary Year, we have just completed a period of consultation with all those involved in the organisation (service users, staff and volunteers). Out of this came our new mission statement (see page 1) and a broad framework for future development. We believe that this is a fair representation of the current views of everyone involved in our organisation (see Consultation, Appendix 1).

In addition, our new Service User Group is about to meet for the first time. This Group will provide an essential platform from which our service users can have a real influence on how future services are shaped. It is because of this that our current business plan is being limited to a two-year period and is designed to allow for ongoing user input (see Service User Group, page 10).

## History

The organisation that was to become Cam-mind was founded as a charity in 1908 by Ida Darwin, daughter-in-law of Charles, and Mrs F A Keynes.

It was initially established to research the prevalence of learning disabilities among Cambridgeshire school children with a view to raising funds and providing appropriate services.

Subsequently the organisation was funded to establish a work and training centre for young people with learning disabilities/mental health problems. This work was then developed to include home teachers for those who could not access the city, an early form of outreach.

In 1946 the organisation was re-named the Cambridgeshire Mental Welfare Association, which remains our legal name. Recognising the increasing demand for support within the community, the organisation then expanded to provide other services for local mental health service users, such as the supported housing, one-to-one befriending and community groups/activities which still operate today.

CMWA was registered as a company limited by guarantee in 1973. In 1960 the Association became affiliated to National Mind. We subsequently became known as Cam-mind.

Throughout our history Cam-mind has worked closely with the NHS, Social Services and other voluntary organisations. As we approach our Centenary Year, cuts in Government funding have resulted in a significant reduction in Statutory Services, and the demands of Cam-mind's services have increased significantly – a trend that is expected to continue.

## Current Projects

- **Supported Housing** – Cam-mind supports 21 adults with long term mental health problems, living within the community. Our residents live in a mixture of self-contained accommodation and group homes, all managed by Cambridge Housing Society.

Support packages geared to the individual needs of residents are provided by Cam-mind's support workers and are funded by the Supporting People programme. Our support team currently comprises a part-time housing support co-ordinator, one full-time and one part-time support worker.

Residents receive practical assistance as well as emotional support, with the aim of maintaining or increasing their level of independence.

## Current projects cont'd. . .

- **Befriending** – Cam-mind’s befriending scheme carefully matches service users and volunteers on a one to one basis. They then meet for an hour or so once a week to pursue an activity of mutual interest within the community.

Our befriending scheme co-ordinator recruits volunteers who have an interest in working one-to-one with individual service users, building a relationship over time based on trust and mutual respect. Ideally volunteers are helping service users in their recovery process, building confidence and supporting them to access community activities, eg voluntary work or educational opportunities.

Service users are referred to us by professionals. They may have recently been in hospital and/or become isolated in their own community. The co-ordinator assesses the suitability of each person referred and matches them with a volunteer who has similar interests or outlook on life. The sensitive handling of this process is crucial to the success of each link.

Volunteers are all checked by the Criminal Records Bureau, 2 references are followed up, and they receive a range of training before they start befriending. According to the needs of the service users, the links can be short-term, to help someone through a particularly difficult patch, or long-term. It is noticeable that when an individual recognises they no longer need the support of a befriender it can be a significant step in their recovery process.

We have around 20 links operating at any one time, mainly in Cambridge city and surrounding villages. Demand for this service is high and we currently have 39 service users on the waiting list. We have identified a particularly strong demand for this service in rural areas and are keen to promote this service and recruit more volunteers to meet this demand.

- **Community Groups** – Cam-mind facilitates a range of community groups throughout the week, and on two Sundays a month. These groups include arts & crafts, pottery, cookery skills, textiles, creative writing, gardening and a music studio workshop (run in partnership with Romsey Mill and the early intervention service Cameo). They offer access to new skills and interests as well as structure and new social networks for service users and respite for carers. The aim of the groups is to provide a first step on the road to recovery, supporting members as they grow in confidence and hopefully move on to other activities within the community – be it volunteering, further education or paid employment – as and when they are ready to do so.

Our community groups currently reach between 50 and 100-plus service users per week and we operate waiting lists for several of the most popular activities. We regularly receive new referrals for service users wishing to attend one or more of these groups and are likely to have between eight and ten new referrals at various stages in our referrals process at any one time. (See Appendix 5 for the full list of groups and activities).

