



## **BUSINESS PLAN**

**FOR PERIOD 1 APRIL 2015 TO 31 MARCH 2018**

*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 for people experiencing the effects of mental health issues for 13 years. 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. It is not the intentions of Next Steps to be a permanent 'prop' for service users but rather as a catalyst for them moving on. Through a variety of activities we encourage people to make decisions and take a positive view of their lives.

Whilst our resources are small, our ambitions are large. We want to ensure that Next Steps continues to provide a base level of services to our users whilst at the same time seeking to extend our services into the remote rural areas of Ryedale where many people suffer in isolation. We also want to develop our services so that we operate in evenings and weekends, currently the times when people can feel most isolated.

Our funding position can be tenuous but staff, members and trustees are single-minded in their efforts to ensure that Next Steps continues. We will:

- Work with partners to maintain and develop our services
- Work with other charities in the area to serve the needs of our members
- Extend our services to provide support in the remote rural areas
- 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 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2018 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 we operate.

We recognise that we can only be a good responsive organisation by prioritising our resources within the local communities in which we work and by developing strong partnerships with our customers, staff, volunteers, local communities, parish and town councils, Ryedale DC, NYCC, NHS and all other stakeholders.

We will also aim to continue to develop and grow our services to meet local need and recognise that providing a good service means focusing closely on our performance to drive up standards.

In considering this Business Plan, it is important to recognise the background to the internal planning process and the involvement of our 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 we face. 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 autumn of each year, the trustees review the Business Plan and try to accommodate the

member's wishes. There is also consultation with the major stakeholders prior to the finalisation of the Business Plan and the budgetary process that follows.

## **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 it. 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.

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, or RVA, 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 works 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 health service. 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 carers. In addition, Next Steps seeks to assist people who are isolated and 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 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, 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.** Based on a social enterprise model providing a healthy affordable meal with produce from local businesses or from Next Steps own allotments.
- **Support.** This includes practical support and advice, such as with housing or benefit issues, writing a CV, as well as emotional support.
- **Life Skills Coaching and Development Group.** To help members meet their aims both personally and professionally. Weekly group meetings.
- **Diet and Weigh In Club.** Known now as the Norton Nibblers, meet once a week to discuss their achievements (or not).
- **Massage and Aromatherapy.** This treatment is offered weekly to members and is always oversubscribed.
- **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.
- **Outreach.** We provide a service in other market towns in Ryedale. There is a drop in on a Wednesday at Pickering Quaker Meeting House between 10.30am and 12.30 pm. and on a Saturday at Kirkbymoorside Quaker Meeting House between 10.00am and 12.00 noon. Currently Next Steps is working to continue a service in Helmsley which meets on Tuesday afternoon. This is a shared project with Helmsley Art Centre but funding for this ceases in December 2014.
- **Involvement.** Members are closely involved in the development of the service, both by having several members on the Board of Trustees and by a process of general meetings.
- **Washing.** Members can use the washing and drying facilities for their own washing for a small charge. It is surprising the number of members who do not have this facility in their home.
- **Showers.** Members can use the shower at Next Steps for a small charge
- **Signposting.** Through the knowledge and experience of staff, members are signposted to a variety of other local organisations in both the voluntary and statutory sectors.
- **Walking group.** The 'Green Steps to Feeling Better' walking group undertakes walks from 1 mile to 10 miles. We also have a buddy's scheme that supports Individuals on walks whereby trained volunteers walk with a member to encourage them 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.
- **Allotments.** We have 4 allotments looked after by our members .They grow all types of produce for the café and for general sale. We also have hens and ducks on the allotments and we have a

regular supply of eggs from this source. 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 polytunnels.

- **After hours.** 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 and taking trips further afield, including overnight stays. The group aims to improve socialisation skills for members and reduce stigma in the local community. We are looking at providing a satellite of "after hours" in Pickering.
- **Computer and IT Skills.** With the recently acquired IT equipment, members and volunteers will provide training in using the computer and the use of Windows, the Internet and systems such as Word and Excel. See paragraph below on the computer suite.
- **Gym/swim group.** During the year we have ladies gym/swim and a mixed group using the local Gym.
- **Wellbeing activities.** We encourage members with wellbeing activities, including the walking group, healthy eating, cookery training, keep fit, and dietary advice and guidance.
- **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 in the Café, it is run 75% of the time with volunteers who all receive the appropriate training in food hygiene and cookery skills etc.
- **Stigma.** Through our activities we address the fear around mental health. The Organisation is proactive in its approach and we address the issues of prejudice whenever they arise.
- **Partnership working.** We work closely with Princess Road Clinic, the clinical centre operated by the Mental Health Trust, Mental Health Matters, Stoneham Trust, Salvation Army, Local Churches, Active8, 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 and Mind. In addition, we also work closely with the appropriate departments of North Yorkshire County Council as well as the various GP surgeries in the area. We are slowly but surely getting to know and working with the new Clinical Commissioning groups of Scarborough and Ryedale, and of York and Vale.

