

# **Business Plan**

**April 2017 – March 2020**



Community Activities Project Ealing (CAPE) is a Registered Charity, no. 1064778/0 and a Company Limited by Guarantee, no. 3386839, Registered in England and Wales

## **1. Background**

Community Activities Project Ealing (CAPE) was founded 20 years ago, to meet the needs of individuals living with mental health needs in the local community. Our founding service was a safe place in the form of a Café where people could meet and take up peer support. This service continues to this day. However, over the years we have recognised that we are working with a wide range of needs that have an impact on an individual's mental health and wellbeing, so we have developed and continue to develop a suite of services to respond to a wide range of needs. We focus on the individual not just the diagnosis, which encourages us to recognise that each person is different and has complex needs and so our response needs to be multi-layered. Therefore, we offer four principal service packages:

- Café (Safe Place)
- Talking Therapies
- Group work and wellbeing,
- Advice, Education, training and employment -The Pathway

## **2. Context**

The people who need our services are facing an unprecedented period of change with several government policy decisions having a direct impact on livelihoods and wellbeing.

The Shifting Settings of Care was introduced in Ealing in 2013. It is a programme where more people will be discharged into primary care and fewer people will be treated in secondary care mental health services. These are mostly people with significant personality difficulties and psychotic disorders, and it aims to ensure that physical and mental health are more integrated. This programme is in transition, current feedback is positive but people are finding the change

traumatic and time consuming. This is compounded by the lack of local talking therapies that our clients are able to access.

Welfare rights for those with mental ill health are an ever-changing environment with changes to Personal Independent Payments and Employment Support Allowance due in 2018, alongside Universal Credit being introduced in our local area.

Research clearly shows that work helps people recover - it provides structure, a sense of meaning, purpose, and social interaction. There are many barriers to people taking up employment and training opportunities the fear of being stigmatised and discriminated against either in the process of job seeking or in the work place causes difficulty in finding and keeping work. It can reduce expectations that future employment experiences will be more successful.

These external challenges have framed the strategic direction adopted in this Business Plan and will, of course, inform how we implement our objectives. CAPE believes people can and do recover from the most serious and long term mental health problems. In a time of increasing change, we are determined to help people to become more resilient, focusing on crisis prevention as well as responding to urgent need. We are committed to working with our clients to give them the skills and confidence to make informed choices on the lives they want to live.

### **3. Introduction**

We have adopted an outcome recovery-based approach to our work and will continue to develop this area of our work. We intend to hold ourselves accountable for delivering clear results against targets, which are measurable in terms of a positive impact on people's lives during the next three years.

## 4. Our Purpose

### Our Vision, Missions and Values

**Vision** To support and build the emotional resilience of everyone experiencing mental ill health.

**Mission** To improve the mental health and emotional resilience for all people who are suffering from mental ill health, by delivering flexible services that value and encourage our clients to recognise their strengths, which leads them to greater wellbeing

**Values** The following values guide our behaviour and inform all our work

- Hope - believing that recovery is possible for every individual
- Respect - valuing differences, seeing the whole person and not just the diagnosis
- Inclusion - understanding that everyone has a right to participate fully in society
- Choice - responding to the individual needs of our clients
- Empowerment - focussing on people's strengths and potential, encouraging autonomy and responsibility
- Going the extra mile with people to achieve the right outcome

## 5. Our Approach

Everyone who comes to CAPE is treated as an individual and much of our work is done on a one to one basis. The first question we ask is 'what do you want to achieve?' By taking this approach we can move away from simply categorising

someone as having a mental health diagnosis and tailor our services to meet a person's specific and often complex needs. Our goal is to help people achieve greater resilience and wellbeing. Our work is targeted at supporting people to overcome the barriers they face in achieving this.

## **6. Organisation Overview**

For 20 years, Community Activities Project Ealing (CAPE) has been working with individuals living with mental health needs in the local community. Our team of dedicated professionals provide direct support for up to 300 people a year and working with 50 people each day on average. We currently provide outreach support to 24 people in crisis in the community, a full programme of groups and therapy groups at our centre and café, and a volunteer programme accessed by 25 clients and 11 people who have chosen to support CAPE.