We also organise various one-off social activities and trips throughout the year.

- **Outreach** - many areas of Cambridgeshire have very little in terms of community-based support for mental health service users. Cam-mind already provides a community group in Sawston as well as limited one-to-one befriending for service users living in this and other rural areas. The Sawston group currently meets once a week and is based at a local South Cambridgeshire District Council building. The focus is on social activities, and the programme is set by the members themselves. Activities range from general discussions to crafts and trips out to local places of interest. There is a recognised and growing need for further work in Sawston, together with other villages in the area.
- **Training** - As part of our commitment to challenging stigma and discrimination, Cam-mind provides some mental health awareness training to schools, colleges and organisations. This has been identified as a key area of need – with considerable potential for expansion, particularly as a service for businesses (see Our Vision, Objective 6)

## Partnerships and Networks

Cam-mind has strong links with other organisations both within the statutory and voluntary sector – and is committed to strengthening these links via partnership working.

We are actively involved in the “Working Together” group which brings together a wide range of organisations working in the mental health sector to network and share good practice, via the regular Working Together Lunches. The Working Together group has also organised several Wellbeing Days within the community, which have provided mental health service users and carers with an opportunity to access complementary therapies, and a range of skills and activities within the community.

The success of the Working Together initiative is reflected in the fact that it won this year’s (2007) Partnerships Category of the Cambridge and Peterborough Mental Health Trust Good Practice Awards.

Alongside our day to day contact with many other mental health service providers, we have also developed links with other organisations within the wider community. Examples include Cambridge Housing Society, Romsey Mill, the Cambridgeshire Community Archives Network and the Nuffield Road Allotment Society, all of which are currently working with us in partnership projects.

We believe that this kind of partnership work, with other organisations not directly involved in mental health services, is the way forward – promoting social inclusion by providing our service users with access to mainstream community activities and facilities.

Cam-mind also has strong links with the neighbouring Local Mind Associations of Hunts Mind and Peterborough and Fenland Mind. These links are soon to be formalised via an agreement for creating a Cambridgeshire Local Mind Associations’ collaborative network.

This aims to:

- Strengthen Cam-mind, Hunts Mind, and Peterborough and Fenland Mind to ensure they are in the best position to respond to the challenges of the changes in the health and social care economy.
- Campaign to facilitate service user empowerment in Cambridgeshire (see Service User Group, page 10).

## **Project Locations and Administration**

### **Barrere House**

Cam-mind is based at Barrere House, 100 Chesterton Road, Cambridge – a building which it has owned outright since 1987.

This substantial three-storey town house is currently divided into residential and office/recreational accommodation. The two upper floors are leased to Cambridge Housing Society, and the ground floor provides office space as well as a large meeting room, conservatory and kitchen which are used for week-day groups and activities.

All the day to day management and administration for Cam-mind takes place at Barrere House, and all but one of the paid staff are based there.

### **The Hester Adrian Centre and St Raphael Hall**

The Hester Adrian Centre and St Raphael Hall operates as a workshop and resource centre for adults with disabilities and is managed by The Papworth Trust.

Cam-mind has a long established link with the Centre, having been instrumental in raising the funds to build it, and consequently is given free use of St Raphael Hall and kitchen facilities.

We currently regularly use the hall for two evening groups per week, plus our popular Sunday Lunch group which meets two Sundays per month.

### **The Arbury Community Centre**

Cam-mind runs a social group at Arbury Community Centre every Friday morning. We were asked to take over this group from Social Services several years ago, when cuts in statutory funding meant it was at risk of closure. The group has been run by Cam-mind volunteers ever since.

## **Uffen Way Community Centre, Sawston**

Cam-mind's Sawston Group meets at Uffen Way Community Centre every Wednesday afternoon. The Centre is rented at a nominal rate from South Cambs District Council.

