



# Networks of Wellbeing Ltd

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*'Promoting Positive Mental Health and Wellbeing for All'*

Business Plan: October 2019

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## 1. Executive Summary

The purpose of this business plan is to set out our vision and business aspirations for the next five years. We describe our vision, our mission and our values before setting out our present services and aspirations for the future. Networks of Wellbeing embraces a person-centred approach to mental health in which our role is to positively value the client as a person in all aspects of their humanity, aiming to be open, welcoming and genuine. By taking this preventative approach, an individual is better equipped to understand their feelings and to experience a greater sense of belonging within their community. This approach is vital in giving someone the skills and confidence needed to maintain and manage their own wellbeing and in helping them to reconnect with their inner values and sense of self-worth.

We actively discourage the use of diagnostic labels and classifications, instead seeing the person as an individual who has come to us in need, seeking help, acceptance, and hope.

Our mission is to “Promote mental health resilience for the benefit of the individual and our wider communities, and to contribute to and inform local, regional, and national community based mental health policy and practice.”

Our services are provided for people of all ages, within the NHS Grampian area, regardless of whether a condition has been diagnosed or not, and our recovery model is based on the New Economic Foundation’s Five Ways to Wellbeing<sup>1</sup> research. The people we work with include but are not limited to those who are currently experiencing mental distress in whatever form – from mild through to severe and enduring. We work in a collaborative and supportive manner with other local voluntary sector organisations who share our ethos and we continue to maintain our relationships with both local government and the NHS.

We employ a service manager and a number of recovery and social inclusion workers. We are also continuing to develop our professional counselling service in association with the University of Aberdeen and we are a corporate member of COSCA – Scotland’s professional body for counselling and psychotherapy.

The organisation is set up as a company limited by guarantee, is registered as a charity with Office of the Scottish Charity Regulator and is governed by a board of trustees who meet on a regular basis together with the Service Manager.

We are currently dependant on non-governmental sources of funding and we have been fortunate in receiving awards from a number of grant funders. We continue to seek additional sources of funding to secure the long-term future of the service.



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<sup>1</sup><https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing> (New Economics Foundation)

## **2. The Organisation**

### ***OUR VISION***

We believe that people should be empowered to take control of their own mental health and, with any necessary support, to build self-confidence and resilience through the help of positive and constructive relationships.

We believe that, with support, people living with poor mental health and wellbeing can return to a fully independent and happy life, where they have the confidence to make their own choices and where they are empowered to build their own “networks of wellbeing”.

### ***OUR MISSION***

To promote mental health resilience for the benefit of the individual and our wider communities, and to contribute to and inform local, regional, and national community based mental health policy and practice.

We are a non-political organisation focused on promoting good mental health and supporting recovery for individuals within their local area. We seek to encourage positive attitudes to mental health in the communities we serve. Working with others, at all levels, we are eager to learn and to participate in the development and sharing of best practice.

### ***OUR VALUES***

We are an open and inclusive organisation where we value each individual for the person that they are and work with them to achieve the changes that they themselves seek.

We acknowledge that there are many forms and degrees of mental health difficulties and we aim never to label people, but rather to provide a welcoming environment where individuals can find the support they seek and where they can connect with others.

We believe that people should not have to struggle to pay to improve their mental health and wellbeing and therefore our services are free at the point of delivery.

We believe we have a duty to pay a fair wage to our staff and to that end we have signed up as a Living Wage Employer.

### ***OUR AIM***

Through delivering a range of varied services and activities whereby people can have choice in how they can engage with the support provided by Networks of Wellbeing, it is hoped that a greater number of people can access the support and help they need.

## **BACKGROUND AND HISTORY**

Networks of Wellbeing (NoW) was established, as Huntly Mental Health Ltd, in 1992, in response to the planned introduction of the NHS and Care in the Community Act 1990. At that time it was recognised that there would be a significant number of people requiring support in the Huntly area as they were discharged from long-stay hospitals. Initial work was around starting the task of destigmatising mental health, unfortunately still an on-going task today. Services to those with mental ill-health included interest groups (e.g. fishing and photography), holidays to provide respite for carers, a gardening group and new experiences for those coming out of institutional living.

Huntly Mental Health services were tailored to the needs of those accessing the organisation. Service user profile changed over the years to include anyone requiring support, not just those who had been hospitalised and with long-term mental illness.

The change of name from Huntly Mental Health Ltd in 2014 to Networks of Wellbeing reflected a growing appreciation that good mental and physical health are important for everyone. True to our new name we have worked collaboratively to create a network of "pathways" to wellbeing from which all members of the community can benefit. More people have become involved, stigma around mental health has diminished, social inclusion and community cohesion have improved and there is an ever-increasing appreciation and respect for its work, reflected in the growing number of people requesting access to our services and volunteering opportunities. Geographical coverage has also increased with people from as far as 25 miles away travelling to access our services.

## **CURRENT STATE OF OUR ORGANISATION**

Networks of Wellbeing currently has a turnover of £138,000 employing 6 part-time staff, with 20 volunteers supporting our work.

## **LEGAL STRUCTURE**

Networks of Wellbeing is a Company Limited by Guarantee with Charitable Status. NoW conducted a review of their legal status, the result of which was that the Organisation's Articles of Association were updated in June 2019.

