



Guernsey Mind Strategic Plan

Community in Mind

01 April 2018 – 31 March 2022

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Introduction

Guernsey Mind was formed in 1977 and over the past 40 years has worked continuously to develop a positive landscape for mental health and wellbeing in Guernsey. We became an affiliated partner to Mind UK in 2008 and this opportunity has enabled us to develop and grow by working with our partner charities in Jersey, England and Wales. As an affiliated partner, we benefit from a quality management system accredited by the Charities Commission and shared good practice with other local Minds. We are however an independent charity; all decisions are made locally and all funds raised are invested in the Guernsey community. In 2008 we built the Lions Mind Centre where we are based, in 2010 we employed our first member of staff and in 2017 we have grown to an organisation employing 5 members of staff (2.8 full time equivalents) and with an annual turnover of £150,000.

Our vision: Our vision is of a society that has a positive attitude towards mental wellbeing and where the community embraces respect for all.

Fundraising

All our major funds are received through grants from local corporations and charity foundations. A portion of our income is derived from provision of training, CSR relationships with local organisations, an annual Fun Run, fundraising events (e.g. as one-off beneficiaries of the Guernsey Marathon and This is Epic) and individual donations. We are lucky to be the recipient of non-financial support, such as IT management, through longstanding relationships with local organisations. The States of Guernsey do not provide funding for any of our activities.

In 2017, we formed a 3-year strategic partnership with Deloitte, this partnership has benefited us financially but has also had a significant impact in building our organisational capacity and reach. In 2017 Deloitte has worked with us to run an Island-wide survey about attitudes to mental health. This survey is based on a UK Time to Change Survey and will enable us to compare Guernsey with the UK and form a baseline for future change. Over 1800 people responded to the survey in Guernsey, and with Deloitte we were also able to work in partnership with Mind Jersey. We will run a second Survey in 2019 and Deloitte are also supporting us to improve our website, launch a financial product for our Employee Wellbeing Service to support us to be more self-sustaining, and in 2019 will help us to reach our goal of becoming a community investment organisation.

Partnership working

In 2015 Guernsey Mind was commissioned by the States of Guernsey, with strategic funding from the Community Foundation, to produce a Mental Health and Wellbeing Plan for the Bailiwick of Guernsey. This Plan brings together the whole community with government, business, the third sector and individuals working together for better public mental health, early recognition and knowledge creation. The Plan was approved by the States of Guernsey in 2017 and published in October 2017. Working with over 100 stakeholders in different sectors has had a big impact on the

development of Guernsey Mind's own Strategic Plan and in the next four years we will continue to emphasise network building, community uprising and partnership working.

Guernsey Mind will undertake several actions to fulfil our commitment to the Bailiwick Plan. We will work in partnership with individuals and St Johns Training Agency to train 1 in 10 people to be Mental Health First Aiders (MHFA) across the Bailiwick, develop a community partnership programme to create 1,000 community mental health champions under the framework of our 1000 Minds campaign, and work in partnership with employers to launch Mindful Employer, a charter and action plan for employers to improve the mental wellbeing of their workforce.

We are also working in partnership with Queens Rd Medical Practice towards being commissioned to develop a Centre of Excellence for Wellbeing, which is also an action within the Bailiwick Plan. This Centre will deliver services which will benefit public health, improve access to services, aid recognition and early intervention and facilitate access to services across the States and Community Sectors. Services provided will consider the needs of the whole person and all ages and service delivery will be based on evidence-based practice ensuring that mental and physical health is fundamentally linked.

Guernsey Mind has a small team of 5 people and we do not intend to grow our team over the next 4 years, except for some additional administrative support. To expand our services, we need to rely on our community champions, large reach campaigns and training and to work intensively in partnership with other organisations. Our role over the next 4 years will be to act as facilitators of a community uprising so that support is provided by employers, colleagues, team mates and friends and family, by increasing knowledge about mental health and the range of services available. We do not intend to extend individual services which generally only benefit a small number of people. Our reach is for the whole adult population of Guernsey.