## **Nuffield Way Allotment Society, Cambridge**

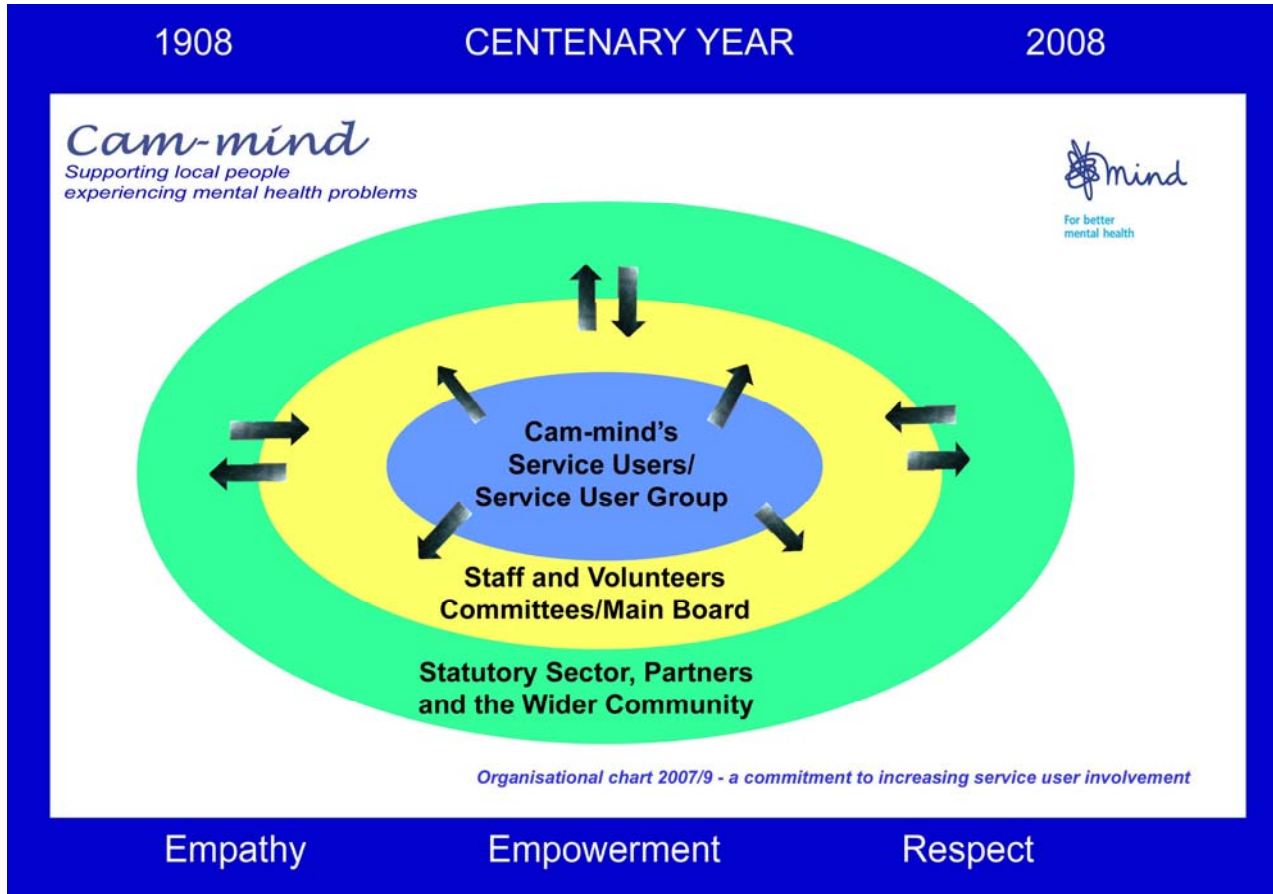
For the past year Cam-mind has rented an allotment from Nuffield Way Allotment Society, an active and diverse community group in the Chesterton area.

Our allotment group meets at least once a week and has just completed its first season which was so successful that we have now taken a second adjacent allotment.

## **Romsey Mill, Cambridge**

Cam-mind's Music Studio Workshop project is run in partnership with Cameo and Romsey Mill (see Partnerships and Networks). The group is facilitated by Romsey Mill's music technician together with volunteers from both Cameo and Cam-mind. It takes place at Romsey Mill's newly refurbished building in Mill Road, Cambridge, where we hire a room and music studio space for one evening a week during the 12-week programme, which is run three times a year.

