



CAPE

# Promoting Positive Mental Health

*Business Plan  
2020-2024*



# TABLE OF CONTENTS

---

2. Executive Summary .....	3
3. Background and History of Community Activities Project Ealing (CAPE) .....	8
4. The Marketplace for Our Services .....	9
5. Our Organisation’s Detailed Development Plan .....	13
6. Risk Analysis .....	17
7. Financial Analysis.....	19
8. Income and Fundraising Strategy.....	24
9. Governance and Management .....	28
10. ComMunication and Marketing Strategy .....	32
Appendix I - Introduction to CAPE’s work .....	34
Appendix II - Strengths, weaknesses, opportunities, threats (‘swot’) analysis with CAPE .....	35
Appendix III – Sub-committee structure .....	36

## 2. EXECUTIVE SUMMARY

---

Community Activities Project Ealing (CAPE) is a dynamic organisation that, by its very nature, is required to change as the needs of the people with complex mental health issues in our communities change and the external environment evolves.

Over our 23 year history, every aspect of our services has developed and been adapted to meet the articulated needs of our client group. We have been brave and creative in testing and piloting new models of working, that have enabled CAPE to reach out and bridge the gap in provision for those with complex mental health issues in Ealing. Our Business Planning process has made possible the time to review, consult and analyse our current position and models of working that have informed this Business Plan and produced a strategy that is fit for purpose now and in the future.

### 2.1 Vision:

A world where individuals experiencing complex and enduring mental ill health build their emotional resilience and can live a fulfilled life.

### 2.2 Values:

1. Value the potential of each individual. Their skills, capacity, knowledge, potential and connections to live the life they choose.
2. Promote collaborative models of working for individuals – enabling the client to become their own co-producer of positive mental health.
3. Safeguard each individual story – recognising the strengths and resilience of each story.
4. Support prevention and independence – by promoting possibilities and solutions that enable and empower individuals to determine their own pathways.

### 2.3 Mission:

1. Provide psychotherapy services via a one-to-one basis or group therapy to individuals with complex mental health issues who experience barriers accessing talking therapies or other acute mental health services.
2. Provide focused strength based emotional therapeutic services on a one-to-one basis, enabling and empowering individuals to determine their own pathways and solutions to reach their goals.
3. Connect individuals to people, places, services and communities that support their sense of self and choices.
4. Develop partnerships through co-production with other organisations, to map essential connections and pathways and develop further the ability to signpost.

5. Continuously review our client group, best practice and impact to ensure our principles and values are fit for purpose.

## **2.4 History:**

Community Activities Project Ealing (CAPE) was founded over 20 years ago to meet the needs of individuals living with mental health needs in the local community. Our founding service was an outreach service to connect and support those 'hard to reach'. This service continues to this day. Over the years, however, we have recognised that each person is exceptional with aspirations to live a life that is not dominated by their long-term diagnosis, by using their unique strengths they can create a life that is happy and fulfilled.

## **2.5 Achievements:**

In the last 5 years CAPE income streams have grown by over 60%. This has enabled the organisation to meet the needs of clients who are unable to attend our building-based services by expanding our outreach service. We have been able to innovate in the mental health field in Ealing by meeting a gap in the talking therapies market through piloting and then attracting evidenced, stable grant funding for four years. This provides one to one psychotherapy and therapy groups to those who are unable to access statutory services, for example those with psychosis and personality disorder.

To deliver CAPE core building-based mental health in the community services, we have moved from grant funding to structured funding (contract) that provides stable income for four years over the life of this plan. We have invested in the open market by developing an online sales channel through our trading arm, CAPE Shops Ltd.

We have attracted vital core funding from Lloyds Foundation over three years that has enabled us to strengthen our back-office functions during a period of growth, and has funded specific services while we seek continuation and on-going development funding.

We, alongside our partners, have increased our reach into the community to provide the mental health arm of a vital women-only services to support those with complex needs, for example sex workers and trafficked women.

In the last four years we have increased our support to 42% more individuals based on articulated needs and local gaps in provision.

## **2.6 Strategic Analysis and challenges:**

Throughout the development of this Business Plan CAPE responded to the COVID-19 pandemic and continued to provide vital critical services to our client base. All learning and challenges from this period and beyond have been included in the analysis and as we move into a new delivery model of community mental health services.

COVID-19 has imposed fast, deep and profound challenges to all aspects of our economy and society. CAPE acknowledge that we are supporting individuals who face heightened risks around the virus such as those with mental ill health, refugees, people who are more vulnerable to being infected because of weakened immune systems, BAMER and men or

women affected by domestic abuse, for whom isolating and not isolating heightens risk and harm.

### **Key challenges post COVID and across the four-year plan.**

We will ensure our statutory and health partners recognise the voluntary sector is essential to the planning of care and supporting a greater shift towards prevention and self-care. We are key system transformation, innovation and integration partners in the delivery of community mental health and are uniquely placed to reduce health inequalities and create social capital.

We will ensure alongside our partners that there is a pragmatic and long-term approach to resources and how services are commissioned, including the need to commission for impact and innovation. We will continue to build on the resilience of our organisation to be flexible and responsive across this plan to meet increased demand.

More information on our marketplace and challenges is contained in Sections 4 and 10.

## **2.7 Financial summary and income strategy:**

CAPE's four-year budget plan reflects the re-structure and resource changes through the development of this business plan, building in flexibility to allow for economic and political change as we come through the COVID-19 pandemic.

We aim to grow our income streams by 25% over the life of this business plan to deliver on our Mission as stated in 2.3 and Strategic Objectives in 2.9. This will strengthen our senior management team and add additional resources to frontline delivery to meet expected demand and growth.

The total costs for running services in 20/21 is £396,076.

We will diversify our income streams and plan for potential reductions in funding. We will focus locally to increase our open market funding and deliberately build on our gift economy (individuals and Corporates) through planned campaigns throughout the life of this plan.

We will capitalise on our 25<sup>th</sup> anniversary to profile the work of CAPE and build upon our gift economy.

More information on our financial history and income strategy is contained in Sections 7 & 8.

## **2.8 Governance and Management:**

CAPE is a company limited by guarantee with charitable status.

The Charitable Objects are to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment in Ealing and areas.

There are currently 7 Directors who are also Trustees on the Board with a variety of skills and experience as follows:

Alan Bamford - Appointed in 2011 – Commercial business and property management experience.

Stephen Hammett - appointed in 2010 and until 2021 was Chair – Solicitor with experience in property and commercial contracts. Formally a partner in private practice.

Michele Little - Appointed in 2019 – Finance and accounting.

