



Next Steps Business Plan

1.04.2020 to 31.03.2025



**The Queen's Award
for Voluntary Service**

The MBE for volunteer groups

Registered Charity No 1149932
Limited Company No 7570609

Ryedale's Resource Centre for People with Wellbeing Issues

Section 1: Executive Summary

As a registered charity and a company limited by guarantee, Next Steps has been providing support to people experiencing the effects of mental health issues for 20 years and more recently for those that are lonely and isolated. In providing this support, the aim is to involve service users in operating the service and in deciding what it does, both as a way of responding to their needs and as a way of helping them to take control of their lives. At a recent user group meeting the service users wished to be called members so from this point they will be referred to as members. It is not the intentions of Next Steps to be a permanent 'prop' for members but rather as a catalyst for them moving on. Through a variety of activities Next Steps encourage people to make decisions and take a positive view of their lives.

Whilst its resources are small, Next Steps ambitions are large. The Trustees want to ensure that Next Steps continues to provide its base level of services to its users whilst at the same time extend the services into the remote rural areas of Ryedale where many people suffer in isolation. Next Steps has extended its services so that it operates on two evenings per week and at weekends, currently the times when people can feel most isolated.

Next Steps funding position has at times been tenuous but staff, volunteers and trustees are single-minded in their efforts to ensure that Next Steps continues. Next Steps currently is financially stable thanks to grants and donations from various stakeholders, and we have established a Reserve Fund of £30,000 for unforeseen eventualities and 20k for a new building fund. Next Steps will continue to:

- Work with partners to maintain and develop our services
- Work with other charities in the area to serve the needs of our service users
- Extend our services to provide support in the remote rural areas of Ryedale
- Seek financial stability through grants, donations and developing income streams
- Address the issues surrounding mental health stigma by positive actions and education

And, by doing the above:

- Continue to provide support to some of the most vulnerable people in society.

Section 2: Introduction

This is Next Steps Business Plan for the period 1st April 2020 to 31st March 2025 in which we set out our current operations and activities, and our vision and priorities for the future. The Plan sets out how we want to achieve this vision and how we intend doing it. The Plan is a rolling document and will be reviewed by the Board of Trustees annually.

The Trustees are united in its view that Next Steps must be a forward thinking customer focused organisation which is able to respond to the constantly changing environment in which it operates.

The Trustees recognise that they can only be a good responsive organisation by prioritising its resources within the local communities in which it works and by developing strong partnerships

with Next Steps customers, members, staff, volunteers, local communities, parish and town councils, Ryedale District Council (RDC), North Yorkshire County Council (NYCC), The Scarborough and Ryedale Clinical Commissioning Group (CCG), York and Vale CCG and all other stakeholders.

In considering this Business Plan, it is important to recognise the background to the internal planning process and the involvement of Next Steps members, volunteers and stakeholders. In late spring and early summer the members are consulted on the Organisations outputs and its approach to the issues that it faces. In addition the members put forward their wish list of activities that they would like to see introduced, or to have a flavour of. In the early part of the calendar year, the Trustees review the Business Plan and try to accommodate the members' wishes. There is also consultation with the major shareholders prior to the finalisation of the Business Plan.

Section 3: Background

1. What is Next Steps?

Next Steps is a registered charity supporting people in Ryedale who have experience of mental health issues and it aims to reduce the stigma associated with the illness. It also enables people in Ryedale who experience mental health issues to seek advice and support, not only from professionals but also from people who have experienced mental health problems themselves. Next Steps also provides support to people who are isolated and lonely, especially in the remote areas of Ryedale where there is often very little public transport.

User-involvement is a key aspect of how Next Steps is run and how it decides what it does. Both staff and trustees are totally supportive of this approach as the needs, concerns and ideas of members are crucial to how it operates and how successful it is. Several trustees are also members of the organisation and the views and opinions they bring to the Board of Trustees are vitally important in the governance of the organisation.

It is both a registered charity (no. 1149932) and a company limited by guarantee (no. 7570609).