## Organisation and Human Resources



### Service Users/Service User Group

Cam-mind recognises the importance of involving service users in all aspects of the organisation's policy and service development/delivery, and is committed to increasing service user involvement at every level.

Our new Service User Group is key to this commitment. The Group will meet for the first time on 22 November 2007 with a view to meeting regularly and feeding back to the management committee on key issues affecting the organisation. It is anticipated that at least one – and ideally more – members of this group will eventually be represented on all Cam-mind's operating committees as well as on the main board.

Policies and targets are in place to encourage and increase this involvement during the period of this business plan (see Service User Involvement Policy, Policies and Procedures, Appendix 2)

## Volunteers

Cam-mind is largely self-funded and relies heavily on voluntary support. We currently have 100-plus volunteers on our database, whose input falls into the two main areas of **management/policy** and **project support**:

### **Management/policy – trustees and committees**

- **Trustees** – All strategic decisions on the future of Cam-mind are made by its board, currently comprising seven trustees.
- **Committee members** - Cam-mind is run via three committees which focus on the key areas of **management, befriending & support** and **fundraising & publicity**.

### **Board of trustees/directors:**

Keith Evans – Chair,  
Renée Evans – Vice-Chair,  
Secretary – Vacant, Treasurer – Vacant  
Kevin Gabbitass, Brian Payne, Jeannet Weurman, Polly Stokes  
Sally Keown (non-voting ex-officio member).

### **Management committee:**

Brian Payne – Chair,  
Keith Evans, Liz Barry, Polly Stokes, Keith Evans,  
Sally Keown (non-voting ex-officio member).  
Meg Edwards (non-voting ex-officio member),

### **Befriending committee:**

Liz Barry – Chair,  
Keith Evans, Renée Evans, Jane Layzell,  
Aly Anderson (non-voting ex-officio member),  
Sally Keown (non-voting ex-officio member).  
Hannah Turner(non-voting ex-officio member),

### **Fundraising Activities and Social Events committee:**

Polly Stokes – Chair,  
Keith Evans, Jane Ellam, Gill Drake, Glenda Jeeps,  
Catherine Le Fur, Victoria McCullum, Lorraine Mitchell,  
Enid Palmer, Lucy Ranger, John Richards, Rowena Rothery,  
Maureen Spicer, Shelley Rogan, Frank Bird, Louise De Ste Croix,  
Sue Stearn  
Renée Evans (non-voting ex-officio member)  
Alison Humphreys (non-voting ex-officio member).  
Sally Keown (non-voting ex-officio member),

**All our committee members and trustees are volunteers and they include former and current users of mental health services, as well as carers.**  
**Volunteers Cont'd . . .**

### **Project support – groups, befriending and fund-raising**

- **Befrienders** - Volunteers give around two hour a week to offer one-to-one friendship and support to a service user with similar interests to themselves.
- **Group facilitators** - The majority of our community groups and activities are facilitated by volunteers.
- **Fundraising** - Our part-time salaried fund-raiser is supported by numerous volunteers, who help with the practical tasks involved at fundraising events and regular street collections.

### **Salaried staff**

Cam-mind currently employs one full time and eight part-time staff based at Barrere House, plus a part-time fund-raiser who works from home.

Cam-mind Chief Executive Officer, Sally Keown, is the senior staff member responsible for day to day management and other staff members whose roles are as follows:

**Office administrator** - Alison Humphreys

**Administration assistants** – Chris Williams and Varin Connelly

**Services co-ordinator** – Hannah Turner

**Development manager** – Aly Anderson

**Housing support manager** – Keith Milns

**Housing support workers** – Anne Chambers and Jane Layzell

**Finance and Grants Co-ordination** - Meg Edwards

Please see Appendix 3 for profiles of all our salaried staff.

## Our Vision

As a result of recent consultation with all those involved in Cam-mind, the following key themes have emerged which will provide the framework for future development.

### 1. Active service user involvement

- Service user/survivor\* involvement should be a fundamental element of Cam-mind's evolving services.
- It is also a key element of the government's social inclusion agenda.
- As such it is an essential prerequisite to successful fundraising.