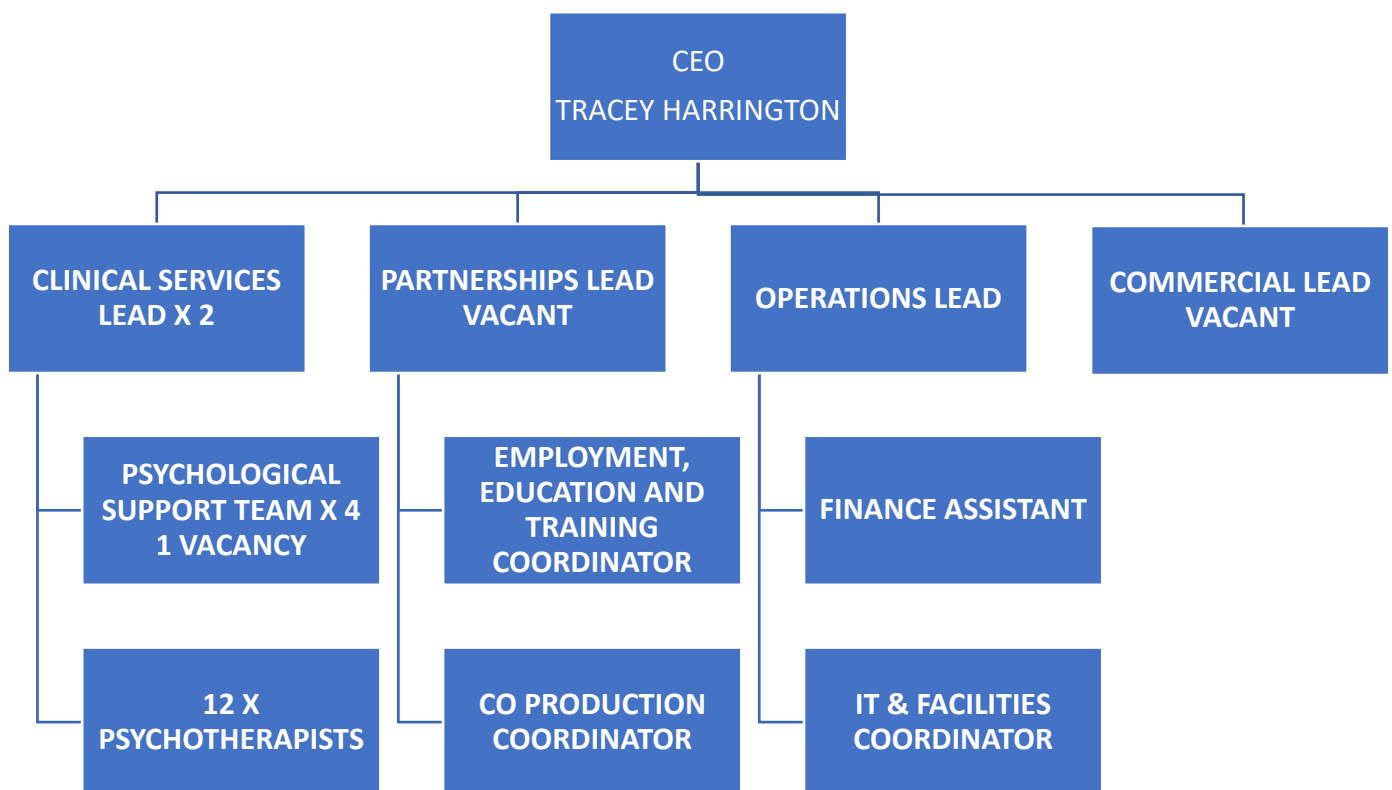
Tony Schiemann – Appointed in 1999 – Finance and accounting.

Catherine Taylor - Chair CAPE 2021– Appointed in 2008 - Solicitor with experience in the public sector, governance and commercial contracts.

Nicole Rinaldi - Appointed in 2021-Senior Leader with 23 years experience in charity, membership and commercial organisations.

Vivek Angra - Appointed in 2021- Commercial professional, with a rich history of working for both Government departments and international organisations.

CAPE also has a trading subsidiary, CAPE Shops Ltd, which was incorporated in 2012. CAPE Shops Ltd operates a retail boutique based in Churchfield Road, Acton, and an online shop. CAPE Shops Ltd not only provides the opportunity for local residents to donate and recycle goods and buy pre-loved items, but also to volunteer in the shop.



More information on our governance and management is contained in section 9

## **2.9 New Strategic Objectives 2020-2024:**

After an in-depth review of CAPE's work over the previous years, and of the external environment and challenges it faces, the trustees have developed the following four strategic objectives for the period 2020-2024:

1. To continue the transition to a new blended service model which focuses on one-to-one strength based therapy and an appropriate balance between outreach, building based, and on-line individual and group work.
2. To provide high quality services by continuously reviewing our client group needs and our effectiveness and impact.
3. To positively influence our external marketplace to ensure that best practice is delivered.
4. To ensure that we are well managed, and we have sufficient resources and skills to meet our strategic objectives.

More information on how we will deliver these strategic objectives is contained in Section 5.

### 3. BACKGROUND AND HISTORY OF COMMUNITY ACTIVITIES PROJECT EALING (CAPE)

---

- **1997:** CAPE Charity was incorporated to provide services to those with long term mental health needs who were deemed 'hard to reach' i.e., homeless. Operating out of one room at 133 Milward Lane Greenford providing outreach in the community.
- **1999:** CAPE Charity moved to its current premises 239 a/b High Street to provide recreational and vocational activities to those suffering from mental disorder
- **2008:** CAPE employed their first Chef to run its community café.
- **2011:** Trustees of INDUSTRIAL THERAPY ORGANISATION (THAMES) LIMITED joined the board of CAPE and continue to support the charity today.
- **2012:** CAPE opens its first Charity Shop.
- **2015:** CAPE forms a consortium with Ealing MIND to deliver Community Mental Health Services via a grant from London Borough of Ealing.
- **2017:** CAPE provides the mental health services to the Women's Wellness Zone in Southall.
- **2018:** CAPE celebrates 21 years of providing community mental health services at the House of Commons.
- **2019:** CAPE is awarded the contract by London Borough of Ealing to provide community mental health services across the Borough.
- **2020:** CAPE is awarded a grant to provide talking therapies to those with complex needs.



## 4. THE MARKETPLACE FOR OUR SERVICES

---

This section summarises CAPE's strategic analysis and includes findings from the Business Plan consultation undertaken with a range of internal and external stakeholders.

