

Hear Us QUALITY MANUAL



SECTION A: Access to Service A.1.1 Business Strategy

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1. Background

Hear Us is Croydon's only service user group for people with severe and enduring mental illness, our organisation is 100% service user run. This strength gives us a unique insight into the barriers faced by our service users, particularly those also experiencing drug & alcohol misuse or leaving prison. We provide specialist peer support and personal support for our service users – people with complex mental health issues living or working in the London Borough of Croydon. Our practical, regular activities help users to cope better with daily living and helps to address their social, emotional and physical needs.

Hear Us developed from a service user run community group established in 1992. We became a charity in 2009 and we have established ourselves as a highly respected service user led and run organisation for people with serious mental illness in Croydon and beyond.

2. Our Environment

1) PESTLE analysis

a) Political composition

As of 5th May 2022, Jason Perry (Conservative) was elected Mayor of Croydon. Croydon Council is now under no overall control. There are 34 councillors who are Labour, 32 councillors who are Conservative, 1 councillor who is Liberal Democrat and 2 councillors who are Green.

There are 3 MPs (2 Labour; 1 Conservative) who represent 3 constituencies covering Croydon. They are Sarah Jones MP who represents Croydon Central; Steve Reed MP who represents Croydon North; and Chris Philp MP who represents Croydon South.

b) The national and local economy

Like many other charities, we face financial risks in ensuring we have adequate funding over the long term which we are mitigating through diversification of funding sources and review of our funding strategy to take account of any potential changes resulting from COVID-19 and/or Brexit.

The expected financial impact of economic issues, such as cost of fuel, and energy costs, inflation, wage restraint etc. and the impact of geopolitical issues such as the war in Ukraine, the threat/fear of



nuclear war, may have considerable impact on the lives of our community over the next few years and is likely to create some considerable uncertainty.

The availability of food banks and other charitable giving to service users will be critical in enabling our community to survive the impacts of the expected economic downturn.

Added to that, the impact of covid, Brexit, international and national factors and DWP policies and impact on service users (removal of UC £20 uplift, benefit sanctioning) will all compound the living standards of our service users so it will become even more critical that we continue to provide services to enable our service users to make the most of the benefits and other financial support available to them in the coming years.

We should look to develop our relationships with local SMEs and increase charitable giving developing a major donor scheme and sponsorship from local SMEs. This will be expanded in the fundraising strategy.

The development in the town centre may mean some businesses are increasing profitability and may be interested in donating to local charities including ours. This will also be expanded in the fundraising strategy.

We will undertake activities to identify the number of people in work with possible disposable income and identify other groups of people with disposable income and an interest in supporting mental health charities.

c) The local social configuration - Croydon's demographic profile In 2020, there were approximately 388,563 people living in the borough of Croydon, the 2nd highest in London. Croydon is split between an inner London north of the borough and an outer London south. It is ethically diverse with over 50% from BAME groups and it expected that it will become more diverse in the future. There is over 5% population turnover per year and one third of all unaccompanied asylum seeking children are in Croydon. Nearly 3% live in areas considered to be within the most 10% deprived areas in the UK. In 2017 it had the largest younger ages



population (under 18) and 3rd largest older adults population in London. It has the 2nd largest working age population in London.

1 in 6 adults have a common mental health condition at any one time, 1 in 95 have a serious mental illness like bipolar or schizophrenia. Work is good for you (depression and anxiety are 4-10 times more likely if you are out of work) but less than 10 % of those with serious mental health conditions are in employment, despite evidence that over 70% of people with serious mental illness wish to work.

The impact of the COVID pandemic on some sections of our mental health community has been severe leading to increasing depressive and anxiety illnesses and increasing feelings of loneliness and isolation as services they rely on were changed, reduced or, in many cases, removed completely. The next 3 years will require us to support the rebuilding of our local community and responding to the changed environment to provide easy access to appropriate services to meet their needs.

For details on the borough profile please refer to <u>https://www.croydonobservatory.org/wp-</u> content/uploads/2022/01/Borough-Profile_Dec2021.pdf

d) Technological challenges

One of the technological challenges we face is the changes arising out of the pandemic for a more blended approach to service delivery. For example, the Open Forum will require an integrated delivery approach in the future providing both online and in-person delivery. Face to face delivery is still likely to remain the primary delivery mechanism for most of our projects but there are opportunities as well as requirements to change our delivery approach to increase online delivery in the medium term.

