

Next

Steps

Mental Health

Resource Centre

Business Plan

For period 1st April 2023 to 31st March 2026

Limited company No: 7570609

Registered Charity No: 1149932

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 23 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 beneficiaries so from this point they will be referred to as beneficiaries. It is not the intentions of Next Steps to be a permanent 'prop' for beneficiaries 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 some 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 £192k for a new building fund. Next Steps will continue to:

- Work with partners to maintain and develop its services
- Work with other charities in the area to serve the needs of its members
- Continue to extend its 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 2023 to 31st March 2027 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, beneficiaries, staff, volunteers, local communities, parish and town councils, North Yorkshire Council (NYC), The North Yorkshire 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 beneficiaries, volunteers, and stakeholders. In late spring and early summer, the beneficiaries 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 beneficiaries' 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 beneficiaries are crucial to how it operates and how successful it is. Several trustees are also beneficiaries of the organisation and the views and opinions they bring to the Board of Trustees are vitally important in the governance of the organisation.

Next Steps 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 was one of seven districts in North Yorkshire. On the 1st of April 2023 these seven merged to become the unitary authority North Yorkshire Council. 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 increasingly 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 carers. 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 Chief Officer, other staff, volunteers, trustees, and even 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 beneficiaries 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 beneficiaries 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 former Environmental Health Department of Ryedale District Council and continues to maintain its five-star rating by NYC.
- **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 beneficiaries, 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 immensely 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 9.0 am and 3.30 pm, on a Wednesday at Kirkbymoorside between 9.00 am and 3.30 pm, and at Helmsley from 9am to 1.30 pm
- **Involvement.** Beneficiaries are closely involved in the development of the service, both by having several beneficiaries on the Board of Trustees and by a process of regular user meetings.

- **Washing.** Beneficiaries 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 beneficiaries who do not have this facility in their home.
- **Showers.** Beneficiaries can use the shower at the Norton Centre for a small charge
- **Signposting.** Through the knowledge and experience of staff and volunteers, beneficiaries 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, Salvation Army, local churches, 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 Council as well as the various GP surgeries in the area together, with the Clinical Commissioning groups of North Yorkshire, and that of York and Vale. Next Steps is an active member of the Scarborough, Whitby and Ryedale Health and Social Care Forum. Over the past twelve months the staff have worked with the following in providing activities for the beneficiaries; - Musical Memories, Music Therapy North Yorkshire, Yorkshire Housing, Yorkshire Housing Association, The Older Peoples Forum, Mencap, The Norton Hive, and Pickering Library.
- **Walking groups.** The 'Green Steps to Feeling Better' walking groups 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 beneficiary 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. There is currently two weekly walks starting from the Kirkbymoorside and Pickering Hubs
- **Art Group.** This group meets weekly and has proved extremely 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, with a waiting list.
- **Allotments.** There are five allotments in Norton managed by Next Steps under the guidance of the Garden and Men in Sheds Co-ordinator and gardened by the members. They grow all types of produce for the café and for general sale. Beneficiaries 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 polytunnels. Next Steps have been donated an allotment in Pickering which is being cultivated by beneficiaries in that location. An initiative which commenced in 2023 is the Land to Plate project and encourages a healthier lifestyle through working at the allotments growing fruit and vegetables and then learning new cooking skills to produce healthy nutritious meals. The referrals to the programme come from partner agencies as well as Next Steps and runs for a rolling programme of six months period. This programme runs under the guidance of the Land to Plate Horticultural Co-ordinator.

- **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 was to protect and preserve species of wildflowers from going into extinction. The allotment volunteers and beneficiaries, together with a member of staff have used the allotments to develop seeds into plants and were using sites throughout Ryedale with the support of local councils, village halls, farmers and generally interested people. It was a three-year programme and was very successful. Unfortunately, funding ceased after three years. Staff, volunteers, and beneficiaries were very concerned at the loss of this project that it is continuing, albeit on a reduced scale with the support of Next Steps.
- **Men in Sheds Groups.** Next Steps hold a Men in Sheds group at Kirkbymoorside on a Wednesday morning, Pickering on Thursday morning, and aim to start another in Norton in 2024, when accommodation will become available. 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 beneficiaries 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 beneficiaries 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 £4.50. It has proven extremely popular and where a number of beneficiaries 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 North Yorkshire Council through its homeless facility, Derwent Lodge, which is nearby.
- **Computer and IT Skills.** There are six personal computers for use by all beneficiaries and which have recently been renewed. Beneficiaries can receive basic training on their use and application from volunteers. These PC'S are also used by beneficiaries 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 with support from volunteers and staff. The computer suite is used to provide in-house training and is hired out to outside organisations where it brings in a small income. Once a beneficiary is confident in using IT, they are encouraged to train others and thereby leading to confidence building and in their own self esteem.
- **Living Well With Initiative**
This initiative started in December 2022 with a programme designed to help people with issues in their life that can have a significant impact. Initial topics covered so far are Anxiety and Depression, Diabetes, and Loss The courses aim to support people help find ways to

manage issues in people's lives as well as encourage friendships and the feeling of not dealing with the problems alone. Supported by partner agencies and with referrals from local medical centres, the aim is to help those who sometimes feel overwhelmed and alone when dealing with issues.