### 4.1 Who are our customers/clients?

1. Beneficiaries - Adults with long term complex mental health needs.
2. Donors - Individuals (inclusive of ex clients), national and local retailers, CAPE Charity shop local donations, corporates.
3. Funders - London Borough of Ealing (contract and grant), ITO, Lloyds Foundation, Lottery, and other grant making organisations.
4. Stakeholders - CAPE clients, other voluntary organisations, statutory and health partners, referring agents (inclusive of specialist housing providers), funders and CAPE staff and volunteers.
5. Customers - retail and e-commerce.

### 4.2 The Marketplace in which we operate.

A clear direction was agreed by CAPE Trustees in 2020 to cease operating in the social interaction and life skills market now met by other charities and recovery colleges, and to focus on meeting a gap in the market identified several years earlier for tailored psychotherapy/strength-based services for people with severe mental health issues whose needs were not met by IAPT or specialist NHS services.

CAPE continues to offer:

1. Focused therapeutic services for clients with enduring mental health issues (not previously provided for by West London NHS trust).
2. Empowerment through strengths-based working.
3. Signposting for the essential social interaction, life skills, and reconnection to people, services, and communities.
4. Partnerships to provide specific services - employment and vulnerable women.
5. Building partnerships through co-production to ensure appropriate signposting and the development of the essential connections and pathways where it is identified with service users that there are gaps.

CAPE is therefore potentially operating in 4/5 markets – therapeutic services, signposting, psychological support and providing services in partnership and in building new partnerships.

There is a potential shift in commissioning locally where community mental health may no longer be commissioned through the local authority but through health directly.

For focused therapeutic services, the current key market is the other providers of specialist and intensive therapeutic services, and these are West London NHS Trust, ECAS, EACH, Metanoia and MIND.

The largest provider is West London NHS Trust as there was a change in 2020 in response to the NHS plan for Community Mental Health services, to move to place-based community services, providing for the same gap in the market as CAPE. This is through the MINT team that will deliver a “new community-based offer (that) will include access to psychological therapies, improved physical healthcare, employment support, personal and trauma informed care, medicines management, support for self-harm and co-existing substance use and proactive work to address racial disparities.”

Charity sector funding will shrink in year 1 as many funds are diverted to emergency funding. CAPE will expect a marked decrease in our open market funding channels during lockdown as our trading arm starts a recovery package for unlocking our store and online sales. We also expect to see a marked decrease in gift aid donations as a knock-on effect of our open market.

Due to the uncertainty of COVID-19 and people’s financial situations we have examined individual giving in the financial crash of 2008. Overall, apart from an initial dip in giving, it held well for the rest of that year, so we are expecting our gift economy to hold in year 2 assuming lockdown ends.

Our Grant funding and Structured Market have held well during COVID-19, but we are aware of potential impact on investment markets during this time and expected recession and will ensure we keep in close contact with our funders so we can minimise risk together.

We have a full and comprehensive communications plan to keep in contact with all our supporters and funders to ensure agreed monitoring is in place and any changes in delivery models is communicated.

The National Council for Voluntary Organisations (NCVO) Road Ahead for 2021 report highlights the significant effect Brexit is set to have on charity revenue and the ability to raise funds. It cites latest predictions from the National Audit Office that there “will be significant disruption to UK and EU trade”.

“This means charities and the people they support should plan for an uncertain and challenging economic environment for the foreseeable future,” warns the NCVO’s Road Ahead 2021 report. “The legacy of the crisis will impact on the public finances for some years to come,”

This lost revenue stream is to be replaced with the UK Shared Prosperity Fund (USPF) that is due to launch in 2021. This will initially start with ploughing £220m into local areas via pilot initiatives, eventually at least matching EU funding, with the aim of totalling £1.5bn a year.

But at this stage the focus is unclear with regard to supporting marginalised communities and the role charities will play in the pilots is “yet to be determined”.

CAPE will continue to assess the Brexit impact on the lives of our clients and seek funding through the USPF to mitigate that impact.

CAPE has an important role to play within the 'Levelling Up' agenda by ensuring that the views and concerns of marginalised people and communities are heard. Whilst CAPE Clients may struggle, our Co-Production work will continue throughout the life of this plan.

#### **4.3 Market research/consultation/planning undertaken.**

Several consultations prior to the development of this CAPE strategic direction were undertaken. These included CAPE existing client base, LBE commissioners and continued conversations with our referring agents and other voluntary organisations.

All staff and Trustees have been part of the development and planning of this Business Plan alongside Lloyds Enhance Program who provided a specialist consultant at Peach Consultancy to support and guide the process.

We continue to develop our market by attending and leading several forums across Ealing - for example we lead the Talking Therapies Network Forum, we attend the Mental Health Forum, safeguarding forum and are members of MARAC. One of CAPE's staff team has been voted VICE Chair of Ealing Community Network.

#### **4.4 Organisational Opportunities.**

##### **Lead**

Lead on the best practice delivery of psychological therapies to those with complex mental health needs by developing impact measures of our clinical work and seek an external regulator to ensure CAPE meet standards of quality and safety in our practices.

##### **Influence**

Influence the MINT team within the NHS 5-year plan to deliver innovative, needs based services through the voluntary sector for those with complex mental health needs, by continuing to be part of the transformation group.

Continue to market CAPE services across the borough so all our funders are aware of innovative community mental health services and the impact they make on communities to reduce health inequalities and create social capital.

To ensure the voice of CAPE clients is heard through CAPE Co-production work to shape and influence the levelling up agenda and impact of COVID-19 and Brexit.

##### **Partnerships**

To develop partnerships that deliver on the articulated needs of those with complex mental health needs and support CAPE mission and the objectives set in this business plan.

Cultivate partnerships that will bring value to both parties and support income generation.

##### **Building**

Further develop building feasibility study to identify a building that is fit for purpose within our new way of working today and in the future, allowing for any growth and creating stability.

### **New ways of working**

Continue to develop online services to support blended service delivery and explore non-traditional markets, such as corporates, for additional income generation.

An organisational SWOT is also contained in Appendix 2.

# 5. OUR ORGANISATION'S DETAILED DEVELOPMENT PLAN

---

## 5.1 Strategic Objectives:

After an in-depth review of CAPE's work over the previous years, and of the external environment and challenges it faces, the Trustees have agreed the following four strategic objectives for the period 2020-2024:

1. To continue the transition to a new blended service model which focuses on one-to-one strength based therapy and an appropriate balance between outreach, building based, and online individual and group work.
2. To provide high quality services by continuously reviewing our client group needs and our effectiveness and impact.
3. To positively influence our external marketplace to ensure that best practice is delivered.
4. To ensure that we are well managed, and we have sufficient resources and skills to meet our strategic objectives.