2. How Was Next Steps Established?

Next Steps emerged as a result of an initiative undertaken by the two separate organisations which were the forerunners to Ryedale Voluntary Action (RVA) and the Local Infrastructure Organisation (LIO) supporting the voluntary and community sector in Ryedale. These two organisations worked across different areas of Ryedale, the area of the District Council of the same name, which itself is one of seven districts in North Yorkshire. RVA worked across all the local government area of Ryedale and when it was formed there were 75,000 people living in an area of 650 square miles. Access to services was then, and remains, a particular problem. For people with mental health problems this was even more acute as often their issues meant that they were reluctant to travel to access services.

Statutory Mental Health services were then provided by the Tees and North-East Yorkshire Mental Health Trust, based in Middlesbrough. Whilst these services did have a local base, there was little

opportunity to provide more local services in areas that were remote from the headquarters of the organisation. In particular, the less formal support mechanisms did not exist. Clinical services are clearly important but a lower level support process was missing, meaning that people who would gain from more informal support missed out. Instead they often suffered in silence until they needed a clinical intervention. This was detrimental to them as individuals and an unnecessary cost to the health service.

As a result of becoming aware of this, the forerunners of RVA decided that a 'drop-in' type of opportunity would at least provide a means of support for local people. By providing an opportunity for them to meet in a non-judgemental and welcoming environment where they were encouraged to recognise their issues, and were supported in seeking solutions to them, it was intended that not only would they benefit but so would the local health services. Meetings were held once a week in some of the market towns and, through an 'open-door' policy, attendances grew.

With the establishment of RVA as the organisation serving the whole of Ryedale, the opportunity was taken to 'brand' the meetings as 'Ryedale Survivors'. As RVA became more and more the recognised contact point for the community and voluntary sector in Ryedale, and because RVA provided a stable base for fundraising activities for projects that operated under its banner, the work of Ryedale Survivors grew again. It is recognised nationally that one of the specific roles of LIOs is to identify gaps in the provision of services and, where necessary, to establish projects to fill these gaps. It is also recognised that, once such projects are up and running, they are encouraged to become independent of the host LIO, either by joining with another suitable organisation or by becoming an independent organisation in their own right. So it was with Ryedale Survivors, who decided to become an independent organisation separate from RVA.

In deciding to become independent, the decision was also taken to change the name of Ryedale Survivors, both to recognise it was going to become a separate organisation from RVA and to better describe the work that was envisaged. The name 'Next Steps' was chosen as it was a name that evoked a positive image for the organisation, aiming to assist people not only to cope with their problems but also move on from them. After seeking financial support from both the Lottery and from a wide range of grant-giving charities and other bodies, Next Steps was established as a separate organisation and became a charity on the 1 May 2002. New premises were rented and the organisation became self-financing and self-governing.

3. Operations

As stated above, Next Steps provides support for people who experience mental health issues. This includes those affected directly, that is, those who have a mental health issue, as well as their family or their careers. In addition, Next Steps seeks to assist people who are isolated, lonely or vulnerable as this is often the commencement of mental health issues i.e. prevention is better than a cure.

The term 'support' is used in its widest sense and includes any activity which helps the individual and their family and carer. The mere fact of having a centre in Ryedale helps people to access such support on their doorstep. Help is available from qualified and experienced staff as well as from

volunteers and other members of the Organisation. Access is straightforward; there are no restrictions and no searching questions as part of membership registration.

Support includes several activities:

- A sympathetic ear.
- A stable environment in which to meet.
- The opportunity to raise issues with either the service manager, other staff, volunteers, trustees, or other members of the Organisation.
- Practical support for aspects of living.
- A variety of services or opportunities that members may not have.

One important aspect of the service is in supporting and empowering the members so that they are able to move on with their life. Next Steps provides a stable environment to meet other members and volunteers in a friendly atmosphere. Many of our volunteers have been members in the past and are eager to help others in the best way they can.