The development and use of smartphones, internet giving and contactless payments pose a challenge to us as they could be important tools to increase donations, involvement and engagement if effectively leveraged. Alongside this, the development of Facebook and facebook fundraisers/birthday fundraisers and of Instagram fundraisers pose a similar challenge to us which we could leverage to both raise our profile and increase donations.



e) Legal framework

The recent consultation on the Mental Health Act 2007 (MHA) is likely to lead to some changes to how people with serious mental illness are treated when they are subject to the MHA, particularly with relation to patients being given more rights to challenge detention and a patient's right to choose and refuse treatment. This will have an impact on our mental health community particularly those subject to section under the MHA and will require retraining of our staff to enable them to support patients to use their rights.

The implementation of the Integrated Care System (ICS) set out in the NHS Long Term Plan is likely to cause changes to the way in which we operate as governance and structures change and the CCG as a legal entity is replaced by the ICS. The ICS is due to come into being in July 2022. It will introduce formal partnership working of all organisations involved in delivering publicly-funded health and care in south west London.

The Mental Capacity Act (2005) is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It covers decisions about day-to-day things or serious life-changing decisions.

We are subject to all employment law currently governing the recruitment, employment and management of our staff. We are advised by Peninsula HR * (BrightHR) who act as HR resource for Hear Us. We are also subject to equalities and diversity legislation (Equality Act 2010) for staff, volunteers and service users and we have policy and procedures to ensure we comply with both employment and equalities law.

We are required to supply the Charity Commission and Companies House with our annual reports and details of our trustees/directors. The Charities Commission governs our activities under legislation to ensure we comply with that legislation and guidance provided. Companies House also can play a role to ensure we comply with companies legislation.

The Information Commissions Office acts to ensure we comply with data protection and GDPR under Data Protection Act 2018.



f) Environmental issues

Our environment policy provides details of the sort of environmental issues we address.

Funders require us to consider the environmental impact of our business on the climate and the environment in general. This could include recycling, use of recycled products, reducing single use plastics and encouraging the use of recyclable cups. We also are conscious of the use of paper to minimise its use and maximise the use of digital solutions to replace printing wherever possible.

Our organisation has an 'Environmental Champion' who leads on initiatives to make Hear Us as green an organisation as possible.

The office building has a policy of recycling as much as possible. We recycle paper, printer/toners, food and drinks containers and we have a food recycle bin. We also encourage this ethos within our service user community.

In 2017, we decided to move how we store of our welfare surgeries data, claims, health and benefit records over to electronic storage. Our volunteers scanned into our systems all relevant records. We then hired a professional shredder to shred and recycle all hard copies. Unfortunately, for the environment, the DWP, apart from Universal Credit, still work with and correspond with paper so this necessitates the use of paper for benefit claims.

We have flexible working and we have a terminal server allowing staff to work from home.

2) SWOT analysis

- a) Strengths
 - acknowledged as voice of mh sus for new project developments in mh services,
 - funding in place for 2-3 years,
 - good relationship with CCG (expect renewal of core grant soon), applying for AQS accreditation,
 - all staff are passionate and give free time over paid hours,
 - skills and background of staff,



- strong financial position but want to grow,
- good relationships with statutory and voluntary sector,
- greater understanding of mh in community,
- more people have experienced mh issues,
- increased understanding and awareness of mh issues within society,
- name known by SLaM, CCG and voluntary sector but not in wider community unless through direct contact
- b) Weaknesses
 - need more staff,
 - overdependent on a few members of staff to do a large proportion of work,
 - loss of volunteers because of COVID,
 - lost income from council (c £11K pa) risk to future financial security – need to review how this impacts and whether fundraising required to make up shortfall,
 - office space,
 - risk MIND might ask us to move out,
 - empathetic workforce but tendency towards weak boundaries providing more time outside of core services,
 - don't get many donations and those we do get a small albeit regular donations,
 - name known by SLaM, CCG and voluntary sector but not in wider community unless through direct contact,
 - social media use is weak
 - weak marketing skills
- c) Opportunities
 - Build awareness around organisation to combat lack of knowledge in the community outside mh services/service users and carers,
 - Improve social media output and reach
 - Generate donations
 - Find alternative office space with room for growth in centre of croydon
 - Recruit, train and retrain new trustees,