Photography Course

A new course began in 2023 to encourage beneficiaries and volunteers to understand photography and how to produce good prints. It is run by a professional photographer and has proved extremely popular.

- **Wellbeing Activities.** Next Steps encourage beneficiaries 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 beneficiaries.
- **Volunteering Opportunities.** As part of the ongoing help Next Steps provides to beneficiaries, 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 18 years and has supported hundreds, if not thousands, 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 various 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 for five years to enable the Organisation to expand its services, in particular to the rural areas of Ryedale. It received an extension for two years and a further four years of funding has been applied for and the outcome of that application is due at the end of 2023.

Next Steps is a registered provider of services with North Yorkshire Council and has been in receipt of an annual contract to provide support services for over 20 years. Next Steps was successful in being awarded a Procurement Contract with NYC for three years from 1ST October 2018 and which has been extended to 30th September 2024.

Next Steps is also a registered provider to the North Yorkshire 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 2017 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 a minimum 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 50.09% from 2009 to 2023, and that £1,427 now equates to £2,175.85 per person. In 2009 Next Steps had approximately 70 members but in 2023 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 relevant agencies and organisations as it is recognised locally as a community hub and is located near to local bus services, the railway station, and a free car park.

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- 50 people

Helmsley Outreach- 20 people

Walking group – 30 members overall with weekly walks of at least 15 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 15 to 20, Kirkbymoorside 15.

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

Volunteers – 60 people

Allotments and Land to Plate Project. – 15 beneficiaries

7. Monitoring

There is difficulty in monitoring the progress made by the beneficiaries 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 mem. 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 beneficiaries 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. Beneficiaries Comments

Beneficiaries 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 GPs (General Practitioner) in the area, the local Community Mental Health Team, and the North Yorkshire 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. Its 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 North Yorkshire 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, and the current cost of living crisis. This unfortunately places greater pressure on Next Steps and other similar organisations in this sector. 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 current Board of nine trustees of whom several are beneficiaries or volunteers 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 trustees are elected annually by the beneficiaries at the Annual General Meeting.

The Charity Trustees are as follows:

[REDACTED] Chair
[REDACTED] Vice Chair
[REDACTED] Treasurer
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Company Limited by Guarantee

Directors as above plus

Leisa Burniston Chief Officer 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: -

Chief Officer {35 hours per week} [REDACTED]
Catering Supervisor {30 hours pw} [REDACTED]
Finance and Admin Assistant {18 hours pw} [REDACTED]
Norton Leader { 16 hours pw} [REDACTED]
Northern Ryedale Hub Support Worker {18 hours pw} [REDACTED]
Support Worker {18 hours pw} [REDACTED]
Garden and Men in Sheds Co-ordinator Leader (16 hours pw) [REDACTED]
Living Well with Community Co-ordinator (20 hours pw) [REDACTED]
Land to Plate Horticultural Co-ordinator (20 hours pw) [REDACTED]
Activity Co-ordinator (20 hours pw) [REDACTED]
Craft Leader at Pickering (3 hours pw) [REDACTED]
Kitchen Support Worker (16 hours pw) [REDACTED]

Domestic Cleaner (15 hours pw)



Next Steps has an experienced chief officer, Leisa Burniston who manages the Organisation on a day to day basis. She is supported by eleven part time staff, and a team of approximately 70 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 18 years, however Next Steps has outgrown the building and it is not fully disabled friendly. It is also not able to accommodate all the activities being offered by Next Steps in that location. 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 NYC and the former RDC on funding and on suitable locations it could move to, and the financial implications. Both councils are were supportive and were assisting in the organisations quest for suitable accommodation. The NYC have produced for Next Steps an Options Appraisal for this proposal and this tool was being used to help Next Steps in its decision making. Next Steps were looking at locally existing buildings or the possibility of building new premises, however there are very few buildings that met the size and location necessary.

In early 2023 Next Steps was 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 have a presence 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'.

