Healthy Minds Business Plan 2020-21

Priority 1: Healthy Minds to have the financial and organisational structures to ensure sustainability

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs
1.1 Consolidate organisational structure, systems, services and governance to improve efficiency	1.1.1 A clear financial reporting structure	Trustee training re. financial understanding Funded by Lloyds Foundation	Q2	Trustees report confidence in clarity of reporting structure	
	1.1.2 Appropriately qualified and skilled team of staff and volunteers	Training budget of £2893 (2020-21 budget at April 2020) Free / discounted training accessible from various sources, incl. Calderdale MBC		Team training needs analysis Appraisals demonstrate competence and confidence	100% of staff have received a documented appraisal in the last 12 months 100% of new staff receive review at 3 months from commencement 50% of staff have undertaken relevant training. 100% of staff report having the skills and knowledge they need for their jobs.
	1.1.3 Staff Wellbeing	External input from NCVO / Lloyds Foundation	Q3	Annual staff satisfaction survey Levels of stress-related sickness absence Supervision records	6-weekly formal supervision 100% return staff survey
	1.1.4 Strategy and Business Plan and supporting Operational Plan is communicated and understood by all			Existence of the documents. Business Plan reporting to Board.	
	1.1.5 Effective governance which reflects the Charity Governance Code	Trustee time	End July	Assessment against the Charity Governance Code	

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs
	1.1.6 A set of organisational policies which are up-to-date, practical and reflect legal requirements and good practice	Time Consultancy available via NCVO membership		Policy register Plan for review and approval of policies	
1.2 Explore opportunities for income generation that move away from a donor driven model and provide more unrestricted funds in order to increase capacity and flexibility and combat financial volatility and instability	1.2.1. Active donor fundraising model includes: Corporate fundraising & sponsorship Legacy-giving Facebook donations Easyfundraising Just Giving CAF Donate	Administration See 1.2.4		Annual increase in unrestricted funds (2018-19 donations £33,389)	Target £62,000 2020-21 18 corporate fundraising: £36,000 (av. £2000) Individuals fundraising: £24,000 Legacy giving: £2000 46% increase on 2018-19
	1.2.2 Commercial fundraising model that supports our charitable aims	Room hire @ King Street			
	1.2.3 Services commissioned rather than grant-funded – commencing with Safe Space	JRG and PH time See 1.2.4	Q3		
	1.2.4 Agreed provider and work plan Action plan and recommendations to board	external consultancy via Lloyds Foundation	Q2 Q3	Workplan (summer) Diversification of income options (Nov board) Recommendations (Dec board)	

Priority 2: Healthy Minds to build a high profile organisation in Calderdale to attract users and donors

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs

2.1 Increase brand awareness, raise our business profile and engage (relationship build) with our target audiences through increased use of marketing, including digital	2.1.1. Recognition as providing a voice for mental health in Calderdale, building on Mental Health Matters and Healthy Minds Forum to profile issues and provide a voice for collective advocacy	Forum is resourced through private donation Zoom or similar, pending ending of relevant COVID-19 constraints		press coverage	# meetings per year
	2.1.2 Active membership base	Membership review	Q2 Q3 Q4	Review completed (Options Sep; Recommendations, Nov) – possible impact mem & articles Number of registered members	
2.2. Generate more income through online fundraising and donations	2.2.1 refer to 1.2.1			Annual increase in unrestricted funds	
2.3 Use digital marketing to support all objectives including improvement of service delivery	2.3.1 Dedicated marketing & communications role(s)	Marketing budget £2527 (2020-21 budget at April 2020) M&C role core-funded	Recruitment completed end of May 2020 Commencement TBA		

Priority 3: Healthy Minds to visibly demonstrate the impact that it is making to the lives of people in Calderdale

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs
3.1 Publicise the benefits and impact of Healthy Minds' services to attract users and donors	3.1.1 A clear statement on the benefits and impact of all services	Periodic reporting to funders contains this information		The existence of the impact statements 1-3 key statements per service	100% of services have clear impact statements

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs
	3.1.2 Increased number of users and donors understand the benefits of HM services.	See 3.1.3		Annual increase in numbers of people who use each of the services. Annual increase in numbers of people who donate to HM. Annual increase in value of donations to HM.	
	3.1.3 Annual 'census' of service use		Dec 20- Jan 21	% Response rate % satisfaction rate	Comparative results from previous year
3.2 Demonstrate that Healthy Minds can, and does, provide solutions which ease the pressure on the increasing demand for public MH services, particularly around reducing demand for those services and early intervention	3.2.1 Quality for Health standard & other recognised quality-marks, e.g.: Fundraising Regulator		April 2020 – delayed due to CV19 restrictions	Standards are obtained & maintained	
	3.2.2 External SROI evaluation	No identified budget	2021 - 22	Consideration for budget 2021/22	
3.3 Use thorough impact assessments to inform decision making within Healthy Minds to ensure that the services we provide meet the needs of the local communities, are in line with national trends and make the best use of available funds	3.3.1 A robust monitoring and evaluation process to understand the areas for improvement and the impact of HM activity.	See 3.1.1		The existence and use of the process.	
	3.3.2 Organisation-wide database	Paid staff role			
	3.3.3 Strategic and operational decisions are based on clear impact information.	See 3.1.1		Proposals and records of board decisions contain impact information.	

Priority 4: Healthy Minds to provide services and deliver projects that most effectively meet the needs of the population

Strategic Objective	Output	Resource Requirements	Timescales	Measures	KPIs
4.1 Understand the needs for services and projects through local consultation and analysis of published research to inform decision making	4.1.1. Revived Healthy Minds Forum & membership base	Membership review Diversity review		Annual increase in numbers of people engaged	
	4.1.2 Review HM equality, diversity and inclusion policy		Q2 Q3	Policy implemented (Options Set; Recommendations, Nov)	Comparison actual vs. local demographics
4.2 Provide services which meet the needs of the local population, mirroring the needs expressed by national and local policy makers where appropriate	4.2.1 Funding obtained to deliver services to meet needs			Financial reporting	
	4.2.2 Services delivered to stated timescales, costs and quality				
	4.2.3 Services have capacity to better meet demand				
	4.2.4 Service operational plans		July 2020 Q3	All services have operational plans & reviews All services are delivering against KPIs	Individual by service