



mind your head

Organisational Promise



2013 – 16

April 2014 - REVISION

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1. Introduction

Our promise was built on the evidence that we gathered from our extensive community survey which we undertook in 2011. This put in place a clear vision for our organisation's development and plans right through to 2016. This document details that plans as well as provides an update on progress to date.

During the first year of our organisational promise development plan we have delivered a number of projects and initiatives which have not only met our key aims but also helped us to deliver on all of our identified promises. However, to simply stagnate and not pay heed to our evaluation and monitoring information gathered during the last year would be detrimental to our ability to ensure our work remains focussed. Therefore, in the financial year of 2013 to 2014 we have specifically taken account of:

1. The findings from the shared promotion in September entitled 'Let's talk about suicide prevention'. This has re-affirmed our desire to focus on promoting men's mental health positively and to be pro-active in increasing the level of suicide prevention community training available locally.
2. Our real Life stories project shared real stories within the community (still to be completed). This project reminded us of the level of stigma (including self-stigma) within the community and that we have to remember that tackling stigma within the community will take time. We must continue to improve understanding and raise awareness positively to achieve that.
3. The local NHS mental health department's review of mental health service, which at the time of writing is not public. The ongoing feedback from the local community reflects our frustration at gaps in lower tiers of mental health support available locally – specifically within the areas of early intervention and self-help. This was further emphasised in late 2013 when we learned the sad news that the local Shetland Bereavement Support Service was having to suspend their counselling service (which is very well used locally) due to funding challenges. We are therefore facilitating a third sector mental health forum in order to agree areas of responsibility, share information and resources, avoid duplication of provision within a stretched sector as well as agree strategic priorities for the future. This will take account of the draft Shetland Mental Health Strategy as well as the findings of the current, unpublished, NHS mental health service review. We are also keen over the next twelve months to progress our own support service plans.
4. Our Young People's Mental Health Focus Day was well attended and reminded us of the importance of continuing our educational work in schools. It highlighted the problems surrounding the internet and associated safety issues which directly impact on young people's mental health and wellbeing. We are going to work hard, alongside our partners to not only promote safe internet and social media usage with young people but also deliver important community training for parents/guardians and people who work and support young people. The focus day also reminded us of the importance of progressing our plans for our Support Worker for young people to provide an important alternative and necessary early intervention support service. We have gathered much evidence to demonstrate the need for this service. Over the next year we are going to work closely with local partners and undertake final consultations on the shape and means by which the service will be delivered.
5. We agreed a reserves policy which will be revised in light of feedback from external funders. The support we receive locally is truly tremendous and ensures that we have sufficient resources to deliver our current promise. We must now look forward sustainability and reduce our unrestricted reserves in order to match the tremendous local support we receive from external sources. We have set out a clear plan on we intend to do that.

2. Our vision, aims and promises

Our Vision

We want Shetland to be a place where:

- Mental health is supported positively within the community
- Information and knowledge of support services is easily accessible
- People do not feel isolated because of mental illness
- Negative attitudes are replaced with understanding and acceptance

Aims

The work of Mind Your Head is underpinned by a number of key aims:

- To raise mental health awareness in Shetland
- To reduce the stigma of mental ill-health
- To promote positive mental health and well-being
- To promote mental health support services and training
- To research mental health and associated needs within the community
- To work in partnership with existing organisations to further the aims of the charity

Our Promises

We have agreed promises which we will focus on over the coming years. These will be updated and developed as part of our ongoing organisational planning:

1. Tackle stigma within our community
2. Continue raising awareness and improving understanding of mental ill health
3. Promote ways in which to improve mental health wellbeing
4. Consult the community on matters relating to mental ill health
5. Monitor and measure trends and changes in attitude
6. Improve knowledge and access to information on support services and self help
7. Facilitate and influence policy and service developments
8. Explore ways in which to reduce isolation for people experiencing mental ill health
9. Undertake fundraising in order that for every £1 raised within the community that it is matched by at least 50% from external sources