In detail, the services offered are as follows:

- **Café, located in Norton.** Based on a social enterprise model providing a healthy affordable meal with produce from local businesses or from Next Steps own allotments. The Café was awarded the top grade for hygiene in 2019 by the Environmental Health Department of Ryedale District Council.
- **Week-end opening.** The Norton hub is open on Saturday mornings from 9am to 2pm and on every other Sunday for Sunday lunch where members would otherwise be on their own.
- **Support.** This includes practical support and advice, such as with housing or benefit issues, writing a CV, as well as emotional support and just taking an interest in the person.
- **Diet and Weigh in Club.** Known now as the Norton Nibblers, they meet once a week to discuss their achievements (or not).
- **Visits.** Next Steps, in consultation with members, has organised many visits and outings, such as for Christmas shopping, to local attractions and places of interest, to the coast and National Park etc. These prove very popular and are often restricted by transport provision.
- **Outreach.** Next Steps provide a service in other market towns in Ryedale. There is a 'Drop-in hub' on a Thursday at Pickering between 9.0am and 3.30 pm. and on a Wednesday at Kirkbymoorside between 9.00am and 12.00 noon. Currently Next Steps is providing a 'Drop-In' in the rural villages of Thornton-le Dale, Sherburn, Wintringham, Farndale, Helmsley and Gilling East and further venues throughout Ryedale are envisaged. The current average number of sessions per annum is 288
- **Involvement.** Members are closely involved in the development of the service, both by having several of on the Board of Trustees and by a process of regular user meetings.

- **Washing.** Members can use the washing and drying facilities for their own washing for a small charge in the Norton Centre. It is surprising the number of members who do not have this facility in their home.
- **Showers.** Members can use the shower at the Norton Centre for a small charge
- **Signposting.** Through the knowledge and experience of staff and volunteers, members are signposted to a variety of other local organisations in both the voluntary and statutory sectors.
- **Partnership working.** Next Steps works closely with Princess Road Clinic, the clinical centre operated by the Mental Health Trust, Foundation Housing, the Probation Service, Salvation Army, local churches, Ryedale District Council, Ryedale Charities Together (a group of seven local charities who work together to provide complimentary services), Scarborough and Ryedale Carers Support, Survivors at Scarborough (a mental health support organisation), Disability Action Group (DAG), Mind, and Age Concern. In addition, the Organisation also works closely with the appropriate departments of North Yorkshire County Council as well as the various GP surgeries in the area together, with the Clinical Commissioning groups of Scarborough and Ryedale, and that of York and Vale. Next Steps is an active member of the Scarborough, Whitby and Ryedale Health and Social Care Forum, and Ryedale Charities Together. Over the past twelve months the staff have worked with the following in providing activities for the members; - Musical Memories, Music Therapy North Yorkshire, InstruMental Sounds, Yorkshire Housing, Rowntree's Housing Association, The Older Peoples Forum, Mencap, The Norton Hive, Crafty Cats, Pickering Library.
- **Walking group.** The 'Green Steps to Feeling Better' walking group undertakes walks from 1 mile to 10 miles. It also has a buddy's scheme that supports Individuals on walks whereby trained volunteers walk with a member to encourage and to assist them. The project was started to improve access to physical activity in order to facilitate improved mental health. This Group is currently in the process of producing its own publication of small 'Well Being' walks and maps.
- **Art Group.** This group meets weekly and has proved very popular with some spectacular work being produced. There is also a real mixture of ages involved. This group has become so popular that there are now two separate sessions in Norton.
- **Allotments.** There are seven allotments managed by Next Steps and gardened by the members. They grow all types of produce for the café and for general sale. Also on the allotments are hens which produces a regular supply of eggs for the cafe. Members are encouraged to take advantage of this activity as it is good exercise and very therapeutic. Members are considering extending their abilities to growing garden plants for sale with the use of poly tunnels.
- **Cornfields Flowers Project -Into the Community.** In January 2019, Next Steps commenced this project which was financed by the Heritage Lottery Fund, NYCC and East Riding of Yorkshire Council. The purpose of the project is to protect and preserve species of wild flowers from going into extinction. The allotment volunteers and members, together with a member of staff have used the allotments to develop seeds into plants and are using

sites throughout Ryedale with the support of local councils, village halls, farmers and generally interested people. It is a three-year programme but is so successful it is envisaged it could be extended.