- Do a skills audit of trustees (what about staff?)
- Expansion into other boroughs development opportunity

d) Threats

- Impact of economy inflation, NI increase, fuel rises, utility rises etc
- Demand for services outstripping supply of available resources
- Continuing impact of COVID into medium term (next 3 years)
- Impact of political and legislation changes

3. Strategic Aims and Objectives

Our vision is to promote, educate, communicate and empower for the benefit and interest of people affected by mental health issues across Croydon.

Our charitable aims are to:-

- To relieve the needs of people living in the London Borough of Croydon and surrounding areas who have mental health problems by provision of services and advice.
- To advance education about mental health for public benefit in the London Borough of Croydon and surrounding areas with the object of creating awareness and reducing the stigma attached to mental health.

Our strategic objectives for the next 3 years include:

- Addressing gaps demonstrated by demographic data to meet the needs of those in socio-economic and/or racial disparity to ensure that their needs are met.
- Recommence and expand volunteering to provide a means for service users and other stakeholders to influence and support our work in the community. This include trustee recruitment and development as well as volunteers for our core projects.
- Increase our membership and supporters to reach more people in the mental health community especially those that are hard to reach or excluded.



- Build on the success of our projects to date through
 - o expanding our core projects to meet increasing demand,
 - improving our core projects to ensure they meet the needs of our service users, and
 - evaluate potential new projects or extensions to current projects to reach more people in mental health distress in Croydon and across south London.

We will achieve this by:

- Offering a safe space for people with severe and enduring mental health conditions to engage with service providers to obtain and influence the services they receive,
- Relieving the needs of people living in the London Borough of Croydon and surrounding areas who have mental health problems through advice and practical services,
- Educating the wider public about mental health to improve their awareness and reduce the stigma attached to mental health,
- Working with other groups and organisations (both statutory and voluntary sector) to provide a holistic service for mental health service users in Croydon and beyond.

4. Mission Statement and Aims

Strategic aims (2022-2024)

The aims of each individual project should contribute to the overall strategic aims, supporting their delivery and be used as the basis for defining the outcomes and impact of each project to ensure that they benefit our members, supporters and beneficiaries.

Aim. 1 Campaigning for change

We campaign for change and fight against Stigma and Discrimination – one of the many ways we do this is by trying to improve the wider public's understanding of mental health.



Aim. 2 Working in Partnership with statutory and voluntary services

We work in close partnership with other organisations across the voluntary sector such as Mind in Croydon, Status Employment, Off the Record, the Croydon BME Forum, and the local Association of Pastoral Care in Mental Health (APCMH) to ensure service users' voices are heard. Strong relationships have also been developed and maintained with statutory services such as the South London and Maudsley NHS Trust (SLaM) and Croydon's Clinical Commissioning Group (CCG).

Aim. 3 Reduce social exclusion

Through increased mobility and access to digital services and access to local support services from Hear Us and other services in Croydon provided by other voluntary groups, we want to ensure there is a reduction in social exclusion amongst mental health service users.

Aim. 4 Increase capacity within Hear Us

We want to create greater capacity within the management team to line manage projects, develop the organisation's strategic vision, and develop and strengthen monitoring and evaluation tools and processes.

Welfare Surgeries Aims (2022-2024)

Aim. 5 Help at a critical moment:

We will support people who are experiencing immediate financial distress, debt and/or food poverty. Support will be offered through referral to food banks, help with applications to discretionary schemes, and help negotiating payment plans for people who have historic debt. Service users will experience improved personal circumstances and improved well-being.

Aim. 6 Financial inclusion, rights and entitlements:

We will support people with benefit applications and appeals which will improve financial security and maximise their income, leading to improved personal circumstances, improvements in well-being, and a reduction in anxiety.

A by-product of providing this service is that we can identify themes and areas that require improvement which will translate



into the development of campaigns thereby supporting the first strategic aim (Campaigning for change).

Linkworking Aims (2022-2024)

<u>Aim. 7</u> Improving service users experience of services received and their journey through to recovery and discharge.