Next Steps has recently been donated seven computers and three laptops together with ancillary equipment by Community Leisure Ltd. This company managed all the leisure facilities of Ryedale District Council until 30 September 2014 when they ceased to operate. A computer suite has been developed within its Norton base with this equipment for use by its members. One member in particular has been instrumental in organising the suite and in the successful operation of the equipment. This has not only been advantageous for Next Steps but to the individual also as it has given him a meaningful project for him to work on and gain experience. It is the intention of Next Steps to use the suite to train members in the use of IT and basic computer usage. A significant number of members do not personally have computers and are generally fearful of their usage. It has recently come to our knowledge that the local Job Centre no longer provides assistance to jobseekers searching online for vacancies. The Job Centre has one computer available for all job seekers to use but where that individual cannot use a PC they are prevented from searching job vacancies and applying on line, which is often a requirement. Following discussions with the Job Centre we have offered to help those individuals who cannot use a computer or are unable to read and write in searching for vacancies and preparing on-line submissions or to help with C.V.s. This assistance is being provided by some of our own members who have experience in these fields.

Next Steps intends to start IT training classes for its members and in using some of its members as trainers. This will lead to confidence building and in their own self-esteem, which will hopefully allow them to integrate successfully back into society.

Members are now producing the Newsletter, Posters and being involved in the Website changes and updates.

#### **4. Has Next Steps Been Successful?**

The immediate (and short) answer is 'yes it has been successful'. As an Organisation it has provided the service at our current premises for 10 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 Health Service and the County Council, has been successful in obtaining grants from other charitable trusts and grant-giving bodies and is well respected in the local community. Next Steps is a registered provider of services with North Yorkshire County Council and has been in receipt of an annual contract for over 12 years.

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.

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, and an average financial saving to the NHS of at least £1,427 per member. 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.

#### **5. Anchor of Activities (the centre)**

The Drop-in Centre is used by a number of agencies as it is recognised locally as a community service. Rooms are permanently rented in the building to Mental Health Matters who use it as their area base, Stoneham Housing Trust hire one room each week for support to people with housing issues. In addition it is used on a regular basis by a Counselling/life skills coaching service "my possible self" who run 1-1 sessions as well as group sessions to support people with their aims/goals in life (professionally and personally). The Probation Service also hire a room on a weekly basis. The Community Police are now looking at having neighbourhood watch/community meetings in the centre as well as Horizon, a drug and alcohol services group, they are looking at hiring a room one day per week

## **6. Drop-in Attendance and Activity Attendance**

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

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

After Hours group – 20 members overall with weekly sessions of at least 12 people regularly attending.

Art group – 15 members overall with weekly sessions of 12 people regularly attending.

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

## **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 we acknowledge that it is necessary for outcomes to be measured. The Star Tool was tested but discarded because it was too involved for users. A measuring tool was developed in-house named Positive Steps Programme which an eight week programme was broken down into four areas i.e. Training, Work Experience, Fitness and Creativity. An example of the Score Analysis for one of our members is shown in Appendix 2. 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 our needs better.

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

## **8. Members comments.**

Examples of outcomes for three members are detailed in Appendix 2 together with their comments. These are typical of the changes in people's lives, that next steps have enabled their members to achieve. The following comments were extracts from a "comments" book which is available for members to contribute their personal thoughts.

*'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.'*

## **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 and isolation. Next Steps also supports those with addiction issues. We have 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 we 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.

### **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. Our competitors in the provision of Mental Health services within the East of North Yorkshire are Scarborough, Whitby, Ryedale Mind (a national organisation), Mental Health Matters (a regional organisation) and Scarborough Survivors (Scarborough based); however we are currently the only provider of our blend of services in the extremely rural area of Ryedale.

### **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. The current trend with customers is for early intervention with an increasing number of drug and alcohol related issues. Next Steps are aware of this trend and wishes to tailor its services to enable it to compete in a changing market. The financial and funding trend is currently on a downwards movement due to the 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.

## Section 5: Management

### 1. Trustees/Directors

Next Steps has a Board of eleven trustees of whom half 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 has delegated responsibility for overseeing all financial aspects of the Organisation so as to ensure short and long term viability.