In 2017, we have taken the decision to work in partnership across all our services. As well as our partnerships with Deloitte and Queens Rd Medical Practice, this year we have formed the following partnerships:

- The College of FE to deliver three 6 week courses providing positive psychological interventions, such as growth mindset, Decider Skills, mindfulness and nutrition. These courses are delivered by local professionals and are publicly accessible. They are paid courses, but we offer free spaces to people attending the Mind Centre and the Recovery and Wellbeing centre at The Oberlands.
- St Johns Training Agency to share a trainer, expanding our capacity to deliver training, and to promote our MHFA training in their programme alongside their physical first aid offering.
- CIPD to undertake a survey about mental health in the workplace locally. This was published in March 2017. We also held a joint event enabling Paul Farmer, the CEO of Mind UK to talk to over 60 local employers about a new report "Thriving at Work" setting standards for mental health in employment.
- Mind Jersey to run a Time to Change Survey across the Channel Islands about local attitudes to mental health, and to deliver 6 MHFA courses across Guernsey and Jersey in 2017. In

2018 trainers from Guernsey Mind and Mind Jersey will deliver 12 courses across both islands.

- Committee for Education, Sports and Culture and Child and Adolescent Mental Health Services (CAMHS) to introduce Youth Mental Health First Aiders to schools in 2018.
- Autism Guernsey. We have commissioned Autism Guernsey to develop the capacity to run a sustainable training course for Mental Health and Autism. This funding will last for 2 years.
- Mindful Guernsey to deliver a one-day workshop on Mindful Self-Compassion, this was a paid course with free spaces available. The profit made is being reinvested in 2018 to run a 1 week course locally to train mindfulness practitioners to be able to deliver the course locally and so make it sustainable and widespread. We are delivering 2 new training courses with Mindful Guernsey in early 2018.
- Health & Social Care Services to run a two-day workshop on Acceptance Commitment Therapy (ACT). This workshop was for mental and physical health professionals working for the States and in the Community. ACT is an innovative therapy increasingly being used to support people with PTSD and people managing physical conditions.
- Guernsey Athletics Club for the 4th year running to hold our annual Fun Run to raise awareness about the importance of exercise for good mental health. In 2017, we had 430 entrants and are aiming for over 600 in 2018, surpassing the Father's Day Milk Run to become the biggest community run in Guernsey.
- Sports Commission to deliver our Team Talk Campaign to increase understanding about mental health within sports teams and to train coaches to support the mental wellbeing of their athletes.
- Male Uprising Guernsey (MUG) to run a campaign to reduce the numbers of male suicide, the campaign will be launched in 2018.
- School of Popular Music to run a campaign 'Express Yourself' to encourage people to take part in the arts for fun to improve wellbeing, including music, art, literature, crafts, drama and dance. This campaign will be launched in 2018 with The Hope Singers Choir as a beacon for all other developments.

In 2018, we will investigate the creation of a Mental Health Taskforce for Guernsey, this will bring together all charities, community organisations and States representatives working towards positive mental health in Guernsey. This taskforce will enable us to develop a common purpose for mental health across the Bailiwick, create effective partnerships, share funding and provide efficient and effective services to meet clearly identified local needs. It will also enable us to provide an informed community viewpoint for our membership of the Mental Health and Wellbeing Strategy Steering Group.

By the end of our 4-year plan in 2022, we plan to have expanded our services across the Bailiwick to encompass an Alderney Mind. We visited Alderney in 2017 to develop a local network, and in 2018 will create an Alderney Mental Health Taskforce with a view to training 200 local champions in Mental Health First Aid and creating a 4 year forward plan for Alderney.

Guernsey Mind were shortlisted for Charity of the Year at the Community Awards 2014 and 2016.

