

West Sussex Mind Business Plan April 2026 – March 2027

Our business plan describes the key steps we intend to take over 2026-27 to achieve our strategic aims and goals, laid out at the bottom of the plan.

Strategic aim		Key goal for 2025- 2026	Areas supporting this and milestones	Targets/ reporting	Lead staff and committee
<p>OUR MENTAL HEALTH SERVICES Mental health services for adults and children and young people are transforming. We will provide a key leadership role in enabling this, co-producing high quality services that deliver vital support in our communities.</p>	1.	Continuing to campaign and influence around Children and Young Peoples Social Prescribing (CYPSP) model	<p>Engaging with commissioning processes for BeOK/Parenting services</p> <p>Championing the 16-25 pathway and CYP services</p> <p>Continuing Children's Wellbeing Practitioner roles and seeking other funding to support service developments.</p>	Throughout 2026/27 dictated by external timescales	KS/KA OSC
	2.	Continue to embed Trauma Informed Practice (TIP) across WS Mind	<p>All services to have a linked goal as part of service plan</p> <p>Training offered to employees, volunteers and trustees</p>	<p>End of Q1</p> <p>End of Q2</p>	KS/KA OSC
	3.	Embedding Mental Health Support Service (MHSS) model across West Sussex/WS Mind	<p>Embedding Help Point/Supported Self Help</p> <p>Embedding Electronic Patient Record and Neighbourhood Mental Health Team model</p>	Throughout 26/27	LC/TB OSC
	4.	Implementing core outcomes measures across all of our services	<p>Developing new MHSS metrics</p> <p>Ensuring service user feedback, And voice through co-production</p>	Target date TBC. Dictated by external timescales	TB OSC
	5.	Review of Pathfinder service after 12 months of delivery (including focus on how it continues to support transition of CYP).	<p>Initial plan prepared for the review</p> <p>Service user survey and other analysis/feedback</p>	<p>Q2/Q3</p> <p>Q3</p>	TB/KS OSC

			Final report	Q4	
ADDRESSING HEALTH INEQUALITIES Ensure that everyone has access to the mental health support they need and deserve, by working to reduce health inequalities.	6.	Taking first steps to deliver our plan to become an anti-racist organisation	Launch of our commitment Updates on the delivery of our action plan	April 2026 At Equality, Diversity Inclusion and Equity (EDIE) meetings and through these updates.	KS GSC
ANTI-STIGMA AND EDUCATION We will empower people to share their experience and will amplify their voices to help tackle prejudice and stigma.	7.	Focus on reducing stigma faced by men	Mens Mental Health campaign launch Monthly updates on the results of the campaign Assess the results of the campaign and if future action needed to maintain male engagement	Campaign launched during Q3 Attain a 25% increase in the number of males reaching out to us for help by the end of Q2 Q4 assess campaign results and aftermath to see if any continued actions required.	SS GSC/OSC
	8.	Taking steps to improve experiences for the Gypsy, Roma and Traveller community	Training for staff on cultural competency Grant applications made to help resource taking forward this work.	By end of Q2 Ongoing	KS GSC/OSC
OUR PEOPLE We will build an inclusive organisational culture and supportive workplace where people are proud to be part of West Sussex Mind. We will invest in opportunities for employees, volunteers and trustees to develop.	9.	Building and consolidating team based on our new structure	Take the first steps to developing our People strategy Hold an all-staff conference and development session Create People strategy for sign off	Starting in Q1 Q2 End of Q4	PL GSC
	10.	Continue to build on the success of our volunteer programme	Develop pool of volunteers in areas currently underrepresented (Bognor and Chichester)	Initial cohort of trained volunteers for these locations in place for end of Q1, with a target of 2 new volunteers for Chichester and Bognor. Role in place by end of Q1	PL GSC KS GSC

			Embed new East Head impact role, supporting service users and volunteers into employment		
OUR FINANCE AND BUILDINGS Our organisation will be innovative, efficient and financially secure, minimising any negative impact on the environment.	11.	Develop and implement fundraising strategy	<p>Strategy to be developed in consultation with the FAG</p> <p>Approval of strategy by Board of Trustees</p> <p>Implementation of strategy</p>	<p>Over Q1</p> <p>End of May Board meeting</p> <p>June 2026 onwards</p>	SS FRSC (+FrAG)
	12.	Take initial steps to begin our premises review	<p>Initial plan of the key steps to be developed</p> <p>Work to understand the use and value of our buildings, any risk and opportunities.</p> <p>Take steps to implement any recommendations based on findings</p>	<p>By end of Q1</p> <p>Over Q2/3</p> <p>By end of Q4</p>	MM/KP FRSC
	13.	Social Return on Investment	Continuing meetings and building trust and partnership with the University of Chichester with the aim of applying for a Knowledge Transfer Partnership or research project.	Ongoing update	KS/TB
	14.	To review our use of IT and technology, to ensure they are fit for purpose and secure	<p>Achieve Cyber Essentials (CE) accreditation</p> <p>Review Broadband and Hardware requirements & look to switch based on outcome.</p>	<p>Over Q1 finalise 'Intune' roll out and Q2 apply for CE</p> <p>Q1 review</p>	MM/KP FRSC