- **Men in Sheds Groups.** Next Steps hold a Men in Sheds group at Kirkbymoorside on a Wednesday morning, Pickering on Thursday morning, at Malton on Tuesday mornings and aim to start another in Norton in mid-2020. The aim of these groups is to connect, converse and create i.e. to provide a place to pursue practical interests at leisure, to practice skills and enjoy making and mending. Activities include woodworking, repairing and restoring, electronics, model building and glass etching.
- **Handbags and Hammers Group.** Not to be outdone by the men having 'Men in Sheds groups', the ladies formed a similar group called 'Handbags and Hammers'. This group not only get involved with woodwork and restoration, but also have regular craft sessions.
- **After Hours Group.** There is an 'after hours' club which enables members to have activities at evenings and weekends. Some activities include going to the cinemas around the area, going to markets, making a meal together, playing games, eating out in restaurants and taking trips further afield, including overnight stays. The group aims to improve socialisation skills for members and reduce stigma in the local community.
- **Thrifty Thursdays.** Next Steps is open from 3pm to 8pm every Thursday to provide a warm meal and limitless hot drinks for £3.50. It has proven extremely popular and where a number of members bring their washing and use the washing machine and drier for a modest fee. It has proven to be quite a social event for those attending and where healthy debates occur. It is promoted by Ryedale District Council through its homeless facility, Derwent Lodge, which is nearby.
- **Computer and IT Skills.** There are six personal computers for use by all members and which have recently been renewed. Members can receive basic training on their use and application from volunteers. These PC'S are also used by members and the general public to compile Universal credit applications and Next Steps has been approached by the local Job Centre for its support in this process. The PC's are also used for job applications and the compilation of CV's with support from staff and volunteers. Next Steps uses this computer suite to provide in-house training and the suite is hired out to outside organisations where it brings in a small income. Once a member is confident in using IT they are encouraged to train others and thereby leading to confidence building and in their own self esteem.
- **Wellbeing Activities.** We encourage service users to access wellbeing activities, including the walking group, healthy eating, cookery training, keep fit, and dietary advice and guidance.
- **Acupuncture.** A recently added addition to Next Steps services. It is provided by a qualified volunteer on a weekly basis and has proved extremely popular with members.
- **Volunteering Opportunities.** As part of the ongoing help Next Steps provides to members, it encourages them to help in its varied activities and to become a volunteer. For example, the Norton Café, which is managed by a Catering Supervisor, has a team of 25 volunteers

assisting and who all receive the appropriate training in food hygiene, customer care and with cookery skills etc.

- **Stigma.** Through its activities Next Steps addresses the fear around mental health. The Organisation is proactive in its approach and addresses the issues of prejudice whenever it arises. Staff, Trustees and volunteers are often asked to speak at schools, local churches and local community groups where they try and get a positive message about mental health to their audiences.

4. Has Next Steps Been Successful?

The immediate (and short) answer is 'yes it has been extremely successful'. As an Organisation it has provided the service at its current premises for 15 years and has supported hundreds of people through this period. At times it has not been an easy path; funding issues are never far away. Throughout this time, however, the Organisation has operated successfully, has expanded its services, has continued to provide outreach services, has had the support of both the NHS and the County and District Councils. It has been successful in obtaining grants from other charitable trusts and grant-giving bodies and is well respected in the local community. It received a significant amount of money from the Big Lottery in 2016 to enable the Organisation to expand its services, in particular to the rural areas of Ryedale.

Next Steps is a registered provider of services with North Yorkshire County Council and has been in receipt of an annual contract to provide support services for over 17 years. Next Steps was successful in being awarded a Procurement Contract with NYCC for three years from 1ST October 2018 and which can be extended to seven years.

Next Steps is also a registered provider to the Scarborough and Ryedale Clinical Commissioning Group, and receives an annual grant.

Most important, however, is that Next Steps has provided continuity to those people who are most vulnerable in society. Mental Health services are often the Cinderella service in that there is an element of fear and stigma and therefore people tend to shun the service. It is vitally important that Next Steps continues in order to provide support for a section of society that is often overlooked, often feared and often neglected.

The Organisation was awarded the Queens Award for Volunteers in 2018 for its outstanding volunteering achievements.