In March 2023 Next Steps received a letter from the Salvation Army terminating the Lease on 7 Church Street, Norton on the 16th October 2023. Following discussions with the Salvation Army, it was understood that they wanted to sell the property but they had to do it on the open market because they were a charity. Next Steps informed the Salvation Army that it had reserves earmarked for the purchase of a building and that the Trustees had decided to put a bid in to purchase 7 Church Street and to extend the building with a two storey extension when funds were available. At the drafting of this revised Business plan, Next Steps bid to purchase the property has been accepted by the Salvation Army in the sum of £205,000, and solicitors are undertaking conveyancing.

There is ongoing fundraising activities taking place to raise funds to extend the property in the future together with appropriate grant funding applications. Consultation will be taking place with relevant partners on what should be the appropriate design for the new extended building. Architects will be appointed when appropriate.

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 is not able 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 in 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 beneficiaries 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 beneficiaries from the rural villages that Next Steps has made contact with is to use the volunteers in those locations to bring the beneficiaries 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 were 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 applied to the Lottery for extension funding during 2020, and for it to start in November 2021. The Lottery agreed to this funding and that proposal was put into action and has been extremely successful.

In addition to the town hubs Next Steps looked to continue the evening openings at Norton which are essential for those people who work. 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 was promoted by the former Ryedale District Council through its homeless facility close by at Derwent Lodge.

3. More Varied Activities

Next Steps would like to provide a structured recovery programme for beneficiaries 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 beneficiaries. These to include music activities and more outdoor activities which provides more exercise for beneficiaries.

4. Funding Strategy

Next Steps is developing a long term Funding Strategy to include more sustainable forms of income. As part of this strategy will be a plan to develop and maintain relationships with local businesses with a view to developing sponsorship opportunities and payroll giving. The Strategy will also 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 3. 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, Covid and the cost of living crisis and so difficulty in raising funds could be a major issue for the Organisation, and this is identified as such on the Risk Map (Appendix 4)
2. Next Steps has successfully set aside in previous 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 £192,000.
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 Step
4. Appendix 3 provides the financial projections for Next Steps for the previous year (to 31 March 2023), and the four years to the 31st March 2027, and which includes the costs of the proposed new building acquisition and a hopeful successful Lottery Bid in 2023, assuming they come to fruition. These estimates for the next four years include inflation at an annual rate of 6%, 3% and 2% respectively, which is the Bank of England's target rate.

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 4 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 beneficiaries 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 six 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 a bright future and is in the process of purchasing its own property and extending it, and in developing a community hub and spreading its services to the wide rural area of Ryedale, and to an ever increasing number of beneficiaries.

Appendices

1. Moving Forward on Mental Health
2. Trustee CV's
3. Financial projections for 2023/24 to 2025/26
4. Risk Strategy Map
5. Map of Ryedale

Moving Forward on Mental Health

Introduction

Next Steps is a registered charity run from Norton in North Yorkshire. It was set up in 2001 to support people of Ryedale with mental health problems. Its main base of operations is a drop in centre in Norton from which its services are disseminated. The services offered include, providing a place, centrally, for those with mental health issues to meet, establish friendships and reform a sense of community. A café was opened within the centre in April 2009. Next Steps' members are "employed" in the café to assist in all aspects of its day to day running, which allows members the ability to gain further responsibility and gain new skills. The main focus of the café is to provide a welcoming atmosphere in the context of reasonably priced locally sourced food, some of which is grown by the members themselves. Other activities include computer skills, communication and assertiveness skills, art lessons, informal discussion groups, music therapy, cookery, and outings.

Next Steps have around 70 regularly attending members. New members are recruited on a word of mouth basis and there is no formal referral system in place.

The majority of funding is raised through charitable donations, however, significant regular funding is received from North Yorkshire County Council (£19,000 per annum) and a more modest amount from the Primary Care Trust (£3,500 per annum). It has become increasingly difficult, especially in the current economic climate, to maintain the required level of voluntary charitable contributions to keep the centre operating. The total costs of running the centre are in the region of £75,000 per annum.

The Partners at Derwent Surgery General Practice were recently approached by the trustees of the centre for assistance in providing a quantitative assessment of the centre. Michael Hayes and Gavin Drummond, Foundation Year 2 Doctors on secondment at the practice, were tasked with carrying out this assessment.

Aims

The main two intended outcomes proposed by the project brief were

1. To provide information about the usefulness/cost benefits of Next Steps in reducing pressure on hospital beds and formal clinic or GP appointments, which can be utilised in future funding applications/bids.
2. To Provide information about the success (or otherwise) of informal support within the range of treatments currently available in the field of mental health.