By Listening: "We are there to listen and not to judge. Having had our own mental health problems, we know how helpful it is to have someone to talk to in confidence and have their own lived experiences of services. As Linkworkers, we offer a safe space to talk about any issues without any fear of repercussions, so that service users can get the help to feel better."

With Support: "If any issues are raised or someone shares something that is worrying them, we are there to support them and try to help get the issues resolved. To do this, we can either support them to raise the issue themselves, or raise the issues on their behalf, anonymously or directly, depending on what is preferred."

Provide Signposting: "Sometimes what's on someone's mind might be something that we can't help with directly but we can usually point them in the direction to get help. For example, someone might be worried about benefits or need support to find work. In these cases, we can usually let them know about other organisations that are available to help."

<u>Aim. 8</u> Improve confidence and trust with staff on the wards to enable more effective and better services to improve recovery from mental illness.

Open Forum Aims (2022-2024)

Aim. 9 Improve levels of wellbeing

Improved levels of well-being and social connection for service users as the result of engagement with the Welfare Advisory Service, Open Forum, volunteering/ mentoring opportunities, and/or the wider programme of activities.

<u>Aim. 10</u> Provide a safe space designed so that mental health service users can come together and discuss services that they access



and that affect them. The Open Forum gives Service Users a chance to meet, ask questions and debate with commissioners, Croydon CCG and Council, and service providers SLaM (the South London and Maudsley NHS Trust) and other services, such as those provided by the voluntary sector (Mind in Croydon, Croydon BME Forum, Status Employment, APCMH and others) who can come and discuss their services.

Aim. 11 Influencing for change

Raise issues of concern with commissioners and service providers to influence the design and delivery of services to improve the services we receive.

Reachout Aims (2022-2024)

<u>Aim. 12</u> Hold Educational Events that raises Positive Mental Health Awareness.

To raise awareness of what it is like to live with mental illness.

To encourage staff in the organisations we work with to have a more 'open policy' towards mental health that enables them to be able to talk about their own mental wellbeing without shame, embarrassment or stigma.

5. Core Values

Our values and culture support a holistic approach, which is open and supportive to the needs of our service users and beneficiaries of what we do.

Our Core values are:-

- Honesty
- Integrity
- Respect
- Responsive
- Supportive
- Non judgemental
- Commitment going above and beyond the call of duty

How projects reflect our core values



Our Outreach approach is proactive interaction. We keep service users informed on what we are doing on their benefits and help deal with anxiety arising from benefit claims.

Our Reachout Project combats stigma and supports <u>active listening</u> and responding. Other projects, including Linkworking and the Open Forum, create a space for people to speak and be heard.

We have our own lived experience of mental health – we know what it is like to have a mental health crisis so we know acting on what we are told is important – it is about service users feeling that they are being taken seriously and that something is being done to support them.

We are an organisation of action and taking action – getting stuff done not just talking about it.

We are empowering people to have their say and be heard as an individual and not just be labelled as someone with mental health issues.

6. Approach to promoting and marketing services

Our approach to promoting and marketing our services is to be inclusive to all, accessible to all and at the same time, not intrusive. So we are careful not to bombard supporters with messages and strike a balance between regular promotion and excessive and intrusive communications. We will use different mechanisms to communicate with our supporters including by print, online (websites and social media), email, direct mailing, media and open days.

We will comply with all best practice and legal requirements when promoting our services including compliance with the Data Protection Act, GDPR, Privacy and Electronic Communications Regulations, the Direct Marketing Code of Practice and the UK Code of Non-broadbast Advertising and Direct & Promotional Marketing(CAP code) as well as any other relevant legislation or standards.

Planning our marketing strategy will help us determine the best way to promote our project and services, allowing us to measure our success against set goals and provide us with a clearer idea of where our strategy may need adjustments.

7. Description of Services and Community Profile

Croydon's demographic profile



In 2020, there were approximately 388,563 people living in the borough of Croydon, the 2nd highest in London. Croydon is split between an inner London north of the borough and an outer London south. It is ethically diverse with over 50% from BAME groups and it expected that it will become more diverse in the future. There is over 5% population turnover per year and one third of all unaccompanied asylum seeking children are in Croydon. Nearly 3% live in areas considered to be within the most 10% deprived areas In 2017 it had the largest younger ages population (under 18) and 3rd largest older adults population in London. It has the 2nd largest working age population in London.

