



Norfolk and  
Waveney Mind  
Strategic Plan  
2020-23

# We're Mind, the mental health charity

## Our vision

All people are supported with their mental health to live a life that is meaningful to them

## Our ambition

No one should have to face poor mental health alone and with the right support and resources anybody can create a life that feels meaningful

## Our values

**Inclusive** We are available to support anyone and will work in an open-minded manner. We are fully committed to Equality & Diversity in our employment of staff and the delivery of all support we provide.

**Responsive** We will respond to changes in social and individual need in a timely way to ensure we support people with that they need when they feel that they need it.

**Respectful** Everyone is treated with respect. We speak with honesty and awareness, and we value the lived experience.

**Integrity** We are open, honest, and transparent with the highest standard of integrity and accountability. Simply, we do what we say we are going to do.



“I feel the best I’ve ever felt, and I am ready to create a life I will love.”

# About Norfolk and Waveney Mind

Norfolk and Waveney Mind is a forward-thinking community-based charity that encourages and supports mental wellbeing. The organisation was formed following the merger of West Norfolk Mind, Great Yarmouth & Waveney Mind and Norwich and Central Mind.

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The organisation's operations are co-terminus with the newly formed Norfolk and Waveney Clinical Commissioning Group and the local authority boundaries of Norfolk County Council, the Norfolk district councils and the Waveney district council in East Suffolk.

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We serve a resident population of over one million residents working closely with 92 GP practices which have been formed into 17 Primary Care Networks.

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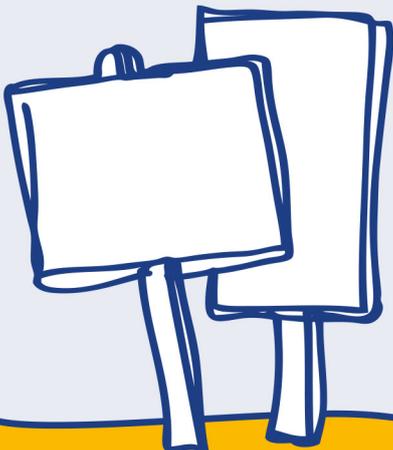
We will challenge stigma and discrimination in everything we do, encouraging equal opportunities, positive thinking and embracing cultural diversity.

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Our work is founded on meaningful partnerships and active involvement of people who use our services.

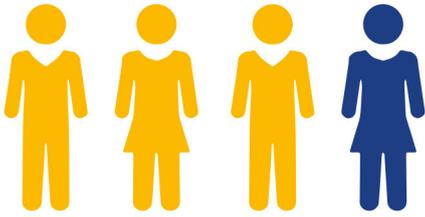
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We develop our support with quality and effectiveness in mind and promote a culture of continuous improvement in line with a Psychologically Informed Environment.



# People need Mind more than ever

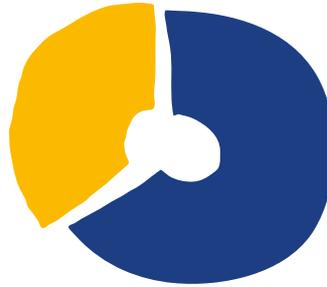
We're proud of our achievements and our progress, but fundamental challenges remain.



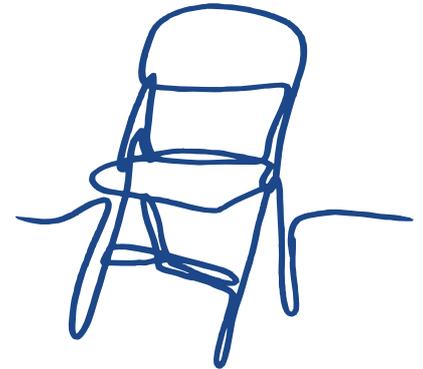
40 years ago 1 in 10 individuals experienced at least one mental health diagnosable problem. Today that figure has risen to

**1 in 4**

**1 in 3**



GP visits are associated with a mental health issue



**Only 28%**

of people who complete suicide have been in contact with mental health services in the year before death

**1 in 10**

children age 5-16 have a diagnosable disorder of depression

**60%**

relate to conduct disorder where such children are twice as likely to leave school without any qualifications, three times more likely to become a teenage parent, four times more likely to become dependent on drugs and 20 times more likely to end up in prison

Yet most children and young people get no support

**50%**

of mental health issues are diagnosable by the age of 14 and **75%** by age 24



**125 people**

each week (6,500 per annum and 77 for Norfolk) sadly have no choice but to end their lives **75%** are males



# Looking to the future

This is a unique moment for mental health, and for Mind.