With this in mind it was decided to:-

1. Quantify the impact of Next Steps attendance, in terms of reduction (if any) in the annual healthcare cost to the PCT/NHS.
2. Formally evaluate the impact of attending Next Steps on the mental health of its members using an objective measure.

Method

During the first two weeks in October 2009, face to face interviews were conducted with members attending the drop in centre. Consent was obtained verbally to both answer the questionnaire and also to consult GP records (for those registered at Derwent Practice). Interviews lasted an average of twenty to thirty minutes and covered the following areas: demographic information; Next Steps attendance; mental health illnesses; use of health resources (appendix 1) and a mental health audit (appendix 2).

Use of health resources was assessed by asking how many visits to GP, attendances at A&E and number of days in hospital had been made both in the last year and in the year prior to starting at Next Steps.

For those members registered at Derwent Practice, the computerised patient records were also examined and used where there was a difference compared with information from member responses.

Assessment of mental health was done by completion of an Emotional Needs Audit Questionnaire⁽¹⁾. This is linked to the Human Givens approach to mental health. This states that people have emotional needs which are crucial to health and wellbeing. If these needs are not satisfied then people are more at risk of developing mental health problems. The Human Givens needs are: security; autonomy and control; attention; emotional connection to other people; connection to the wider community; privacy; status; competence and lastly, a sense of meaning or purpose. The Emotional Needs Audit uses eleven questions covering the Human Givens needs.

A scale of one to seven was used for each question. Members rated themselves in relation to their present Human Givens needs and were asked to consider their response if the same question had been asked prior to joining Next Steps. A visual analogue scale was used to aid completion. Where there was a difference in present and pre-Next Steps attendance scores, members were also asked to what extent, if any, membership of Next Steps was responsible for the change.

Results

20 members were approached and agreed to be interviewed. No members refused to be interviewed. 18 members also completed the Emotional Needs Audit. 2 members both of whom had learning difficulties were not able to complete the Emotional Needs Audit. Their carers provided demographic and healthcare usage information on their behalf.

12 (60%) of members were male and 8 (40%) were female. 70% of members were non-rural. Mean age was 51 (range from 23 to 69). Members had been attending for 4 years and 2 to 3 times a week on average.

Members suffered from a variety of mental illnesses: depression; anxiety; schizophrenia; bipolar; alcohol and/or drug misuse; self-harm with the majority (65%) experiencing more than one disorder. The average duration of illness was 21 years.

Most members attended for social reasons – see friends, companionship, otherwise would be alone and so on.

Table 1: Average use of healthcare resources.

	<i>Last 12 months</i>	<i>12 months prior to Next Steps</i>	<i>Difference</i>	<i>Unit cost^(2,3)</i>	<i>Total Cost saving</i>
<i>Number of GP Consultations (Adjusted to computer records)</i>	9.7 (8.2)	12.6 (10.8)	2.9 (2.6)	£22 ⁽²⁾	£57
<i>Number of A&E attendances</i>	0.6	1.2	0.6	£110 ⁽³⁾	£66
<i>Number of Hospital In-patient days</i>	2.2	10.4	8.2	£159 ⁽³⁾	£1,304

Average number of healthcare encounters, calculated across all 20 participants of the study. Unit costs and their references are shown. Total cost saving is achieved by multiplying the difference by the unit cost. For GP consultations both unadjusted and adjusted are shown. Adjusted figures in brackets.

From table 1, after adjustment to computer records, it can be seen that the average number of GP consultations in the previous 12 months period was 8.2, compared with 10.8 in the 12 months prior to joining Next Steps. This is a 2.6 reduction, equivalent to an annual saving of £57 per member.

The average reduction in A&E attendances was 0.6, equivalent to an annual saving of £66 per member.

The average reduction of hospital in-patient days was 8.2, equivalent to an annual saving of £1,304 per member.

No significant differences were seen in hospital outpatient attendances or contact with other health professionals.

Table 2: Emotional Needs Audit.

<i>Question Number</i>	<i>Average Current Rating</i>	<i>Average Pre-Next Steps Rating</i>	<i>Average difference</i>
<i>1. Security</i>	4.2	2.2	2.0
<i>2. Receive attention</i>	5.1	3.0	2.1
<i>3. Give attention</i>	5.3	3.3	2.0
<i>4. Control</i>	4.3	2.2	2.1
<i>5. Community</i>	4.2	2.3	1.9
<i>6. Privacy</i>	5.6	4.8	0.8
<i>7. Intimacy</i>	3.5	3.5	0
<i>8. Emotional connection</i>	4.5	3.2	1.3
<i>9. Status</i>	4.7	3.3	1.4
<i>10. Competence</i>	4.8	2.8	2.0
<i>11. Meaning</i>	4.3	3.0	1.3
Average	4.6	3.1	1.5

On average improvements were seen in most of the Human Givens needs.