A quantitative assessment of Next Steps was undertaken in 2009 by two doctors on secondment to the Derwent Surgery General Practice in Malton. Their investigations and subsequent report demonstrated a clear improvement in the mental health and quality of life of its members, as measured by the Human Givens Needs Scale (an emotional needs scale), and an average financial saving to the NHS of at least £1,427 per service user. The Report also made comment that if membership of Next Steps was increased via a more formal referral service, there would be a substantial increased financial benefit to the PCT, as it was then known. Appendix 1 shows the full

report of Doctors Drummond and Hayes and which report prompted articles in both the Human Givens Journal and the Medical Journal.

To bring those figures up to date, the Office of National Statistics states that inflation rose by 35.02% from 2009 to 2020, and that £1,427 now equates to £1,926.78 per person. In 2009 Next Steps had approximately 70 members but in 2020 there are more than 350. This amounts to a significant saving to the NHS.

5. Hub of Activities

The Drop-in Centre in Norton is used by a number of agencies as it is recognised locally as a community service. Rooms are permanently rented in the building to Foundation Housing, who uses it as their area base. In addition it is used on a weekly basis by the Probation Service and by DAG for debt counselling.

6. Drop-in Attendance and Activity Attendance

Drop-in/Cafe Attendance – 30 to 50 people attending on a daily basis from Monday to Saturday.

Pickering Outreach- 60 people

Kirkbymoorside Outreach- 25 people

Rural Outreaches- 8 to 18 people per session

Walking group – 15 members overall with weekly walks of at least 10 people regularly attending, with support.

After Hours Group – 30 members overall with weekly sessions of at least 12 people regularly attending.

Art Group – 20 to 25 members attending in two sessions.

Men in Sheds Group –Pickering 20 to 25, Kirkbymoorside 15 and Malton 10.

Outings – These are usually oversubscribed due to transportation restrictions, but are very popular.

Volunteers – 65 people

Allotments and Cornfields Project. – 8 members

7. Monitoring

There is difficulty in monitoring the progress made by the members of Next Steps generally because there is often reluctance in this particular client group to talk openly. Several methods have been trialled as Next Steps acknowledge that it is necessary for outcomes to be measured. The Star Tool was tested but discarded because it was too involved for members. A measuring tool was developed in-house named Positive Steps Programme which was an eight-week programme broken down into four areas i.e. Training, Work Experience, Fitness and Creativity. This was found to be good for some

members but not for others. Next Steps is currently working with the Edinburgh and Warwick Mental Well Being Tool as it appears to fit its needs better.

Separate monitoring outcomes are produced for the Drop-in Centres, Walking Group and the Out of Hours Group.

8. Members Comments

Members often make comment and most of them are very positive and a small number of examples are shown below: -

'If the funds were reduced at next Steps countless people, including myself, would have nowhere to go to socialise. It has a nice relaxed atmosphere where everybody is made to feel welcome.'

'If it wasn't for Next Steps, I probably would not be doing what I am doing today; it has really improved my confidence and self-esteem.'

'I would rather go to Next Steps than go to the Doctor.'

'If it was not for Next Steps I would be dead'.

A number of case studies have been undertaken with the agreement of the individual member and these show the positive development of individuals through their involvement with Next Steps.

Section 4: The Market

1. Who are Next Steps customers?

The customers of Next Steps are people who suffer from enduring mental health needs and those with a short to medium term problem such as depression, anxiety, isolation and loneliness. Next Steps also supports those with addiction issues. Next Steps has close contact with the GP's in the area, the local Community Mental Health Team and the County Council Social Services Team. It is through these sources that Next Steps identify potential customers and their needs so as to provide a programme of support through the various activities and projects on offer. People also self-refer, having heard of Next Steps' services through the local community, current users, family and friends etc.

2. Where does Next Steps compete?

Next Steps competes currently within the Ryedale area of North Yorkshire, however with the future movement towards competing for services and funding, Next Steps has the potential of bidding for services in the York, Scarborough and Whitby areas. However, at the present time the Organisation has decided to restrict its activities to the Ryedale Area. Our competitors in the provision of Mental Health services within the East of North Yorkshire are Scarborough, Whitby and Ryedale Mind, and Scarborough Survivors (all Scarborough based), however we are currently the only provider of our blend of services in the Ryedale area.