What we do

Guernsey Mind provide a service that promotes positive mental health for the community. We work in the community to improve services, raise awareness, increase knowledge, influence change and promote positive mental health, making it easier for people to get the right help as early as possible. Guernsey Mind is committed to challenge negative perceptions of mental health, and to promote community investment in mental wellbeing.

Mental health conditions, such as anxiety and depression, are common and aggravated by increasing levels of societal stress. Many of us will experience poor mental health at some point in our lives and we probably all know someone who is going through a difficult time right now. In a small Island, how we talk and act towards mental health as a community can have a big impact. Our services focus on preventing poor mental health, encouraging knowledge and choice about how to manage mental wellbeing and promoting healthy attitudes towards seeking help. We expect our mental health and physical health to be treated equally.

We always aim to work with other community organisations to share resources and expertise to deliver the most effective and efficient services. Examples of our partnership work in 2017 include, Autism Guernsey, the Sports Commission, CIPD, This is Epic, Mind Jersey, the School of Popular Music and Mindful Guernsey. We believe that building proactive communities around mental health will strengthen positive attitudes, create mentally healthy connections and build on shared positive values for good mental health.

Mental health impacts across our lives and so we have many opportunities to deliver different services, but with only limited access to resources. Our Strategic Objectives for the period April 2014 to March 2018 identify where our priorities are and these are outlined in Box 1. These Strategic Objectives will remain in place for the period April 2018 to March 2022. To understand better the needs of Islanders we have undertaken an Island wide survey to identify what services Islanders would be mostly likely to use and this will inform our future planning process.

BOX 1: STRATEGIC OBJECTIVES APRIL 2014 – MARCH 2018

- **Strategic Objective 1:** Ensure every employer in the Bailiwick understands and effectively manages mental wellbeing in their workplace.
- **Strategic Objective 2:** Ensure Guernsey Mind is a recognised hub for mental wellbeing and to pursue opportunities to further enhance the service we offer.
- **Strategic Objective 3:** Campaign and lobby to improve service provision, raise awareness and encourage understanding of mental health issues.
- **Strategic Objective 4:** Ensure Guernsey Mind is run effectively and sustainably for the benefit of those who need our support.

Progress from April 2014 to March 2018

The last four years have been a period of rapid growth and development from being a small, primarily volunteer led charity, working with individuals and employers, at limited capacity, to a professional organisation with a governance-led Board, employing experts and providing services for the whole community. This period has seen the building of foundations that will enable sustainable growth over the longer term.

- **Organisational development.** We have grown from being a Charitable Association to a Company Limited by Guarantee, introduced a QuickBooks Accounting System and integrated our file management and data storage system on-line, enabling staff to work flexibly from home and for staff and Board to be better connected. As we are increasingly working with individuals through the Community in Mind Service we have established policies and procedures for safeguarding and a volunteer contract to support better clinical governance. We are committed to staff development, to ensuring good leadership and management practices and to being an organisation that supports positive staff mental wellbeing. We have also passed our quality review process with Mind UK and implemented a rigorous financial and strategic planning process.
- **Employee Wellbeing Service.** Our Employee Wellbeing Service has grown from strength to strength over the period. We have been able to build on some notable successes with the Guernsey Post and with HM Revenue and Customs in the UK to provide evidence that investing in employee mental is not only good for staff but good for business:
 - Guernsey Post saw mental health absence rates fall by 65% the year following our training, and a further 19% the year after. This returned an estimated £100,000 to the business.
 - We supported HMRC to develop a pilot scheme for mental health and wellbeing, the scheme returned 6,750 absence days to business operations within 1 year. This equated to half a day for every employee.