1 in 6 adults have a common mental health condition at any one time, 1 in 95 have a serious mental illness like bipolar or schizophrenia. Work is good for you (depression and anxiety are 4-10 times more likely if you are out of work) but less than 10 % of those with serious mental health conditions are in employment, despite evidence that over 70% of people with serious mental illness wish to work.

For more details see <u>www.croydonobservatory.org</u>

The impact of the COVID pandemic on some sections of our mental health community has been severe, leading to increasing depressive and anxiety illnesses and increasing feelings of loneliness and isolation as services they relied on were changed, reduced or, in many cases, removed completely. The next 3 years will require us to support the rebuilding of our local community and responding to the changed environment to provide easy access to appropriate services to meet their needs.

Brief description of current and potential future services

Current services

Our welfare surgeries project has been running since 2012 supporting people with their benefit claims and has developed into a holistic service assessing the financial, social and health needs to advise on which service (statutory or voluntary) may be appropriate for each individual.

Our linkworking project, which has been running since 2007, listens, supports and signposts very vulnerable people with serious mental illness under secondary mental health services to ensure they have appropriate care and treatment during their time in services.



Our Open Forum, which has been running since 2003, has provided our mental health community with a safe place to come together with commissioners and providers to improve mental health service delivery.

Our Reachout Project, running since 2012, is an anti-stigma project working with the public sector (including the police, ambulance services, firefighters, councils etc) to ensure policies and practice are delivered with an understanding of serious mental illness.

Service users need support and advice to:-

- obtain the right care and treatment at the right time,
- ensure basic needs are met,
- improve financial security,
- get access to travel and increased mobility to reduce social and digital exclusion, and
- have their voice heard to influence the design and delivery of services which they use.

Future services

We have identified a number of changes and enhancements to our offer which will expand our reach and ensure more people have access to our unique set of services. Some are changes to our internal focus whilst others improve our service offer or increase our geographical reach beyond Croydon.

- 1) AQS accreditation for Welfare Surgeries
- 2) Strengthening our governance and communications
- 3) Mental Health First Aid training and accreditation
- 4) Partnership working
- 5) Buddying service
- 6) Campaigning
- 7) Consultancy
- 8) Franchising
- 9) Copyrighting our products
- 10) Peer support accreditation for Linkworking
- 11) Expansion to Lewisham (Linkworking and Open Forum)



12) Expansion to other SLaM boroughs (Southwark and Lambeth).

We anticipate the first 5 initiatives can be achieved within the next 18 months enabling us to build on our existing projects and delivering an improved and expanded service to our beneficiaries, service users and wider public in the Croydon area.

Impact

To evaluate impact of our services, we will introduce a number of measures to capture the success or otherwise of each project. This will include introducing before, during and after evaluations using the Recovery Star or Dialog (used by SLaM) to evaluate the impact of interventions by our services. We will also use the Edinburgh Warwick scale to evaluate impact. We will consider whether it is feasible to introduce a 3 month follow up to be done by volunteers to determine a longer term change to circumstance after contact with our services.

We will also obtain case studies of service users (with their express permission) to enable us to determine on a case by case basis the impact and provide a means for prospective service users to evaluate our services. These will be shown on our website and details will be available on request by prospective service users and/or included in any material provided when service users are considering whether to use our services.

8. Current Projects

a) Linkworking

We enable people in crisis to raise issues with service providers so their care and treatment meets their needs, supported by volunteers like them.

We are currently working remotely on wards using lpads for sessions with service users. This is far from ideal but may continue in some form after the pandemic is over alongside face to face support on the wards.

b) Welfare Surgeries

We provide expert advice and guidance to support people with severe and enduring mental health conditions to apply for benefits and other entitlements both directly and with us as representatives where necessary. We encourage people to do it for themselves where they can (using peer support in welfare surgeries) so they can grow in selfconfidence and soft skills and so maintain their health and well-being. We will provide peer navigators, delivering a holistic, wrap-around



Welfare Surgeries Project to tackle immediate crisis, empower them to become less socially isolated and support skill development so they can reach their goals. We are members of Advice UK standard and are actively pursuing AQS accreditation for the Welfare Surgeries Project which we are aiming to achieve by the start of April 2022.

c) Open Forum

We want to help service users learn to cope with daily challenges by developing skills and self-confidence through a supportive engagement process so it is more likely that they move on rather than becoming institutionalised.