3. What are the trends?

There are a growing number of people with mental health issues nationally with a reducing amount of funding to meet those needs. It is essential therefore that any resource, financial or other, is put to their most beneficial use. The Scarborough & Ryedale Clinical Commissioning Groups state that mental health is one of their priorities as is improving local health services for people in rural areas.

Next Steps certainly see increasing numbers each year which is caused by a number of factors such as the current stress and pressures of current living, people being more open about mental health and seeking treatment and support, drug and alcohol related issues and local agencies working together in identifying individuals who need support. Next Steps is aware of this trend and wishes to tailor its services to enable it to compete in a changing market. The National financial and funding trend is currently on a downwards movement due to the uncertain economic and financial climate. This unfortunately places greater pressure on Next Steps and other similar organisations in this sector. County Council funding priorities are towards commissioning services from partnerships. In response to this Next Steps is keeping at the forefront of partnership working within the voluntary sector organisations and the public sector.

Section 5: Management

1. Trustees/Directors

Next Steps has a Board of eleven trustees of whom several are members of the Organisation and the balance being professional people with an interest in mental health. The Trustees have responsibility for the governance of the Organisation and they exercise that by holding quarterly meetings. Between them they have significant relevant skills and experience to govern the Organisation. The Trustees have established a Finance Committee, which also meets quarterly and has delegated responsibility for overseeing all financial aspects of the Organisation so as to ensure its short and long term viability.

The Charity Trustees are as follows:

Alan Evans	Chair
Alistair Duncan	Vice Chair
Vic Worrall	Treasurer
Joy Storrs Fox	
Sheila Miller	
David Evans	
Gillian Payne	
Dave Whitling	
David Brewster	
Jayne Vukeric	
Di Keal	

Company Limited by Guarantee

Directors as above plus

Leisa Burniston Manager and Company Secretary

A brief CV of each of the Trustees and Directors appears in Appendix 2

2. Management

Management of Next Steps is with the following staff: -

Service Manager {35 hours per week}	Leisa Burniston
Catering Supervisor {30 hours pw}	Jo Hall
Transport and Rural Initiatives Officer {30 hours pw}	Helen Clark
Finance and Admin Assistant {17 hours pw}	Ann Gordon
Norton and Out of Hours Leader {21 hours pw}	Tracey Tate
Pickering and Kirkbymoorside Leader {10 hours pw}	Julie Johnson
Support Worker {18 hours pw}	David Foulds
Funding Advisor {6 hours pw}	Vacant
Cornfields Project Leader (16 hours pw)	Vince Castleton

Next Steps has an experienced manager, Leisa Burniston who manages the Organisation on a day to day basis. She is supported by eight-part time staff, and a team of approximately 65 dedicated volunteers.

Next Steps operates several outreach 'Drop in' projects and these are supervised on a part-time basis by outreach staff

Section 6: Proposals

1. Accommodation

Next Steps base is in Church Street, Norton, and is ideally situated on the border between Malton and Norton. The building is a former public house and leased from the Salvation Army. This building has housed Next Steps for the past 15 years, however Next Steps has outgrown the building and is not fully disabled friendly. It also not able to accommodate all the activities being offered by Next Steps. The building is not fully disabled friendly and prevents people with a physical disability from accessing the first floor which has private interview rooms, a treatment room and the IT Suit.

Next Steps has had discussions with the NYCC and RDC on funding and on suitable locations it could move to, and the financial implications. Both councils are very supportive and are assisting in the organisations quest for suitable accommodation. The NYCC have produced for Next Steps an Options Appraisal for this proposal and this tool is currently being used to help Next Steps in its decision making. Next Steps are currently looking at existing buildings or the possibility of building new premises, however there are very few buildings that meet the size and location necessary.

Next Steps is currently looking at purchasing land on which it could build new premises and this process would allow the Organisation time to raise the necessary funding prior to work

on site commencing. This process would also allow Next Steps to design a building that is fit for purpose and meets the needs of its partners who would be located in the building.

Next Steps has always worked in partnership with other compatible organisations and it is with this project that discussions have been made with other local charities and agencies. There are several local charities together with Council agencies who work alongside Next Steps that would like to be considered in a joint venture to accommodate all the bodies together in what is being called a 'Well Being Library'.