This type of success requires an investment in cultural change from business leaders and we have developed our services over the period to create opportunities for businesses to become involved at the level that suits them. During our four-year strategy, we have trained over 2,000 members of staff and worked intensively with 50 employers. Our Employee Wellbeing Manager became the Island's first qualified Adult Mental Health First Aid Instructor in 2017, a qualification accredited by Public Health England. In addition to providing our own bespoke training and audit services, our aim is for all businesses to have staff trained in mental health first aid, so that cultural change can be ingrained within the business, and to create equality between physical and mental health. In 2017 we also launched the pilot for our Mindful Employer Programme, an Island-wide Charter and Awards programme, and partnered with the Chartered Institute of Personnel and Development (CIPD) to run Guernsey's first survey on Mental Health in the Workplace.

- **Community in Mind.** The development of our Community in Mind programme was a recognition that we needed to provide more opportunities for people in the community to support each other. The Lions Mind Centre continues to provide a home for self-help groups, with more than 160 people per week using the Centre. In 2015, we launched our community choir, The Hope Singers, who have grown from a small core of 6 people to a membership of 70. The choir has sung at 15 community events, most notably opening the Muratti in 2017. Our weekly walking group has grown to 15 people and we are increasingly building our number of mental health champions. Our champions include: Dave Warr, Vice-Chair of the Community Foundation; Boley Smillie, CEO of Guernsey Post and; Jeremy Frith, Performance Director at the Sports Commission. They all care passionately about mental health and have an enormous ongoing impact with their support for Guernsey Mind. We ask our champions to stand as proud advocates for mental health, and this helps us change attitudes in a way that is enduring and widespread.
- **Mental Health and Wellbeing Strategy.** We have always prioritised working with the States of Guernsey to support people using Mental Health Services, and to promote Public Mental Health. In 2015, we were commissioned by the States of Guernsey, with funding from the Community Foundation, to prepare the first Mental Health and Wellbeing Plan for the Bailiwick of Guernsey 2017-2022. The plan focuses on how our community can work together to share our resources and expertise to make mental wellbeing a priority.
- **Change in Mind.** Attitudes to mental health have changed significantly, but we know that there is still a long way to go before mental health and physical health are treated in the same way. All our campaigns aim to make mental health more accessible for everyone, and to identify ways to incorporate good mental health within things that we already do, such as sport and work. The BWCI Guernsey Mind 10km Fun Run was launched in 2014, and has increased in size from 120 participants to 300 participants per year. In 2017, we launched our Team Talk campaign championed by leading sports personalities. Our Team Talk campaign video showcasing our Team Talk ambassadors had over 5,000 views on Facebook. Our ambassadors are:

 - Tony Vance, Manager of Guernsey Football Club
 - Gemma Crouse, Captain of Guernsey Ladies Rugby
 - Laura Fry, triathlete and owner of Tri a Try
 - Tom Druce, Guernsey Athletics Club Development Officer
 - Alun Williams, former president of Guernsey Athletics Club and
 - Rachel Merrien, Guernsey Ladies Rugby

We are also working to raise the profile of mental health more generally, in 2014 we launched Guernsey Mental Health Week, 10-17 October annually, as part of our membership of the Mental Health and Wellbeing Strategy (2013) Steering Group. In 2016 the Week hosted 3 conferences about mental health with more than 700 people attending. In 2017, we are running an Island-wide Time to Change Survey to find out what people think about mental health and where they go to get support. Also in 2017, we have worked with the Association of Guernsey Charities (AGC) to develop a separate sector for mental health within AGC, having previously been part of the disability sector. As part of this partnership we co-hosted an afternoon tea

with the AGC and Sir Ian and Lady Corder at Government House. The increased profile of mental health means that more people are interested in being involved than ever before.

Appendix 1 shows our current activities for each objective in detail and some of the highlights over the past 4 years.

Our challenges for the future

We are a small team of 5 people with an ambitious programme of development and we have grown rapidly over a short period. One of the reasons for this has been due to our ability to be flexible, to change direction quickly as need requires, respond to external pressures and be innovative. This is very important when working in the charitable sector on Guernsey as we are continually competing with other charities for fundraising opportunities, and for the ability to raise awareness. We don't benefit from commissioning through the States of Guernsey and so it is very difficult to guarantee the longevity of any service.