We want to better influence campaigns at local/regional levels, through this powerful forum, leading to substantive changes in law and support for those with Mental Health conditions.

We want to create a blended approach for delivery of the Open Forum, integrating online and in-person delivery to help people to influence and get feedback from services, ensuring they have their voice heard in commissioning and service delivery.

d) Reachout Project

We want to help reduce the stigma associated with mental illness by training, supporting and informing the wider community.

We will run events within organisations with frontline staff who come into contact with people with a mental illness and challenge their perception of mental health.

We will run events within Croydon and invite the general public in to discuss mental health with the aim of fighting stigma and discrimination of mental illness.

e) Other projects

Supporting projects are also being undertaken to enable our core projects to reach as many members of the mental health community and allies as possible and provide information, advice and guidance to enable them to find solutions to the issues they face.

This includes the redevelopment of our Guide to mental health and other services in Croydon and south London which is being funded by the London Community Fund for delivery by the April 2022. We will



also develop our websites and social media presence to communicate more effectively online.

f) Improvements to Hear Us (2022-2023)

With consultancy support from Lloyds Foundation and their partners, we are undertaking a package of activities to strengthen our governance and leadership and build on existing monitoring and evaluation processes to enable us to demonstrate how Hear Us delivers differently for our beneficiaries and service users.

In the first year, our focus is on developing our fundraising and income stream generation, trustee recruitment and stronger governance, building on our strengths and addressing the things we do less well but want to do better. This includes strengthening our strategy and planning, implementing more inclusive practices so that our trustees and workforce reflect the diverse population we serve and monitoring and evaluating our services more effectively to communicate more effectively and influence the mental health agenda locally, regionally and nationally.

This is a 2 year project to strengthen our board and workforce and will enable us to more effectively represent the mental health community within Croydon and to work in partnership with statutory and voluntary sector organisations to influence the debate and improve the life chances of our beneficiaries and service users.

9. New Projects

Strengthening governance and leadership with Lloyds Foundation (2022-2023)

- Board development and governance
- Trustee recruitment
- Staff wellbeing and resiliency
- Fundraising development and diversification of income streams
- ACEVO membership

Partnership working (2022-2025)

- Increased involvement in voluntary sector alliance
- Identify potential partners
- Joint funding bids and delivery



Mental Health First Aid training (2022-2023)

- Training 2 staff members to deliver MHFA training
- Identify opportunities for delivery
- Review pilot delivery in conjunction with the development of the Reachout Project

Buddying Service (2022-2023)

• Develop proposal to CCG for buddying/befriending/mentoring service to work with SLaM

10. Advice categories and casework

We are aiming to achieve accreditation for Advice Quality Standard by the start of this business strategy with advice level and casework for Welfare Surgeries including welfare benefits, mental health services and disability. In the longer term, we will have a project to identify and obtain peer accreditation for Linkworking, Open Forum and Reachout.

11. Review process for Business Strategy

There will be an annual review every year at a minimum by the Senior Leadership Team and the business strategy will be updated to adjust the strategy and make any necessary changes to the service and Hear Us resources.

Six months before the end of the period of the strategy (ie October 2023), we will start the review process to update the business strategy for 2024-2027. We will undertake a full review of our business strategy in preparation for the end of life of the current business strategy, involving senior staff and trustees to evaluate what has changed in our community and the current needs of our community.

We will continually review the business strategy throughout its lifetime to adjust to significant changes in circumstances to ensure it stays relevant.

The review will consider any changes to the composition and needs of the local or target community and any changes to resources available to deliver our services. It will also be based on any evidence available to evaluate the performance against objectives and any feedback from service users and other stakeholders.



12. Appendix A: Fundraising Strategy and Funding

We have focused on applying to grant funders to fund the Welfare Surgeries Project and to developing long term relationships with funders such as City Bridge and the National Lottery. For the development and fundraising function, we have entered into a similar relationship with Lloyds foundation to provide both funding for specific projects and advice and guidance through consultancy to develop the charity in the future over the period of the grant.