The Charity Trustees are as follows:

Paul Hayward	Chair
Joy Storrs Fox	Vice-Chair
Alan Evans	Treasurer
Eddy Bunny	
Di Keal	
Nigel Miller	
Janet Newman	
Vivienne Nicholson	
Gillian Payne	
Dave Whitling	
Jude Alderson	
Mike Dixon	Co-opted

Company Limited by Guarantee

Directors as above plus

Leisa Taylor	Manager and Company Secretary
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A brief CV of each of the Trustees and Directors appears in Appendix 3

### 2. Management

Next Steps has an experienced manager, Leisa Taylor who manages the organisation on a day to day basis. She is supported by a part-time Funding Advisor, Lisa Keenan, part-time kitchen staff headed by Steph Agar, and a team of 10 dedicated volunteers.

Next Steps operates three outreach 'Drop in' projects at Pickering, Kirkbymoorside and Helmsley, and these are supervised on a part-time basis by Outreach Workers.

Through discussions with the Job Centre, they have asked if we will take two job experience personnel to work in the kitchen and the IT suite. Their hours of work will vary between 16 – 30 hours per week and each placement will last for about eight weeks.

## Section 6: Proposals

### 1. Rural Community Access

Over the next three to five years, Next Steps wish to consolidate its existing services in Norton and expand them to rural communities. There is strong evidence that people with mental health problems that live in rural and isolated villages are not able to access services, such as Next Steps, which would assist their recovery and wellbeing. In addition we are currently collating evidence on the isolation of people in rural areas as this often creates mental health issues. Ryedale is one of the largest district council areas in England and has a high proportion of communities with little or no access to public transport. Next Steps would like to provide either transport to and from these communities where there is a need for people to access our services, or alternatively provide services in the locality where this is appropriate and accessible. It is estimated that there are at least 400 people in isolated areas in Ryedale who could benefit from Next Steps services. We are currently trying to more accurately quantify these figures by working with Ryedale Carers Resource, Yorkshire Housing, the Community Mental Health Team and Ryecat. In discussing this rural initiative an extension to the Outreach programme will be looked at as for example in Pickering where there is call for more activities and more available opening hours.

### 2. Extended Opening Hours

The current opening hours at the Norton Drop in Centre are 8.00am to 3.00pm Monday to Friday. In addition the After Hours Group meets weekly on various days from 17.00pm to 22.00pm and occasionally on a week-end. The Pickering service opens on Wednesdays from 10.30am to 12.30pm, Helmsley Tuesday afternoon 13.00pm to 15.00pm and Kirkbymoorside service meets on Saturdays from 10am to mid-day.

Next Steps would like to extend its Norton opening hours during the week and at week-ends, which would enable members to have more support and companionship. Members are often commenting on their isolation during the evening and week-ends.

### 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. We also aim to provide more varied number of user-led activities which the members can experience. These include music activities, IT awareness & training, and more outdoor activities.

### 4. Financial Implications

To achieve our aims it is necessary to obtain additional funding especially for the rural initiatives and the extension of the existing services. Additional staffing will be required together with adequate transportation and logistical support costs. Following our investigations and assessment of rural mental health and isolation numbers, together with their locations, Next Steps will put together a plan of how it can assist with that need. It is proposed to apply for Lottery funding as we estimate the costs to be significant.

## Section 7: Financial Background and Future Projections

1. Next Steps is operating in a very difficult financial period. It relies on a contract from the North Yorkshire County Council and the CCG but which is only 24% of its overall expenditure. Details of other income are shown in the 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 it has been extremely difficult to raise funding due to the current economic climate. The economy is forecast to keep at this level for several years to come and so difficulty in raising funds is a major issue for the Organisation.
2. 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 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 us.
3. Appendix 4 shows the Accounts of Next Steps for the financial years ending 31 March 2010, 2011, 2012, 2013 and 2014, together with the Budget for 2014/15
4. Appendix 5 provides the financial projections for Next Steps for the following three years to the 31<sup>st</sup> March 2017.
5. 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 regular basis so as to inform the Trustees of any adverse issues affecting the efficient running of the Organisation.
2. 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.

3. 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 wish to further develop Next Steps and provide support for isolated people 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 our main thrust is to apply for and obtain finance to expand our services.

## **Appendices**

1. Moving Forward on Mental Health
2. Member's comments, articles and outcomes.
3. Trustees CVs
4. Financial Statements for previous 5years and Budget for 2014/15
5. Financial projections for 2015/16 and 2017/2018
6. Cash Flow statement for 2014/15
7. Risk Strategy Map
8. Map of Ryedale

# Moving Forward on Mental Health

The economic and social impact of a  
local mental health charity



## **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.

## Moving Forward on Mental Health

A report prepared by Derwent Surgery in relation to Next Steps Mental Health Resource Centre – Autumn 2009

### Executive Summary

This study has evaluated financial saving/cost benefit to the PCT resulting from the support provided by Next Steps to its members. The study had two aims:-

1. To provide information about the usefulness/cost benefits of Next Steps in reducing pressure on hospital beds and formal clinic or GP appointments.
2. To provide information about the outcome of informal support within the range of treatments currently available in the field of mental health.