It is difficult for a funder to justify continuing to provide funding for the same staff and services for a long period, and so we feel the pressure to constantly focus on product development, even if rationally, for the organisation, and for clients, the best development choice is to remain steadfast and grow the services that we currently have. This means that a lot of time is spent in networking to build confidence in Guernsey Mind and to continually think about what we can do next and focus on market creation.

As an organisation, we are now reaching the stage where we have the governance structure, level of experience, expertise, profile and service base, to deliver sustainable services that will have benefits community wide. Our focus no longer needs to be on market creation, but on capacity building.

To do this we need to ensure that our funding base is secure over a long period, so our real challenge in the next four years is to become a community investment organisation, to increase our capacity to generate our own funding through membership schemes, both for corporates and individuals, and to increase our income generated through training. Our 4-year plan 2018-2022 will focus on cementing the services that we currently have, continuing to work in partnership to share resources effectively, and generating a significant percentage of our own income by the end of the period. The following pages detail what we want to achieve and our funding requirements for the next 4 years. Our consolidated budget is in the table below, and includes an additional 18 hours of administrative support (taking our staff numbers to 3.5 full time equivalents).

Resources needed – consolidated budget	Cost (per annum)
Executive Director (37hrs per week), Employee Wellbeing Service Manager (30hrs per week), Community in Mind Manager (20 hrs per week), Change in Mind Co-ordinator (5hrs per week), Administrative support (30hrs per week)	£131,000

Campaigning and events	£31,000
Training delivery (incl MHFA, Team Talk and partnership work)	£10,000 (£17k in year 1)
Staff training	£4,000
Organisation and Mind Centre running costs	£5,000
Total cost (minimum)	£181,000 (£188k in year 1)

What we aim to achieve by 31 March 2022

Strategic Objective 1: Ensure every employer in the Bailiwick understands and effectively manages mental wellbeing in their workplace

We recognise that employers are in a position where they can have a significant impact on the mental wellbeing of the people who work for them. We know that employers prioritise staff wellbeing, but often don't have the knowledge or resources to support staff who are struggling. We know that people find it difficult to identify their own needs, let alone express to colleagues and managers what they can do to support their needs at work. We believe that increased knowledge and better access to a range of community resources and support will make a big difference. We think that change needs to be led from the top down and championed from the bottom up. We want mental health and physical health to be treated equally within the workplace.

By 2022 we want:

- To continue to deliver and expand the services that we currently provide.
- Every Bailiwick of Guernsey Employer signed up to the Mindful Employer Charter.
- 1 in 10 members of staff to be trained as Mental Health First Aiders (MHFA).
- To generate £30,000 of income through our Employee Wellbeing Service.
- To build a community of Mental Health First Aiders who share good practice and provide a supportive network for each other.

We will do this by:

- Piloting the Mindful Employer campaign with 5 workplaces before expanding the programme to all employers across the Bailiwick.
- Creating a Mindful Employer website with access to a range of resources.
- Offering training and support to Mindful Employers through our Employee Wellbeing Service.

- Working with Mind UK to expand their Employee Wellbeing Index to include a Wellbeing Index for the Channel Islands. This will enable local employers to audit their mental wellbeing practices and index themselves against other local employers.
- Expanding our services so that we have the capacity to manage the needs of the Mindful Employers.
- Working with Mind Jersey to have a Mindful Employer programme available across the Channel Islands.
- Hosting a Mindful Employers' Awards to celebrate the good work of employers who actively prioritise the mental wellbeing of staff.
- Working with partners in Guernsey, Jersey and Alderney to create a sustainable training base for Mental Health First Aid. We aim to have at least 6 people trained as Adult Mental Health First Aid Instructors across the Channel Islands.
- Creating a Mental Health First Aiders champions network, organising regular events and enabling opportunities for the champions to share good practice and experiences.