Our Principles

1. To be realistic
2. To be sustainable

3. Evaluation & monitoring

Action	Timescale	Description
Funding	Ongoing	We received nearly £17,000 of donations, generated just over £13,000 at our Fun Run and nearly £3,000 through other fundraising activities, sponsorship appeals and collaborative appeals. We submitted 7 bids for funding. At end of year notification of 3 received. 2 were successful – See Me Small grants & Santander (Brodie Ward).
Community Survey	Oct – March	Postponed to April 2014 launch.
Marketing:		
Website re-design (Awards 4 All)	May – Sept	Complete. Launch May 2014.
Website and social media	Ongoing	Website upgrade to be launched in May 2014.
Merchandising	Ongoing	Complete.
Annual report	Ongoing	Complete.
Mental Health Matters	April - May	To be distributed in June 2014 featuring all the real life stories.
Training	Ongoing	Staff trained as trainers for Respect Me, Safetalk. Short courses piloted and delivered for Young Person focus day. Delivered 2 full day Respect Me Anti Bullying courses.
Evaluation & reporting	Ongoing	Ongoing.
Volunteering	Ongoing	Launched ‘Get Involved’ – volunteer recruitment at AGM in September. Working towards Volunteer Friendly Award.
SCIO	June	Action in April 2014
Community	Ongoing	Co-promoted ‘Let’s Talk About Suicide Prevention and collaborated with Northern Focus Parkour and Shetland Strongman. Sponsored the Shetland Football Association. Assisted in the latest round of See Me Pledge Signings which took place in Spring 2013.
Fun Run	August	Over 600 participants and INSERT AMOUNT RAISED.
Winter event	December	Cancelled.
Schools and self harm	Ongoing	The Brae project (funded by See Me) piloted. Was involved with self-harm protocol.
Da Grubby Hut	Jan – Mar 2014	Postponed till next financial year.
Pro-Active (Awards 4 All):	Complete by Dec	Complete. Elements still ongoing (e.g. men’s campaign & real life stories). Young People and Mental Health Focus Day well attended and Snapshot surveys actioned during Suicide Prevention Awareness Week.
Brodie Ward	October – Feb 2014	Ongoing – scheduled to be complete by end of May 2014.
Reserves Policy	March 2013	Complete. Update in 2014.

Other:

- The first meeting of the mental health 3rd sector forum took place and was well attended
- Had presence on mental health partnership and mental health forum
- Engaged in the review of NHS mental health services
- Hosted a BBC Radio Shetland Speakeasy on local support service needs
- Recruited and appointed new Project Worker – December 2013

Quantative Data – April 2013 to March 2014

Detail	Number of	Attendance
Email/post received	1202	
Email/post sent	947	
Telephone in	312	
Telephone out	572	
Meetings attended	136	
Service delivery (education, training, campaigns, projects, events, fun run)	36	1,519
Online reach – social media		6,938
Online unique visits – website		20,989
Volunteers – fun run & board	37	
Volunteers – youth engagement/minders	32	
Support (self help/signposting):		
Telephone calls requesting assistance	12	
Face to face signposts	7	
ASSIST intervention	1	
Website contact – assistance requests	47	
Young people signposts – self-harm	6	
Young people signposts – bereavement	1	
Young people signposts – child protection	1	

NB - Data not included for Project Worker April to September 2013.

Comments/feedback from public & participants during the year:

- “Great to hear from Young People themselves of their experiences around mental health, stigma etc.” – participant feedback from Young People’s mental Health Focus Day
- “This session was useful as it highlighted the different attitudes that people have in relation to self harm.” – participant feedback from introduction to self-harm course
- “The discussion generated was great. I think that it made me realised how I need to understand technology better to better protect young people.” – feedback from participant on the online wellbeing short course
- “The afternoon session involved quite a lot of reading and chalk talk rather than activity based. All the interactive parts of the course were good and the group activities were valuable.” – participant feedback Respect Me Anti-Bullying training day
- “My partner I were visiting Shetland in September and attended the MYH AGM. Over that last months, we’ve kept coming back to the good work that you are doing in the community.” – contact through website.

4. Development promise

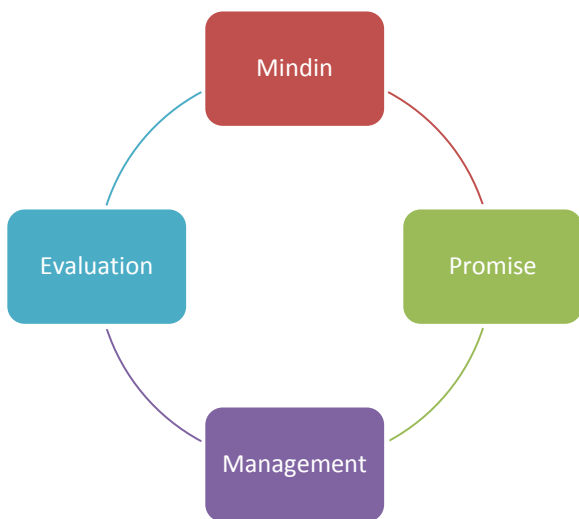
Sustainability and the need to be realistic with our plans were at the heart of discussions at our Away Day in 2012, when we agreed our development priorities. The following is a summary of progress on each of those identified by our board, as follows:

- a) **Development and delivery of a financial strategy to ensure the long-term sustainability of Mind Your Head**
 - Reserves Policy agreed and adopted in early 2013
 - Fundraising promise reviewed for 2014/15 to take account of local market factors and actual donations received, ensuring targets are realistic and achievable
- b) **Investigate and establish becoming a SCIO to put in place new governance arrangements**
 - Was delayed to avoid complications with an existing grant award
 - SCIO forms will be submitted in April 2014. New governance arrangements expected to be in place from September 2014 onwards
- c) **Clarify the service delivery of MYH to support Tier 1, across Shetland**
 - Further work has been undertaken and a community survey will be launched in Spring 2014 to gather further evidence in support of Tier 1 service
 - Continue with consultation, development and planning over next twelve months with funding bids in support of plans submitted within next financial year
- d) **Put in place robust and sustainable management arrangements to ensure staff are supported and supervised**
 - New staffing structure agreed in August 2013
- e) **Develop marketing strategy to ensure consistency, retain the reputation of MYH, clearly market services and support provided and reach more people**
 - Refer marketing promise adopted in March 2013 by board
- f) **Increase use of volunteers**
 - We are currently working toward achieving the Volunteer Friendly Award.
 - Staffing shortages for a time has led to recruiting additional volunteers being delayed however that will be prioritised over the next twelve months
- g) **Develop the organisation at this stage in the growth of MYH to be fit for purpose and maintain its reputation**
 - We feel we have developed realistically over the last twelve months and that our reputation is one which continues to be positive. However, we acknowledge we must continue to not only maintain our profile locally but ensure our work delivers and meets the needs of our community. The development of a support service is seen as a key way to achieve that.

It is our intention to hold another Away Day with board members, advisors and staff in the summer of 2014 in order to review our development priorities, especially in light of the findings from our 2014 community survey.

In Figure 2 below the model of how we agree on our work and priorities is detailed:

Figure 1: Promise delivery model



Before we agree a project or programme we initially record the idea. These ideas may come from research we undertake within the community, or supporters, individuals or partners who approach us looking to co-work with us, etc. These are then further researched and detailed on our **Mindin** form (copy available on request). This form details the project idea, initial costs and outcomes. This is then presented to our Board for consideration. If agreed it is then built into our **Organisation Promise** with timescales and a full budget (which takes account of resources required, e.g. staff/voluntary hours, etc). If funding is required it is then actioned at that stage before it moves into the management stage. The budget **management** template (copy available on request) is then used on a day to day basis to monitor progress on a project/area of work and builds in reporting back to the board/community as necessary. This is used throughout the life of that area of work and is used to provide information for **evaluation**, which is ongoing once a project enters the management phase.

Key partners

The work of Mind Your Head is only made possible by the fact that we are supported and have the opportunity to work alongside key partners both locally and nationally. These include:

- NHS Shetland
- Choose Life
- Mental Health Partnership
- See Me
- Shetland Islands Council
- Funders
- 3rd sector forum
- Voluntary Action Shetland

Our organisational Policy and Procedures are due to be reviewed and updated by the end of September 2014. Copies of these are available on request.

5. Action promise

Action	Promise	Timescale	Lead	No. of	Target	Information
Fun Run 2014	1, 2, 3, 6, 8, 9	April to Sept	PW	1	650	Our annual fun run continues to be a key way in which we promote mental health positively and is a key community fundraising initiative. This year's event will take place in Cunningsburgh on Sunday 24 th August.
Awareness raising	1, 2, 3, 4, 5, 6, 8	Ongoing	PW	10	1000	We intend to work with local partners during Suicide Prevention Awareness Week and Mental health awareness week. We hope to undertake ongoing awareness raising work by increasing our presence at public events/places in the community and by delivering focussed marketing campaigns on specific areas of mental health and wellbeing.
Community	1, 2, 3, 6	Ongoing	PW			
Fundraising	1, 2, 3, 9	Ongoing		1	500	We hope to maintain the level of donations we receive annually and increase online donations using Virgin Money Giving and Easyfundraising, making it easier for supporters to continue their fundraising efforts on our behalf.
MYH Promise		Ongoing		2	200	We launched our Community Promise in 2012. We hope to re-visit existing Promise Signers and organise collaborative initiatives that promote mental health. The Community Promise will be re-designed during the year and re-launched in 2015.
Education	1, 2, 3, 5, 6, 8	Ongoing	PW			
Minders		Sept onwards		7	1000	We intend to continue to focus resources on educational initiatives which will include building on the success of our pilot project, funded by See Me, 'Minders' by rolling that programme out to other secondary departments in Shetland.
Mental health focus days - secondary		Jan-Mar 2015		15	1000	Cyberbullying and internet safety as well as self harm are big issues for young people. We will work in partnership with local organisations including the OPEN project to deliver awareness raising sessions with young people through our planned mental health and wellbeing focus days.