Information was quantified and evaluated by way of member interview/questionnaire and, for those members who are also patients of Derwent Surgery; answers were cross-checked by reference to surgery records.

Cost benefit to PCT was measured by way of reduction in the number of GP visits, A & E attendances, and “in patient” hospital days. Any savings resulting from reduction of the average length of GP visits, reduction of reliance on secondary support services, and reduction in emergency impact on other services have not been quantified here and amount to an additional benefit to the PCT and the community.

The average financial saving to the NHS/PCT is **£1427 per annum per member**, for each of the members taking part in the study.

The study also demonstrated a clear improvement in the mental health, and quality of life of its members, as measured by the Human Givens Needs scale. The main reason for improvement is probably that Next Steps provides a place where members are able to develop skills and express themselves in an atmosphere of encouragement, free from the stigma often associated with mental illness.

Next Steps has a total membership of 70, with 40 members attending the main base at Norton, Malton or one of the outreach centres at Pickering or Kirkbymoorside on a regular, weekly basis. There is currently no formal referral structure from local surgeries or mental health out-patient clinics. Were a more formal system in place, it is likely that membership would increase substantially.

Current annual savings to the PCT therefore vary between a conservative **£28,540** (if the saving were made for as few as 20 members) up to **£99,890** (if the same saving were made for all members). If membership were to be increased via a formal referral service (and there is capacity within the service) these savings, **amounting to a genuine reduction in spend across the PCT**, would be increased substantially.

## 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<sup>(1)</sup>. 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<sup>(2,3)</sup></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 <sup>(2)</sup>	£57
<i>Number of A&amp;E attendances</i>	0.6	1.2	0.6	£110 <sup>(3)</sup>	£66
<i>Number of Hospital In-patient days</i>	2.2	10.4	8.2	£159 <sup>(3)</sup>	£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.**

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

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

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<sup>(4)</sup>. 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/](http://www.hgi.org.uk/ena/) (accessed 13/11/09).

(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.

**Moving Forward on Mental Health : Appendix 1: Next Steps Questionnaire**

**About You**

Name:.....

Date of Birth:.....

Postcode:.....

Rural / non-rural (please circle)

**About Next Steps**

How long have you attended next steps for? .....

On Average, how often do you attend next steps? .....

Why do you attend?  
 .....  
 .....  
 .....

**About Your health:**

Have you ever suffered from any of the following (please circle)?

- |               |                            |               |
|---------------|----------------------------|---------------|
| Depression    | Anxiety                    | Schizophrenia |
| Mania/Bipolar | Substance misuse/Addiction | Self-harm     |

Duration of illness:.....

	<i>In the last 12 months</i>	<i>In the 12 months prior to joining next steps</i>
How many times would you have visited your GP?		
How many times have you been admitted into hospital?		
How many times have you attended A&E?		
How many hospital out-patient appointments have you attended?		
Have you had contact with other healthcare professionals		

.....  
 .....  
 .....  
 .....

**Moving Forward on Mental Health - Appendix 2: Human Givens Audit Questionnaire:**

	1 2 3 4 5 6 7			
Do you feel secure in all major areas of your life?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you feel you receive enough attention?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you give other people enough attention?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you feel in control of your life most of the time?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you feel connected to some part of the wider community?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Can you obtain privacy when you need to?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you have an intimate relationship in your life (one where you are totally physically and emotionally accepted for who you are by at least one other person)?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you feel emotionally connected to others?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Do you feel you have status that is acknowledged?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Are you achieving things and feeling competent in at least one major area of your life?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			
	1 2 3 4 5 6 7			
Are you mentally and/or physically being stretched in ways that give you a sense that your life is meaningful?		Not at all	Partly	Completely
	1 2 3 4 5 6 7			

## Appendices 2.

### Member's comments and Articles / Outcomes.

K was a gentleman that came into our service through support from "Mental health matters" .K lost his wife seven years ago and was left to bring up four children. The last one left home and K thought he had no purpose in life. K was suicidal and suffered severe anxiety and was a recluse .K had never visited a supermarket to shop (all done online), had no social networks, his life consisted of numerous support agencies and mental health service appointments. K had previously owned his own business, home and employed staff. K was introduced to the "out of hours service" which is an evening/weekend service that provides leisure activities to the service user of the service users choice. At first K was reluctant, scared and very nervous of meeting other people and using community social places. K had never been to a cinema in seventeen years. He came along for the first time. K physically shook for the first hour and then started to relax. His peers within the group supported him and gave him time to adjust. K over the next two years began to relax, speak, socialize and most of all he started to help others within the group. K has now a purpose in life, to support others. K now has become a volunteer, his role includes helping people with computers, job searches, CV- basic training and he uses his car to take people to social events within the community and surrounding areas. Ks confidence has grown dramatically he is often the peace keeper and confidant within the group, and his qualities are endless. K will be often be found doing DIY within the centre and supporting others that may be suffering from mental health issues .Last week K visited a shop unattended and quite off the cuff for the first time in over ten years! This is a remarkable achievement in part of his recovery.

