



OXFORDSHIRE MIND STRATEGY 2022 - 25



**OXFORDSHIRE
COUNTY COUNCIL**



WE ARE BETTER
TOGETHER

The Oxfordshire Mental Health Partnership

Registered Charity: 26147
Company: 4343625

EXECUTIVE SUMMARY

Our vision, purpose, values and priorities

Oxfordshire Mind's Vision is:

We won't give up until everyone experiencing a mental health problem gets both support and respect

And our Purpose is:

We promote good mental health through the provision of high-quality services and campaigning for positive change

Our Vision and Purpose inform who we are, what we do, and our focus as an organisation.

This Strategy document for the time period 2022-25 builds on our strong history and heritage. Established in 1967 we have continuously grown and innovated and our aim is to become ever more impactful, driven by the needs of our beneficiaries.

Oxfordshire Mind has a strong track record in meeting the needs of our service users through Campaigning, Housing, and Wellbeing services – all underpinned by a lean and effective Central Services operation. This work will continue and strengthen. All of what we do is delivered in Partnership and going forward we want to ensure we maintain a good breadth and diversity of partnership working. In the future, Oxfordshire Mind will:

- Be slightly smaller in income terms
- Be ever-more ambitious for our organisation and service users
- Be proudly non-clinical*
- Be more independent, not afraid to speak out and campaign
- Continue to complement the NHS and work in partnership with the NHS, Local Authorities, and the 3rd sector
- Increase our fundraising in order to foster this change of direction and diversify our income streams
- Increase the profile of our organisation, be proud of what we achieve (and say so), and speak out for the Mental Health needs of our service users and all people facing Mental Health challenges

Oxfordshire Mind is and will remain a values-driven organisation. We are defined by being person-centred, driven by the needs of our service users, and recognising the benefits and challenges that come from Diversity. We are dedicated to Involvement, Equality, Diversity, Inclusion and Equity, and Peer Support and Volunteering – this is

both a manifestation and demonstration of our Values and our person-centred approach. Our Values are:

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

For the next 3 years we have mapped out four Strategic Priorities. More detail follows in this document on each of these:

- i. **Service development and delivery** – ensuring our operating model is fit for purpose with strong and sustainable services
- ii. **Reach and accessibility** – ensuring we meet the needs of our service users including via digital service delivery and also expansion into Berkshire West
- iii. **Children and Young People** – the most rapidly growing area of mental health need in British society
- iv. **Our people** – without whom nothing gets done

Through this exercise we have consulted widely with employees and service users. A strong sense has emerged from this exercise from service users of gratitude for what we do, a desire for not too much to change, and praise for our employees. Our People (employees, volunteers, trustees, peer supporters) are without fail hard-working empathetic professionals and the world is a better place for their outstanding contribution.



** Non-clinical services are services that are concerned with understanding and improving someone's sense of confidence, wellbeing and management of their own lives. This is through establishing appropriate relationships that are based on a clear understanding of someone's aspirations, values and social and personal environment, to work towards their reaching a clearer understanding of their problems and issues, and what options they have to resolve them. People providing these services do not arrive at a medical diagnosis and do not prescribe medication or other medical services, but do provide services that require training, often formal qualification, supervision and access to skilled and experienced practitioners for advice, guidance, training and support.*

Service Development and Delivery

Sustaining our service offer, and ensuring reliable, good quality effective services is critically important. We seek a continuous improvement approach with partners and communities to ensure that we continue to reflect current needs and priorities, as well as mapping out what we as an organisation need to do in order to support employees delivering services in our community and on the front line.

It is important to note that much of our work will not change as a result of this strategy or these priorities – we are widely recognised for the excellence of what we do, and this will continue – “Business as Usual”.