Action	Promise	Timescale	Lead	No. of	Target	Information
Training	1, 2, 3, 5, 6, 8	Ongoing	TL			In 2013 we rolled out several new community training initiatives and these received positive feedback and suggestions for improvements. We have therefore taken that into account and intend to promote a year long programme of community based awareness raising sessions targeted at teachers, people who work with and support young people, local volunteers, parents/guardians, small businesses, young people, etc. We have designed these to be complimentary to existing provision. Respect Me courses and the recovery course are full day courses. All other courses are 3 hour introductory sessions.
Respect Me – Bullying		Autumn		3	60	Offered to in-service, youth work staff & voluntary sector
Respect Me - Cyberbullying		Autumn		3	60	Offered to in-service, youth work staff & voluntary sector
Safetalk		Ongoing		8	160	Will be offered to 5 th /6 th year pupils at Anderson High School, Brae High School and public sessions in the community
Online wellbeing		Jan-Mar		5	100	Youth workers, voluntary sector, parents/guardians
Stigma		Jan-Mar		5	100	Community sessions & Shetland College Students
Recovery		May		1	20	Carers group and voluntary sector
Self harm		Autumn		5	100	Youth work staff, voluntary sector, parents/guardians We will create a training video to accompany the new self-harm protocol which is due to be launched in 2014.
Volunteering	1, 2, 3, 4, 6, 8, 9		PW			
Volunteer Friendly Award						We intend to continue working toward achieving the Volunteer Friendly Award.
Recruitment, development & support						We intend to increase opportunities for young people through ‘Minders’ as well as general volunteering opportunities.
Men's campaign	1, 2, 3, 6, 7	Ongoing	TL	1	3000	Deliver a campaign to raise awareness and promote suicide prevention. Will include working alongside Shetland Football association (e.g. league sponsorship), poster campaigns, men booklets, SIBC & section on website for men.
Da Grubby Hut		Ongoing		20	2000	A series of workplace talks in male dominated industries.

Action	Promise	Timescale	Lead	No. of	Target	Information
Mental health matters	1, 2, 3, 6, 8	Ongoing	TL	1	1500	We intend to publish our Real Life Stories in booklet form and distribute widely in the community.
Website & social media:	1, 2, 3, 5, 6, 8	Ongoing	TL			
Website		May		1	5000	We hope to re-launch a re-designed website in May in time for online registrations for our Fun Run and will continue to keep that resource up to date and maintained.
Social media		Ongoing			2000	Maintain & regularly update
Monitoring		Ongoing				Monitor trends on info, etc accessed through media to ensure relevant
Marketing:	1, 2, 3, 6, 9	Ongoing	TL			
General and organisational				n/a		Organisational marketing over the next 12 months will include project/programme specific marketing, our annual report, business cards and improving awareness of our organisation within the community as well as marketing to support our ongoing work and programme.
Mental health & the 3rd sector in Shetland	6, 7	Ongoing	TL	4	80	We will continue to facilitate a 3 rd sector mental health forum which provides an opportunity to share information and plan strategically for the future.
Community survey	4, 5, 6, 7	Apr-Sept	TL	1	1000	We will launch our second community survey in April 2014 and will share the findings widely within the community by the autumn. The findings will initially be presented to the Mental Health Partnership and the full report will be made available on our website.
Support service development	4, 5, 6, 7	Ongoing	TL			Continue evidencing and developing plans for launching new support service over the next 12 months. This is estimated as requiring additional staffing to gather evidence, demonstrate need, facilitate focus groups and individual evidence gathering meetings with local agencies, engage with young people and potential service users to gather information to design service and submit applications to potential funders. Estimated to require 10 to 15 hours per week which is additional to current provision.