From table 2 it can be seen that the average current rating (out of 7) was 4.6. This compares with an average rating of 3.1 in the period prior to joining Next Steps. This is a 1.5 point improvement on the Human Needs scale.

Discussion

The audit suggests that attendance at Next Steps is associated with a reduction in the annual healthcare costs to the PCT/NHS. This is demonstrated by a reduction in GP consultation rates, A&E attendance and Hospital Inpatient bed days. The result is a total annual saving of £1,427 per member to the PCT/NHS.

There also seems to be a clear improvement in the mental health of its members, as measured by the Human Givens Needs scale. Main areas of improvement within the Human Needs Model were in the areas of Security, Attention, Community and Competence.

There will be several factors as to why attendance at Next Steps is associated with the above changes. The main reason is probably that Next Steps provides a place where members feel secure, are able to develop skills and express themselves in an atmosphere of encouragement, free from the stigma associated with mental illness. As Next Steps is run as a small charitable trust, it may be that it has more flexibility in allowing members to develop the service according to their individual needs.

How reliable are the results though? There are several weaknesses in the audit which should be taken into account when interpreting the results.

The face to face interview relied on members correctly recalling their state of mental health and use of healthcare resources prior to joining Next Steps. In some cases this was a number of years ago (average 4 years). They may be mistaken or they may have tried to portray Next Steps in a favourable light. Thus there is a potential for recall bias within the Audit. For most of the Derwent

Appendix 1

Surgery patients it was possible to check the use of healthcare resource figures against the computerised patient records and adjust accordingly. This helps to increase accuracy to some extent.

Even where reported figures are accurate it is also possible that the changes are due to temporal factors aside from the effect of attending Next Steps. For example, in the year prior to joining Next Steps, members may have been more likely to be at a crisis point in their illness and hence were making more use of healthcare resources.

The audit did not distinguish between the use of healthcare resources in relation to mental illness or in relation to other illnesses. Given that full records or members' recollection of every health encounter was not available, it would be too difficult to retrospectively adjust the results to allow for mental health service access only. It can be argued that patients with mental health problems use a greater proportion of healthcare when they suffer from other illnesses as their help seeking behaviours in respect of these other illnesses are intrinsically linked to their underlying mental health problem.

The Human Givens approach was adopted as this gives a measure of mental health across a wide variety of mental health problems. This is unlike other popular research tools such as the Hospital Anxiety and Depression score which can only be used for Depression. Culham has shown that the Emotional Needs Scale is a valid measure of mental health⁽⁴⁾. Evidence that the Human Givens approach as a therapy works when compared with conventional approaches is still outstanding.

20 of the 70 regular members were questioned for the audit. Members were selected solely on the basis of attendance at the drop-in centre during the study period. All members attending during the study period were interviewed. It is still possible that the audit population are not a representative sample of the whole membership. Responses from the other members not interviewed in this audit, may have been different.

This audit provides some approximate figures which may be used in any future quantitative based decisions about the centre. Based on these figures, the average annual cost per member of around £1,070 does seem to be covered by the saving of around £1,427 in reduction in healthcare costs even allowing for the weaknesses in the audit outlined above.

The centre also provides qualitative benefits to the members some of the comments offered in relation to the centre included, "I feel safe here", "otherwise I would be drinking" and "I wouldn't get out if I didn't come here". These qualitative benefits which by their nature are impossible to quantify are arguably more important than the quantitative savings identified.

References

(1) The Emotional Needs Audit, Human Givens Institute, 2006. Online. Available from: www.hgi.org.uk/ena/ (accessed 13/11/09).

Appendix 1

(2) Curtis L., Unit costs of health and social care 2008, Personal Social Services Research Unit, 2008. Online. Available online at: <http://www.pssru.ac.uk/pdf/uc/uc2008/uc2008.pdf> (accessed 13/11/09).

(3) Healthcare commission. State of Healthcare Report 2006. London. Healthcare Commission, 2006.

(4) Culham B. The Emotional Needs Scale. Human Givens Journal, 2009, Vol 16 (1) 36-41.