### 2. Clear, measurable monitoring processes

- Monitoring accessibility, outputs and outcomes, and recording/reporting the results is essential if we are to achieve funding for the future expansion of our services. This will also enable us to monitor how well our existing services are working. We need the processes in place – and the staff/volunteer time to make them work.

### 3. Professional PR and promotional material

- Cam-mind needs to raise its profile and present itself in a professional and effective way to the outside world – be it to statutory services, potential volunteers, service users, potential partners, funding bodies, the general public and the media.

### 4. A focused fund-raising strategy

- Given the forthcoming centenary celebrations (2008), Cam-mind needs to focus on its fund-raising strategy and set clear and achievable short, medium and long term targets. This has already started with plans to launch our £100k Centenary Campaign well underway (See page 22 for details).
- We plan to continue using the full cost recovery model.

*\* Survivor is the term used to describe someone who has had mental health problems in the past and 'survived' the system.*

## **5. Sufficient resources, i.e staff hours and office space**

- Cam-mind is currently under-resourced in terms of paid staff and office space. This needs to be addressed in order to ensure continued high levels of service.

## **6. Develop and maintain sustainable income streams**

- Cam-mind needs to identify opportunities to develop services which will generate a regular, sustainable income for the organisation.
- These services should complement existing activities and reflect the ethos set out in our Mission Statement.
- The organisation needs to compile suitable materials for tender presentations.

## **7. Promote social inclusion**

- Ensure maximum equity in accessibility of Cam-mind services between local and rural areas.
- Ensure maximum equity in accessibility of Cam-mind services for all social groups – minority ethnic and cultural groups, older people, people with a non-mainstream sexual orientation, physical disability etc.

**NB: Highlighted points in the tables that follow indicate areas in which targets have already been achieved or significant progress has been made.**

## Objective 1. Active service user involvement

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"> <li>• Launch Service User Group</li> <li>• Facilitate user group meetings at least four times a year</li> <li>• Develop processes for service user feedback to committees, board of trustees and other service users</li> <li>• Support Service User Group members with relevant personal development training e.g. communication, presentation, monitoring, action research, recruitment and selection skills</li> <li>• Establish links and dialogue with other service user groups, locally and nationally</li> <li>• Explore funding opportunities for service user involvement worker</li> </ul>	<ul style="list-style-type: none"> <li>• Continue development of Service User Group</li> <li>• Increase service user representation on committees and the board of trustees</li> <li>• Increase service user involvement in supporting and facilitating Cam-mind's projects as volunteers</li> <li>• Develop user-led service monitoring</li> <li>• Submit funding proposal for service user involvement worker</li> <li>• Facilitate service user contribution to the development of Cam-mind external training programmes</li> <li>• Facilitate service user involvement in staff recruitment and selection process</li> </ul>

## Objective 2: Clear, measurable monitoring processes

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"> <li>Establish clear and measurable qualitative and quantitative performance indicators for all our services, in consultation with service users and funders</li> <li>Agree processes by which services can be assessed using these indicators, e.g. expectation and feedback surveys, service user interviews, statistical analysis of core data</li> <li>Provide relevant training to all involved in implementing this target</li> </ul>	<ul style="list-style-type: none"> <li>Implement agreed processes</li> <li>Involve Service User Group in gathering, interpreting, presenting and responding to the data</li> <li>Develop clear and accessible ways of presenting the data to service users and funders</li> </ul>

## Objective 3: Professional PR and promotional material

### Key Targets:

Year 1 October 2008 – 2009	Year 2 October 2009 – 2010
<ul style="list-style-type: none"> <li>Develop a comprehensive PR and marketing strategy for our centenary year.</li> <li>Produce clearly 'branded' publicity material.</li> <li>Identify key individual 'spokes people' for the organisation.</li> <li>Establish links with local businesses and identify a high profile corporate sponsor.</li> <li>Increase media coverage of Cam-mind's activities by regular press releases and contact.</li> <li>Develop promotional material and a programme of presentations to outside agencies and potential partners, e.g. schools, statutory services, potential volunteers and</li> </ul>	<ul style="list-style-type: none"> <li>Build on the progress made during the previous year.</li> <li>Involve the Service User Group in the development and implementation of this strategy.</li> <li>Launch promotional programme with outside organisations.</li> </ul>

funding bodies.