The future fundraising plans will identify the gaps in funding that need to be met and find funders who can help us to deliver our projects in the future. A fundraising strategy and fundraising plan will be developed to progress to fill all gaps identified.



Funding for 2022-2025: For 2021/22, we have received commitments for a total of approx £252,750 from the funders below. Linkworkers are also receiving £32,640 for their time involvement from SLaM involvement register.

Funder	Project	April 21 – March 22	April 22 – March 23	April 23 – March 24	Total
Croydon CCG	Operational Core Costs	£ 76,753.25	£ 76,753.25	£76,753.25	£230,259.75
Croydon CCG	Linkworking Project	£ 30,246.00	£ 30,246.00	£30,246.00	£90,738.00
London Community Fund	Guide	£ 15,888.18			£15,888.18
City Bridge Trust	Welfare Surgeries	£ 48,000.00	£ 49,500.00	£51,000.00	£148,500.00
Lloyds Foundation	Development	£ 12,500.00	£ 25,000.00	£12,500.00	£50,000.00
National Lottery	Deputy CEO	£ 33,468.81	£ 34,436.87	£35,433.98	£103,339.66
National Lottery	Welfare Surgeries	£ 35,903.83	£ 35,903.83	£35,903.83	£107,711.49
	Total	£252,760.07	£251,839.95	£241,837.06	£746,437.07
Other Funding*					
South London &	Linkworkers	£32,640.00	£32,640.00	£32,640.00	£97,920.00
Maudsley					
	Grand Total	£285,400.07	£284,479.95	£274,477.06	£844,357.07

City Bridge Trust is committed to funding of £148,500 for the period April 2021-March 2024. Lloyds is committed to funding £50,000 over October 2021- September 2023. National Lottery is committed to funding £211,051 from October 2022-September 2025.



13. Appendix B: Resources

As of 30th September 2021, we have 4 trustees (including an interim chair, company secretary and treasurer). We are actively recruiting additional trustees to increase the board's expertise across different areas of responsibility. A profile of each trustee is on our website.

There is currently a staff headcount of 9. At the time of writing, we have 8 staff members (1 full time, 7 PT) working across all of the projects. We are in the process of recruiting for the Open Forum Project Coordinator and Deputy CEO roles. Before the pandemic, we had over 50 volunteers but COVID has prevented us working with volunteers. The volunteer strategy will address how we re-engage our volunteers once it safe to do so.

All trustees, staff and volunteers have lived experience of mental illness, mostly as service users of SLaM services.



Hear Us

To promote, educate, communicate and empower, for the benefit and interest of people affected by mental health issues

Version #	Author	Date	Version Notes
HU-V1	Eleanor Yates	31/08/2021	New version based on away days
HU-V2	Eleanor Yates	23/09/2021	Expanded to complete main parts of the strategy
HU-V3	Eleanor Yates	24/09/2021	Updated headcount
HU-V4	Eleanor Yates	8/10/2021	After review by welfare surgeries team
HU-V5	Tim Oldham	11/10/2021	Attached New Letter Head & Format
HU-V6	Eleanor Yates	26/10/2021	After away days
HU-V7	Eleanor Yates	4/11/2021	Review to highlight remaining sections required
HU-V8	Tim Oldham	15/12/2021	Reviewing Aims
HU-V9	Eleanor Yates	16/12/2021	Update marketing and other section as required
HU-V10	Eleanor Yates	16/12/2021	Finalised policy
HU-V11	Eleanor Yates	08/02/2022	Change review date to comply with review requirements in AQS
HU-V12	Caz Austin	10/02/2022	Trustee signoff
HU-V13	Eleanor Yates	18/02/2022	Add as a result of fundraising strategy planning (PESTLE and SWOT – new section 2)
HU-V14	Eleanor Yates	17/03/2022	After review by Julia Worthington (Amber Consulting)
HU-V15	Tim Oldham	17/03/2022	Light amendments
HU-V16	Eleanor Yates	10/05/2022	Change political composition as a result of the local election results on 5 th May 2022
HU-V17	Eleanor Yates	24/05/2022	Update section 11 to include annual review for business strategy