## 5.2 Detailed Objectives and Timetable:

	Key Activities & Milestones	Strategic Objective Number	Responsibility
20/21 Q1-2	Transition from open access model to one-to-one strength based therapy. Inclusive of online working due to COVID.	1.2.3	CEO/Staff Team Trustees
20/21 Q3-4	Review, analyse and set strategic direction alongside our commissioners and funders based on need and demand. Recruit Clinical Lead Job Share increasing hours to 50 and provide an additional 12 hours per week front line work. Source an additional £60,000 in short-term funding and move all data to Salesforce ensuring GDPR compliance. Secure external HR resource and fund additional clinical supervision/reflective practice and EAP.	2 1.3.4 4 2.4	CEO/Staff Team Trustees
21/22 Q1-2	Recruit and fund Operations Lead post. Support and fund all H&S and HR requirements to enable blended opening. Review safeguarding policy and procedures and provide training to Trustee Board. Review cyber insurance. Start plan of renewal for CAPE Shops Ltd and increase sales and donors. Refresh website to reflect strategic direction and drive donor contact. Increase donor base by securing place within the Christmas Big Give campaign 21.	2.4 1.2.3.4 4. 4. 3.4 3.4 3.4	CEO/Staff Team Trustees

	<p>Secure a local participating solicitor for free will making in November 2021.</p> <p>Seek funding partnerships with local corporates to secure £35,000 short term funding and develop marketing strategy.</p> <p>Review existing building feasibility study to reflect new service model and present to CAPE Board project business case for decision.</p>	<p>3.4</p> <p>3.4</p> <p>4</p>	
<p><b>21/22</b></p> <p><b>Q3-4</b></p>	<p>Seek long-term sustainable funding to support the aims of this business plan and provide for continuation funding for other sources of funding coming to an end in the next three years.</p> <p>Deliver on decision for project business case as decided by CAPE Board.</p> <p>Seek further opportunities to innovate within the complex mental health arena. Tender for family services.</p> <p>Review Finance and Reserves policy and procedures.</p> <p>Fund and recruit additional PSP to support resourcing and capacity.</p> <p>Fund and expand clinical supervision for an additional five volunteer psychotherapists to alleviate waiting lists.</p> <p>Seek an external body to review and quality control CAPE's clinical work in the community.</p> <p>Review all CAPE/ CSL insurance policies and provide events to support marketing plan.</p> <p>Refresh website and monitor traffic.</p>	<p>1.2.3.4</p> <p>4.</p> <p>1.2.3</p> <p>2.4</p> <p>1.2.4</p> <p>1.2.4</p> <p>1.2.3</p> <p>4.</p> <p>3.4</p>	<p>CEO/Staff Team</p> <p>Trustees</p>
<p><b>22/23</b></p> <p><b>Q1-2</b></p>	<p>This will be a consolidation year, where CAPE will strategically assess our position, review our current funding streams, and look for continued sustainable funding streams based on our analysis and the impact we have made to the lives of our clients.</p>	<p>1.2.3.4</p>	<p>CEO/Staff Team</p> <p>Trustees</p>

	<p>Review our key messages to ensure we are meeting our key audiences.</p> <p>Rebrand-fact-finding and understanding of the strategic direction we have taken, creating a logo and brand that lasts beyond the life of this plan.</p>	<p>3.</p> <p>3.4.</p>	
<p><b>22/23</b></p> <p><b>Q3-4</b></p>	<p>Launch and implement branding across the organisation and external partners.</p> <p>Risk assess and position CAPE based on our analysis for future funding streams.</p> <p>Launch 25<sup>th</sup> year celebrations.</p>	<p>3.4</p> <p>1.2.3</p> <p>3.4</p>	<p>CEO/Staff Team</p> <p>Trustees</p>
<p><b>22/23</b></p> <p><b>Q1-2</b></p>	<p>Tender for community mental health services.</p>	<p>1.2.3.4</p>	<p>CEO/Staff Team</p> <p>Trustees</p>
<p><b>22/23</b></p> <p><b>Q3-4</b></p>	<p>Seek and confirm funding for a new post of Commercial Lead. This post will have responsibility for diversifying our approach to income generation, in particular looking to develop opportunities to generate commercial income via CAPE's trading company and generate resources.</p>	<p>3.4</p>	<p>CEO/Staff Team</p> <p>Trustees</p>



## 6.RISK ANALYSIS

Risk	Likelihood	Impact	Total Risk	Management/Control	Lead
Reduction in funding streams.	M	H	H	<p>Develop updated fundraising strategy that supports strategic aims.</p> <p>Develop management team and sub-committees to support fundraising function.</p> <p>Effective budgetary management.</p>	<p>Trustee Board</p> <p>CEO</p> <p>Sub-committees</p>
Clients do not validate the need for CAPE or services	L	H	M	<p>Service activity, quality and client feedback data monitored and evaluated.</p> <p>Consultation mechanisms and communication strategy refined to ensure trustees and management retain in depth understanding of client needs and concerns and liaise effectively.</p>	<p>CEO</p> <p>Ops Lead</p> <p>Co-Production coordinator</p>
Under-developed governance	L	H	M	<p>Trustee Board have undertaken skills audit and have knowledge of the voluntary sector and legal framework.</p> <p>Sub-Committee structure being developed to support informed decision making at Board level.</p>	<p>Trustee Board</p>

Under-developed strategic and operational management	M	M	M	Strategic review undertaken, infrastructure and capacity development built into Business Plan. Review and scale program priorities according to funding.	Trustee Board CEO
Lack of profile and engagement with stakeholders, or stakeholders not fully representative	M	M	M	Produce Marketing and Communications strategy. Identify wider range of partnerships and multi-agency collaborative working requirements.	Trustee Board CEO Sub-committee
Insufficient organisational infrastructure or capacity	M	H	M	Strategic review undertaken, infrastructure and capacity development built into Business Plan	Trustee Board CEO All staff.
Difficulties in identifying working partners	L	M	L	Clarify CAPE's core 'offer' and USP and publicise effectively. Develop a partnership and collaboration policy.	Trustee Board CEO Sub-committee

## 7. FINANCIAL ANALYSIS

### 7.1 Five-year Income and Expenditure History for CAPE:

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Total Income</b>	239,754	290,593	303,378	323,819	385,960
<b>Total Expenditure</b>	237,401	270,986	324,545	364,304	399,208
<b>Surplus/Deficit</b>	2,353	19,607	(21,167)	(40,485)	(13,248)
<b>Reserves</b>	32,007	50,414	29,247	(11,238)	(24,486)

