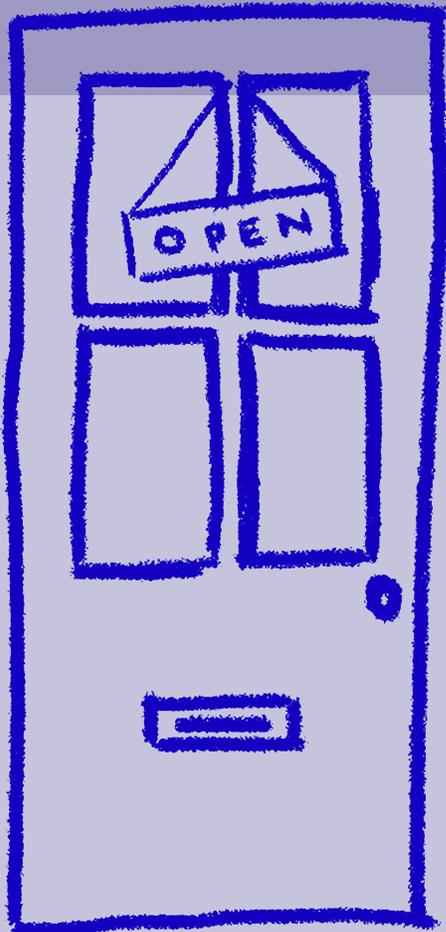




Mid and  
North Powys  
Canolbarth a  
Gogledd Powys

# Strategic Plan 2023-26



# The Need in 2023

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Mid & North Powys Mind operates in the rural areas of North Brecknock, Radnorshire and Montgomeryshire, an area of about 3875 square kilometres, with a population of around 94,000. It is one of the most sparsely populated areas in England and Wales in which over 50% of the population lives in villages, hamlets or isolated dwellings and where access to services is often difficult on foot or by public transport. (1)

According to the Welsh Index of Multiple Deprivation, Powys has the worst access to services, compared to other counties in Wales, across all categories. We have the highest likelihood in Wales of having poor quality housing, of housing being in disrepair and containing hazards. We have by far the worse access to broadband and digital services for all Wales. We support people that come from 8 out of the 10 most economically deprived LSOA areas in the County, with a percentage range of people in income deprivation from 19 - 27% (Welsh average 16%).

Income, access to services and the internet, and housing, are all social determinants of rates of poor mental health, all of which are being made worse by the cost of living crisis. We know that, whilst 1 in 4 people will experience a mental health issue in any one year, only 25% of people with mental health problems will receive support and that over half of mental health problems start by the age of 14 and 75% by the age of 18. (5)

The Covid-19 pandemic has exacerbated existing inequalities, with vulnerable people have been hardest hit. We also know that many people already living with a mental health problem have seen their mental health worsen, and their needs become more complex. The psychological impacts of grief, economic insecurity, loneliness, isolation and health anxiety are huge. These effects will continue to impact our communities far beyond the pandemic. (4)

The World Health Organisation has said that the pandemic has caused a 25% increase in mental health problems worldwide.

Young people have been hit hard by the Covid-19 Pandemic. Not necessarily in the life-threatening ways generally reported in our older populations, but in the restrictions and impacts in their social lives, education and relationships, as well as the worries and fears around their family members (2). When asked whether young people had been referred to any specific service to help with their mental health, only 14% of respondents had been referred to a specific mental health service (3)

We know that the cost of living crisis is having a disproportionately large impact on people living in poverty and those with pre-existing mental health problems, especially those with severe and enduring issues (Money and Mental Health Policy Institute 2022). This survey of over 2000 UK adults showed 54% felt more anxious recently as a result of the cost of living crisis, but within those with mental health problems in the last 2 years, the rate was 81%.

The Organisation is receiving extremely high demand from both the public and the statutory sector, as all health services are working under extreme pressure, many with significantly longer waiting lists for all services types than ever before. As demand has grown we have increased our staffing levels and services that we offer, as well as developing more services in the north of the county and via digital delivery, again to keep up with the unprecedented rise in demand from the public and partner organisations. None of these levels of demand are reducing, in fact we are still seeing an increase in demand that is in many service areas, is outstripping our levels of capacity.

# Mission

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Improving mental wellbeing for people in Mid & North Powys

## Vision

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Mid & North Powys Mind will continue to be known as a place to go for information and support for those with mental health needs, their families and friends. We will promote mental wellbeing in the wider community. We will respond to local, individual and community needs regarding these issues with up to date proven methods, working closely with other voluntary and statutory organisations. We value individuality and work to raise awareness.

## Our Goals

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**Staying well:** Support people likely to develop mental health problems, to stay well.