In Ks words if it wasn't for "Next Steps I wouldn't be here" .....

S was a gentleman that came to our service after being in prison for eight years. S was very nervous and very unsure about where he would fit in, in society and had made friendships or used community amenities since living in the area. S spoke to me in confidence about his past. I never judged his past instead we spoke about his strengths and qualities and homed in on those. S had wrote articles in prison and achieved an IT qualification. S now volunteers in the café and publishes our newsletter, updates our Facebook and produces our posters to advertise our activities and services to other network agencies as well as in the centre.

In Ss words "since coming to next steps I have been able to meet new friends, I am able to help out when needed. It has given me confidence, but most of all a future".

E was thrown out on to the streets when he was eight years old. E was taken in by travellers, but they moved to Ireland and because E had no passport he turned to crime to support himself. E was diagnosed with schizophrenia and moved from town to town begging. E spent his last period for begging in prison for the last time twelve years ago .E moved to Malton and with support from network agencies started using Next Steps twelve years ago .E had never been on holiday, stayed in a hotel, lived in his own accommodation .Since then he has now done all those things. With the support from mental health services he gained his own flat. Since Next steps began E became a member and is now an active volunteer .E for the first time two years ago visited London with next steps, watched a live show, saw an airplane, stayed in a hotel and experienced a holiday. E is fifty years old and for the first time last year E had his very first birthday party. This was a very humbling experience to witness a grown man overwhelmed by people giving him gifts and sharing his birthday a receiving a cake.

In Es words "I now want to have a birthday every year!" .... "i used to hear people say... you never know what's around the corner" ... "I used to think yes I do... there's nothing!" ... "Now I believe there might be something". "Next steps is my family".

# Brave Joanne is a cut above the rest

A BRAVE volunteer has lost her locks to help raise funds for the charity which has supported her.

Joanne Rose, a member of Next Steps Mental Health Centre, in Norton, had her head shaved as part of a week of fundraising events.

"We have been talking about it and joking that I should have my head shaved for a while, so in the end I thought, why not," she said.

"I was a bit nervous about having it done but I am glad that I did it and other members have bought me a hat to wear."

Joanne said she wanted to do something to help the centre as it was such an important place for people with mental health problems.

"Everyone is very friendly and welcoming and you can always find someone to have a chat with,"

she said. "It is a real lifesaver." Other fundraising activities included raffles, beauty treatments, art exhibition and coffee morning.

Manager Leisa Taylor said they had originally set out to raise £1,000 after being offered match-funding by Barclays Bank, but with money still coming in were set to double that.

"It has been absolutely amazing," she said. "Everyone has got involved and it just shows what you can do in a few days."

Leisa said she wanted to thank all those who had helped with the fundraising and especially Joanne,

who had collected over £600 in sponsorship.

"We are all really proud of her, it is not something most of us would ever consider doing, she has been fantastic," she said.



CUTTING IT: Above, Lisa Townley, from The Academy, gets to work on Joanne Rose's hair; and left, Joanne after the head shave

## Renewable heat advice on offer

RYEDALE District Council and Yorkshire Energy Partnership are hosting an event to promote renewable technologies and the recently launched Renewable Heat Incentive (RHI).

The RHI is a government incentive to help people install renewable technologies such as ground and air source heat pumps.

Householders will be paid for every unit of heat energy generated for seven years after the installation. They will also benefit from reduced energy bills due to the cheaper running costs of renewable technologies, particularly in areas not served by mains gas.

The event takes place at Pickering Memorial Hall on Monday, October 20, from 10am to 6pm. To book, phone Yorkshire Energy Partnership on 01904 545020 or email advice@energypartnership.org.uk

## Best feet forward

STAFF at the Malton branch of Skipton Building Society have raised £506 after taking part in a six-mile charity walk in York for the Alzheimer's Society.

On Friday, they will be offering refreshments and food to customers in return for a donation to support Macmillan Cancer Care.

## Appendices 3

### NEXT STEPS TRUSTEE/DIRECTOR CV'S

#### Chair

##### Paul Hayward

Paul Hayward BA, Dip TP., has been a trustee for Next Steps since 2008. Prior to this he was the Chief Officer for Ryedale Voluntary Action (RVA), the local infrastructure organisation supporting the voluntary and community sector in the Ryedale area, where he was employed from 2002. When he started at RVA, Next Steps was in the process of becoming independent after being established as a project within the RVA and he oversaw that process. Before being appointed Chief Officer with RVA, Paul had previously worked for Ryedale District Council where he was Head of Economic and Leisure Services with specific responsibility for liaising with the voluntary and charitable sector.