## **THE SERVICE**

Networks of Wellbeing offers a recovery focused service providing a wide range of opportunities designed to bring individuals, groups and the wider community together to engage in activities and projects aimed at increasing happiness, resilience, and physical and mental wellbeing.

We are responsive to need and have the flexibility to deliver services as and when required whilst ensuring that we avoid duplication of provision by others and thereby deliver the most effective and efficient service possible.

Throughout all of the work we do we are mindful of the fact that we do not wish to stand still and we must adapt as required. In the current climate more and more people are recognising the need for support with regards to their mental health and wellbeing and we aim to respond to their needs as best we can.

### 3. The Market

#### **SERVICE USERS**

The people we work with and alongside have a range of mental health needs varying from mild to severe and enduring, including:

- People who have attempted suicide, or are feeling suicidal.
- People who are currently experiencing mental distress, or have a history mental illness and are vulnerable to re-lapse.
- Older people who are physically or socially isolated due to dementia or caring duties.
- People suffering abuse or other difficult family situations.
- People enduring life-changing circumstances such as redundancy, accident, disability or death.
- People recovering from substance misuse.
- People experiencing relationship problems whether that be in a home, school or work environment
- People providing care (often full-time and unpaid) who can become socially isolated.
- People with financial, social or rural isolation
- School pupils aged 12 to 18 who will benefit from a range of activities designed to develop coping skills as well as improving confidence, self-esteem, and resilience.
- Veterans and their families.
- Family and friends of those experiencing poor mental health and wellbeing

#### **DEMAND**

"Research by Mental Health Foundation to support the Joseph Rowntree Foundation's anti-poverty strategy shows a close link between poverty and poor mental health—both as a consequence of one as well as a cause of the other. Our experience indicates that improvements in mental health and wellbeing improve the chances of individuals seeking meaningful employment"

*The 2016 document is called Poverty and mental health: A review to inform the Joseph Rowntree Foundation's Anti-Poverty Strategy*

The Scottish Government's Mental Health Strategy 2017 – 2027 states: "The scale of the challenge to achieve parity (*between mental and physical health*) is considerable:

- Only 1 in 3 people who would benefit from treatment for a mental illness currently receive it , on current estimates
- People with life-long mental illness are likely to die 15-20 years prematurely because of physical ill-health.
- People with a mental health problems are more likely than others to wait longer than 4 hours in an Emergency Department"

*Ref: Scottish Government Mental Health Strategy 2017-2027; Our Vision.*

Networks of Wellbeing works with local partners towards reducing the negative impact of mental illness and lack of higher tier resources in line with the following local and national plans, recognising that there are others far better placed than NoW to deliver specialised support to people affected by substance misuse. We can however, offer services to support mental wellbeing as people progress on their recovery journey and these services include support to family, friends and carers of those on a substance misuse recovery journey:

## **Health and Social Care Locality Plan Marr 2018 – 21**

*Priority 1 – Equality of Access to Health and Social Care Services*

*Priority 2 – Partner with people to stay happily and healthily at home for longer.*

*Priority 3 - Improve the wellbeing and access to services and support for people with alcohol issues (particularly in rural settings)*

### ***National Health and Wellbeing Outcomes:***

**1** - People are able to look after and improve their own health and wellbeing and live in good health for longer.

**3** - People who use health and social care services have positive experiences of those services, and have their dignity respected.

**4** - Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

**5** - Health and social care services contribute to reducing health inequalities

**6** - People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

**8** - People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

**9**- Resources are used effectively and efficiently in the provision of health and social care services.

### ***ORGANISATIONS WE WORK WITH***

We work collaboratively with a range of organisations and believe that by doing so we can avoid duplication, identify gaps in provision, and work together to create ways of filling those areas of need to support our community.

These organisations include:

- Aberdeenshire Council Community Substance Misuse Team, Huntly (shared Plots project)
- Aberdeenshire Council Community Payback Team
- Aberdeenshire Learning Disability forum
- Aberdeenshire Voluntary Action Combined forums
- Bydand Medical Group, Huntly
- Central Forum Alcohol and Drug Partnership
- Deveron Projects
- Gordon Rural Action
- Huntly and District Development Trust
- Huntly Learning Communities Partnership
- Huntly Town Team
- Marr Area Partnership
- The Meadows Care Home
- University of Aberdeen (Support Counselling)

Also,

### **Room to Thrive Strategy-January 2019**

As a member of Huntly Town Team, and community organisation, NoW took an engaged role in the community-led development of this document. This Strategy sets out an ambition for the community in and around our main base over the years to 2030. A key factor in the successful delivery of the strategy involves empowering people to make things happen; this is a key outcome of the services that we deliver in giving people the resilience to take more active roles in society.

## **MARKET COMPETITION**

Following the redesign of Aberdeenshire's Community Mental Health provision in 2016 we have moved from Aberdeenshire Council funding in January 2017 to a continuous cycle of funding applications which has been a challenge, one that is compounded by growing demand for services as the public sector increasingly looks to the third sector for support.