## Objective 4: A focused fund-raising strategy

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"><li>• Identify key areas/services to be the focus of our fund-raising activity. This will be a mix of established and new projects (see Cam-mind's £100k Centenary Appeal, page 22).</li><li>• Formulate detailed plans and cost analyses for those areas, including full cost recovery.</li><li>• Identify suitable funders for each project and approach as many as possible.</li><li>• Monitor grant-making bodies and identify suitable funding opportunities.</li><li>• Continue to support existing volunteer and service user led fundraising activities.</li></ul>	<ul style="list-style-type: none"><li>• Review funding priorities and re-focus strategy as necessary, continuing the activities from Year 1 as appropriate.</li></ul>

## Objective 5: Sufficient resources, i.e staff hours and office space

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"> <li>• Approach National Mind for support in analysing our current use of human resources and facilities.</li> <li>• Increase and restructure our resources where appropriate, within financial constraints.</li> <li>• Agree future HR requirements taking proposed new projects into account.</li> <li>• Explore potential funding sources to resource these requirements.</li> <li>• Appoint Trustee with specific responsibility for Health and Safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of changes made to date.</li> <li>• Apply for funding to meet the additional HR needs as identified.</li> </ul>

## Objective 6: Develop and maintain sustainable income streams

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"> <li>• Undertake initial market research to identify general requirements for awareness training to businesses.</li> <li>• Investigate Social Enterprise opportunities.</li> <li>• Compile presentation materials/style which can be adapted as necessary for specific tender documents.</li> <li>• Develop a business plan for providing mental health awareness training to businesses.</li> <li>• Source funding/sponsorship for the start up cost of this new service.</li> <li>• Develop training modules for the above and recruit/train the trainers.</li> </ul>	<ul style="list-style-type: none"> <li>• Pro-actively research appropriate tender opportunities.</li> <li>• Market and develop mental health awareness training services county-wide.</li> </ul>

## Objective 7: Promote social inclusion

### Key Targets:

Year 1 2008 – 2009	Year 2 2009 – 2010
<ul style="list-style-type: none"> <li>• Review Cam-mind’s transport strategy.</li> <li>• Actively reach out to marginalised groups and people living in rural areas.</li> <li>• Form joint-working parties to formulate Action Research strategies<sup>1</sup> to get ideas on how Cam-mind can become more relevant and accessible to members of such groups.</li> <li>• Encourage interested members of each of these groups to become active within Cam-mind, as service users, volunteers or committee members.</li> <li>• Explore successful initiatives in each of these areas elsewhere.</li> <li>• Liaise with/seek advice from relevant workers in other local statutory and voluntary groups.</li> <li>• Approach relevant agencies for start-up grants for this work.</li> </ul>	<ul style="list-style-type: none"> <li>• Approach potential funding bodies to get a grant to implement research. Include money for a development-worker(s) + on-costs.</li> <li>• Positively discriminate in favour of people from the relevant backgrounds in recruitment, where lawfully possible.</li> </ul>

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<sup>1</sup> Action Research or Participatory action research is a methodology for intervention, development and change within communities and groups. It is an inherently democratic process, which involves all parties in doing the research. It works by considering a particular situation, action or process with the aim of changing and improving it. It takes a critically reflective approach, considering the historical, political, cultural, economic and other contexts. Action Research achieves its effectiveness through a cyclical process of researching, changing, and re-researching as part of the research process by the participants. It is co-research, by and for those to be helped, and the change that evolves out of it comes out of a genuinely non-coercive process. Those to be helped determine the purposes and outcomes of their own enquiry. (paraphrased from - Wadsworth, Y. (1998) [What is Participatory Action Research?](#))

## Critical Success Factors

We have identified the following critical success factors as the benchmarks by which we will measure our progress in achieving these objectives. Progress towards these critical success factors will be reviewed annually:

- Increased service user involvement.
- Regular high attendance at the Service User Group
- Evidence of ideas being implemented
- Established clear and measurable qualitative and quantitative performance indicators for all our services.
- Explored and implemented appropriate software package
- Raised public awareness of Cam-mind and its work
  - Evidence of increased publicity etc
  - Secured business sponsorship
- Formulated detailed plans and cost analyses for key areas of development
  - Established a focused fundraising strategy linked directly to the above.
- Achieved a better understanding of NHS (and others) commissioning arrangements – and identified opportunities for Cam-mind.
- Carried out a focused analysis of staffing and other resources
  - Restructured in a way that maximises the potential of human resources, and enables new developments to be sustainable.
  - Recruited new Treasurer.
  - Appointed trustee with specific responsibility for health and safety.
- Researched mental health awareness training marketplace, written business plan and investigated social enterprise options.
  - Produced effective presentation material.
  - Secured funding for mental health awareness training project.
  - Increased levels of collaborative working, with other LMAs and community partners.

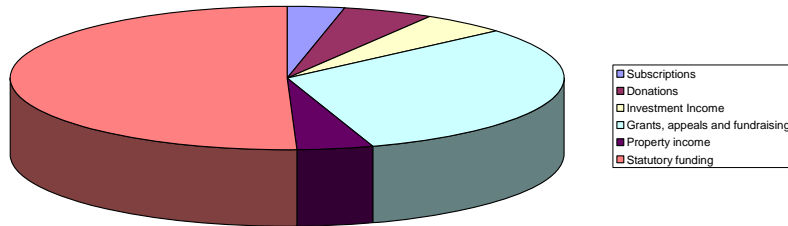
## SWOT Analysis

Please note that this SWOT analysis was carried out by trustees and officers at the end of 2006 as the first step to the business planning process. Many of the weaknesses and threats have been addressed since then – or are addressed within the business plan itself. This will be revisited on an annual basis, as part of our ongoing business plan review process.

<p><b>Strengths</b></p> <p>Commitment of staff and volunteers  Quality and reputation of our services.  (Loyalty and engagement of) service users  Membership base (good source of funds)  Strong Board  Our longevity and independence  Atmosphere, ethos  Financial assets/controls  Adaptability to change  MIND affiliation  Quality assurance  We own our premises  External relationships  Partnership working with other LMAs and external organisations</p>	<p><b>Weaknesses</b></p> <p>Under-resourced (staff and funds)  Lack of diversity (internal and clients)  Support for staff and volunteers  Monitoring of performance  Financial reporting  Volunteers time limited  Lack of publicity/PR  Public profile  Current levels of user involvement  No trustee with direct responsibility for Health and Safety matters.</p>
<p><b>Opportunities</b></p> <p>More user involvement  Potential for expansion – into the county  Increasing links with universities  Increasing links with businesses  Expansion of current services – Black Minority Ethnic; Lesbian, Gay, Bi-sexual and Transgender (LGBT), adolescents, mental capacity  Closer links with other organisations  Centenary 2008  PR and publicity  Joint funding applications with other LMAs and partners.  Campaigning  Training for professionals, businesses  Awareness raising in schools</p>	<p><b>Threats</b></p> <p>Competition for funding  Funding uncertainty  Lack of fundraising focus  Government policy  Expansion of services by other charities  Tendency to drift  Difficulty in finding volunteers and trustees  Popularity of services could lead to overload</p>

# Funding

Income for year end March 2007



While Cam-mind's supported housing project is funded by the Supporting People scheme, the remainder of our projects and services are largely funded through our own fund-raising activities.

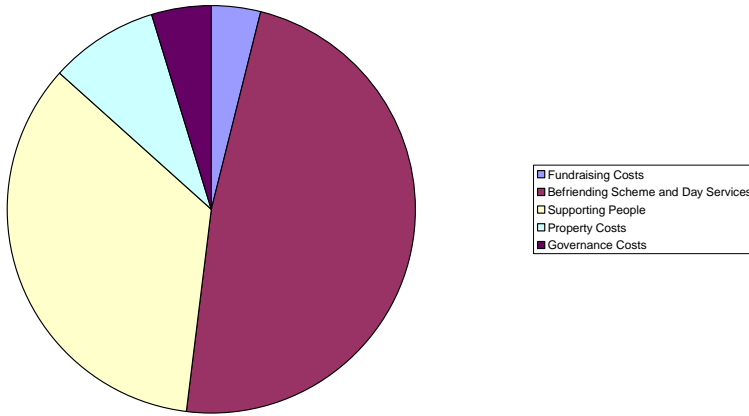
As an organisation we have taken a policy decision not to become reliant on funding from any one source, recognising the weakness of the "all eggs in one basket" scenario.