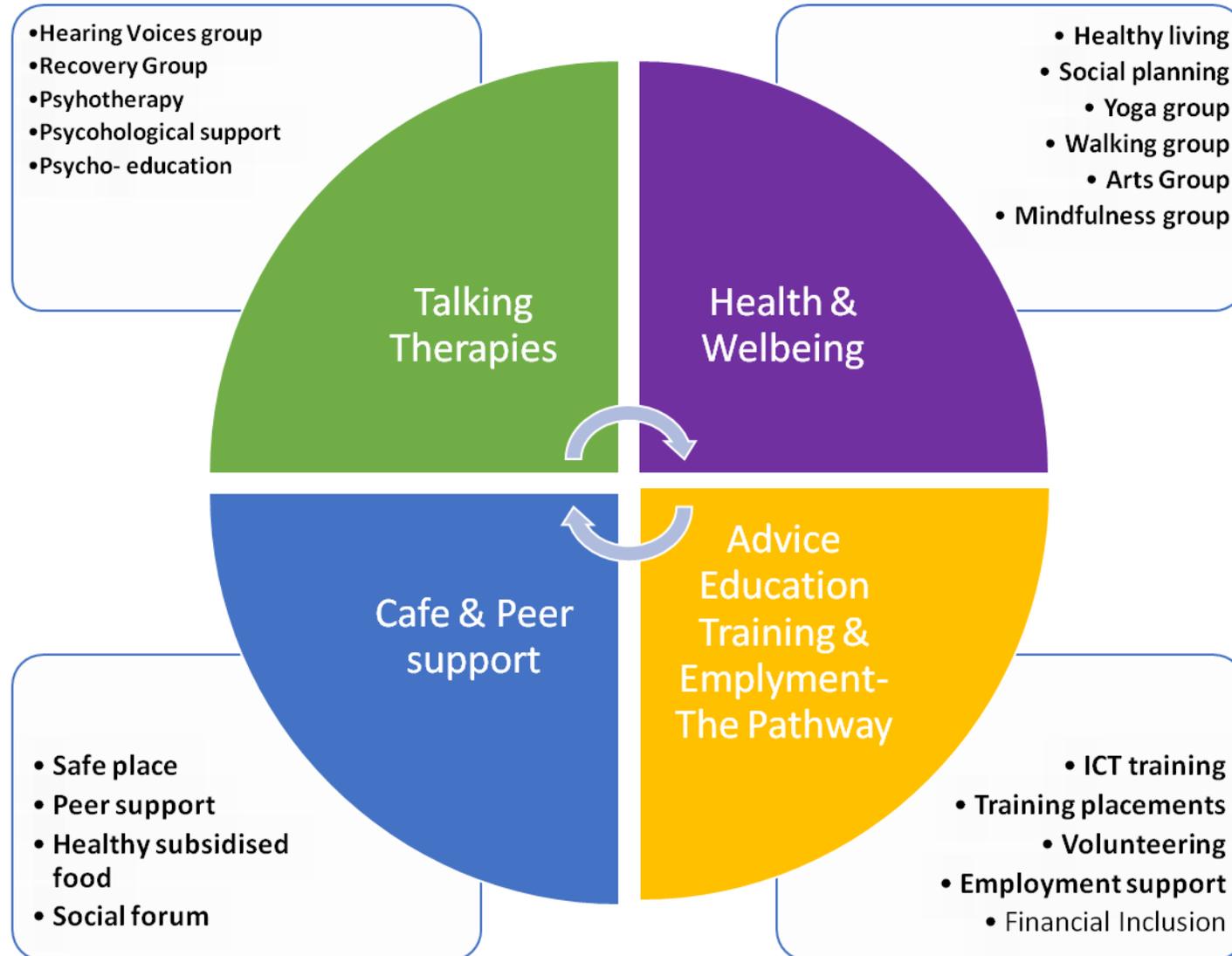
We develop services alongside local and national strategies but most importantly the articulated needs of the very people accessing CAPE. We ensure our clients can secure their rights, represent their own interests to influence and obtain the services they need.

We work with our partners such as London Borough of Ealing and Mind in identifying gaps in provision and emerging need and work together to bridge that gap. Our local knowledge and years of experience has ensured we are a well-respected, influential organisation within our field of expertise and beyond and this has helped us secure our funding over the years. But with the economic environment we are all now working within, we need to seek other means of funding to ensure we are sustainable in the future.

CAPE has a trading arm that not only brings in an income year on year but also provides work/volunteer experience for our clients and profiles us in the local community.

CAPE is supported by ITO and through that partnership looks to achieve our joint aims of 'Through work to Health'.

**7. Our four suites of current services**



## **8. The Challenges to CAPE**

Whilst we cannot predict the future with accuracy, it is reasonable to assume that proposed policy changes such as the introduction of the Changing Settings of Care, and the complexity of needs will increase demand further. Current predictions state (LBE Mental Health Strategy 2017) by 2020 thirty-five thousand four hundred and two (35,402) people will have a mental health problem in the Borough of Ealing. The media and indeed our royal family are highlighting the need for mental health support in all areas of our lives. More narrowly focused prioritisation of services offered by local authorities will result in greater demand for the type of services offered by CAPE and its partners.

Having established ongoing growth in need and limited resources available from other providers, CAPE must increase the quality, capacity and efficiency of its services to cope with larger numbers of people in need of community mental health services. We will need to improve our monitoring and management to respond to this change in complexity in a flexible and timely manner. Our team will also need to be empowered to deliver a more flexible response.