The redesigned provision through the 2016 Aberdeenshire Council procurement process is limited to those 16 to 65 years (classed as adult services) such that older adults (over 65 years) are no longer covered by the Council's Mental Health provision. Additionally due to budget cuts imposed by the Scottish Government, Aberdeenshire Council has reduced its general service provision for those over 65 leaving them with little support in the area.

This changed landscape of provision means that NoW supports those aged 11 and over and has, as the largest part of its demographics, people over 65 years, with those under 16 years increasing in number as evidenced by requests for support from schools. To our knowledge there are no longer any other services locally who provide free at point of delivery services, nor provision of the range of activities that we do.

## **ACCESSING THE SERVICE**

Access to services at NoW is open, self-referral, however, we also accept counselling requests from all GP practices and provide on-site counselling to 2 practices outside Huntly. We have also recently starting receiving requests for support from people being discharged from Aberdeen Royal Infirmary (ARI) and who have been signposted to us by staff at the hospital.

- Bydand Medical Group, Huntly
- Alford Medical Centre
- Portsoy Medical Centre
- Inch Health Centre
- ARI

We provide a variety of support services to the following schools, they are aware of work and provide signposting of our services to school children and their parents/guardians:

- The Gordon Schools, Huntly
- The Gordon Schools Parents in Partnership (Parent Council)
- Turriff Academy
- Meldrum Academy
- Keith Grammar School
- Primary Schools around Aberdeenshire

## **ADVANTAGES**

NoW is unique locally due to the free at point of delivery and multi-disciplinary / holistic approach we take to mental health and a unique combination of individual support with community based activities which helps to break down barriers, improve community integration reduce isolation, change perspectives and build confidence - so promoting mental health resilience, the individual and our communities.

## INFORMATION and MARKETING PLAN

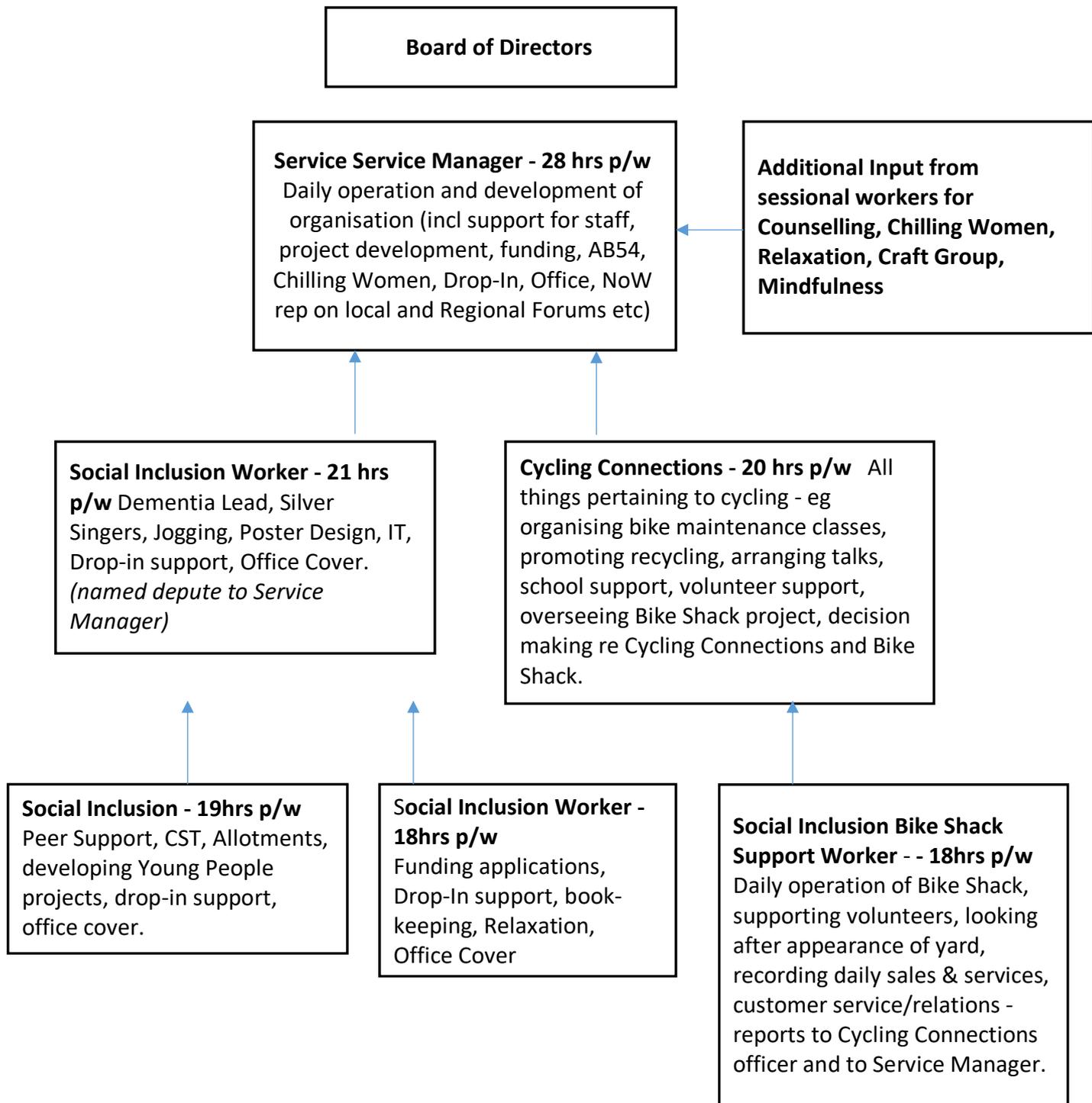
Aspect	Action	Person responsible	Timescale
Networking	Take up opportunities to network at local business, public and Third sector events	Board Manager	Current and on-going
Promotional materials	Create and keep up to date leaflets, flyers and posters	Manager and staff	Immediate updates and on-going to keep stocks replenished
	Distribute leaflets, flyers and posters to GPs, schools, local outlets as appropriate	Manager and staff	On-going
Talks	Identify appropriate groups and organisations to deliver talks to raise awareness of NoW and set diary dates for next year	Board Manager	By end October 2019
Forums	Attend local, regional and national meetings, forums and conferences to raise awareness of NoW and to influence emerging regional and national policy	Manager and staff	Identify key events for 2019/20 by January 2020
Events	Attend local events hosted by 3 <sup>rd</sup> parties e.g. health and wellbeing fairs	Manager and staff	On-going
Awareness raising	Use social media and local press to highlight services, fundraising events and generally to raise awareness of NoW locally	Manager and staff	Create timetable of targeted press releases by end of 2019