“Just keep doing what you do and don’t change too much”

“Your staff are fantastic”

We will aim to **Maintain and Enhance our current services.**

- Engaging proactively in re-commissioning conversations as existing contracts come to an end.
- Sharing our strong satisfaction and impact results more widely.
- Maintaining a strong theme of continuous service improvement, particularly making best use of the internal and external scrutiny we benefit from via our Service Quality and Performance sub-committee and Mind Quality Mark assessment respectively.
- Diversifying our income streams in order to become more independent and mitigate the risks of having too much income reliant on any one income source.
- Developing our approach to fundraising and independent income generation.
- Adapting effectively to challenging financial circumstances (both for us but also our key funders in statutory bodies) and resisting the challenge to ‘do more with less’.

We will aim to continue to **develop the infrastructure** required in order to support service delivery.

- Maintaining a lean central services function which, at 12% of income currently, benchmarks well in the charity sector.
- Maintaining investment in the key systems which demonstrated their value in our rapid response to the challenges of the COVID-19 pandemic – Customer Relationship Management System, HR, Finance and IT infrastructure.
- Undertaking an independent review of our IT infrastructure in order to define any improvements.

We will aim to minimise our **impact on the environment**.

- Putting in place a Carbon Reduction Plan to reduce further our already modest footprint.
- Carrying out environmental impact reviews of our owned and leased spaces.
- Continuing to seek reductions in the amount and cost of our travel, while recognising that many of our service users do need to see us in person.

Reach and Accessibility

Accessibility was a regular theme in service user consultation as this strategy has been developed. People who use our services were complimentary in particular on the immediacy of our response.

“Accessible without NHS or Dr referral and non-clinical”

“Ease of access”

“That people are able to get options very quickly and get support”

The Information Service sits at the heart of much of what Oxfordshire Mind does. Every year this service helps around 15,000 people gain access to mental health information (60 each day); for many of these people this is the first critical step on their road to recovery. This gives us a solid foundation, but we recognise that face-to-face delivery is crucial for some people and services, and that some communities are currently under-served by our organisation.

We will continue to offer **hybrid (remote/digital and in-person) delivery** as widely as possible.

- Aiming wherever possible to enable service users to determine the best way for them to access Oxfordshire Mind.
- Seeking out opportunities for additional physical presence in under-served locations.
- Continuously updating and improving our website
- Reconfiguring the Oxfordshire Mind Guide website to make it more effective and easier to use
- Learning from and applying the work of National Mind and other Local Minds

We will expand the **Mind in Berkshire** programme, in collaboration with Buckinghamshire Mind.

- Working with National Mind so that the ‘designated area’ for Oxfordshire Mind includes Berkshire West
- Working with statutory partners in local authorities and the NHS in order to develop further scale. This will include our Primary Care teams.
- Looking to develop further income streams from other grant givers and also from other fundraising sources.
- Driving awareness of and investment in mental health across Berkshire.

- Strengthening cross-sector alliances and influencing policy, so that we increase local capacity in the 3rd sector, improve access to support across communities, and address gaps in provision.
- Drawing on expertise from Oxfordshire and Buckinghamshire Mind and National Mind, in order to deliver relevant high quality services to improve mental health and emotional wellbeing outcomes for Berkshire children, young people, adults and families.

We will continue to implement our **Equity Diversity Inclusion & Equality Strategy** (approved in 2021) to deliver on the commitment that we won't give up on striving to be an ever-fairer, more inclusive organisation for those we serve and those we work with. The approach is framed by six strategic aims.

- Being open and transparent about our approach to challenging inequity in access to, experience and outcomes of mental health support, positively inviting challenge to develop our thinking and learning.
- Taking an evidence-based approach to setting our priorities and tracking our progress towards becoming an ever more representative organisation, reflecting the communities we serve through our employees, volunteer, trustee, and service user make up
- Developing our Human Resources (HR), Volunteering and Trustee Recruitment processes to attract and retain more diverse talent, continuing to monitor access to pay and progression opportunities so we can address any inequalities within our organisation.
- Equipping our workforce with the skills, capabilities, and support to advance equity, diversity, inclusion and equality.
- Co-designing, co-developing and monitoring services to reflect the diversity of communities we aim to support.
- Offering and promoting services in inclusive ways.