Action	Promise	Timescale	Lead	No. of	Target	Information
Partnership	1, 2, 3, 4, 5, 6, 7, 8, 9	Ongoing	TL			<p>We will maintain a presence on the mental health partnership, and work and collaborate with local and national partners (e.g. Choose Life, NHS, SIC, See Me, etc).</p> <p>We will work closely with the local Choose Life Co-ordinator, specifically in relation to Suicide Prevention week and contributing to rural suicide prevention planning.</p> <p>We look forward to continuing our positive working relationship with See Me in the future which would compliment efforts to tackle the stigma of mental ill health.</p> <p>We will continue our ongoing partnership working with SIC Youth Services & Education, Health Improvement, NHS Mental Health, Voluntary Action Shetland, etc.</p>
Evaluation & planning	5, 7, 9	Ongoing	TL	n/a		Continue monitoring and evaluating ongoing work, projects, etc.
Organisational	5, 7, 9	Ongoing	Board TL	n/a		<p>An away day with board members will be held in August to agree revisions to plans to 2016, in light of findings from our 2014 community survey.</p> <p>Brodie Ward project completion (Santander award).</p> <p>Register and change governance of organisation to SCIO.</p> <p>OSCR return.</p> <p>8 board meetings in the year and AGM.</p> <p>Staffing, training and supervision.</p> <p>Office rental, subscriptions and organisational development including training for staff/volunteers.</p>

Our plans for 2015 to 2016 will be reviewed following our planned away day, which will take account of the findings from our community survey. However, our initial plans include:

- 10th Anniversary Fun Run
- Launch of Support Service (adult services and young people)
- Continuation of awareness raising and campaign work as well as the re-launch of the MYH Promise
- Continuation of community training with addition of courses on stress and mental health wellbeing from April 2015
- Further development of youth volunteering (Mindors) and education work in schools
- Delivering Da Grubby Hut to male lone workers
- Development and launch of mental health and wellbeing app for iPhone/android

6. Fundraising & finance promise

In 2012 we agreed that one of our Promises would be to undertake fundraising in order that for every £1 raised within the community that it is matched by at least £0.50 from external sources.

Our financial planning is based on ensuring that we operate within the principles of best value and our action plan takes account of available resources to ensure our financial plan is both realistic and sustainable.

Financial projections are based on comparative actual costs from the previous two financial years or quotations. No expenditure is committed without obtaining quotations from at least two sources (when applicable) as per our financial procedures and governance arrangement. Copies of our financial procedures are available on request.

a) The previous three financial years

The table below details grants received over the last two financial years versus local generated income:

F/year	Detail	Sub-total
2011/12	Donations	£10,846
	Legacies	£3,040
	Fundraising activities	£12,141
	Grants	£11,000
	<i>NB - Promise target short by £2,013</i>	
2012/13	Donations	£12,446
	Legacies	£2,505
	Fundraising activities	£8,500
	Grants	£10,000
	<i>NB - Promise target short £1,725</i>	
2013/14	Donations	£16,930
	Legacies	£0
	Fundraising activities	£15,457
	Grants	£9,000 *PROVISIONAL
	<i>NB - Promise target short by £7,193</i>	

Local fundraising over the last two years has been focussed on the Annual Fun Run alongside local initiatives generated by supporters of the Charity. Grant funding received has been project specific. No revenue or longer term funding has been secured against core activities, namely the employment of existing staff. It must be noted that feedback from funders have noted the amount of unrestricted reserves held, which demonstrates a low financial need.

In 2013 we launched our Virgin Money Giving page and will phase out Just Giving. We intend to promote ways in which the local community can support Mind Your Head and ensure that there are easily downloadable sponsor forms and fundraising information available through our website – which would include information on where and how money raised will be used. We also have an ‘easyfundraising’ page, which we will promote through social media platforms.

In the next twelve months we will focus on reducing reserves so will therefore not be undertaking a big fundraising initiative.

b) The current situation & priorities

Our funding priorities continue to be the same as previously detailed in 2013, namely:

PRIORITY ONE – Local fundraising in support of current activities

PRIORITY TWO – Grants (local and national) in support of current activities

PRIORITY THREE – Fundraising for Support Worker posts

c) Reserves policy

In March 2013 the board agreed their reserves policy. This has been revised and updated and will be presented to the April board meeting for approval.