Appendix 3 - financial forecast

Next Steps Mental Health Resource Centre					
Financial Activities and Projections					
1 April 2022 - 31 March 2027					
	Column 1	Column 2	Column 3	Column 4	Column 5
	Actual	Forecast	Estimate	Estimate	Estimate
	2022 - 2023	2023 - 24	2024 - 25	2025 - 26	2026 -27
Charitable Activities					
Cafes					
Cafe Sales - Helmsley	£505.00	£2,480.00	£2,628.80	£2,707.66	£2,761.82
Cafe sales - Kirkby	£5,484.00	£7,380.00	£7,822.80	£8,057.48	£8,218.63
Cafe sales - Norton	£28,535.00	£40,670.00	£43,110.20	£44,403.51	£45,291.58
Cafe sales - Pickering	£6,001.00	£5,760.00	£6,105.60	£6,288.77	£6,414.54
Total Cafes	£40,525.00	£56,290.00	£59,667.40	£61,457.42	£62,686.57
Grants					
NYCC healthy living	£1,666.00	£18,300.00	£19,398.00	£19,979.94	£20,379.54
General Grants	£53,633.00	£35,600.00	£52,000.00	£53,560.00	£54,631.20
Kirkby Town Council	£1,026.00	£3,100.00	£3,286.00	£3,384.58	£3,452.27
Lottery Community Fund	£61,511.00	£87,720.00	£80,000.00	£80,000.00	£80,000.00
Lottery Savings	£0.00	£0.00	£0.00	£0.00	£0.00
NHS Scarborough & Ryedale CCG	£10,508.00	£10,509.00	£11,139.54	£11,473.73	£11,703.20
Norton Town Council	£1,250.00	£1,250.00	£1,325.00	£1,364.75	£1,392.05
NYCC Comm Collaborator	£3,750.00	£11,250.00	£11,925.00	£12,282.75	£12,528.41
NYCC Resource Centre grant	£17,487.00	£17,490.00	£18,539.40	£19,095.58	£19,477.49
The Kirkbymoorside Foundation	£2,764.00	£0.00	£0.00	£0.00	£0.00
NYCC Stronger Communities	£0.00	£0.00	£0.00	£0.00	£0.00
Pickering Town Council	£2,000.00	£2,500.00	£2,650.00	£2,729.50	£2,784.09
Ryedale District Council	£1,120.00	£1,000.00	£0.00	£0.00	£0.00
Total Grants	£156,715.00	£188,719.00	£200,262.94	£203,870.83	£206,348.24
Sundry income	£956.00				
Total Charitable Activities	£198,196.00	£245,009.00	£259,930.34	£265,328.25	£269,034.82
Donations & Legacies					
Donations	£8,894.00	£30,000.00	£10,000.00	£10,300.00	£10,506.00
Gift Aid Reclaim	£346.00	£50.00	£250.00	£10,300.00	£10,506.00
Members' Contributions	£3,924.00	£5,220.00	£5,533.20	£5,699.20	£5,813.18
Total Donations & Legacies	£13,164.00	£35,270.00	£15,783.20	£26,299.20	£26,825.18
Investments					
Bank interest received	£1,485.00	£3,100.00	£500.00	£515.00	£525.30
Total Investments	£1,485.00	£3,100.00	£500.00	£515.00	£525.30
Other trading activities					
Fundraising events	£2,324.00	£3,660.00	£3,879.60	£3,995.99	£4,075.91
Room rental	£6,513.00	£1,370.00	£1,452.20	£1,495.77	£1,525.68
Total Other trading activities	£8,837.00	£5,030.00	£5,331.80	£5,491.75	£5,601.59
Services		£0.00			