**Empowering choice:** Empower people who experience a mental health problem to make informed choices about how they live and recover

**Improving services and support:** Ensure people get the right services and support at the right time to help their recovery and enable them to live with their mental health problem

**Enabling social participation:** Open the doors to people with experience of mental health problems participating fully in society

**Removing inequality of opportunity:** Gain equality of treatment for people who experience both mental health and other forms of discrimination

**Organisational excellence:** Make the most of our assets by building a culture of excellence.

# Our Values

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Mind's values are at the heart of everything we do.

**Open:** We reach out to anyone who needs us.

**Together:** We're stronger in partnerships.

**Responsive:** We listen, we act.

**Independent:** We speak out fearlessly.

**Unstoppable:** We never give up.



# Impact Summary 2022 -2023



**1126**  
people supported



**7145**  
sessions of support



**98%**  
rated us  
4 or 5 / 5

<b>99%</b> felt listened to & heard	<b>97%</b> felt they received helpful info	<b>96%</b> felt support addressed what mattered
<b>90%</b> had improved mental health	<b>89%</b> had improved resilience	<b>90%</b> moved towards the life they wanted to live

### Bereavement Support

**63 people supported in their grief and loss.**

95% rated information received as helpful or very helpful  
92% reported their emotional health and wellbeing improving

### 1 to 1 Support

**179 contracted hours of one-to-one support per week, across weekdays and evenings.**

100% felt they were listened to/very listened to and their voice was heard  
88% reported their mental health had improved/improved a lot

### Outreach

**41 people accessed the groups**

100% felt more connected to others  
91% felt their mental health had improved

### Wellbeing Centre

**88 people attended over 622 sessions across drop-ins, workshops, groups and support sessions.**

“ A lovely group of people and I look forward to seeing them

### Youth Service

**176 young people supported**

“ After speaking to you I am happier and go out and talk a bit more. I had problems with the way I looked and now I have more confidence in my body.

### Training

**28 training courses delivered with 198 attendances from 152 different people.**

85% felt more connected to others  
86% felt more confident

### Supported Self-Help

**183 people supported over the year**

84% showed increased well-being  
100% of users said they would recommend the service to friends or family

### Mums Matter

**71 mums supported through the Mums Matter courses, 26 mums with 1 to 1 support and 10 family members through the supporter's session.**

“ I have made new friends and no longer feel alone

It made me feel better and has changed my life

### Silvercloud

**55 people supported, with the most requested programme being "Space from Anxiety"**

Feeling like I did 10 years ago,  
“ other people have also noticed the difference.



### Pride & LGBTQ

**About 400 people attended the 1st Powys Pride event**

The atmosphere was unlike anything I've experienced in Powys, and I know that it meant so much to so many people that they were able to have an event like this in their home county.

### Counselling

**57 people have had counselling**

Anxiety Scores 16 -> 7  
Depression Scores 15 -> 6  
Mental Wellbeing 38 -> 52

The scores show a significant shift in levels of anxiety, depression & wellbeing after counselling

# Strategic Aims and Objectives

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We have identified 5 strategic aims on which we will concentrate to achieve our Mission and Vision:

- 1. To demonstrate, monitor and improve the quality of our services by being proactive, informed and innovative**
- 2. To identify and deliver new services, projects and products that reach out and respond to our rural population and enhance peoples' recovery and wellbeing**
- 3. To work collaboratively with other organisations and in co-production with the people we support, to provide outstanding services for local communities.**
- 4. To ensure that Mid & North Powys Mind is a great place to work and volunteer**
- 5. To secure sufficient levels of income and improve the financial sustainability and resilience of the organisation**

Each strategic aim is supported by a number of measurable objectives.

# Strategic Aim 1

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**To demonstrate, monitor and improve the quality of our services by being proactive, informed and innovative**

**To achieve this aim we will:**

- Continue to use clients' experiences as a key measure of quality and as a tool for improvement
- Develop and improve our systems of monitoring and evaluation of existing and future services with a strong focus on outcomes and responsiveness to clients' and funders' identified needs
- Carry out research into innovative approaches and good practice to inform development of future services, using partners where appropriate
- Seek funding to deliver new developments based on evidence from research
- Develop systems to provide evidence that our services provide good value for money, that shows how our services can contribute to the efficiency and effectiveness of the local health and social care provision
- Respond to opportunities locally and regionally in order to maximise the availability of high quality services in our area of operation
- Ensure all staff operate to our principles of work and attend reflective practice sessions, embedding our principles on a continuous basis

# Strategic Aim 2

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**To identify and deliver new services, projects and products that reach out and respond to our rural population and enhance peoples' recovery and wellbeing**