CAPE through its assessment process will continue to develop all areas of our services, clarifying what exactly is on offer to each individual client, and improving the efficiency of our processes so that we can support more people to bring about improvements in their recovery. Given that many of the people coming to CAPE face multiple issues we will continue to strengthen our cross-service working, offering seamless support internally and externally that enables people to overcome the barriers that prevent them from making progress.

We will continue to develop the recently introduced case management and outcomes framework and this will become a priority in the coming year. This will enable us to monitor both service use and impact more effectively, and to demonstrate the quality of our services. This information will in turn allow us to allocate resources effectively and respond to emerging trends in a timely and appropriate manner to ensure CAPE becomes a centre of recovery and

learning. Alongside this we will look for innovative ways to involve clients authentically in the running of CAPE, and particularly in helping to shape the development of our services.

We will proactively invest in the training and development of staff, clients and volunteers to ensure that CAPE continues to have the skills to offer a first-class service and develop in the future. We will reinforce existing partnership arrangements and develop new relationships with other organisations that will complement and reinforce our work with people with enduring mental health needs.

These improvements will also help us to increase and diversify our funding in an increasingly competitive environment where there is a focus on “value for money” and proven results. In turn, additional funding will enable us to extend the support we can offer our clients.

## **9. Strategic Outcomes to be achieved by March 2019**

### **1. Service Development Outcomes**

To reach as many people as possible in the local community who would benefit from CAPE’s suite of services and develop further our offer.

We will do this by: -

1. Developing a GP referral route to CAPE services to ensure clients who would have traditionally accessed CAPE through secondary services are receiving our full offer- to strengthening our reach into the community and monitor.

2. Provide MOPAC funded resource to LBE for their one stop shop for women who are excluded and have complex needs- to strengthen our reach into the community and offer our full suite of services to those hard to reach.
3. Strengthening our talking therapies by offering our building to external agencies on an evening such as Bereavement Counselling Bereft to increase our reach into the community and provide an additional income/resource for CAPE.
4. To meet the gap in provision in the local area for psychotherapy services- we will work with our partners and provide resources to bridge the gap of 5% of all those assessed as requiring psychotherapy services waiting 12 months to access it- to strengthen our reach into the community and meet gaps in service provisions.
5. We will conduct a comprehensive survey of those with lived experience of mental health accessing our services, we will ask what is important to them and what more we can do to help them in their recovery, learning and independence.
6. We will continue to innovate within the community mental health services by developing bespoke sessions for those suffering from posttraumatic stress disorder; this will strengthen our reach into the community and meet gaps in service provision.

## **2. Learning and development outcome**

To strengthen its learning programmes to support those furthest away from the education, training and the employment market to build resilience and support recovery

We will do this by: -

1. Working to tackle insecurity and instability through integrated services that build personal capacity and increase wellbeing; we will seek funding to employ a financial inclusion professional who will work with clients embedding financial literacy and inclusion in all aspects of our work. This together with our ICT training will support clients at each transition stage, as they move towards the employment market.
2. Ensuring that all clients have the core skills needed to participate fully in their community and secure employment. We will strengthen our offer of volunteer/work placements, by ensuring we have equal access to opportunities in our café and charity shop for those who express an interest in gaining the skills in retail and catering. We will seek funding to employ a volunteer/work placement coordinator to strengthen our existing work and open further opportunities in the community from other providers and business.
3. Supporting clients to access sustainable employment that pays a living wage, we shall provide sub-contracting services to the Work and Health Programme through local partnership (partner still to be decided) and DWP. LBE have offered a small pot of money for one year funding for an employability worker and CAPE will seek to match fund this post to work across all our services and provide additional capacity to LBE one stop shop.
4. Providing an assessment that can demonstrate its impact for our clients, we shall do this by employing a kitchen assistant to free capacity of our catering trainer to complete assessments and provide a pathway through to accredited qualifications for our clients. We shall increase the number of hours of our IT trainer to provide full assessment through to accredited qualifications. These posts will be cross cutting throughout our suite of services, we shall also strengthen our access point/induction assessment to gain a complete insight into what CAPE clients require to support their recovery and leaning/employability journey.

### **3.Organisational Development Outcome**

To become a more effective and sustainable organisation.

