

**STRATEGIC PLAN**

**2023 – 2025**

* This plan was first developed early in 2020 using feedback from a wide range of sources and through discussion with people who have an interest in our organisation including our staff and service users.
* It provides the framework for making decisions about our charitable work, deciding between competing priorities and steering our course through an uncertain future over the next few years. It provides an over-arching framework to support the development of our annual business plans.
* It takes into account a wide range of factors which impact on the way we work and what we do including our current organisational strengths and weaknesses, the economic, political and social world we are operating in and the commissioning plans and intentions of our commissioning partners. It is reviewed annually and has been refreshed and updated in the summer of 2023.
* We will be undertaking a full review collaborative review of our plan in 2024, setting our strategic priorities for 2025 onwards.

**We are West Sussex Mind your local community mental health charity…**

**WHAT WE DO…**

* We provide high-quality flexible and multi-channel mental health support services to people living in towns and rural communities in West Sussex
* Where there are gaps in provision and people need help we campaign for new services to be provided and we do everything we can to meet these needs
* We tackle stigma and raise awareness around mental health and well-being and actively target doing this with groups and with and in local communities across West Sussex who need us most.
* We train and enable professionals, carers and parents to provide support around mental health and manage their own mental health and well-being effectively

**HOW WE DO IT…**

* We work in partnership with people with mental health problems to develop and deliver our services
* We build and develop strong and committed teams of staff and volunteers
* We strive to do more, better and innovate
* We strive to raise and grow our income so we can effectively achieve our aims and we make the best use of the money we receive from contracts, grants and fund-raising to achieve the above keeping our overheads low and focusing on services we can provide well
* We measure our performance and outcomes to ensure we are making a difference

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| **Our vision is:** Everyone with mental health needs in West Sussex is supported and respected   | **Our mission is:** To promote good mental health by providing high quality services, campaigning for improvement and by raising awareness and understanding throughout West Sussex | **Our values:****We are equitable:** we treat people fairly, with respect and show empathy and kindness​**​We are open:**we reach out to anyone who needs us​ and we listen, respond and are inclusive**​​We work together:**we're stronger in partnerships​**​We are curious:**we learn from each other, our partners, the community and through development​**​We are unstoppable:**we have passion, independence and speak out fearlessly​**​We strive for excellence:**we are motivated and driven to work to the best of our ability to provide great services.​**​** |
| **WHAT WE ACHIEVED DURING THE PERIOD 2015 - 2020** |  |
| Supported over 10,000 people increasing the number of people we support each year from 1200 to 3500  | Introduced new support services including our youth mental health service, our support to parents of young children, our services in the Chanctonbury area of West Sussex and additional support in GP practices | Set up and established our anti-stigma project reaching over 8000 people in the first 3 years  | Run 550 training events which have reached over 7500 people across West Sussex and increased the number of events we run annually from 15 to over 180.  | Through partnerships and developments extended our geographical reach (including our merger with the Corner House) and developed into West Sussex Mind  | Developed a flexible and multi-channel support service offer using digital technology to achieve this.  | Nearly doubled our annual income and staff team size in order to be able to achieve this.  |

**Local people need us more than ever…**

**Demand for mental health support in West Sussex is increasing and will continue to increase over the next few years.**

**These increases have been driven by:**

Significant cost of living pressures. We are deeply concerned about the greatest cost of living crisis in a generation (1). We know that there is a clear link between finances and mental health (2). When we asked our service users in Autumn 2022 60% told us that they were worried about rising cost of living, and anecdotally this has continued and increased over 2023.

The impact of the Covid 19 pandemic. We now know and evidence continues to emerge to show that mental health need and demand for mental health support has increased as a consequence of living with a pandemic.

Mind has found (3) that people with pre-existing mental health problems have been most adversely affected alongside individuals with long term physical health conditions, people on low incomes and experiencing deprivation and people from ethnic minorities. Local research (3) suggested that there could be as many as 13,000 more people with mental health needs in Sussex as a consequence of the economic recession triggered by the pandemic as well as large numbers of individuals needing additional help because they have been adversely affected by their experience of having the virus or caring for people who have had it.

This will be further impacted by the fact that the population of West Sussex is growing. We know from the 2021 Census the population of West Sussex has grown by 9.4% since 2011 to 882,700 – a significantly larger increase than in England and the rest of the South East region. From this new data we can also see that West Sussex now has an increasingly diverse population. The refugee population of West Sussex has continued to grow. Many people who live in West Sussex also live in rural areas which have limited services and support and poor transport links to towns where services are available.We also know there are significant health inequalities in parts of West Sussex that these factors will only be increasing (4).