## 4. Operations

### OPERATIONAL STRUCTURE

#### Networks of Wellbeing - Staffing Structure with effect from 1st October 2019



## OUR APPROACH

We offer a community-based service centred around the New Economic Foundation's Five Ways to Mental Wellbeing approach to good mental health. These are to:

**Give** – to others. *Smile, say hello to a stranger, be kind. Volunteer your time in your local community, boost your confidence and self-esteem, discover your hidden abilities and help yourself by helping others.*

**Relate and Connect** – with family, friends, colleagues and neighbours, feel a valued member of the community and increase your social interaction and connectivity.

**Exercise and Be Active** – by walking, cycling, dancing or any sort of activity which you enjoy and is suitable for you. Doing an activity with others will help you feel an increased sense of belonging.

**Appreciate and Take Notice** – of the environment around you. Take some time to 'enjoy the moment' and strengthen and broaden your awareness or "mindfulness".

**Try and Keep Learning** – learn something new, rekindle something old. By learning new skills and mastering challenges, you will continue to strive forward to reach your goals. Age is no barrier and everyone can benefit from the sense of purpose that learning provides.



## ACTIVITIES

The following table represents the range of activities that we currently offer and which we continually monitor to ensure we are providing the best service and opportunities for all.

<b>Activity (All groups are open to all except those highlighted in yellow which are closed groups)</b>	<b>Give</b>	<b>Relate</b>	<b>Exercise</b>	<b>Appreciate</b>	<b>Try</b>
AB54 Community Newsletter online - highlighting the work done by a variety of groups and organisations.	√	√		√	
Bike Shack - supporting people in volunteering to refurbish and service donated bikes.	√	√		√	√
Chillin' Women - aromatherapy and relaxation group. Open to all women (protected rights group under the Exemptions to the Equalities Act 2010)	√	√	√	√	√
Cognitive Stimulation Therapy groups for people living with mild to moderate stages of dementia		√		√	√
Counselling Service – 1 to 1 confidential service for people aged 11 and over. Self-referral and referred		√		√	√
Craft Connections - where people can meet together and learn new skills.	√	√	√	√	√
Cycling Connections - working with local secondary and primary schools; hosting led community bike rides and bike maintenance classes.	√	√	√	√	√
Drop In sessions – 1 to 1 sessions for those who need support and someone to talk in a time of need.	√	√		√	√
Dru Yoga and Relaxation			√	√	√
Facilitated Peer Support Group – Weekly group bringing people together in a supportive, welcoming, safe environment to enable sharing of lived experiences.	√	√		√	√
Jogging Groups – Affiliated to Jog Scotland	√	√	√	√	√
Mindfulness Sessions		√		√	√
Monthly Tea Dance in Stewart's Hall	√	√	√	√	√
Room to Run (annual partnership project) – 5k, 10k and half marathon race.	√	√	√		
Silver Singers Community Singing in Scott's, Hanover and Meadow's	√	√		√	√
Veteran's Breakfast (partnership project with Cornerstone SDS, Deans of Huntly, AB44 & 45 Veterans Group, Aberdeenshire SALUTES and local veterans). Bringing veterans and their families/carers together for a welcoming breakfast	√	√		√	√



## **HOW WE DELIVER**

The purpose of all our groups and activities is to offer an open space for people, with whatever level of need or issue, to come together with a common interest.

The open groups provide an environment where people feel safe and secure participating in an open group in a community setting; increasing confidence in their own abilities to cope with simple things such as meeting new people, joining new groups, or having their voice heard. Unintended benefits include friendships formed in the groups that provide support outwith the sessions.