2. Town Hubs

Since November 2016, Next Steps has with the benefit of Lottery Funding, started its rural initiatives to benefit not only people with mental health issues but those that are lonely and isolated. This has involved creating 'Pop Ups' in various villages throughout Ryedale. These have been popular in some areas and not in others. There have been extensive discussions on the reasons and a number of answers have been identified such as the word 'mental health' which has an off putting effect on some people. Ryedale is a very diverse area and Next Steps has found what suits one village does not suit another, and in some villages there are a number of competing activities where in others there are none. Transport is a problem and logistically Next Steps are unable to pick up all the prospective users with the staff and volunteers because of the distances and time allowances. Due to their rural locations only a very small number of volunteers can be found. Due to safeguarding issues experienced by Next Steps, the Trustees insist that a member of staff be present at all venues for the whole session.

What has worked extremely successfully is the town hub service in Kirkbymoorside and Pickering. The venue at Pickering is open from 9am to 3.30pm on Thursdays and 9am to 12pm at Kirkbymoorside. These venues have grown over the past few years and it is known that some people are travelling from nearby villages at their own expense because they value what is on offer. Social workers are also bringing their clients into the venues so that they can take part in activities and also socialise. These two locations are on the main bus route between Helmsley and Scarborough. Next Steps has arranged transport for some users who live in satellite villages where there is no public transport. In these central locations Next Steps is able to provide more varied activities such as Men in Sheds, craft making, art, guest speakers, walking groups, games, provision of a support worker, and refreshments such as drinks, sandwiches and cakes. What is also a great benefit to all users is their social interaction and the friendships being made.

Following extensive discussions internally at Next Steps and with the members in both rural 'pop ups' and in the town hubs, it has been decided that that the town hubs provision is the better option where more and varied activities can be offered over a longer period. These town hubs attract more volunteers which is essential where 60 or more people are attending on a regular basis. Not forgetting the members from the rural villages that Next Steps has made contact with is to use the volunteers in those locations to bring the members into the

central locations and to pay their expenses. The service offered will be more frequent and longer, and provide more activities for these members.

The proposals are for three town hubs located in Pickering, Kirkbymoorside and Helmsley, and to be open from 9am to 3.30pm. These venues will offer a wide range of activities and for a support worker to be in attendance for a period during the day, together with a DAG representative. For this to happen Next Steps will be applying to the Lottery for extension funding during 2020, and for it to start in November 2021. A summary of the costings for this project are shown in Appendix 3.

In addition to the town hubs Next Steps will be looking to continue the two evening openings at Norton together with the Saturday and Sunday week-end sessions, which are also essential for those people who work. The costs of these facilities will also be in the forthcoming lottery bid. The thrifty Thursdays which is open from 3pm to 8pm every Thursday has been very successful because of its cheap warm meal and endless supply of warm drinks and it is promoted by Ryedale District Council through its homeless facility close by at Derwent Lodge.

In the event that Next Steps does not get continuation funding from the Lottery a breakdown of all the services will be made and costed, and individual funding applications will be made for each component of Next Steps work e.g. Support Worker, Pickering Hub, Out of Hours. This will not be easy but if the services are to be continued then a necessary task.

3. More Varied Activities

Next Steps would like to provide a structured recovery programme for members including practical and emotional support which includes life skill coaching, training and work experience. Next Steps also aims to provide more user led activities with members. These to include music activities and more outdoor activities which provides more exercise for members.

4. Funding Strategy

Next Steps needs to develop a long term Funding Strategy to include more sustainable forms of income. As part of this strategy would be a plan to develop and maintain relationships with local businesses with a view to developing sponsorship opportunities and payroll giving. The Strategy also needs to include a growth in the Organisations social media presence which is used to promote community fundraising initiatives.