Resources needed – Employee Wellbeing Service	Cost (per annum)
Employee Wellbeing Service Manager (30hrs per week), administrative support (15hrs per week) and Executive Director (5hrs per week)	£55,000
Campaigning, website design and maintenance (Mindful Employer)	£12,000
Training (£3,500 per MHFA instructor x 2)	£7,000 (year 1)
Event organisation (regular MHFA champions meetings, awards to be launched at end of strategy period)	£2,000
Total cost (minimum)	£69,000 (£76k in year 1)

Strategic Objective 2: Ensure Guernsey Mind is a recognised hub for mental wellbeing and to pursue opportunities to further enhance the service we offer

We know that being able to express yourself without fear of judgement is a crucial factor in maintaining good mental health. We know that actively listening to someone else is difficult when we have so many demands on our time. We recognise that taking time out to look after yourself and manage your stress levels is not a high priority. We believe that resilience is a skill that is learnt by prioritising your own needs, and managing your energy levels, it is not a personality trait. We know that poor mental health is not a sign of weakness, it's a sign that you've been too strong for too long. We think that building a community that prioritises its own mental health, will better support the

mental health of all members of the community. We want to create opportunities to build positive connections based on shared community values for good mental health.

By 2022 we want:

- To continue to develop our weekly Walk and Talk group and The Hope Singers Choir.
- 1,000 mental health champions who support, promote and actively work to create a mentally healthy Bailiwick.
- A mental health champion in every States Department.
- To build a community for our champions and enable them to meet regularly to celebrate their work.

We will do this by:

- Creating a champions charter to highlight our intentions towards mental health for ourselves and towards our fellow Islanders.
- Investing resources to expand our capacity to support our champions, continuing to develop community groups alongside The Hope Singers and Walk and Talk.
- Actively signing up champions to the charter and promoting it to a range of people and organisations.
- Organising regular meetings for the champions so that they can share best practice and experiences.
- Write regular blogs to keep champions updated about the work we are doing.
- Organising an annual champions event to celebrate what is being achieved.

Resources needed – Community in Mind	Cost (per annum)
Community in Mind Manager (20 hours per week), administrative support (5 hours per week) and Executive Director (5 hours per week)	£28,000
Campaigning (charter, blogs and community groups)	£3,000
Event organisation (regular champions meetings, annual event)	£6,000
Total cost (minimum)	£37,000

Strategic Objective 3: Campaign and lobby to improve services, raise awareness and encourage understanding of mental health issues

We know that positive change needs everyone to work together to provide effective and efficient services. We know that there is a lot of good work being done across the Islands but there is a lack of information about what is available. We want everyone to be able to access the services that they need when they need it. We want the services that are provided to be safe, for us to expect services

to be of a high standard and to have the right to voice our concerns when the quality is not good enough. We want to understand what Islanders think about mental health and wellbeing and to listen to what they need. We want to offer information and training about mental health and provide opportunities to work together to make services more accessible. We want people to talk about mental health in a positive and proactive way. We want mental health and physical health to be treated in the same way.

By 2022 we want:

- To continue to be involved in the Mental Health and Wellbeing Strategy Steering Group and to deliver services that reflect the Mental Health and Wellbeing Plan 2017-20.
- To create a Mental Health Taskforce for Guernsey, Alderney, Sark and Herm to develop a common purpose for mental health across the Bailiwick.
- To have 50 Team Talk Ambassadors from each of the sports signed up with the Sports Commission.
- To have trained all Island coaches and managers in mental health and wellbeing.
- To have undertaken a second Island-wide Time to Change survey to assess if our campaigns are making a difference.
- To run 12 training courses in Mental Wellbeing in Mind with the College of FE.
- To have 600 people signed up to take part in our annual 10km Fun Run every year.
- To deliver 2 campaigns in partnership with other local organisations to reach a wide range of people.
- To work in partnership with 10 local organisations to provide training in self-management tools and campaigns for good mental wellbeing across a range of sectors and conditions.
- To increase our social media and contact list to reach over 5,000 people on a regular basis.