Consequently we strive to keep all our groups and activities are open to all (except for the few closed groups and our Counselling service as indicated on the table above) with membership continually changing over time as people's needs and interests change. This has proved to work well over the years and has brought a lot of positive feedback. For this reason, all groups are run and supported by a member of staff and we would not look to any group to become self-sustaining or to be run by its members.

## **RESOURCES**

The main resource requirement for NoW is people. The current staff and volunteer compliment is stretched due to a significant increase in demand for our services. The funding strategy is based initially on the need to secure funding to maintain the status quo. That being achieved, the aspiration for the future would be to increase capacity to deliver more outreach services and to reduce waiting lists. Staff are trained to deliver the current groups and services, these include – qualifications for signing off bikes (safety), dementia champion, counselling – diploma in counselling (or student) and membership of COSCA, mindfulness NBLC, yoga qualifications, aromatherapist, jog leader. Volunteers bring other skills and qualifications.

Other resources include computer equipment, and equipment for groups – i.e. aromatherapy oils, yoga mats, bike parts, footwear for jogging etc

## **PREMISES**

NoW have been in our current premises for over 10 years. Over time we have outgrown the building, lacking proper space for all the services we wish to run from our main base. With the introduction of the Community Empowerment Act, possibilities opened up that had not previously been available to us. Consequently an application for an asset transfer went live in August 2019. Taking on the additional building in question would allow us to bring some groups into more appropriate space. Our current premises will continue to host the Bike Shack.

Should the asset transfer be successful NoW would move its main office and activity base to the new premises. This would mean:

- Bike shack would then need a smaller space, but would remain at the current main base until such a time as more appropriate premises can be found
- The requirement for space for suitable counselling area – ideally with its own access would be met
- Suitable venue for activities – reduce of cost in-house (no hire costs) would be possible

## **INSURANCES**

NoW has insurances of Employers liability and Public liability in place. Counsellors have their own insurances as required by their registration as counsellors.

## 5. People

### **WHO WE ARE**

The Board currently has 3 members and work is on-going to attract new members.

Sandra Brantingham, Chair, is ex Royal Air Force, both ground crew and aircrew, retired in 1996. She runs a 10 acre croft as a sole trader and has voluntary directorships in two national organisations. Locally she runs an astronomy club and teaches adult basic education. She has an understanding of mental illness that affects close family members and is keen to expand the organisation. She has been chair since 2012.

Iain Fraser, Treasurer, was invited to become a board member after the much-valued previous treasurer Alastair Ross passed away in April 2018. Since joining he has been impressed greatly with NoW's ethos, the range of services to promote mental health wellbeing, and the expertise and enthusiasm of its staff and volunteers. He is a chartered accountant who has worked in many parts of the world. Since retiring in 2011 Iain has been treasurer and financial advisor to a range of local charities and is keen to use his experience and accounting knowledge to support NoW in sustaining and developing the valuable services it provides.

Hilda Lumsden-Gill is from a local farming family. She has a degree in History and Politics and a teaching certificate.

Hilda taught for 21 years before returning to Huntly to support her parents with their farm, which she and her husband now run. She was chair of Huntly Community Council for 13 years. She is the board's main local contact and also its main link with the farming community.

### Staff, Sessional workers and Volunteers

Our current staff team of 6 part-time members have a range of skills, knowledge and qualifications, led by our Manager, Fiona Alderson, who has many years' experience of working in the public sector and in community engagement - as well as lived experience of mental ill health which has affected both herself and other family members.

Counsellors are qualified (Diploma of Counselling skills or students of same)

The staff team combined, bring skills and knowledge of over 150 years of supporting people in a variety of disciplines.

For specialist input staff, sessional workers and volunteers are qualified in their specialist areas e.g. singing, aromatherapy, cycling / bike maintenance, yoga, art, dementia, jogging, computing, working with young people. In addition staff bring years of experience in management, administration, bookkeeping, team working, graphic design.

The organisation recognises and respects that the gift of time given by volunteers, whether 5 hours or 5 minutes, and is not something to be taken for granted, volunteers are never be expected to do anything they are uncomfortable with. Everyone in the organisation, whether staff, volunteer, supported volunteer, client or partner organisation, is treated equally.

Staff and Volunteers receive formal and informal training, support and guidance. They are encouraged to play an active part in the development of activities and their role within them. Appropriate skills training is provided e.g. qualified support and training for counsellors, bike maintenance, mindfulness skills, cognitive stimulation therapy, Jog Leader, Walk Leader and cycle training.

Staff and volunteers currently possess the required knowledge and skills to meet the needs of clients and to run the groups and activities on offer. This is continually reviewed, however, should demand change which would require different skills or qualifications, the means of acquiring these would be identified and considered at that time.



## **6. IMPACT AND MONITORING AND EVALUATION**

### **THE NEED**

"Mental health problems can affect around one in four people in Britain, and range from depression and anxiety, to schizophrenia or bipolar disorder." (Mind.org.uk)

As a long-standing community-based service with 25 years' experience we have developed a thorough understanding of the diverse and complex needs of our community, this is evidenced by many letters of support from individuals, groups and organisations regarding the importance of our work.