Children and Young People

In 2017, one in ten young people had a mental health problem. By 2020, it was one in six. National Mind's engagement with young people reveals that trauma from abuse, bereavement, bullying and broken relationships is a major part of the problem, particularly affecting young women. Many young people don't feel able to ask for help. Those who do often end up stuck in mental health waiting lists that stretch for months or years.

The need for improved Children and Young People (CYP) services came up regularly in consultation:

“Broaden its support of CYP”

“Young people and support in schools”

We will implement a specific **Children and Young People Strategy** (approved in 2022).

- Developing our fundraising in order to invest in specific CYP services which we will define over the next 3 years.
- Continuing to advocate for children and young people's mental health support, amplifying their voice and co-producing solutions with them through our youth forums, Youth in Mind conferences, and schools in-reach.
- Continuing to support parents, families, and carers to help in recognition that families play a key role in supporting mental health outcomes for children and young people. CYP.
- Setting up an advisory panel to meet twice a year to plan, scrutinise, and advise on our impact and funding for CYP MH work. This panel will be informed by a CYP youth voice committee, to include the views of parents and carers.
- Considering service enhancements in terms of physical location of services, dedicated CYP provision, work in and out of schools, digital provision, and services dedicated to certain key ages.

Our People

Our People includes: Employees, Volunteers, Peer Supporters, Trustees.

Consultation feedback demonstrated how Our People live our ethos:

“The person-centred nature of the service. The values of OXM align with my own.”

“We do not turn anyone away and genuinely value service user input and involvement.”

Through our EDIE Strategy, we have committed to becoming more reflective of the people we aim to serve. It follows that we commit to ensuring our processes support this so that people with different lived experiences and identities feel motivated to work with our organisation, whether in a voluntary or paid capacity, and that once they have joined us, that they feel happy, safe, respected, and fairly valued so that they want to stay working with us towards our organisation’s goals.

We have committed to updating our employee, volunteer and trustee data collection processes so we are better able to understand the identities and experiences of Our People, and progress our journey towards becoming an ever more representative organisation.

We will **continuously improve HR policies, recruitment, and personal development opportunities**, including through an EDIE lens to ensure alignment with our EDIE Strategy and Policy

- Implementing the new Reward policy, with the new approach to pay taking place in April 2023 for the first time
- Implementing a more comprehensive Benefits package in 2022 and 2023
- Aiming to be recognised with external accreditation in 2023 or 2024 (Queens Award, Employer of Choice, or similar) for our HR function generally and specifically in relation to promoting equality and diversity
- Continuously improving our approach to employee wellbeing
- Develop our Learning and Development offer to equip our employees with the necessary skills, confidence and support to perform their roles, including to advance equity, diversity, inclusion and equality.

We will maintain a dedicated **Volunteering and Peer Support** development team. We are able to enhance our service delivery by drawing on our volunteer workforce and we offer a range of volunteering opportunities which promote wellbeing, inclusion and recovery.

- Offering comprehensive recruitment, induction, training and ongoing support to our volunteers.
- Extending the range of volunteering opportunities, particularly to offer more for young people.

- Developing our volunteering support processes to accommodate different situations, recognising that ‘bite-size’ or ad-hoc volunteering may be a better fit for some people with their lives, while others would prefer to make a regular commitment.

We will continue to improve **internal communications**, an ongoing programme to rise to the challenges raised by the pandemic and move to more remote working.

- Holding an annual employee conference
- Considering the need for more structured ‘team days’
- Investing more in a winter celebration
- Considering the use of an Intranet in order to better share and disseminate information to our people, and bring this together in one location
- Continuing to deliver good other internal communications – newsletters, webinars, etc

We will continue to deliver on our **Involvement Strategy** to bring a lived experience voice to our policy and practice.

- embedding the involvement of service users and stakeholders at all levels within the organisation, aiming always for a co-productive approach.
- ensuring that all involvement is recovery and wellbeing focused, is inclusive, is meaningful, and has a positive impact.