However, as our objectives illustrate, we are keen to expand our services and will seek support from a wide range of both statutory and grant giving bodies to facilitate this.

In addition we are actively looking to develop income streams which will help to provide long term stability.

# Finances

Expenditure



## Summary of accounts for the year ended 31 March 2007

<b>INCOME</b>	<b>2007</b>		<b>2006</b>
Voluntary income (Subs & Donations)	11355		34092
Activities for generating funds	23839		10979
Investment income	6426		6676
Befriending/Day Services (Grants & Fund raising)	29153		13971
Supporting People	53872		58842
Property (Rent receivable)	<u>6000</u>		<u>6000</u>
<b>Total Income</b>		<b>130645</b>	<b>130560</b>
<b>EXPENDITURE</b>			
Cost of generating voluntary income	5982		5508
Befriending/Day Services	74496		69553
Supporting People	53529		53518
Property	13345		15618
Governance costs	<u>7306</u>		<u>6475</u>
<b>Total Expenditure</b>		<b>154658</b>	<b>150672</b>
Excess of (Expenditure) or Income		(24013)	(20112)
Realised gains/(loss) on Investments		546	---
Unrealised gains/(loss) on Investments		2208	12467
Fund Balances brought forward 1/4/06		<u>359629</u>	<u>367274</u>
<b>Fund Balances carried forward 31/3/07</b>		<b><u>338370</u></b>	<b><u>359629</u></b>

### BALANCE SHEET AS AT 31 MARCH 2007

<b>FIXED ASSETS</b>	<b>2007</b>		<b>2006</b>
Tangible Properties	207428		213431
Investments	<u>129821</u>	337249	133067
<b>CURRENT ASSETS</b>			346498
Debtors	12724		6832
Investments	510		13500
Cash at Bank and in hand	<u>405</u>		<u>7316</u>
	13639		27648
<b>CREDITORS</b>	(12518)	<u>1121</u>	(14517)
			<u>13131</u>
<b>NET ASSETS</b>		<b>338370</b>	<b>359629</b>

### REPRESENTED BY:

<b>CAPITAL AND RESERVES</b>			
Restricted Funds	36208		39201
Designated Funds: Support & Welfare	84709		84271
Repairs & Legal Costs	10000		10000
Barrere Fund	199570		205860
General Fund	<u>7883</u>		<u>20297</u>
<b>TOTAL CAPITAL AND RESERVES</b>		<b>338370</b>	<b>359629</b>

## **Policies and Procedures**

Cam-mind has agreed policies in place in relation to each of the following key financial areas:

- Financial controls
- Fundraising
- Expenses
- Ad hoc payments

In addition we currently have the following policies and procedures in place:

- Complaints policy and procedure
- Annual staff appraisal policy and procedure
- Service user involvement policy
- Harassment policy and procedure
- Code of conduct for staff and volunteers
- Confidentiality policy and procedure
- Equal opportunities policy
- Grievance Procedure
- Recruitment policy and procedure
- Sickness and other leave policy and procedure
- Staff development policy
- Protection of vulnerable adults policy and procedure
- Personal safety and lone working policy and procedure
- Whistleblowing policy and procedure
- Disciplinary policy and procedure
- Email and internet policy
- Health and safety
- Residents handbook
- Trustees handbook and induction checklist
- Staff induction checklist.

See appendix 2 for full copies of all these policies and procedures.

### **Quality Assurance**

A condition of Cam-mind's affiliation to National Mind is that we comply with Mind's Quality Management Scheme. This was developed by National Mind in collaboration with Local Mind Associations and is based on standards such as Investors in People and the Pqasso quality management system. Our adherence to these quality standards is regularly monitored by National Mind.

Available on request:

Appendix 1 – Financial controls

Appendix 2 – Policies and Procedures

Appendix 3 – Consultation: Cam-mind Away Day Report

Appendix 4 – Staff Profiles

Appendix 5 – Cam-mind Referral Forms

Appendix 6 – Day Services List