We are experiencing an increasing demand for our services - thus identifying a burgeoning need for our early-intervention approach to mental health recovery – from a wider area including Turriff (20 miles), Portsoy (18 miles), Inch (13miles) and Alford (22 miles). In part this may be due to the significant changes by Aberdeenshire Council in their tendering and funding of community-based mental health service provision since Jan 2017 which has seen the closure of other third sector specialist services in the region.

In common with the rest of the UK, Huntly has an aging population. However, Huntly's population of over 65's is significantly higher than the average for both Scotland and the rest of Aberdeenshire (Huntly Profile 2015 by Aberdeenshire Council) and this is further evidenced by the presence of three care homes within the town. Huntly also has a significantly higher dementia diagnosis rate of 1.5% of its population compared to an Aberdeenshire average of 0.8%. In addition, current Aberdeenshire Community Mental Health funding criteria excludes over 65s and under 16s from their services which leaves a large vacuum of services for vulnerable age groups. Anecdotally, the local GP practice recent confirmed that there are no council services for older people in Huntly and we are also being told that services in nearby towns are shutting down resulting in even more enquiries about our services.

At the other end of the age spectrum, the mental health and wellbeing of young people is of increasing concern in society and although schools are proactive in their approach to addressing specific concerns, they do not always have the skills or resources to provide this 'in house'. Our local schools have taken a positive step by looking at how we can work together to address the challenges faced by young people today and are looking to our Cycling Connections and Mindfulness coaching to provide support to the young people in their care.

We are aware through the local health centre that there is a lack of NHS Counselling services except for severe cases which itself can have a waiting list of over 1 year. In response to the high demand for counselling services not being met by the NHS (as advised by our local GP practice), a Person-centred Counselling Service using paid, volunteer and student placement counsellors was set-up in Jan 2018. Since then our service has counselled 130 people with a current waiting list of 13 weeks and 2-3 new enquiries being made each week. This service is free at the point of delivery as many who access the service have low income or live on or around the poverty line. Those who access our counselling service are currently aged 11-82 and from all backgrounds in society, including individuals experiencing rural isolation. They bring a range of issues including: depression; anxiety, addiction, relationship issues, work-related stress, the aftermath of childhood trauma, the aftermath of sexual violence and intimate violence, grief, dealing with chronic and long term illness and pain, self-harm and suicidal thoughts.

## **THE DIFFERENCE WE WANT TO MAKE**

Networks of Wellbeing is working towards:

- Increased engagement from individuals (aged 11 and over) who need support around mental health issues who are not yet ready to address this in mainstream services
- Improved self-care around mental wellbeing through supporting individuals to cope better with stress, anxiety and depression
- Increased self-confidence and resilience through participating in group activities, meeting new people, sharing experiences, learning new skills and knowledge and making new friends.
- Decreased social and/or rural isolation due to several factors (eg. age, physical illness or capacity)
- Increased opportunities for service users to engage with members of the local community and make new friendships
- Increased sense of being a valued and respected member of the community with something to offer.
- Raised awareness and understanding of age-related issues (e.g. living with dementia, lack of job security in young people) by projects that link potentially vulnerable, often older people to those younger members within the community.
- Reduced stigma around mental health in the local community
- Increased provision of new and innovative projects to aid recovery
- Increased awareness from the public sector of the challenges faced by service users in accessing support for mental health services in a landscape of very restricted funding.
- Increased recognition from the public sector of the challenges faced by the third sector in providing "care in the community" due to being treated as an unequal partner which can result in reduced funding and support.
- Increased recognition from the public sector that the third sector is an equal partner in providing services to support mental health and wellbeing.

## **IMPACT**

To evaluate performance against our objectives, we use quantitative and qualitative measures including attendance records, activity evaluation forms, discussion with individuals.

Staff provide observational feedback regarding activity efficacy. Whilst it is difficult to measure well-being, confidence, motivation and social inclusion, these evaluations enable us to broadly assess the success of our service.

A new collaboration with University of Aberdeen gives us access to research figures enabling qualification of changes to mental health and wellbeing of those using our service.

We were awarded a 10-week graduate placement to assess the environmental impact of the Bike Shack project which has resulted in database being created to support continual assessment of the environmental impact this project is having.

We receive feedback from community partners as to the efficacy of our work on those they also support (eg. Substance misuse team, housing, care home providers and schools)

Through listening to those we support and gathering their views as well as continuously reviewing and responding to feedback, we ensure that we continue to improve our services.

In late 2016 we commissioned an in-depth report to evaluate the efficacy of our approach. It concluded that "Networks of Wellbeing Ltd is a valuable asset not only to its service users and associated organisations but also to the immediate families and the wider community of all involved". We can evidence that this statement is as true today as in 2016.

## **EVIDENCE AND CASE STUDIES**

Feedback from our clients has been consistently positive. Evaluating the type of services and activities we offer is not always easy, however, we do use quantitative and qualitative measures including attendance records, activity evaluation forms, and discussions with individuals.

These evaluations enable us to broadly assess the success of our service. In addition we receive feedback from community partners as to the efficacy of our work on those they also support (e.g. Substance misuse team, housing, care home providers and schools). Through listening to those we support and gathering their views as well as continuously reviewing and responding to feedback, we ensure that we continue to improve our services.