**To achieve this aim we will:**

- Being the most rural local Mind in the UK, we will find new ways of reaching out to all parts of the community and reduce isolation
- Continually improve and further develop a broad range of digital services, incorporating the learning brought about by the Covid-19 pandemic
- Research and develop new services in areas where there is an identified need
- Research, develop and expand our services for young people, working in partnership where possible, gathering evidence and evaluation data. Our long term aim being to provide comprehensive services for children and young people

# Strategic Aim 3

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**To work collaboratively with other organisations and in co-production with the people we support, to provide outstanding services for local communities.**

**To achieve this aim we will:**

- Build on existing good relationships with Powys teaching Health Board and Powys County Council to embed Mid & North Powys Mind's services into county wide provision
- Develop closer links with other community organisations to provide coherent, joined up services for local people
- Provide information about the importance of good mental health and wellbeing and the services available for support to the community
- Explore and engage in opportunities for collaborative working to expand and develop new services which fit with our Vision and Mission
- Participate and lead the field in local forums and meetings to influence policy, strategy and future developments
- Continue to develop and embed our methods of co-production, ensuring the involvement of the people we support at all levels
- To reach and fulfil the expanding demands of funders
- To build on our Involvement Policy. To strengthen and embed our commitment to co-production methods

# Strategic Aim 4

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## **To ensure that Mid & North Powys Mind is a great place to work and volunteer**

### **To achieve this aim we will:**

- Provide training and development opportunities to ensure that staff and volunteers are competent and well qualified so that they may excel in their roles and develop their careers
- Develop new/additional ways to recognise the contribution of staff and volunteers and to celebrate their successes
- Continue to ensure good quality, regular supervision and support to staff and volunteers from their managers that is consistent with their needs and the needs of Mid & North Powys Mind
- Continue to ensure there is a transparent, fair system which provides parity of pay
- Continuous improvement of corporate governance at Board level by applying the *Principles of the Code of Good Governance for the Third Sector in Wales*
- Ensuring there is time for organisational development at all levels
- Remain signed up to Mindful Employer and the Ethical Employment in Supply Chains guidance, ensuring compliance.
- Ensure all staff are paid at least the ‘living wage’
- To retain an inclusive working environment, where all staff and volunteers participate and contribute to the culture and direction of Mid and North Powys Mind
- To have effective systems in place to support and enhance staff wellbeing, supporting them to continue to adapt to digital and remote working and a changing environment

# Strategic Aim 5

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## **To secure sufficient levels of income and improve the financial sustainability and resilience of the organisation**

### **To achieve this aim we will:**

- Make timely funding applications for existing and new services
- Utilise opportunities for joint funding applications/tenders
- Maximise income generation, guided by our Fundraising Strategy
- Recruit future Board Directors who have specific experience and expertise
- Regularly monitor and review budgets and financial position
- Work towards diversifying our income streams, in line with our mission and values
- To purchase suitable and fully accessible premises to ensure service continuity and the long term viability of Mid and North Powys Mind

# Monitoring and Review of the Strategic Plan

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Our Strategic Plan is a three year plan for the period 2023-2026. It has been designed by the Board of Directors together with Senior Managers and it builds on ongoing consultation exercise with all staff, volunteers and the people we support

Senior Managers and Directors with particular responsibilities will report on progress towards the strategic aims and objectives at monthly Board meetings.

We recognise that we live in a time of accelerated change and will review the whole plan annually to ensure that it is still relevant, that our priorities are still appropriate and so that we can quickly adapt to a changing environment.

# APPENDIX 1 - Our Principles

**The person decides what matters and when it matters** – We will respond in the best way to suit the citizen's needs, arranging meetings/access to services at a time and place that the person chooses, our roles are designed to deliver this.

**We will value and respect the person** – We will build a relationship with the person, establishing confidence and trust by listening to people and fully understanding what matters as well as any barriers the person is facing. We do this by 'front loading' our time with people, spending more time at the first point of contact to be able to focus on finding out what matters.

**Only do work which is of value to the person** – We recognise what the value work is, what waste looks like and how, through our continuous improvement and measurement, we challenge and eradicate wasteful activities (those that have no value to customers, e.g. filling in forms), enabling staff to spend more time on what is of value to citizens

**Decisions are made in the work – enable staff to make the right decision ensuring they are safe and supported** – We are a small organisation, meaning that senior managers are also in the work. We also have full organisational buy in, including our Board and all of our other services. All front line staff have the power to influence change in organisational systems and are encouraged to work flexibly

**We will ensure we have the right expertise at the right time – putting staff with the right skills and knowledge in front line support teams** – Staff are well trained and have excellent knowledge of other local services. All front line staff are qualified to NVQ level 3 in Health and Social Care (or are studying toward this) and have completed our mandatory training.

**We will get it right first time for the person – solve demand at first point of entry where we can** – What matters is not always reflected in the initial demand, therefore it is vital to take the time to really explore what lies beneath this. By being able to intervene at the earliest possible moment we are able to prevent people's situations escalating.