**This means we need to try and do more to meet these increasing needs and make sure the public know we can help. It also means we need to make sure our services are appropriate, available and accessible to all. We may need to offer more targeted services for some communities and groups.**

Most adults with mental health problems first develop these when they are young people (5). In West Sussex demand for support has been particularly growing amongst children and young people (7) and the evidence around the impact of Covid 19 suggests that children and young people’s mental health will be particularly affected by the impact of the economic recession (3) and that we should expect that demand will continue to increase further. We know that services supporting children and young people’s mental health in West Sussex are under significant pressure.

**This means we need to try and expand our work with children and young people to prevent problems from developing and increase their resilience around mental health. Continuing to provide and expand support to young people and also parents and carers is also vital.**

The legacy of the Covid 19 pandemic continues to impact on the way we support people and what people want from us. Our own research has shown that whilst people want us to continue to provide face to face support where we can they also want us to continue to offer phone, email and video-call/conference support as well. The experience has also shown us that we need agile and flexible services so we can respond effectively if the context and environment we are working in changes. Our research has also shown that working with our partners to support people to access information technology resources and support will be increasingly important to ensure individuals don’t become digitally excluded.

Finally, the way that services are commissioned and funded by the NHS and Councils has changed significantly in the last few years. Providers are working more closely together with each other and funders to provide services collaboratively as a single Integrated Care System rather than in silos**. This means West Sussex Mind is and will need to continue to work actively within the Sussex Mental Health Collaborative and Integrated Care System to support a whole system approach to meeting needs and developing services.**

1. Mind Cost of Living Crisis Campaign <https://www.mind.org.uk/news-campaigns/campaigns/benefits/cost-of-living-crisis/>
2. Money and Mental Health Policy Institute <https://www.moneyandmentalhealth.org/wp-content/uploads/2019/03/debt-mental-health-facts-2019.pdf>
3. Mind research into the impact of Covid 19 – June 2020 – [www.mind.org.uk](http://www.mind.org.uk)
4. <https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/what-are-healthcare-inequalities/>
5. Modelling MH demand as a consequence of Covid 19 III - Sussex health & Care Partnership – June 2020
6. [www.jsna.westsussex.gov.uk](http://www.jsna.westsussex.gov.uk)
7. Prior juvenile diagnoses in adults with mental disorder 2003 kim-cohen J, caspi A, Moffitt T et al