			To review our organisational telephony requirements and enter into a new, sustainable contract	Work over Q2, entering into a contract by end of Q3	
	15.	Develop and implement an effective plan to minimise negative impact on the environment	<p>Relaunch Green Champion Scheme – at least one per building.</p> <p>Develop links with community partners and projects who promote sustainability</p> <p>Ensure sustainability is embedded into buildings</p>	<p>End of Q1</p> <p>Review engagement with the community allotment in Q2 and link to at least 2 other projects or partners in the year</p> <p>Sustainability to be in induction for all employees and volunteers by end of Q1</p> <p>Share information about environmental impact at least once per month in key messages from Q2</p>	LC GSC
	16.	Work collaboratively with Mind in Brighton and Hove (MIBH) and Mind, to sustain and strengthen the federation across Sussex and Surrey.	<p>Agree a new forward-looking memorandum of understanding between our charities.</p> <p>Exploring opportunities to actively collaborate.</p> <p>Contribute to the delivery of the South of England Regional sustainability plan through active engagement and delivery of milestones.</p>	<p>Approved at Board by end of May 2026</p> <p>Commencing 1st April 2026 – quarterly review</p> <p>Ongoing over the year</p>	KP GSC

<p>Committees:</p> <ul style="list-style-type: none"> • GSC - Governance Sub Committee • FRSC – Finance and Resources Sub Committee • FrAG - Fundraising Advisory Group • OSC – Operations Sub Committee 	<p>People:</p> <ul style="list-style-type: none"> • KP – Kerrin Page – CEO • KS – Kate Scales – Deputy CEO • TB – Tina Brownbill – Head of Performance and Impact • LC – Leanne Challen – Head of Adult Mental Health Services
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| | <ul style="list-style-type: none">• KA – Kim Anthony – Head of Children, Young People and Family Services• PL – Poppy Lane – People and Governance Manager• SS – Sue Smith – Fundraising and Communications Manager• MM – Mandy Middleton – Finance and Resources Manager |
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AIM 1 - OUR MENTAL HEALTH SERVICES

Mental health services for adults and children and young people are transforming. We will provide a key leadership role in enabling this, co-producing high quality services that deliver vital support in our communities.

- Goal 1 – We will campaign and fight for investment in preventative services.
- Goal 2 – We will ensure that all our work uses trauma informed principles, is coproduced and that we increase opportunities for participation.
- Goal 3 – We will provide leadership and collaborate with partners to transform systems and services, ensuring there is no wrong front door and people have equal access to support.
- Goal 4 – We will make our services more accessible by extending our online and telephone support and our provision outside working hours.
- Goal 5 – We will ensure that all services demonstrate the difference they make by measuring outcomes.

AIM 2 - ADDRESSING HEALTH INEQUALITIES

Ensure that everyone has access to the mental health support they need and deserve, by working to reduce health inequalities.

- Goal 1 – We will focus on reaching those facing multiple disadvantage, increasing the number of people we support from under-represented groups.
- Goal 2 – We will deliver our plan to become a truly anti-racist organisation.
- Goal 3 – We will involve people with lived experience, recognising that we will not always be best placed to lead our health inequalities work and that we are stronger in partnership.
- Goal 4 – We will use our knowledge, influence and reach to challenge and speak out where we identify health inequalities, and share learning and innovative practice with others.
- Goal 5 – We will use equality impact assessments to review our services, policies and procedures to ensure that they are accessible and inclusive and that there is no unintended bias.

AIM 3 - ANTI-STIGMA AND EDUCATION

We will empower people to share their experience and will amplify their voices to help tackle prejudice and stigma.

- Goal 1 – We will reduce the stigma of mental health issues with an initial focus on men, racialised communities and those with serious mental illness. We will do this through impactful communication and community development work.
- Goal 2 – We will create healthy workplaces by promoting best practice and seeking opportunities to grow services to educate employers.
- Goal 3 – We will create opportunities to educate and raise awareness about mental health and support available to build resilience in our communities.

AIM 4 - OUR PEOPLE

We will build an inclusive organisational culture and supportive workplace where people are proud to be part of West Sussex Mind. We will invest in opportunities for employees, volunteers and trustees to develop.

Goal 1 – We will develop and implement a measurable people strategy.

Goal 2 – We will build on the success of our volunteer programmes, exploring short-term volunteering opportunities and increasing uptake in services new to volunteering.

Goal 3 – We will develop peer staff and volunteer roles, strengthening routes into employment and opportunities for progression.

Goal 4 – We will work with our partners to explore opportunities to collaborate on workforce pathways.

AIM 5 - OUR ORGANISATION, FINANCE AND BUILDINGS

Our organisation will be innovative, efficient and financially secure, minimising any negative impact on the environment.

Goal 1 – We will develop a new fundraising strategy that enables us to grow our unrestricted income to give us the flexibility to invest, support innovation and meet our strategic aims.

Goal 2 – We will undertake a review of our premises, to ensure we are in the right locations to best meet the needs of our communities.

Goal 3 – We will develop a social return on investment framework to enable us to truly evidence our impact, and the added value that we bring.

Goal 4 – We will explore opportunities for efficiency, innovation and to diversify our income with consideration to the impact on the environment.

Goal 5 – We will work with partners in the Mind federation to deliver the "Federation First strategy", co-creating a sustainable future for Mind in Sussex and nationally.