.....

##### Joy Storrs Fox Vice Chair

Joy is a founder member of Next Steps. She is a Human Relations trainer, a teacher of English, a former missionary to India, a qualified counsellor and an experienced advocate.

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##### Alan Evans Treasurer

Alan is a qualified accountant with significant senior management experience. Now retired but was Chief Executive and Financial Director of Ryedale Housing Association and on his retirement was Deputy Group Chief Executive of the Yorkshire Housing Group with specific responsibility for finance, human resources, IT, company secretariat, new business and subsidiary directors. He is Chairman of Community Leisure Ltd (a social enterprise charity managing the Ryedale Council's leisure services), non-executive director of Yorkshire Coast Homes (a provider of social housing for Scarborough Borough Council) and a member of the Ryedale District Scout Council.

.....

##### Leisa Taylor Service Manager and Secretary

Leisa has been working in social care environment for approximately 25 years where some of her experience has been gained working in residential settings with adults with learning difficulties and challenging behaviour, and in the community for ten years as a senior support worker/Manager supporting adults with enduring mental health issues. Leisa has also worked with children as a sessional worker for Social Services.

Leisa has extensive qualifications and training in this area of work and which includes the Management in Social Care Organisation Diploma through Leeds university .Leisa has extensive certificates in all areas of social care Management and mental health issues including Cognitive behaviour therapy.

.....

**Mike Dixon**

Mike has been in a management role for over 35 years which includes setting up projects for the care services in Cleveland, Whitby, Scarborough and Malton/Norton. He has taught NVQ level 5 Management at Yorkshire Coast College for Joseph Rowntree Foundation and for Social Services. Mike has also trained senior youth workers for the local education authorities. His qualifications include a Diploma teaching children and adults with learning disabilities, youth leader training, supply teaching and a variety of management qualifications.

**Eddy Bunny**

A Trustee and Member who used to live on the streets but now lives in rented accommodation. He provides volunteer support to Next Steps and his personal mental health experiences have provided other members and the trustees with valuable first-hand experience

.....

**DI Keal**

Di Keal is Media and Communications Manager for the Alzheimer's Society covering the North of England. She has lived in Norton on Derwent for 18 years with her husband Howard and three daughters, and is a town and district councillor. She has extensive experience of community engagement, the media, fundraising, campaigning and supporting people with mental health issues both personally and professionally.

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**Nigel Miller**

A Trustee and Member. He provides volunteer support to Next Steps and has extensive IT and social media experience. His personal experiences have provided other members and the trustees with valuable input

.....

**Janet Newman**

A Trustee and Member and regular volunteer who provides regular support within the café. Her life experiences enable her to provide excellent support to other members and proactively engages in the day to day running of Next Steps.

.....

**Gillian Payne**

Gillian is a member and trustee who before retirement was a speech therapist. She has extensive qualifications and experience in areas of mental health support which include autism, learning disabilities, advocacy and in protecting vulnerable adults. Gillian is herself a carer and represents Next Steps on a variety of related meetings in the area.

.....

**Dave Whiting**

A Trustee and founding member. He provides volunteer support to Next Steps and has valuable expertise in gardening. His work at the allotments has enabled the café to use locally grown fruit and vegetables.

.....

**Vivienne Nicholson**

Retired nurse RGN, RMN. A varied nursing career of 46 years. Senior nursing positions, elderly medicine, mental health, dementia care, orthopaedics, maternity-post natal care. Staff Nurse with dementia care. Volunteer for Mind and British Heart Foundation