### 7.2 Four-year Budget for CAPE:

	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
<b>LBE Grant</b>	55,000	55,000	55,000	55,000
<b>LBE Contract</b>	164,126	167,715	171,069	174,491
<b>Charitable Trusts</b>	107,840	134,590	141,590	141,590
<b>Donations and fundraising</b>	10,500	13,012	18,012	18,012
<b>Intercompany donation</b>		10,000	15,000	15,000
<b>Unsecured Funding</b>	60,000	35,000	50,000	86,000
<b>Total Income:</b>	<b>397,466</b>	<b>415,317</b>	<b>450,671</b>	<b>490,093</b>
Salary costs	327,293	334,262	372,370	410,859
Freelance & consultancy fees	7,500	14,000	14,140	14,281

Staff Training/Recruitment	11,000	11,000	11,110	11,221
Travel expenses	1,000	1,000	1,010	1,020
Marketing & Communications	3,050	1,300	1,313	1,326
Events, forums, and meetings venue hire and catering	1,700	1,000	1,010	1,020
Project materials	900	1,200	1,212	1,224
Rent	10,400	10,400	10,504	10,609
Repairs & Maintenance	1,100	1,000	1,010	1,020
Premises, power, and light	12,000	12,275	12,397	12,521
Telephone, internet, PPS	10,200	10,000	10,100	10,201
Insurance, HR support, H&S	6,000	9,410	9,504	9,599
Professional and legal fees	33	213	215	217
Accountancy, Audit & Payroll	3,900	3,900	3,939	3,978
<b>Total Expenditure:</b>	<b>396,076</b>	<b>410,959</b>	<b>449,835</b>	<b>489,099</b>
<b>Surplus/(Deficit) for the Year</b>	<b>£1,390</b>	<b>£4,358</b>	<b>£837</b>	<b>£994</b>

### 7.3 Four Year Budget:

The Budget for 2020-21 was prepared as we were expected to be impacted by the COVID-19 pandemic with café closure and other unexpected circumstances. This showed expected income of £337,466, expenditure of £396,076, giving an expected deficit of £58,610. It should be noted

that these figures were based on known costs and known income and before any expected fundraising efforts and grant applications in 2020-21. The actual result as drafted for 2020-21 shows a much better position. Additional income of over £70,000 has been generated, leading to a positive reserve balance on 31 March 2021 of over £40,000. The Budget was therefore very much a worst case. The five-year history above has shown a period of reduced reserves, but this in part has been due to a positive decision to invest in a pilot project to secure larger funding streams and investment in staff resources. We have also seen a 42% increase in demand for our services over the last 3 years.

Financial analysis on its own does not factor in the impact on clients of our work. We need to assess both when considering any changes. To sustain our position in the marketplace and grow our reach we also need to ensure we have the right support base.

**The Budget across the four years therefore makes the following assumptions:**

1. Year One includes expanded psychological support with the hire of an additional member of staff; the part-time Head of Recovery post has been replaced with two job share Clinical Leads providing 50 hours per week overall.
2. Year Two includes the hire of an Operations Lead role to support the CEO and ensure the CEO is freed up from the day-to-day management of operations to focus on strategy, driving the business forward and expanding the funding base; funding has been secured for this post, hence the increase in charitable trust funding from year two onwards.
3. Year Three includes the hire of a Partnership Lead to maximise the interaction and cooperation with outside agencies including voluntary and statutory sector partners.
4. Year Four includes the hire of a Commercial Lead to drive forward the opportunities through the commercial arm of CAPE.
5. Inflation at 1% has been applied across the full cost base with appropriate additional increases added where known/expected.
6. Existing funding streams have been assumed to continue/be replaced with like funding and inflation increases included where known.
7. The donation from the commercial arm is assumed to grow over years two to four.
8. The rental expenditure assumes the status quo however, if the building development is completed within the four years, this will impact on the expenditure budget.

**7.4 Key Resource Analysis:**

At this time, the impact of COVID-19 has materially impacted the way in which we deliver our services. We have created an online/telephone offering which has proved very successful at a difficult time. Going forward as things unlock, we will need to review and consider the appropriate resources needed to continue to deliver the services our clients need.

We have implemented a better data capture system (Salesforce). Although initially this has required additional resource to migrate data, it will enable us not just to see better the impact our

services will have on clients and how they relate to costs, but also capture donor base information and enable use as a fundraising tool. This will further drive analysis on the direction of travel and appropriate service delivery.

### 7.5 Cashflow implications/challenges:

Cashflow for any small to medium sized charity is always a serious consideration, especially when funding streams are often quarterly, whereas expenditure is monthly. We need to ensure we have the appropriate resources to grow in a sustainable way and look for funding on a full-cost recovery basis. This will enable us to continue the strategic direction set out in this Business Plan.

### 7.6 Scenario/sensitivity analysis – based on budget for Year 2 2021-22:

The main variable factors which could influence our financial results are the loss of funding for individual projects, with commitments for staffing in place that put pressure to find replacement funding. The task ahead is to ensure three things: that replacement/continuation funding is secured for those coming to an end; those additional hires do not take place without committed funding; and that new sources of long-term funding are identified that will support the existing cost base. A target of at least £60,000 new funding per annum is required to support the Plan.

	<b>At 120% of 2021-22 income level</b>	<b>At 90% of 2021-22 income level</b>	<b>At 75% of 2021-22 income level</b>
<b>LBE Grant</b>	66,000	49,500	41,250
<b>LBE Contract</b>	201,258	150,944	125,786
<b>Charitable Trusts</b>	161,508	121,131	100,943
<b>Donations and fundraising</b>	15,614	11,711	9,759
<b>Commercial donation from trading subsidiary</b>	12,000	9,000	7,500
<b>Unsecured funding</b>	72,000	31,500	37,500
<b>Total Income:</b>	<b>528,380</b>	<b>373,785</b>	<b>322,738</b>

	At <b>110%</b> of 2021-22 expenditure level	At <b>95%</b> of 2021-22 expenditure level	At <b>80%</b> of 2021-22 expenditure level
<b>Salaries</b>	367,688	353,751	328,687
<b>Running costs and overheads</b>	84,368	73,591	62,591
<b>Total Expenditure:</b>	<b>452,055</b>	<b>427,343</b>	<b>391,279</b>
<b>Surplus/Deficit</b>	<b>76,325</b>	<b>(53,558)</b>	<b>(68,541)</b>

## 8. INCOME AND FUNDRAISING STRATEGY

---

### 8.1 Introduction:

This outline income and fundraising strategy aims to provide sufficient income to sustain existing services and deliver on strategic objectives.

CAPE understands a financially sustainable organisation is an organisation that can consistently support and deliver its mission, making the most of changing markets and funding environments.

The purpose of this Business Plan is to enable CAPE to take a strategic approach to sustainable funding, looking at how we raise funds, and that these funds support our mission. IT will ensure that we have diversity within our funding sources donated and earned, and that we have the appropriate fiscal management, understanding and managing costs, income and risk.