We will do this by:

- Investing resources to continue to expand our capacity to be able to deliver services in this area.

Resources needed – Mental Health and Wellbeing Strategy, Change in Mind	Cost (per annum)
Change in Mind Co-ordinator (5 hours per week), administrative support (5 hours per week) and Executive Director (10 hours per week)	£22,000
Campaigning and events (materials and agency support)	£7,000
Training delivery (Team Talk, Awareness Training and Mental Wellbeing in Mind, plus joint work with other organisations)	£10,000
Total cost (minimum)	£39,000

Strategic Objective 4: Ensure Guernsey Mind is run effectively and sustainably for the benefit of those who need our support

We know that for our services to be sustainable, effective and far-reaching we need to have a governance structure that supports a flexible and professional approach. We know that we need to ensure our financial planning is sustainable over a long period. We know that we need to be able to provide evidence to evaluate the services that we are providing. We want to be able to deliver the best possible services that meet the needs of people in the Bailiwick. We know that we will only be able to achieve this if we continue to work with other organisations and to share our resources. We want to invest in our own development so that we can become financially self-sustaining.

By 2022 we want:

- To continue to develop our governance processes and staff management and to pass our next Mind Quality Review.
- To focus on staff development and continue to invest in training to develop skillsets in different areas of mental health, personal development and relevant workplace skills.
- To become a community investment organisation and generate a large percentage of our own income.
- To be prepared to be commissioned to deliver services by the States of Guernsey when their Commissioning Framework is introduced.
- To continue to develop good policies and practices for clinical governance and to evaluate our services effectively to ensure positive outcomes for individuals using our services.

We will do this by:

- Continuing to invest in the development of Guernsey Mind and maintaining good governance structures at Board and Executive Director level.
- Developing an Individual and corporate membership scheme.
- Reviewing the use of the Lions Mind Centre in the longer term.
- Working with Mind UK to ensure that we have excellent clinical governance processes in place, and to assess the Commissioning Frameworks that they use.
- Continuing to develop procedures and processes for good staff management.
- Establishing a training budget.
- Continuing to network extensively with other organisations and to create opportunities for working together and for fundraising.

Resources needed – Organisational development	Cost (per annum)
Executive Director Change in Mind (17 hours per week), administrative support (5 hours per week)	£26,000

Campaigning and events (membership materials and agency support)	£1,000
Staff training	£4,000
Organisation and Mind Centre running costs	£5,000
Total cost (minimum)	£36,000

Appendix 1: Guernsey Mind Strategic Objectives 2014-2018

Strategic Objective	Activities	Highlights 2014-8
<p>Ensure every employer in the Bailiwick understands and effectively manages mental wellbeing in their workplace</p>	<p>Employee Wellbeing Service. We work extensively with local employers to provide a bespoke service.</p> <ul style="list-style-type: none"> • Mindful Employer. <i>Charter for better workplace mental health.</i> • Mental Health First Aid Training: <i>Public Health England Accredited instructor.</i> • Staff Wellbeing Mediation: <i>ACAS qualified.</i> • Workplace wellbeing audits. • A range of training options for staff and managers. • Consultation on reasonable adjustments and staff mental wellbeing plans. • Consultation on effective mental wellbeing policies and strategies. 	<ul style="list-style-type: none"> • 2000 members of staff and 50 employers trained in mental health and wellbeing. • £30,000 of income generated. • 50 employers attended the Collas Crill Spring Breakfast Seminars with Guernsey Mind. • 40 attended BWCI Mental Health in the Workplace Seminar Series with Guernsey Mind. • Presentation to 300 States Employees at Service Guernsey event. • Presentation to 160 employers in collaboration with the Committee for Employment and Social Security. • Awareness sessions to 170 members of industry bodies, including GOSHA, IIG, BIFM and GIFA. • Ongoing partnership work with States Departments: including the College of Further Education, the Committee for Education, Sports and Culture and Guernsey Law Enforcement. • First Guernsey Mental Health First Aid qualified instructor. • Partnered with CIPD on first Guernsey Employee Mental Wellbeing Survey. • Launch of Mindful Employer campaign pilot joining England, Australia, New Zealand and Canada.