**We will work as part of the collaborative locality approach** – Staff will attend locality team meetings and their staff will be invited to our team meetings – sharing expertise and building excellent working relationships.

**We will pull in the right support at the right time and not push** – We will ensure that when a demand comes to us, we will see it through to the end with the customer, retaining contact with them and ensuring they receive the desired outcome and what matters to them is met.

**When pulling in or referring on we will ensure that it is a clean referral** – Through clear communication and joint working we will ensure that the support pulled in will know exactly what matters to the person.

**We will offer choice and allow the person to make the final decision** – Staff will draw on their knowledge and expertise to give each customer a range of services and interventions that offer solutions to what matters to the person. This will enable the person to make informed choices and decide on the path that best suits their needs.

**We will record only what is relevant at the time for each situation** – We ensure that our administrative processes do not get in the way of providing a quality service for people. We will ensure that the process of monitoring and evaluation is as succinct as possible and does not interfere with service delivery, focusing on meeting what matters and cutting out waste.

**Our support will be accessible to all** – The majority of our services are open to anyone over the age of 16.

**We will comply with all legal responsibilities** – our Organisation is aware of and compliant with all of our legal and statutory obligations.

# APPENDIX 2

## Organisations we have worked closely with in 2020/21

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Do we want to put detail in here—I think maybe just logos as we don't want to give too much away??!!

- Mind Cymru -  
On Active Monitoring roll out and delivery pan Wales in response to the pandemic.  
CYP stuff Jo was doing??  
Supporting the One Mind in Wales network of local Minds across the area
- Minds in Powys  
Working closely and meeting regularly with Brecon and Ystrad Mind.  
Joint projects have included a Memorandum of understanding, working together as part of the PCC Phase two homeless project, training delivery and the Housing Support Grant
- PAVO -  
Attending quarterly meeting with other mental health service delivery  
PAWS farming network - contributing to regular meetings and developments
- Powys Teaching Health Board  
Working on a joint project to deliver Blended On-line CBT  
Providing quarterly reports, taking part in regularly meetings
- Powys County Council  
Housing Support Grant - regular service monitoring and coordination meetings
- Credu  
Working on designing a joint service leaflet, training swap

# APPENDIX 3

## Sources for identifying Mental Health Needs in Mid Powys

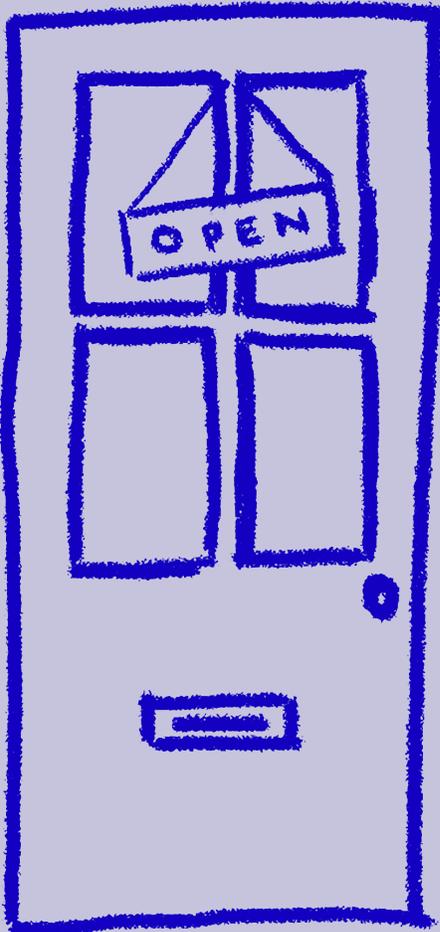
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The figures to identify needs have been taken from Powys County Council website <http://www.powys.gov.uk/en/statistics/view-statistics-about-your-area/> and the following key documents:

- (1) – (3) Population figures calculated from Powys County Council Local Area Profiles based on Census Data with annual updates and from Powys in Figures Population 2015, the One Powys Plan and the Welsh Index of Multiple Deprivation 2015
- (4) National Attitudes to Mental Illness Survey (prepared for Time to Change) 2017
- (5) Mind Cymru Strategy 2016-2021
- (6) Hearts & Minds: Together for Mental Health in Powys Annual Statement 2017-2018
- (7) The Fundamental Facts about Mental health 2016 - Mental Health Foundation
- (8) National Mind survey of 1000 GPs in 2018
- (9) Together for Mental Health in Powys Annual Report 2012-13
- (10) Office for National Statistics 2015-17
- (11) Mental Health Foundation
- (12) BEAT
- (13) Alzheimer's Society
- (14) Bi Polar UK



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