7. Marketing promise

We shall seek to market our brand and our work by ensuring that these seven marketing steps are central to our approach, as follows:

1 - Motivation

- Positive image and recognised brand
- A desire to find out more

2 - Benefit

- Acceptance
- Information
- Education
- Support

3 - Target

- Groups
- Supporters
- Individuals
- People with lived experience

4 - Tools

- Website
- Print marketing
- Local media
- Word of mouth
- Activities
- Projects

5 - What we stand for

- Positivity
- Accessibility
- Zero tolerance of stigma of mental health
- Improving mental health wellbeing

6 - Personality

- Approachable
- Understanding
- Friendly
- Community orientated
- Non judgemental

7 - Budget

- 10% of annual running costs
- Project by project basis

Mind Your Head have a positive image within the Shetland community and we wish to maintain that. We are aware from our survey in 2011 that over 90% of respondents were aware of our existence. However, we must not be complacent and it is necessary for us to ensure that awareness of our work and message becomes common knowledge throughout Shetland.

Consistency is crucial in the creation of print marketing materials, on our website, etc. We feel it is therefore important to ensure the following:

- Cleanliness of presentation and readability
- Clear and consistent usage of brand
- Design which is instantly recognisable and identifiable
- Use a variety of means of communication
- Positive promotion of mental health throughout

Website and social media

Over the last twelve months we have monitored closely our social media and website in order to ensure that the information we make available online is targeted and meets the needs of our online audience. We will therefore use that data to inform updates and news features when the new re-designed site is launched in May 2014.

We also intend to:

1. Ensure the website is regularly updated and encourages return traffic, utilising social media to assist with that when appropriate
2. Maintain news and have a mental illness monthly focus which will be highlighted throughout the site
3. Maintain social media with specific aim of targeting a younger audience
4. Continue monitoring stats in order to ensure site functionality following re-design, ensuring it continues to meet the needs of site visitors.

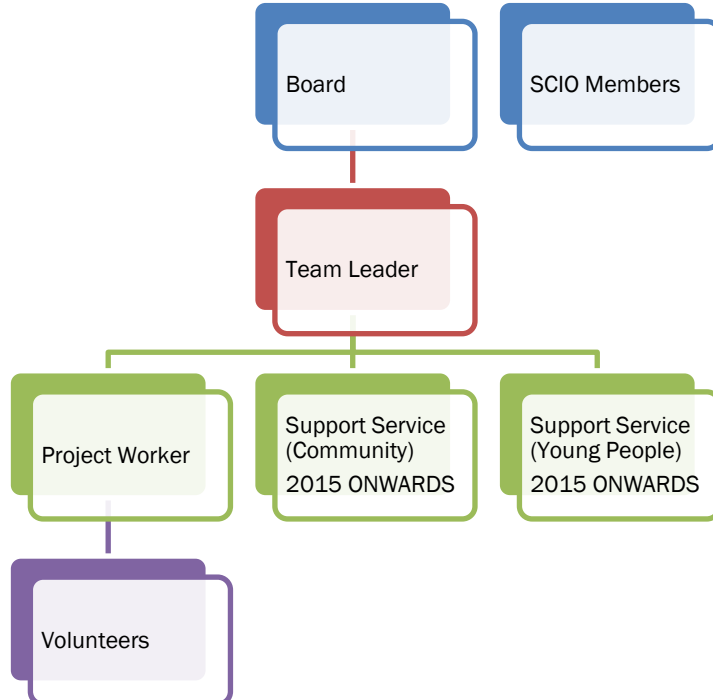
5. Organisational structure

Who we are:

Chairperson	Allan Wishart
Vice chair	Shona Manson
Treasurer	Vacant (at time of writing)
Secretary	Vacant (at time of writing)
Board members	Nicola Halcrow
	Eleanor Robertson
	Wilma Stewart
	Peter Jack
	Michael Stout
	Darren Blance
	Paul Cleland
Team Leader	Jacqui Clark
Project Worker	Chris Wright
Advisors	Karen Smith (NHS)
	Wendy Borril (Shetland Islands Council)

Management Committee members are appointed (or reappointed) at our annual general meeting. Management Committee meetings are held on a 6-weekly cycle. Our Committee consists of people who have an interest in mental health, have personal experience of mental health and/or are working in this field. In August 2013 we agreed a new organisational structure, as shown in Figure 1 below:

Figure 2: Organisational structure



We are currently employing two staff and propose to add an additional layer in the form of a Support Service (the form that takes has still to be agreed).

SCIO registration to be actioned in first half of 2014/15 financial year.

It is important for us to ensure that we incorporate and provide opportunity for voluntary involvement. Within this structure we think this becomes clearer. As mentioned earlier, we will be working toward the Volunteer Friendly Award and hope to achieve that in 2014. Further information on our volunteering policy is available on request.