		£0.00			
Total Income	£221,682.00	£288,409.00	£281,545.34	£297,634.20	£301,986.88
total cost of sales					
Total	£221,682.00	£288,409.00	£281,545.34	£297,634.20	£301,986.88
Expenditures					
Charitable activities expend.					
Activities					
Equipment	£5,622.00	£2,670.00	£2,830.20	£2,915.11	£2,973.41
Instructors fees & outings	£1,577.00	£1,130.00	£1,197.80	£1,233.73	£1,258.41
Volunteer Training Sessions/travel	£948.00	£440.00	£466.40	£480.39	£490.00
Total Activities	£8,147.00	£4,240.00	£4,494.40	£4,629.23	£4,721.82
Cafe expenses					
Cafe equipment	£1,039.00	£2,870.00	£3,042.20	£3,133.47	£3,196.14
Cafe expenses - Norton	£12,276.00	£17,180.00	£18,210.80	£18,757.12	£19,132.27
RDC - green tokens	-£800.00	£3,860.00	£4,091.60	£4,214.35	£4,298.63
Total Cafe expenses	£12,515.00	£23,910.00	£25,344.60	£26,104.94	£26,627.04
Independent Examination	£900.00	£1,750.00	£1,855.00	£1,910.65	£1,948.86
Insurance	£1,666.00	£3,090.00	£3,275.40	£3,373.66	£3,441.14
Office costs					
Bank charges	£74.00	£100.00	£106.00	£109.18	£111.36
General office costs	£520.00	£1,910.00	£2,024.60	£2,085.34	£2,127.04
IT equipment	£874.00	£800.00	£848.00	£873.44	£890.91
Landline costs	£353.00	£690.00	£731.40	£753.34	£768.41
Mobile phones	£507.00	£600.00	£636.00	£655.08	£668.18
Printing	£853.00	£1,000.00	£1,060.00	£1,091.80	£1,113.64
Subscriptions	£1,740.00	£2,000.00	£2,120.00	£2,183.60	£2,227.27
Total Office costs	£4,921.00	£7,100.00	£7,526.00	£7,751.78	£7,906.82
Premises					
Covid 19	£0.00	£0.00	£0.00	0	0
Rent					
Rent - Kirkby	£3,460.00	£2,950.00	£3,127.00	£3,220.81	£3,285.23
Rent - Norton	£10,000.00	£7,500.00	£0.00	£0.00	£0.00
Rent - Pickering	£4,030.00	£4,250.00	£4,505.00	£4,640.15	£4,732.95
Rent - Rural	£595.00	£0.00	£0.00	£0.00	£0.00
Room hire	£0.00	£230.00	£243.80	£251.11	£256.14

Total Rent	£18,085.00	£14,930.00	£7,875.80	£8,112.07	£8,274.32
Repairs & refurbishment	£4,628.00	£5,400.00	£5,562.00	£5,728.86	£5,843.44
Utilities - Norton	£4,460.00	£6,000.00	£6,180.00	£6,365.40	£6,492.71
Window cleaning	£156.00	£120.00	£123.60	£127.31	£129.85
Total Premises	£27,329.00	£26,450.00	£19,741.40	£20,333.64	£20,740.31
Professional fees	£417.00	£650.00	£689.00	£709.67	£723.86
Staff costs					
service delivey by partners	-£10,000.00	£0.00	£0.00	0.00	0.00
CRB checks	£157.00	£150.00	£159.00	£163.77	£167.05
Pensions	£9,585.00				
Recruitment	£343.00	£400.00	£424.00	£436.72	£445.45
Salaries, NI & pensions	£132,490.00	£202,000.00	£214,120.00	£220,543.60	£224,954.47
staff expenses	£542.00	£400.00	£424.00	£436.72	£445.45
Staff car allowance	£3,517.00	£4,180.00	£4,430.80	£4,563.72	£4,655.00
Total Staff costs	£146,634.00	£207,130.00	£219,557.80	£226,144.53	£230,667.42
Sundry	£188.00				
Training					
Training - staff	£1,344.00	£750.00	£795.00	£818.85	£835.23
Training - volunteers	£273.00	£200.00	£212.00	£218.36	£222.73
Total Training	£1,617.00	£950.00	£1,007.00	£1,037.21	£1,057.95
Transport					
Hire of vehicles	£975.00	£750.00	£795.00	£818.85	£835.23
Volunteer mileage allowance	£1,634.00	£1,250.00	£1,325.00	£1,364.75	£1,392.05
Total Transport	£2,609.00	£2,000.00	£2,120.00	£2,183.60	£2,227.27
Total Charitable activities expend.	£206,943.00	£271,780.00	£279,791.20	£288,184.94	£293,948.63
Raising funds					
Depreciation	£1,400.00	£0.00	£0.00	£0.00	£0.00
Fundraiser fees	£0.00	£0.00	£0.00	£0.00	£0.00
Fundraising costs	£102.00	£330.00	£349.80	£360.29	£367.50
Total Raising funds	£102.00	£330.00	£349.80	£360.29	£367.50
Total Expenditures	£208,445.00	£271,780.00	£280,141.00	£288,184.94	£293,948.63
Net Operating Income	£221,682.00	£288,409.00	£281,545.34	£297,634.20	£301,986.88
Net Income/(Expenditure)	£13,237.00	£16,629.00	£1,404.34	£9,449.26	£8,038.25