<p>Ensure Guernsey Mind is a recognised hub for mental wellbeing and to pursue opportunities to further enhance the service we offer</p>	<p>Community in Mind. Building communities around mental health to strengthen positive attitudes, create mentally healthy connections and enable community values.</p> <ul style="list-style-type: none"> • Walk and Talk. <i>Weekly 1 hour stroll and coffee.</i> • The Hope Singers Choir. <i>Weekly practice sessions and regular community performances.</i> • Mental Health Champions. <i>Championing mental wellbeing in the community, workplaces and sport.</i> • Lions Mind Centre. <i>A safe, confidential space for anyone over the age of 18, we provide information about a variety of local mental health and wellbeing services.</i> 	<ul style="list-style-type: none"> • Change for the Good Conference with Gareth Thomas for 200 people. • Mindfulness Conference in collaboration with the Education Department for 170 people. • 70 members of The Hope Singers Choir. Choir appeared at 15 community events. • 15 members of weekly Walk and Talk. • 13 mental health champions. • 160 people using the Mind Centre weekly • 69 people signposted to appropriate services. • 70 articles about mental health in the local media.
<p>Campaign and lobby to improve services, raise awareness and encourage understanding of mental health issues.</p>	<p>Mental Health and Wellbeing Strategy. We were commissioned to write the Mental Health and Wellbeing Action Plan for the States of Guernsey 2017-2020. The plan focuses on how our community can work together towards better mental wellbeing.</p> <p>Change in Mind. We campaign to enable people to talk about mental health in a proactive and positive way.</p> <ul style="list-style-type: none"> • Team Talk. <i>Promoting positive mental health in sport</i> • Time to Change. <i>Bi-annual Island-wide survey on local attitudes to mental health and wellbeing.</i> • Guernsey Mental Health Week. <i>10-17 October annually.</i> • Annual 10km Fun Run. <i>Every second Sunday in September.</i> • Mental Wellbeing in Mind. <i>A 6-week training course run 3 times per year through the College of FE, including local</i> 	<ul style="list-style-type: none"> • Mental Health and Wellbeing Plan published in 2017. • Launched Guernsey Mental Health Week in 2014. 3 conferences held during the week in 2016. • Team Talk video launched, 5 Team Talk Champions, 20 coaches and managers trained. • Inaugural BWCI Guernsey Mind Fun Run in August 2014. 660 entrants over 3 years. • Time to Change Survey sent to 26,000 local households in 2017. • 50 carers trained through Carers in Mind. • 30 attended 'Demystifying Mental Health' 6-week seminar series with WEA. • 3 years hosting a probationary police officer for the day. • A database of 1250 people for our weekly mailings.

	<p><i>experts on nutrition, growth mindset, mindfulness and CBT.</i></p> <ul style="list-style-type: none"> • Carers in Mind. <i>Our training courses offer advice and support to family and friends of people living with mental health issues.</i> 	<ul style="list-style-type: none"> • 1140 likes on Facebook • 70 articles about mental health in the media. • Co-hosted afternoon tea for mental health charities at Government House with AGC.
<p>Ensure Guernsey Mind is run effectively and sustainably for the benefit of those who need our support.</p>	<p>Ongoing governance and organisational development</p>	<ul style="list-style-type: none"> • Change from Association to LBG. • Quickbooks accounting system. • New annual budget and financial planning system. • Office365 system integration for staff and Board. • Passed quality review process with Mind UK. • Performance Management system. • Invested in staff training and development. • Annual strategic planning. • Introduced safeguarding policies and procedures. • Introduced a volunteer contract. • Trained Executive Director in the ILM Management Development Programme.