### Some feedback from our counselling service:

Those who have used our counselling services were asked to score on a rating of 1-5, with one being low and five high. All the feedback forms we have received have rated the counsellors input as a 4 or 5. Everyone who completed a form said they would both use the service again and recommend it to others.

### Some additional comments received:

*"Keep up what you are doing. You are doing a top notch job."*

*"Absolutely delighted with my sessions with \*\*\*\*. She was kind, understanding and helped me immensely."*

*"I feel that talking to a counsellor has helped me understand myself and my needs"*

*"I feel I had all that I needed and more. Support provided was fantastic."*

*"You made me feel comfortable enough to speak honestly."*

*"Thank you for your help, it has been really great to have someone else to speak to."*

*"Due to my situation I feel that talking to a counsellor has helped me understand myself and my needs."*

*"With xxxx's help I have made huge strides in my journey from anxiety and loss of self-esteem to rebuilding my self-confidence"*

*"I felt the counsellor xxx really understood how I felt and listened to me."*

*"The support I have received has really helped, I wouldn't be where I am without it. I hope the service will be accessible for the foreseeable future, it's worth its weight in gold. Thank you, I'll not forget how much you have helped me, and can't thank you enough"*

*What the client valued about the counselling: "The unconditional support. A different perspective that made me think more about fact than about emotion. The calm welcome each time I arrived. The feeling that someone cared for how I felt."*

### Case Study

Feedback from someone who benefitted from NoW's services during 2018 (and who has agreed that this statement can be used for report purposes etc).

*"This charity has particularly helped one of my family members which is my brother. He really benefited from the counselling at NoW.*

*He has battled for 13 years of his life with a back problem and chronic pain. He became reliant on prescription medication, leading to addiction and two stays in rehab. Due to his back problem he has been unable to work for long periods of time which in turn has secluded him to his house and his mental health has been effected. This has had a huge impact on him and our family so we were happy that he was getting the help he needed to make a difference to his life.*

*When asked how my brother felt about his experience of the charity, he replied that he always felt welcome, which was very important for him as he found it hard to come out of the house. He also said there was a very non-judgmental and inclusive feeling there and that he felt his counselling benefitted him a lot.*

*There is also an extremely good sense of after care about NoW as they offered him to come back and help out at the bike shack if his health permitted. He said he felt people do come first at Networks of Wellbeing and thank you to them for being there to make a difference!"*

Group Feedback for Relaxation, CST (Cognitive Stimulation Therapy – working with those with mild to moderate levels of dementia), Chillin’ Women, Mindfulness Retreat and Mindfulness Skills and MBLC (Mindfully Based Living Course).

Next questions have 5 options (with 1 being very poor and 5 being very good)	1 - very poor	2 - poor	3 - neither good	4 - good	5 - very good
How did you feel when you started this activity?	5	16	24	6	1
How do you feel now?	0	0	1	25	26
Are you happy with the activity?	0	0	1	8	43
Have you found that your sense of wellbeing has increased since the activity?	0	0	5	16	31
Are you happy with the way the activity is managed?	0	0	1	5	46



## **7. FINANCIAL INFORMATION**

### **BACKGROUND**

Funding for NoW historically came from Aberdeenshire Council mental health funding. With the tender and procurement process in 2016 NoW made the decision not to tender and to become self-funding (via grant funding) as the service specification of the tender did not fit the ethos and values of NoW. Since 2016 we have been successful with a range of funders and we base our future on continuing in this manner. We recognise that grant funding is a decreasing pool with increasing demand, but until such time as other options become available, NoW does not see any other way to stay true to their purposes, ethos and values.

### **FUNDING STRATEGY**

The funding strategy is based on the decision by the board to maintain income through the Bike Shack income and grant funding.

As grant funders all have differing timescales for applications and re-application, a funding matrix has been developed for grant applications. This will ensure a planned approach to making applications, ensuring deadlines are known and met and avoid gaps in funding going forward.



