

# Inclusion Programme: Mandate; Brief; Definition

## Programme Mandate

### 1. Sponsors

Paul Hunt: Chair of board of trustees, and Senior Responsible Owner (SRO) for the Inclusion Programme.

Jonny Richardson-Glenn: Chief Officer, Healthy Minds.

### 2. Strategic objectives

Promote and, where possible, enhance the diversity of Healthy Minds in all dimensions: staff, volunteers, service provision, service users, board, members.

Scope and refresh Healthy Minds as a membership organisation.

### 3. Strategies for delivery

Establishment of light approach to programme management, within framework set out in Managing Successful Programmes (MSP). An introduction to MSP may be found [here](#).

The approach to project management will be equally light i.e. informed by, but not using the full materials of, Prince2.

With regard both to MSP and Prince2, the focus will be on proportional use that is fit for required purpose.

### 4. Expected improvements

Whilst Healthy Minds will continue to be local, responsive to the needs of the Calderdale population, and meeting funder/commissioner expectations, it will be, and will be seen to be, more diverse, and more clearly informed by a visible membership. HM is valued in Calderdale, by service users, the wider public, by commissioners and local funders. This Programme must build on existing community support, providing an even better for learning from lived experience.

### 5. Relationship to other initiatives

The primary initiatives are those in this programme. There are links to: memorandum and articles of association; Charities Governance Code; Calderdale's Quality 4 Health; The Essential Trustee; the board's Forward Plan.

### 6. Relationship to HM's strategy

HM's [Strategy 2019/22](#) sets out six values, of which the following are particular relevant to this programme:

- We are inclusive of all diverse communities.
- We are an open and transparent organisation

Of the four strategic objectives, particularly relevant is:

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

# Programme Brief<sup>1</sup>

## 1. Benefits

- i. Implementation of a stakeholder-owned Equity, Equality, Diversity and Inclusion Strategy.
- ii. Refreshed and Board of trustee approved membership model.
- iii. Memorandum and articles of association aligned to board of trustee approved membership model: by March 2021.
- iv. Clear maintenance and, preferably, enhancement of the diversity of Healthy Minds in all dimensions: staff, volunteers, service provision, service users, board, members.
- v. Implementation of realistic membership model: by June 2021.
- vi. Demonstrable whole community support for HM.
- vii. Repeatable organisational learning from the proportionate use of MSP and Prince2.

## 2. Risks

- i. Forum not relaunched, makes service user engagement difficult, which inhibits Diversity and Membership project delivery.
- ii. Staff and volunteer service delivery over the longer term prevents sufficient availability for engagement in projects, particularly the Diversity project.

## 3. Issues

- i. Operational management oversight and changes, made urgent by the current lockdown, and changes to lockdown restrictions, prevents sufficient operational management time to support Diversity and Membership project delivery.
- ii. Current requirement to work remotely, due to lockdown.
- iii. Diversity and Membership project leads are volunteers.
- iv. It is commonly difficult to engage communities and individuals in working on the Diversity agenda, even where there is support for this work. There is an appetite for involvement by staff, who see their potential for genuine influence on this agenda.

## 4. Timescales

End of Programme June 2021; Benefits realisation March 2022.

## 5. Resources

Trustee, staff (senior/all), volunteer, service user time.

## 6. Costs

No financial cost identified, beyond those associated with Forum. External evaluation and external equality impact reviews, if required, are likely to incur an additional cost.

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<sup>1</sup> Basis of business case. In the interest of light approach, the IPB may determine that more fully worked up Programme Business Plan is not a good use of limited resource. See Programme Definition, Section 7.

# Programme Definition

## 1. Vision statement

Our organisational ambition is that everyone in Calderdale can enjoy positive mental health, and those who are affected by mental distress can maintain a sense of hope and develop the insight and tools to live a purposeful life. “Everyone” requires a positive embracing of diversity. Our originating vision was that this ambition would be realised by being constituted as a membership organisation.

## 2. Benefit<sup>2</sup> profiles

- i. Shared Diversity and Membership Communications and Engagement Plan; by October 2020; demonstrated by IPB approval. This will be jointly achieved by the Diversity and Membership projects.
- ii. A stakeholder-owned and implementable Equity, Equality, Diversity and Inclusion Strategy; by December 2020; demonstrated by board of trustee approved Strategy. This will be achieved by the Diversity project.
- iii. Diversity Plan and Membership Plan agreed by December 2020.
- iv. Board of trustee approved membership model: by December 2020; demonstrated board of trustee approved membership model. This will be achieved by the Membership project.
- v. Memorandum and articles of association reviewed for alignment to board of trustee approved membership model: by March 2021; demonstrated through up-to-date memorandum and articles of association approved by Charity Commission and Companies House. This will be achieved by the Membership project.
- vi. Clear maintenance and, preferably, enhancement of the diversity of Healthy Minds in all dimensions: staff, volunteers, service provision, service users, board, members: by June 2021; demonstrated through comparison of actual diversity in each dimension against latest demographic information available for Calderdale, and as informed by the profiles of other relevant organisations. This will primarily be achieved by the Diversity project.
- vii. Implementation of refreshed membership model: by June 2021; demonstrated through increased and quorate attendance at 2020/21 AGM, held in Q3 or Q4 of 2021/22. This will be achieved by the Membership project.