NEXT STEPS RISK MAP - 2023-24

Risk Map No	Opportunity or Risk	Early Warning Mechanism		Impact of Opportunity/ Risk Materialising	Likelihood	Impact	Score	What are we already doing	
F1	Changes impacting on main financial assumptions including economic conditions within Budget and Business Plan	Monthly review by Management and Chair/Treasurer	1	Inadequate funding from NYCC & CCG	4	5	20	Good performance of Organisation Contract fulfilled Good governance and management Reports to Trustees Appointment of Funding Advisor Effective budgeting and control Regular reconciliations Monthly budgetary reports Monthly cashflow report Effective governance & management Regular monitoring of external funding potential and grants Regular review of service provision Good communication with stakeholders Regular review of Gov't legislation on Mental Health Issues Acquired funding from Lottery and Lloyds Acquired Lottery funding	
			2	Inadequate funding from other sources	4	5	20		
			3	Inadequate budget provision	4	5	20		
		Qtrly review by Finance Committee	4	Impact of the financial environment	5	5	25		
			5	Impact on Business Plan, reputation, delivery of service, additional costs etc.	4	4	16		
			6	Breakdown in relationship with stakeholders	3	5	15		
		Qtrly review at Trustee meetings	7	Opportunities Resources in excess of budget provision are released.					
			8	Finance available for new projects and extension of service.					
			9	Service improvements					
L1	Legislative changes as a result of Government or other (NYCC & CCG)	Press and media Networks	1	Failure to position Next Steps to meet strategic changes	3	5	15	Monitoring by Managers & Trustees through relevant networks Monitor and review new legislation on Mental Health provision & its funding Good organisational performance Customer profiling Be a good employer	
			2	Loss of business	3	4	12		
		NYCC & CCG	3	Competition from other agencies	4	5	20		
			4	Reduced demand	4	4	16		
			5	Loss of key staff	3	5	15		

Risk map - Appendix 4

			6	Opportunities Additional business/increased turnover			Good governance support Acquired Lottery Funding
G1	Corporate Governance	Qtrly Trustees Meetings Quarterly Finance Committee meeting Monthly budgetary review by management and Chair and Treasurer NYCC/PCT Review Meetings Annual Audit of Accounts Service users meetings	1 2 3 4	Risks 1 Reduced performance of Trustees key role in challenging/supporting managers, inadequate standards of governance and regulatory breaches 2 Poor assessment by funding agencies & sanctions 3 Damage to reputation & impact on staff morale Opportunities 4 A well governed Organisation with a well trained & effective Trustee Board	2 3 3	4 5 4	8 Balanced Board of Trustees with good blend of expertise. Regular Trustee meetings Regular service user meetings 15 Efficient governance and management Good financial performance Annual review by NYCC & CCG 12 Be a well managed Organisation Effective budgetary control Appointment of experienced Trustees with wide range of expertise and skills
M1	Management, staff skills & succession planning	Trustee Reviews Effective Management Regular staff Appraisals Audit of Accounts	1 2 3 4 5 6	Risks 1 Reduced operational effectiveness 2 Regulatory breaches 3 Introduction of temporary staff 4 Fraud or mismanagement 5 Poor Health & Safety 6 Business interruption	3 2 3 2 2	4 4 3 4 4 5	12 Effective recruitment and monitoring 8 Staff appraisals and monitoring 9 Succession planning 8 Separation of duties/monitoring Policy and Procedures 8 Health & Safety training Policy and Procedures 10 Business Interruption Plan

Risk map - Appendix 4

		Regular training	7	Data Protection issues	3	3	9	Data Protection training and Policy
			8	Human Resources issues	3	3	9	Staff Policies & Procedures in place
			9	I T Risks	3	3	9	I T back-up procedures in place Policies and Procedures
			10	Poor communication	2	3	6	Staff training ongoing
			11	Lack of volunteers	4	5	20	Friendly environment Provision of training and support
			12	Long Term Sickness/Lack of Staff	4	5	20	Good base of volunteers to step in Funding for temp staff
			13	Expiry of Norton Hub Property Lease	4	5	20	Next Steps good tenants Difficult building to let in Norton Providing a service complimentary to SA
				Opportunities				
			14	Increased effectiveness				Skills needs analysis undertaken and evaluation against future needs
			15	Reduced staff turnover				Be a good employer Demonstration of service excellence
			16	Skills & knowledge retained				
			17	Improved staff/volunteer morale				Completion of Risk Assessments for all relevant activities
E1	Enviromental Issues	Press & Media Information Government Recommendations	1	Health epedemic	4	5	20	Monitor information from Government Daily monitoring by Chairman & Manager Daily assessment of risks to staff, volunteers & members Review of service loss to members Keeping stakeholders informed
			2	Flooding	3	5	15	Flood defences in Norton Introduce business interruption policy

INDEX TO RISK SCORING

Likelihood - Least Likely 1 Most Likely 5
Impact - Least Impact 1 Most Impact 5

Appendix 5. Ryedale map