## NEXT STEPS ACCOUNTS FOR 2009/10 TO 2013/14 AND BUDGET FOR 2014/15

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15 Budget
	£	£	£	£	£	£
<b>INCOME</b>						
NYCC & ACS Grants	31771	46594	20651	20651	20651	20650
Other Grants	34700	40047	39628	34293	52708	37000
Café Sales	10798	10791	10933	10435	11639	12500
Donations	1135	13748	1444	2028	4101	4200
Bank Interest	36	52	52	33	17	20
Room Hire	5780	2140	2385	2576	2115	2270
Fundraising	1050	1390	1050	1061	4348	4500
Members Contributions	980	960	1070	2265	1293	1500
Sundry Income	1431	226	1105	313	7	200
<b>TOTAL</b>	<b>87681</b>	<b>115948</b>	<b>78318</b>	<b>73655</b>	<b>96879</b>	<b>82840</b>
<b>EXPENDITURE</b>						
Café Purchases	5978	6037	5755	5127	5807	6000
Central Payroll, Tax & NI	51898	52873	52414	53723	53130	50100
Rent	2680	25000		10000	10000	10000
Utilities	5457	4977	4094	3586	4005	4160
Repairs/Refurb/Windows	747	22285	288	549	645	800
Office Costs	948	1932	1390	1962	1687	1000
Members Activities	762	4670	5253	9175	6388	5700
Bank Charges	0	4	0	0	0	0
Equipment	1553		344	163	1024	860
Subscriptions	39	29	25	30	30	30
Training	402	160		1108	1376	600
Professional Fees	1150	635	693	300	710	750
Publicity & Advertising			291		0	0
Insurance	802	952	731	929	704	710
Volunteer Expenses	824	462	489	43	0	100
Outreach Expenses	710	716	911	990	626	650
Helmsley Wall Garden		3202	1936		0	0
Sundry Expenses	5	1530	742	125	449	250
<b>TOTAL</b>	<b>73955</b>	<b>125464</b>	<b>75356</b>	<b>87810</b>	<b>86581</b>	<b>81710</b>
<b>SURPLUS/DEFICIT FOR PERIOD</b>	<b>13726</b>	<b>-9516</b>	<b>2962</b>	<b>-14155</b>	<b>10298</b>	<b>1130</b>
<b>TOTAL FUNDS BROUGHT FORWARD</b>	<b>15072</b>	<b>28798</b>	<b>19282</b>	<b>22244</b>	<b>8089</b>	<b>18837</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>28798</b>	<b>19282</b>	<b>22244</b>	<b>8089</b>	<b>18387</b>	<b>19967</b>

**NEXT STEPS**

**Budget - 2014 / 2015**

**APPENDIX 6**

	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	TOTAL
	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>OPENING BALANCE</b>	18,387	23,240	20,409	16,275	11,022	9,525	7,459	10,111	10,523	7,435	2,608	2,070	18,387
<b>INCOME</b>													
NYCC/HAS	10,325	0	0	0	0	0	10,325	0	0	0	0	0	20,650
NYCC Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Grants	1,000	1,000	919	4,400	3,816	1,202	900	3,500	500	2,500	2,500	7,500	26,716
Café Sales	666	997	1,040	1,198	1,198	2	225	900	900	900	900	900	11,422
Donations	497	199	678	1,193	2	5	400	400	400	400	400	400	5,194
Bank Interest	0	0	9	0	0	0	0	0	26	0	0	0	40
Room Hire	540	40	220	0	240	300	75	170	170	170	170	170	2,265
Fundraising	0	129	251	12	0	1,482	400	400	400	400	400	400	4,274
PAT Testing	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Members Contribution	0	0	0	52	150	48	125	125	125	125	125	125	1,000
<b>TOTAL INCOME</b>	<b>13,028</b>	<b>2,365</b>	<b>2,077</b>	<b>6,697</b>	<b>5,406</b>	<b>3,262</b>	<b>12,225</b>	<b>5,495</b>	<b>2,495</b>	<b>4,521</b>	<b>4,495</b>	<b>9,495</b>	<b>71,561</b>
<b>EXPENDITURE</b>													
Café Food	276	224	387	374	466	393	360	360	360	360	360	360	4,280
Norton Wages	2,404	2,354	2,354	3,193	2,850	2,407	2,400	2,400	2,400	2,400	2,400	2,400	29,962
Café Wages	938	938	937	938	937	938	938	938	938	938	938	938	11,254
Pickering Wages	87	87	87	87	18	72	87	87	87	87	87	87	960
Kirby Wages	87	87	87	87	86	87	87	87	87	87	87	87	1,043
Helmsley Wages	360	0	0	18	385	0	50	50	50	0	0	0	913
Tax & NI	775	706	594	594	658	107	600	600	600	600	600	600	7,034
Rent	0	0	0	5,625	0	0	3,425	0	0	3,450	0	0	12,500
Utilities	1,104	126	443	144	5	616	865	0	0	865	0	0	4,163
Telephone	61	50	52	66	55	61	65	65	65	65	65	65	735
Repairs/Refurb	412	0	339	75	0	0	10	10	10	10	10	10	886
Office Costs	121	0	80	9	148	96	75	75	75	75	75	75	904
Member Activities	273	333	354	704	266	450	400	400	400	400	400	400	4,780
Room Hire	52	48	0	0	312	0	0	0	0	0	0	0	412
Bank Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	364	40	461	0	0	0	0	0	0	0	0	0	865
Travel Expenses	0	27	0	25	62	62	0	0	0	0	0	0	176
Subs	107	96	25	0	0	0	0	0	500	0	0	0	518
Training	0	0	0	0	0	0	0	0	0	0	0	0	0
Prof fees	743	0	0	0	660	0	0	0	0	0	0	0	1,403
Sundry	0	0	0	0	0	39	200	0	0	0	0	0	239
Window Cleaning	11	0	11	11	0	0	11	11	11	11	11	11	99
Insurance	0	80	0	0	0	0	0	0	0	0	0	0	80
<b>TOTAL EXPENDITURE</b>	<b>8,175</b>	<b>5,196</b>	<b>6,211</b>	<b>11,950</b>	<b>6,903</b>	<b>5,328</b>	<b>9,573</b>	<b>5,083</b>	<b>5,583</b>	<b>9,348</b>	<b>5,033</b>	<b>5,323</b>	<b>83,706</b>
<b>MONTHLY CHANGE</b>	<b>4,853</b>	<b>-2,831</b>	<b>-4,134</b>	<b>-5,253</b>	<b>-1,497</b>	<b>-2,066</b>	<b>2,652</b>	<b>412</b>	<b>-3,088</b>	<b>-4,827</b>	<b>-538</b>	<b>4,172</b>	<b>-12,145</b>
<b>CLOSING BALANCE</b>	<b>23,240</b>	<b>20,409</b>	<b>16,275</b>	<b>11,022</b>	<b>9,525</b>	<b>7,459</b>	<b>10,111</b>	<b>10,523</b>	<b>7,435</b>	<b>2,608</b>	<b>2,070</b>	<b>6,242</b>	<b>6,242</b>
	actual	actual	actual	actual	actual	actual	proposed	proposed	proposed	proposed	proposed	proposed	proposed