## 3. Stakeholders

- i. Current HM staff.
- ii. Current HM volunteers.
- iii. Current HM board.
- iv. Current HM service users.
- v. Any identifiable current HM members.
- vi. Wider Calderdale population, particularly those who are not represented amongst HM staff, volunteers, board, service users.
- vii. Commissioners and funders.
- viii. Partner providers.
- ix. Charity Commission and Companies House.

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<sup>2</sup> Benefit. The quantifiable and measurable improvement ... which is perceived as positive by a stakeholder and which ..... has a tangible value in monetary or resource terms.

## 4. Project: Equality, Equity, Diversity and Inclusion

### a. Outputs and timescales

- i. Analysis of the diversity of current HM staff, volunteers, service provision, service users, board, members: by August 2020.
- ii. Review against other organisational profiles: by October 2020.
- iii. A stakeholder-owned and implementable Equity, Equality, Diversity and Inclusion Strategy; by December 2020.
- iv. Equity, Equality, Diversity and Inclusion workplan; by December 2020.
- v. Analysis of the diversity of current HM staff, volunteers, service provision, service users, board, members: by June 2021.
- vi. Repeat review against other organisational profiles: by October 2021.

### b. Dependency (on other project)

Diversity of members dependency: Membership project.

### c. Contribution to benefit realisation

- i. A stakeholder-owned and implementable Equity, Equality, Diversity and Inclusion Strategy
- iv. Clear maintenance and, preferably, enhancement of the diversity of Healthy Minds in all dimensions: staff, volunteers, service provision, service users, board, members.

## 5. Project: Membership

### a. Outputs and timescales

- i. Membership model: by December 2020.
- ii. Membership model workplan: by December 2020.
- iii. Memorandum and articles of association aligned board of trustee approved membership model: by March 2021.

### b. Dependency (on other project)

None.

### c. Contribution to benefit realisation

- ii. Board of trustee approved membership model.
- iii. Memorandum and articles of association aligned to board of trustee approved membership model.
- v. Implementation of refreshed membership model.

## 6. Programme

### a. Structure

Paul Hunt: Senior Responsible Owner (SRO) for the Inclusion Programme;  
Programme co-sponsor.

Jonny Richardson-Glenn: Programme co-sponsor.

Gem Edkins: project lead for Membership.

Jonathan Stephen: project lead for Diversity.

Peter Boyle: operational manager.

## b. Reporting

Programme update by SRO, in discussion with co-sponsor, to each meeting of the board of trustees.

## c. Review(s)

When	Who	What
Jun / Jul 2020	IPB (Jun) Board of trustees (Jul)	Approval to proceed with programme, confirmed at succeeding board of trustees.
Jul / Sep 2020	IPB (Jul) Board of trustees (Sep)	Approval to proceed with 1) Diversity project 2) Membership project Approved at succeeding board of trustees
Aug / Sep 2020	IPB (Aug) Board of trustees (Sep)	Consideration of options for 1) Diversity project 2) Membership project Reviewed at succeeding board of trustees
Oct / Nov 2020	IPB (Oct) Board of trustees (Nov)	Recommendation of preferred options for 1) Diversity project 2) Membership project Approved at succeeding board of trustees
Nov 2020	IPB	Review of workplan for 1) Diversity project 2) Membership project Reviewed at succeeding board of trustees
Jan / Feb 2021	IPB (Jan) Board of trustees (Feb)	Review of Memorandum and Articles of Association, with proposed amendments approved at succeeding board of trustees
May / Jun 2021	IPB (May) Board of trustees (Jun)	Programme review, including lessons learned, before consideration of programme closure
Feb / Mar 2022	IPB (Feb) Board of trustees (Mar)	Review of benefits realisation

#### **d. Business as usual**

Implemented Diversity Strategy. Implemented Membership Plan. HM operates in line with Diversity Strategy and Memorandum and Articles of Association, refreshed if required.

### **7. Business case**

Review Programme Brief, to consider whether further detail required.

### **8. Programme governance**

#### **a. Benefits management**

Not currently required.

#### **b. Stakeholder management**

Not currently required.

#### **c. Risk and issue management**

To be developed.

#### **d. Quality management**

Not currently required.

#### **e. Resource management**

Not currently required.

#### **f. Monitoring progress**

Approach/tool to be agreed by IPB. IPB to review progress at each meeting, which will initially be scheduled monthly.

### **9. Communications**

See Communications and Engagement Plan.

### **10. Benefits realisation**

To be developed as the programme progresses.

### **11. Programme closure**

The substantial work will be completed by June 2021, with benefits realised by March 2022. The IPB may elect not to meet beyond end of June 2022, or it may meet ad hoc during 2021/22 to review benefits realisation.