CAPE funding strategy had been co-produced alongside CAPE Business Plan by our Board of Trustees, staff team and client base. It is intended to reflect the consolidation of our traditional grant funding base and allow for growth based on need, COVID-19 response and diversity across four identified income spectrums.

1. Gift economy (philanthropic giving)
2. Grant funding (restricted funding to deliver expected outputs)
3. Structured Market (payments for services under contract)
4. Open Market (trading)

When applying for funding CAPE will ensure funding is:

Stable - long standing commitment/relationships that meet the core needs of the organisation on an on-going basis.

Suitable - focused on the established and identified growth areas of the organisation rather than using resources for projects outside of the Business Plan unless they meet the mission and aims in the longer term.

Sufficient - ensuring funding reflects full cost recovery, staffing requirements to ensure the quality and consistency of service delivery and allows for innovation to attract further funding in the future.

### 8.2 Current funding history and position:

In the last 5 years CAPE income streams have grown by over 60%. This has enabled the organisation to meet the needs of clients who are unable to attend our building-based



services by expanding our outreach service. We have been able to innovate in the mental health field in Ealing by meeting a gap in the talking therapies market by piloting and then attracting evidenced stable grant funding for 4 years to provide one to one psychotherapy and therapy groups to those who are unable to access statutory services, for example those with psychosis and personality disorder.

We have moved from Grant Funding to Structured Market (contract) to deliver CAPE core building based mental health in the community services that provides stable income for 4 years over the life of this plan. We have invested in our open market by developing an on-line sales channel through our trading arm CAPE Shops Ltd.

We have attracted vital stable funding from Lloyds Foundation over 3 years, that has enabled us to strengthen our back-office functions during a period of growth and funding specific services while we seek continuation funding.

### **8.3 Funding analysis and outline strategy:**

#### **Year 1. Unsecured funding £60,000**

Charity sector funding will shrink over the next 12 months as many funds are diverted to emergency funding. CAPE will expect a marked decrease in our open market funding channels during lockdown as our trading arm starts a recovery package for unlocking our store and online sales. We also expect to see a marked decrease in gift aid donations as a knock-on effect of our open market.

Our Grant funding and Structured Market are holding well during COVID-19, but we are aware of potential impact on investment markets, Brexit and COVID-19 during this time, and have ensured we have maintained close contact with our funders so we can minimise risk together.

To meet objectives 1,2,4 of this business plan we have delivered the following: -

Through COVID emergency funds and government grants applied for we have secured an additional £70,000 short-term funding in year one.

This has enabled us to support the delivery of all our services through a blended model of online, building based or community outreach. This has included adjustment to our building, additional clinical supervision and support to our staff team working from home, and the move to a better data capture source Salesforce.

We have delivered on year one management structure by creating a clinical lead post delivering 50 hours per week through a job share and an additional 12-hour front line support to meet demand.

#### **Year 2. Unsecured funding £35,000**

With extended lockdowns of many parts of the economy there is the potential for economic recession, unemployment, and depressed disposable incomes for potential supporters.

There will be a risk of market saturation of the number of charity appeals individuals contend with alongside the number of grant applications to current and potential funders.

Funders will narrow their objectives to deal with the impact of COVID-19 and their areas of giving. CAPE will need to ensure we have robust evidence and impact of our work during this period to access this funding, to support any remodelling of our services and to meet additional needs going forward.

We will target gift economy (philanthropic giving) in this year to build our donor base and target local corporates to support their local mental health charity considering the impact of COVID-19. We will set a marketing campaign based on local need and approach local companies to support us through this difficult time. We will take part in the national Christmas Big Give to improve our reach and build on our donor base for future campaigns.

We have created a new post that will have responsibility for managing our finance, IT, facilities and HR. This post will also take responsibility for ensuring we meet our regulatory compliance obligations in areas such as safeguarding and health and safety, as well as working with the CEO to develop our performance data and ability to feedback on the progress made by our clients. We have been fortunate to secure 3-year funding to recruit an Operations Lead in 2021.

We will seek long-term core funding to support the objectives of this business plan and ensure we have the resources to deliver. Alongside this we will seek funding opportunities through the MINT model to deliver on the 5-year NHS plan by being part of the transition plan. This will include tendering for young people and families' services to provide family counselling to support prevention work and people accessing the care system.

We will agree the building strategy and direction for the organisation and launch capital appeals based on the outcome of the feasibility study. This will be in addition to any unsecured funding for this year.

Our developed marketing plan and refresh of the website will support all the above and enable us to meet our objectives 1-4.

### **Year 3 Unsecured Funding £50,000**

This will be a consolidation year, where CAPE will strategically assess our position, review our current funding streams, and look for continued sustainable funding streams based on our analysis and the impact we have made to the lives of our beneficiaries.

We will seek to fund a Partnerships Lead that will have responsibility for managing our existing relationships with our external partners and building new partnerships with a view to securing tailored services for CAPE clients that are provided by other organisations, the impact of which would be monitored by CAPE. This post will also work closely with other members of the SMT to develop our online profile and social media presence.

We will secure our contract position on delivery of KPIs and impact to ensure we are in a healthy position to tender for community mental health services in 23/24. We will seek

alternative funding streams for our blended services should statutory funding be cut; this will include marketing campaigns across partners.

#### **Year 4 Unsecured funding £86,000**

If we have secured continuation funding for the work as described throughout this plan and met all our objectives, we intend to seek funding for a new post of Commercial Lead. This post will have responsibility for diversifying our approach to income generation, in particular looking to develop opportunities to generate commercial income via CAPE's trading company and generate resources through internships and training opportunities offered to our partners in the business and education sectors.

#### **8.4 Key Action Points 20-24:**

1. Diversify our funding streams across all four income spectrums, but in particular, gift economy.
2. Ensure we have the right resources in place to deliver on our funding objectives.
3. We will actively seek funding from larger structural funders to ensure longer term core sustainable funding is secured.
4. We will launch a building development appeal to secure capital funding for a public/private/voluntary sector development to ensure we have the resources and space to deliver on our strategic objectives.
5. With our developed CRM we will target new audiences that will include will legacies (will making month) and the annual 'Big Give' at Christmas.

## 9. GOVERNANCE AND MANAGEMENT

---

Community Activities Project Ealing (CAPE) was established as company limited by guarantee on the 13th of June 1997 and has charitable status and is registered with the Charity Commission.

### 9.1 CAPE Organisational Information:

Company Number: 3386839

Charity Number: 1064778

Company Formed: 13th June 1997.