**The future - Our goals 2023 – 2025...**

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|  | **In the next 5 years we will:**  | **How we will do it**  | **How will we measure our success?** |
| **A** | **OUR SUPPORT**  |  | **From 2019-20 baselines** |
|  | **Make sure people know help is out there****Offer and develop high quality and flexible mental health support provided through a range of channels including:** * In person/face to face
* By phone
* By email
* By text
* Through video-call and conference
* Through social media
* On our website
 | **A1** -**Have strong and effective communications about services** and support and how people can get help. Particularly ensuring we are using digital technology to support this and GP practices are promoting our services. **A2 – Campaign for support to be provided. improved or increased** where there are unmet needs, gaps in services and people need help**A3 –Reach more people** by developing and promoting free digital self-help and management resources and opportunities including through our website and extending our service opening hours **A4** – **Support more people including more children and young people and widen access to our services achieving this by:** Working in partnership with community groups and services, offering support in a variety of ways and channels, using digital technology, addressing inequalities and taking a targeted approach to reach those who need us most and involving peer mentors and volunteers **A5** - **Support people using our services to develop, progress and be active members of their communities:** Enabling people to access community activities and move into volunteering and employment **A6** – **Combat loneliness and social isolation** –Maintaining a strong focus on social connection within our services through peer support, befriending and social activities **A7** – **Facilitating and supporting access to social support** to address wider economic and social determinants of mental health including around cost of living, finances, debt, housing etc.. **A8**– **Work in partnership** with service users to co-produce our services and in partnership with community organisations other providers including being an active member of Pathfinder West Sussex Alliance, coordinating the West Sussex VCSE Mental Health Network, and supporting the sector to engage with the Community Mental Health Transformation.**A9 - Provide high quality training** to people working with adults and children and young people with mental health problems in a wide range of services across West Sussex | The public will know we are there to help and we will be using digital technology proactively to support this. **We will:** * Continue to provide and develop a flexible and multi-channel mental health support offer
* Have a strong self-help and management resource which is regularly updated on our website
* Increase the numbers of people getting support from us including from diverse communities and children and young people
* Increase our operating hours to offer more in evenings and weekends
* Increase numbers moving into volunteering or employment
* Increase involvement of volunteer peer mentors
* Have positive service user experiences of support
* Deliver high levels of training for professionals
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| **B** | **AWARENESS RAISING AND ANTI-STIGMA CAMPAIGNING IN COMMUNITIES**  |  |  |
|  | **Raise awareness and run anti-stigma campaigns in local communities in West Sussex.** | **B1** - **Work in partnership** with community services and groups people using our services, people with mental health problems and to identify campaigning messages, areas to target and as champions. **B2**- **Run targeted awareness and anti-stigma campaigns** in partnership with local communities tackling inequalities and focused around reaching key priority/at risk groups including people experiencing poverty and affected by cost of living pressures, refugees, people from LGBTQ+ and ethnic minorities.  | We will have run more community awareness raising activity targeted around where it is needed most and have more champions involved in delivering this |
| **C** | **PREVENTING MENTAL HEALTH PROBLEMS & DEVELOPING RESILIENCE** |  |  |
|  | **Expand our early intervention and prevention work targeting groups and audiences who need this most and can most benefit**  | **C1 – Gather and review data and information** available around needs and existing services and resources in order to understand and prioritise how West Sussex mind can make most difference and have most impact around these areas**C2** - **Develop work in schools and with children, young people and parents** to raise awareness and build resilience and self-management skills also addressing anxiety around specific issues including around climate change and economic pressures**C3** - **Work in partnership with community organisations and groups and employers** and in workplaces to promote mental health and well-being and resilience and target inequalities around individuals having good mental health and well-being. **C4 – Work in partnership with community organisations and groups** to increase understanding and awareness around suicide risks and lead and contribute to suicide prevention initiatives | **We will:** * Have increased our work with schools and parents
* Have delivered more training and have more partnerships with community organisations and groups and workplaces
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| **D** | **OUR ORGANISATION** |  |  |
|  | **Build a strong West Sussex Mind team, organization and brand so that:** * People want to work with and for us
* People want to support and invest in us
* We are using all of our resources most effectively
* We can effectively achieve our goals
 | **D1 -** **Focus on developing, growing and learning through partnership:** W**i**th people who use our services, our staff our communities and other organisations including Mind who share our values, goals and ambitions **D2 – Redevelop our service delivery models to ensure involving volunteers becomes integral and embedded** into how we do our work andensure we have sound mechanisms and structures within our organization to support this **D3** - **Strengthen our structure and workforce** ensuring we have the right organizational structure to maximise our benefit, we have the right staff and volunteers to support our work, we offer improved and more structured workforce and volunteer development and increase flexible working options for staff where this is possible. **D4 – Embed a strong culture of fund-raising** within the organization and increase fund-raised income significantlyto ensure we can continue to achieve our goals**D5 - Ensure we have flexibility around and the right infrastructure in place** to support what we do including premises and technology and reviewing our need for and use of buildings. Also that we minimize as far as possible the environmental impact of our activities.  | **We will:*** Continue to be able to recruit and retain good staff
* Have a more structured training offer for our staff and volunteers
* Have more community volunteers
* Continue to have positive staff and volunteer experience
* Grow income levels and sustain income if possible
* Be able to evidence growth through partnerships
* Review how we use and develop premises to maximise benefit and enable staff to work safely and effectively
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**What does our plan mean for people with mental health problems and people using our services?**

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| **Who**  | **In 2025**  |
| **The public/people with mental health needs**  | * People will know how to get help if they need it because information about West Sussex Mind and Pathfinder support will be widely available particularly in West Sussex GP practices.
* More people including those who are most at vulnerable/at risk in West Sussex will have better understanding of how they can look after their mental health and well-being to prevent mental health problems from developing
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| **People getting support from West Sussex Mind**  | * We will be supporting more people including more people from diverse and living in rural communities, through out of hours support and also children and young people.
* Our website and other digital technology will be used as a key part of the way we support people
* People we support will be contributing more as volunteers and moving on to volunteering or employment
* We will have achieved this through working together with people we support, our staff and partners.
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