To do this means:

1. Increasing our financial stability: our key measure will be achieving an annual income of £463,000 in 2017/18
2. Improving the ways we measure our effectiveness and outcomes, and prove our impact: our key measures will include monthly management reports on service use, outcomes achieved and client profile. Put in place quality assurance measures to ensure we meet all our legal and contracted obligations.
3. Building a strong and motivated staff team and increasing our capacity through volunteers and partnerships: our key measures will include all staff having clear objectives and an active development plan; total number of hours delivered by volunteers and annual volunteer survey; additional hours of service delivered to clients as a result of partnerships.
4. Reviewing how we steward our resources, especially aiming at creative use of premises. Our key measures will include increasing resources to employ 6 additional staff members, ensuring we have the space and tools to support them. IT will play a major part in this; we have targeted unplanned downtime of IT network less than 1%.
5. We will conduct a feasibility study of the CAPE centre, alongside LBE and seek to refurbish or move premises to meet our current and future needs. To do this we will seek capital and match funding from LBE and others. We will seek to find a second premise for CAPE shops Ltd to maximise income and provide additional resource to our learning and training programme. We will look for additional storage space in the local area to maximise income.
6. Further strengthening our governance arrangements and renewing the Board: our key measure will be the recruitment of additional Trustees following a skills audit 16/17. This will strengthen the existing Board and

bridge the skills gaps identified in the audit and replace the Board members who have resigned or intend to resign in this period.

## 10. Risks

Cape maintains a register of the identified risks the organisation is exposed to along with controls and plans for mitigation. The following are our top 6 risks.

<b>Risk</b>	<b>Description</b>	<b>Mitigation actions / Control</b>	<b>Monitoring Process</b>
<b>Income</b>	Large shortfall in planned income. Reliance on Statutory and Trust funding specifically	Development of sustainable funding strategy. Development of contingency scenarios; continuous development of services Reserves in place	Annual review of Resources and Policy Annual review of financial plan; Monthly monitoring of trends; Quarterly Finance Committee meetings; Monthly Fundraising Committee meetings
<b>External Legislative Environment</b>	A significant change in legislation affecting how Cape delivers its work	Business Planning Process and horizon scanning; Regular review of policies / procedures	Annual review of financial plan; Quarterly Risk Committee meetings
<b>Staff continuity and maintenance of skills</b>	Loss of key staff causing disruption to work Failure to review / update staff skills	Staff succession and skill coverage planning; Staff Appraisal processes and development / training plans.	Quarterly Personnel Committee meetings Monthly review of Staff Appraisal objectives plans
<b>Health &amp; Safety</b>	Accident/Injury/Death suffered by clients,	Safe working practices policy, Health and safety Policy.	Monitor training records; Monitor incident reports;

<b>including: Staff and client protection, Safeguarding</b>	volunteers, visitors or staff. Incident involving vulnerable adult	Risk assessments for all clients. Protection of vulnerable adults' policy. Code of conduct policy. CRB disclosure for all staff. StaySafe mobile apps and monitoring for all staff.	Quarterly Risk and compliance Committee meetings Annual review of policies; Incident reporting system Core training
<b>Fraud</b>	Activities such as theft, corruption, conspiracy, embezzlement, money laundering, bribery and extortion.	Fraud Policy; Finance Procedures; Whistleblowing Policy Regular review of policies / procedures	Quarterly Risk and compliance assessment meetings; Quarterly Finance Committee meetings Implement risk management cycle; review internal audit processes.

## 11. Financial Overview

Since 2015 Cape's funding has remained broadly static with two main funding streams. We understand the risks this presents to CAPE today and in the future. Our Fundraising Strategy for 2017-20 lays out the targets and the strategy for continuing to increase our revenue over the next three years. We will continue to invest in the quality of our programmes and in our fundraising/communications. We shall diversify our income streams to spread the risks of our on-going programmes and fulfil our ambitious development plans. Our communications strategy plays a key part in the growth of our voluntary income and we accept there is much further work we need to do to bring potential donors and businesses closer to the work of CAPE and thus more willing to support us.

CAPE's financial strategy is to move from an unsustainable financial position which depended on elevated levels of statutory income to a sustainable one with lower levels of statutory income and to develop a full partnership with ITO and other Trusts. Our reserves policy (set in 2015) has the aim to have £50,000 set aside to support our expansion and this is a target we still aim for within this business plan. This will mean that we will have completed transitioning from the vulnerable position we are in now, into a sustainable income position. We can then begin to invest further in our service provision and rebuild reserves.

Statutory funding is not predicted to rise over the next three years, in fact we shall plan for a 30% reduction, so one of the Business Plan's objectives is to prepare alternative funding plans should this be lost in future years. Developing further links with external agencies will increase our chances of making successful partnership bids, as will better use of the outcomes framework.

Our key fundraising targets are:

- To raise £463,000 per annum by the end of 2017/18.
- To move from 82% funding from two funding streams to 34% and diversify across all funding streams
- To plan for reductions in statutory funding 2019 and have contingencies in place.
- To establish a targeted communications plan for community giving, and work towards a legacy income strategy on the back of this.

Initially the above fundraising and external communications activities will be carried out by members of the Cape Fundraising & External Communications Committee; we will consider the use of additional resources (for example a Bid Writer) when / if required.