Registered Address: 239 A/B High Street, London W3 9BY

Website: [capeproject.org.uk](http://capeproject.org.uk)

The objects for which CAPE was established are:

‘to promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional or mental distress requiring advice or treatment in Ealing and areas.’

CAPE is governed by its Company Constitution and a Board of Directors/Trustees who meet quarterly.

### 9.2 Trustees and Directors:

Our Board and Governance

The Articles of Association provide for one third of the members of the “Council of Membership” to retire every year although they can put themselves forward for re-election.

There are currently 7 Directors who are also Trustees on the Board with a variety of skills and experience as follows:

Alan Bamford – Appointed in 2011 – Commercial business and property management experience.

Stephen Hammett - appointed in 2010 and until 2021 was Chair – Solicitor with experience in property and commercial contracts. Formally a partner in private practice.

Michele Little – Appointed in 2019 – Finance and accounting.

Tony Schiemann – Appointed in 1999 – Finance and accounting.

Catherine Taylor – Chair CAPE 2021– Appointed in 2008, Solicitor with experience in the public sector, governance, and commercial contracts.

Nicole Rinaldi - Appointed in 2021- Senior Leader with 23 years' experience in charity, membership, and commercial organisations.

Vivek Angra - Appointed in 2021 - Commercial professional, with a rich history of working for both Government departments and international organisations.

CAPE as a charity in the last 5 years has grown its funding by 60%, doubled its staffing structures and entered statutory legal relationships through contracting and memoranda of understanding. CAPE have weathered a worldwide pandemic and put together an ambitious strategic direction to support it's clients. We have this four-year business plan to support our and our clients' ambitions for the future. As we have moved further into clinical and social care our governance arrangements need to reflect the policy and governance frameworks we now work within, as well as charity law.

As the world seeks to unlock, opportunities will present themselves. The introduction of sub committees will support compliance when these opportunities arise. It will also enable the Trustees to advise and make recommendations to the main board having had the time to examine and question a particular area. It also gives the opportunity if required to bring in external expertise to support a piece of work.

Sub-committee structure appendix 3

### **9.3 Management and People:**

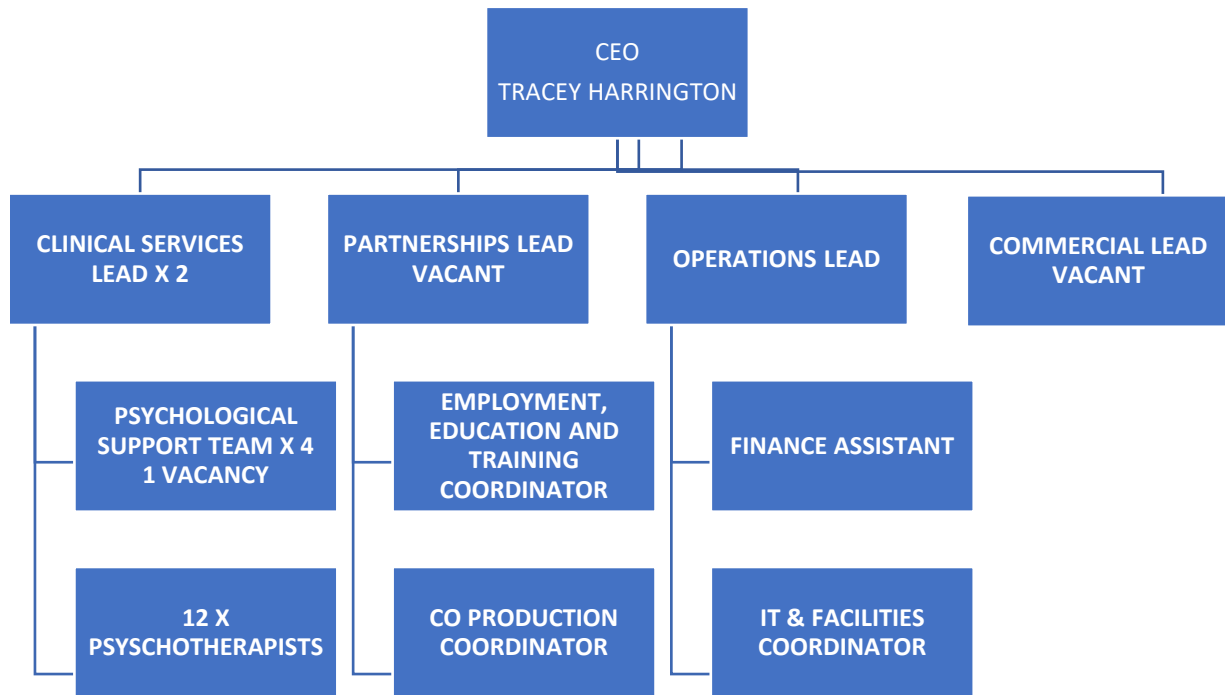
To deliver on our strategic goals and meet the inevitable challenges that we will face, CAPE is changing the way in which our services are delivered.

Up to now, CAPE has operated a largely, but not exclusively, building based open access approach to service delivery which has provided intensive therapeutic and advocacy support for some clients and met the more general support needs, such as social interaction and basic life skills for a much larger numbers of clients. We are moving very intentionally away from this approach to a more focused therapeutic service for a smaller number of clients to maximise our impact and the use of our resources. The general support needs of the wider group will still be addressed by intensifying its partnership working and collaborating with other organisations that share our commitment to seeing the lives of those who suffer from mental health conditions transformed.

Our staff are passionate about seeing transformation in the lives of our clients and are critical to all that we do as an organisation. As we move towards the delivery phase of our Business Plan it will inevitably require a change to the way our team is currently organised. In order to implement that change we are seeking to embrace the skill set and passion that is already within the team and set a new focus and direction to the way those roles are delivered day to day.

#### **Agreed Organisational Structure**

To deliver our objectives going forward, CAPE has implemented the following structural change which involved the replacement of the part-time Head of Recovery Post with two Clinical Services Lead job shares providing 50 hours per week support.



## Chief Executive

Our CEO, Tracey Harrington will, along with the Board of Trustees, set the strategic direction for CAPE and lead the organisation to be the best it can possibly be for our clients. With over 25 years experience in the voluntary sector, the last 16 at senior management level, she will be responsible for the execution of our change programme and for communicating and implementing our vision and mission. Tracey will also be responsible for raising CAPE's profile in the statutory and voluntary sector as well as with business and the public.

## Clinical Services Lead

In year one we have replaced the Head of Recovery position and created a new Clinical Services Lead job share providing 50 hours per week of support that will be responsible for taking the lead on all clinical and therapeutic services provided by CAPE. This will include building and leading a team of psychotherapists, developing group therapy work, and monitoring and measuring client progress. This role will also work closely with the Partnerships Lead to coordinate the full suite of services to clients from within and outside of CAPE.