It is a time for ambition - to look ahead and ask fundamental questions about what the future can and should look like for everyone with a mental health problem.

## New Strategic Direction/Goals 2020-23

### Developing the strategy

The unique experiences and views of people with mental health problems are at the heart of everything. We'll continue our conversations with our members, supporters and volunteers and continue to help them make their voices heard.

Our new strategy has been redefined to focus on:

- Community wellbeing
- Crisis resolution
- Preventative practices

### Developing One Mind

To deliver our ambitions, we need an effective and efficient organisation. To achieve progress the following five strategic themes have been established to codify our approach:

- Our Support
- Our Development
- Our Partnerships
- Our Money
- Our People

### Evaluating our work

We're committed to measuring and understanding our impact, making the most of our resources, and achieving outcomes that matter to people. We're committed to being transparent about our work and how we raise and spend our money so everyone can be confident that we're acting responsibly and investing our resources wisely.



# Our strategic goals

## Our support

- We will continuously improve the quality and effectiveness of our services to ensure that we are providing the right support for local people and communities.
- We will implement the PIE (Psychologically Informed Environment) approach to ensure that our existing services and potential new services are in line with our strategic goals.
- We will focus support on three key areas of: preventative practice, community wellbeing and crisis resolution. These areas have been identified as priorities within the local system planning.

## Our development

- We will continue to consolidate and enhance our business systems processes as we complete the merger process and continually improve our offering.

## Our money

- We will ensure the continued sustainability of our current activities, whilst also diversifying our funding sources to enable unrestricted investment in both the organisation and support provided.

## Our partnerships

- As a 'super connector' we will work closely with local partners to remove inequality of opportunity and enable local people and communities to influence the support they receive.
- We passionately believe in the power of working together and will develop and implement a full programme of engagement with local service users, families, and wider stakeholders to inform the delivery of our strategic goals.

## Our people

- We will ensure Norfolk and Waveney Mind is recognised as a centre of excellence and consistently provide a great place to work and volunteer as recognised by the Sunday Times top 100 charities.

# Our work for 2020-23

Between 2020-23, we are following 5 strategic goals:

## Our support

- Mobilise our central crisis house Holly Tree House
- Implement the enhance telephone support 'listening service'
- Implement the enhance complex bereavement support
- Mobilise the central Community Wellbeing hub
- Further refine and deliver our approach to prevention

## Our development

- Implement our programme management structure for projects
- Meet the standards of the Mind Quality Mark
- Achieve a Psychologically Informed Environment
- Develop our programme of digitisation
- Implement our assurance framework
- Effect the results of board strategic planning
- Maintain/attain appropriate industry Quality Marks

## Our partnerships

- Implement our external stakeholder engagement and communication plan
- Implement lived experience participation and influence strategy
- Establish locality advisory groups for engagement and influence
- Implement our engagement programme of patrons, associate trustees, local ambassadors and friends of N&WM

## Our money

- Review and update our Reserves policy
- Implement our programme of commercial and social enterprise development
- Implement specific fundraising and appeals plans

## Our people

- Implement a staff engagement and communication plan
- Implement an effective management development programme
- Review our staff rewards

## Making it happen

We cannot do this alone. To achieve our ambition, we work in partnership with lots of people and organisations. We'll continue to do this in 2020-23 with our volunteers, campaigners, supporters, and donors. We'll continue to work with partners from across the mental health sector and a broad range of organisations and individuals from the wider world.

Norfolk and Waveney Mind

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