Note -- No Grant Income is included unless of its certainty.

NEXT STEPS RISK MAP

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	Monthly review by Managers & Finance Committee Qtrly Trustee Meetings	<b>Risks</b> Inadequate funding from NYCC & PCT	4	5	20	Plan reviewed annually Reports to Trustees Regular reconciliations Monthly cashflow report Regular monitoring of external funding potential and grant Regular review of service provision		
			Inadequate funding from other sources	5	5	25			
			Inadequate budget provision	4	5	20			
			Impact of the credit crunch	4	4	16			
			Impact on Business Plan, reputation, delivery of service, additional costs etc.	4	4	16			
			Breakdown in relationship with stakeholders	3	5	15			
			<b>Opportunities</b> Resources in excess of budget provision are released. Finance available for new projects and extension of service. Service improvements						Regular review of Gov't legislation on Mental Health Issues
L1	Legislative changes as a result of Government or other (NYCC & PCT)	Press Networks NYCC & PCT	<b>Risks</b> 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 Customer profiling		
			Loss of business	3	4	12			
			Competition from other agencies	4	5	20			
			Reduced demand	4	4	16			
			Loss of key staff	3	4	12			
			<b>Opportunities</b> Additional business/increased turnover						

G1	Corporate Governance	<p>Qtrly Trustees Meetings</p> <p>Monthly Finance Committee meetings</p>	<p><b>Risks</b></p> <p>Reduced performance of Trustees key role in challenging/supporting managers, inadequate standards of governance and regulatory breaches</p> <p>Poor assessment by funding agencies &amp; sanctions</p> <p>Damage to reputation &amp; impact on staff morale</p> <p><b>Opportunities</b></p> <p>A well governed organisation with a well trained &amp; effective Board</p>	2	4	8	<p>Balanced Board of Trustees with good blend of expertise</p> <p>Regular members meetings</p> <p>Documented procedures</p> <p>Monitor media coverage</p> <p>Annual review by NYCC &amp; PCT</p> <p>Budgetary control</p>
M1	Management, staff skills & succession planning	<p>Trustee Reviews</p> <p>Effective Management</p>	<p><b>Risks</b></p> <p>Reduced operational effectiveness</p> <p>Regulatory breaches</p> <p>Introduction of temporary staff</p> <p>Fraud or mismanagement</p> <p>Poor Health &amp; Safety</p> <p>Business interruption</p> <p>Data Protection issues</p> <p>Human Resources issues</p>	3	4	12	<p>Effective recruitment</p> <p>Staff appraisals</p> <p>Succession planning</p> <p>Separation of duties/monitoring</p> <p>Health &amp; Safety training</p> <p>Business Interruption Plan</p> <p>Data Protection training</p> <p>Staff policies &amp; procedures in place</p>

		<p>IT Risks</p> <p>Poor communication</p> <p><b>Opportunities</b></p> <p>Increased effectiveness</p> <p>Reduced staff turnover</p> <p>Skills &amp; knowledge retained</p> <p>Improved staff/volunteer morale</p>	3	3	9	<p>IT back-up procedures in place</p> <p>Staff training ongoing</p> <p>Skills need analysis undertaken and evaluation against future needs</p> <p>Demonstrations of service excellence</p> <p>Completion of Risk Assessments for all relevant activities</p>
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**INDEX TO RISK SCORING**

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