## Operations Lead

In 2021 we have created a new post that will have responsibility for managing our finance, IT, facilities, and HR. This post will also take responsibility for our ensuring we meet our regulatory compliance obligations in areas such as safeguarding and health and safety as well as working with the CEO to develop our performance data and ability to feedback on the progress made by our clients.

## Partnerships Lead

We propose to create a new post that will have responsibility for managing our existing relationships with external partners and building new partnerships with a view to securing tailored services for CAPE clients that are provided by other organisations, the impact of which would be monitored by CAPE. This post will also work closely with other members of the SMT to develop our online profile and social media presence.

### **Commercial Lead**

We propose to create a new post that will have responsibility for diversifying our approach to income generation, in particular looking to develop opportunities to generate commercial income via CAPE's trading company and generate resources through internships and training opportunities offered to our partners in the business and education sectors.

# 10. COMMUNICATION AND MARKETING STRATEGY

---

## 10.1 Background:

To support this business plan and fundraising strategy, a communications strategy and plan is being created in year 2 to promote awareness of CAPE and encourage engagement with the charity and enable donations and funding from a wide range of stakeholders whether individual or organisational.

## 10.2 Brand Years 2-3:

In year 2 we will build and strengthen the CAPE brand, developing consistent messaging across all external (and internal) facing streams.

We will use this messaging throughout our marketing campaigns in particular corporates, our website, and events.

We will confirm and diversify our key audiences, recognise their value and potential value, and help shape the messaging to each.

We will ensure the voice of our clients is heard throughout our messaging and their needs are at the forefront of all campaigns and through our co-production work.

We will develop a robust marketing strategy in year 2 that supports income generation, diversifies funding streams, ensures consistent messaging, and reaches full stakeholder engagement.

In year 3 we will consider a re-brand for CAPE.

We will review stakeholder engagement with our current brand and consider if it represents the breadth and depth of the work CAPE has developed over the years and the strategic direction embarked upon within this plan.

If re-branding is agreed by CAPE Board including governance implications, we will seek specialist support, additional funding, or gifts in kind to implement.

We will re-launch our new brand at our 25th Year celebrations in Year 3.

## 10.3 Website Year 2:

The website is the window to CAPE. As with many websites, it needs to engage with several disparate audiences, as well as be an information hub.

We will refresh CAPE's current website to make improvements on the following:

- Raise awareness, promotion and education



- Engage and inspire people to make a difference
- Maintain relationships with supporters
- Encourage and grow donations and sign ups
- Promote volunteering and recruit staff
- Promote events and fundraisers.

#### **10.4 Social Media Year 2:**

To resource and improve communications through our social media platforms including Facebook, Instagram and Twitter.

#### **10.5 CRM Year 2:**

Further development of Salesforce to capture, track and enable wider contact.

# APPENDIX I - INTRODUCTION TO CAPE'S WORK

---

- **What does CAPE offer:**

A clear direction was agreed by CAPE Trustees in 2020, to cease operating in the social interaction and life skills market now met by other charities and recovery colleges and to focus on meeting a gap in the market identified several years earlier for tailored psychotherapy services for people with severe mental health issues whose needs were not met by IAPT or specialist NHS services.

- **CAPE continues to offer:**

1. Focused therapeutic services for clients with enduring mental health issues (not previously provided for by West London NHS Trust).
2. Empowerment through strengths-based working and coaches.
3. Signposting for the essential social interaction, life skills, and reconnection to people, services, and communities.
4. Partnerships to provide specific services - employment and vulnerable women
5. Building partnerships through co-production to ensure appropriate signposting and the development of the essential connections and pathways where it is identified with service users that there are gaps.

CAPE is therefore potentially operating in 4/5 markets – therapeutic services, signposting, psychological support and providing services in partnership and partnership building.

# APPENDIX II - STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ('SWOT') ANALYSIS WITH CAPE

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• CAPE provides a variety of services to support individuals experiencing 'severe and enduring mental health needs' in Ealing.</li> <li>• Staff at CAPE are committed, client-focused and work well as a team.</li> <li>• CAPE has a good working relationship with several other voluntary sector organisations and statutory services.</li> <li>• CAPE has undertaken a co-production report to highlight the importance of stakeholder engagement.</li> <li>• CAPE has undertaken a survey to explore clients' needs, and what they have found useful, during COVID-19 lockdown.</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• CAPE is reliant on statutory and trust funding and needs to diversify to achieve longer-term sustainability.</li> <li>• Other services (both statutory and voluntary) are not fully aware of what CAPE provide, so CAPE need to raise their profile in Ealing.</li> <li>• CAPE's Recovery Point needs refurbishment to enable services at CAPE to operate more efficiently.</li> <li>• The systems for monitoring client outcomes and impact require further development.</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Opportunities to develop positive working relationships with other voluntary sector organisations to 'signpost' clients to suitable services.</li> <li>• Opportunities to develop joint projects with other voluntary sector organisations.</li> <li>• Opportunities to undertake further surveys to understand client needs at CAPE.</li> <li>• Diversify funding streams through marketing and stakeholder engagement.</li> <li>• Lead on the development of community talking therapies</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• The competitive nature of funding in the voluntary sector makes it difficult to build working relationships with other voluntary sector organisations.</li> <li>• The pathway of communication between CAPE and statutory services is difficult to navigate and can lead to breakdown in information sharing.</li> <li>• Other voluntary sector organisations and services may seek to compete with CAPE by developing similar services.</li> <li>• Brexit, levelling up, Covid continued recession.</li> </ul>

# APPENDIX III – SUB-COMMITTEE STRUCTURE

---

The following sub-committee structure has been agreed year 2

- **Risk and Compliance:**

Oversight and advisory responsibility for:

1. Safeguarding
2. Clinical Service delivery
3. Health and Safety
4. Non-HR policies
5. Legal and Regulatory compliance

- **Finance & HR:**

Oversight and advisory responsibility for:

1. Financial Reporting
2. Financial Controls
3. External Audit
4. Data & Privacy
5. HR Policies

- **Strategic Development & Income Generation:**

Oversight and advisory responsibility for:

1. Service Development
2. Branding & Marketing
3. Social Media
4. Income generation (including relating to Government Grants and Foundations)
5. Building/Facilities
6. Digital Strategy & IT

For any queries or request for supplementary information please contact:

**Tracey Harrington**

**CAPE CEO**

Email: [tracey@capeproject.org.uk](mailto:tracey@capeproject.org.uk)

Telephone: 020 8896 2552