Section 7: Financial Background and Future Projections

1. Next Steps is operating in a very difficult financial period. It receives, on a contract basis, from the NYCC and the CCG an amount of money for providing its services but which is just over 11% of Next Steps overall expenditure. Details of overall income is shown in the summarised accounts in Appendix 4. The Organisation is reliant upon funding from external bodies who

issue grants for specific projects or for the general running of the Organisation. Over the past few years Next Steps has been extremely successful in raising funding however it is not complaisant and have experienced funding deficiencies in the past. The economy is forecast to be uncertain over the next few years following Brexit and so difficulty in raising funds could be a major issue for the Organisation, and this is identified as such on the Risk Map.

2. Next Steps has successfully set aside in the last two years, Reserve Funds for future eventualities and potential redundancies in the sum of £30,000 and one for a New Building Reserve in the sum of £20,000. These surpluses have occurred primarily because of funding from Lloyds TSB for costs associated with the café and staff.
3. With the introduction of the Welfare Reform Act by the current Government, more pressure is being placed on recipients of benefit and in particular vulnerable people. A majority of the members of Next Steps are in receipt of some form of benefit as will a majority of those people in the Ryedale area who have some form of mental illness. It is anticipated that more people will need the support of services such as Next Steps in the future and therefore greater financial pressure will be put upon Next Steps.
4. Appendix 4 shows the Summarised Accounts of Next Steps for the financial years ending 31 March, 2016, 2017, 2018, and 2019 and its balances broken down into the various reserve funds.
5. Appendix 5 provides the financial projections for Next Steps for the current year (to 31 March 2020), and the five years to the 31st March 2025, and which includes the estimated costs of the proposed new building acquisition and a successful Lottery Bid in 2021, assuming they come to fruition. These estimates for the next five years include inflation at an annual rate of 2% which is the Bank of England's target rate.
6. Appendix 6 is a statement which shows how the Organisation monitors its cash flows over a monthly period. This statement is a very effective budgetary control mechanism and indicates future potential problems when pushed out for two to three years.

Section 8: Risks and Risk Strategy

1. This section refers to all key risks faced by Next Steps and is a key part of the Organisation's approach to risk management. The risks are reviewed on a quarterly basis by the Trustees Finance Committee and on an annual basis by the Board of Trustees
2. Risk is the chance of things going wrong. This is a regular experience for most people and organisations are no more immune to it than individuals. However carefully we try and plan things and whatever precautions we take, the likelihood is that every now and then things will still go wrong. It is because of our regular experience of things going wrong that it is so crucial to take steps to reduce risks, minimise adverse consequences, prepare contingency plans etc. This is what risk management is all about.

3. The Risk Map is shown in Appendix 7 and breaks down the Organisations risks into the following categories:

- i) Financial Assumptions and Economic Conditions
- ii) Legislative Changes
- iii) Corporate Governance
- iv) Management and Staffing

It shows the likelihood of an event happening on a scale of 1 – 5, with the least likely being 1 and most likely being 5. The Impact is similarly scaled at 1 – 5. When you multiply the two scores you arrive at the overall risk factor. The higher the risk factor the higher the overall risk to the Organisation. This strategy allows the Trustees to concentrate on the major issues facing the Organisation.

4. In addition to the risks being identified, the schedule also identifies any opportunity that may materialise from each section.

Section 9: Conclusion

Next Steps is a very proactive, user led organisation which is responding to the needs of local people with mental health issues and which cannot be found elsewhere in the area. It is run by a team of enthusiastic and dedicated Trustees, Staff and Volunteers who want to ensure its members receive the best they can deliver. It is unfortunately governed by its finances; however the Trustees are positive in their expectation that funding can be provided for such an important area of mental health support.

The Trustees have over the past three years developed Next Steps to provide support for isolated and lonely people, and not just those suffering from mental health problems, and provide opportunities for them to integrate successfully into the community. These services require further investment from funding agencies and their main thrust is to apply for and obtain finance to expand Next Steps services.

The Trustees are planning ahead and are very optimistic of relocating to larger premises in the next two to three years and to expand its services to an ever increasing number of members.

Appendices

- 1. Moving Forward on Mental Health
- 2. Trustee CV's
- 3. Town Hubs Project Costing
- 4. Financial Summary Statement for the previous four years.
- 5. Financial projections for 2020/21 to 2024/25
- 6. Cash Flows for 2019/20
- 7. Risk Strategy Map
- 8. Map of Ryedale