## Networks of Wellbeing Budget Forecast 2019 - 2023

<b>Projected Expenditure (please list individual costs and amounts)</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Staff Salaries (inc NI & Pension)	£86,156	£87,879	£89,637	£91,429
staff & Volunteer - Travel & Training	£4,800	£4,896	£4,994	£5,094
Clashmach Centre - Rent & Repairs	£6,900	£7,038	£7,179	£7,322
Clashmach Centre - Heat & Electricity	£1,800	£1,836	£1,873	£1,910
East Park Street - Rent & Repairs	£500	£510	£520	£531
East Park Street - Heat & Electricity	£3,500	£3,570	£3,641	£3,714
Clashmach Centre - Phones/Broadband	£400	£408	£416	£424
East Park Street - Phones/Broadband	£900	£918	£936	£955
Mobiles & Website	£250	£255	£260	£265
Stationary, Postage, Printing	£1,200	£1,224	£1,248	£1,273
Payroll, Accounting, Book-keeping	£3,600	£3,672	£3,745	£3,820
Insurance	£1,500	£1,530	£1,561	£1,592
Insurance, IT, Bank Charges & Disclosure Checks	£900	£918	£936	£955
Sessional Costs	£5,000	£5,100	£5,202	£5,306
Counselling, group supervision	£12,720	£7,720	£7,720	£7,720
<b>TOTAL EXPENDITURE</b>	<b>£130,126</b>	<b>£127,474</b>	<b>£129,869</b>	<b>£132,312</b>
<b>Confirmed Income (please list sources and amounts)</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>
ADP	£4,021			
Big Lottery	£38,000			
Clashindarroch & NHs Edowments For Counselling Support	£10,320			
Tesco Bags of Help-Turriff (for CST work)	£2,000			
Youth Philanthropy Initiative	£3,000			
BoS Foundation	£12,000			
Aberdeenshire HSCP	£25,000	£25,000		
Robertson Trust	£15,500			
Anonymous Donation	£7,500	£12,500		
<b>TOTAL CONFIRMED INCOME</b>	<b>£117,341</b>	<b>£37,500</b>	<b>£0</b>	<b>£0</b>
<b>CURRENT (ACTUAL) SHORTFALL</b>	<b>£12,785</b>	<b>£89,974</b>	<b>£129,869</b>	<b>£132,312</b>
<b>Projected Income (please list sources including amounts requested/projected and timescales of decisions)</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 3</b>
Bike Shack Income	£10,000	£10,000	£10,000	£10,000
Robertson Trust (continuation funding)		£15,500	£15,500	£15,500
Other Grant Funding	£3,000	£70,000	£87,601	£90,012
Fundraising events		£5,000	£10,000	£10,000
Donations	£2,000	£4,234	£4,268	£4,300
Corporate Sponsorship	£1,000	£2,000	£2,500	£2,500
Just Giving	£3,875			
<b>TOTAL PROJECTED INCOME</b>	<b>£19,875</b>	<b>£106,734</b>	<b>£129,869</b>	<b>£132,312</b>
<b>PROJECTED SHORTFALL (INCLUDING PROJECTED INCOME)</b>	<b>-£7,090</b>	<b>-£16,760</b>	<b>£0</b>	<b>£0</b>

## 8. SWOT Analysis and Future Planning

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Staff and volunteers <ul style="list-style-type: none"> <li>• Skills</li> <li>• Commitment and dedication</li> <li>• communication</li> </ul> Board commitment Community support Services – unique History and reputation Open drop-in Sign-posting	Lack of board members Skills gap on board Communication between board and staff / volunteers Staff stretched / capacity issues Staff effectiveness – potential future issue Critical planning Worry re future Succession planning Project based – staff structure Support for staff – de-briefing Strategic / operational understanding and responsibility split Limitation – when to say no Lack of local visibility / lack of profile CPD opportunities for staff and volunteers
<b>THREATS</b>	<b>OPPORTUNITIES</b>
Lack of funding Staff uncertainty / leave due to this? Brexit – funding and medicine uncertainties Lease – length of Appropriate premises Other organisations’ developments (e.g. bikes)	Involvement with other organisations and groups – potential activity development Potential for expansion – veterans Raising profile Volunteering opportunities Brexit – new services Premises – the Bungalow Project development / partnerships – identifying new funding opportunities

### **PRIORITIES emanating from SWOT**

- 1) Income – secure 2 to 3 years funding
- 2) Governance - Recruit new board members
- 3) Succession planning – develop for both staff and board
- 4) Connection between board and staff/volunteers – develop communications strategy
- 5) Location – hopeful in succeeding with asset transfer application
- 6) Support for staff

### **Future Planning**

Our aspirations for the future are to work on the above priorities with a view to consolidating our operations in a new, fit for purpose base, with a vibrant board, supporting the staff and volunteer team to continue and expand their work, in order to meet the growing demand on our services, support and activities. At the same time work will continue on ensuring that we have as solid a financial footing as is possible in the current economic climate.

## **9. Risks and Risk Mitigation**

### **Governance - Board members / Succession Planning**

#### Actions completed

- a. Board skills assessment undertaken
- b. Organisational health check completed

#### Actions

1. Advertise for specific roles / skill requirements required as result of skills assessment exercise
2. Advertise – offering time in NoW and speaking with board members and attend a board meeting
3. Present to Rotary and other groups – Chair/Manager to contact by end of October to set dates
4. Develop communications strategy

### **Funding / Finances**

1. Current work on funding applications

Action – complete and submit funding applications as per funding strategy / matrix

2. Proactive review of business plan

Actions completed

Re-written business plan

3. Funding strategy

Actions completed

Reviewed funding strategy – funding matrix developed

### **Premises**

1. Actively pursuing the Bungalow

Actions completed

- a. Asset transfer application submitted, decision expected by early 2020
- b. Financial projections showing impact of taking on an extra building – see Budget projections above (Section 7)

### **Partnerships**

1. Potential departure from purposes through pursuing partner funding opportunities

Action

- c. Review all approaches and potential partnerships against current charitable purposes, strategy and development plan.
- d. Pursue only those that, after review, fit within purposes, strategy and development plan

### **Staff and Volunteers**

1. Retention, training, and staff and volunteer development

Action

- a. Review staff and volunteer support structure and input
- b. Conduct staff and volunteer training needs analysis
- c. Create development plan and succession plan based on outcome of a. and b.
- d. Develop communications strategy