



Annual Review 2017 / 2018

Cover photographs

Top: Peddars Way Fundraising Walk

Centre left: N&CNM Volunteer Co-ordinator

Bottom: Indigo Swan Fundraising Team

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A message from our Chief Executive



July 2017 to June 2018 was another busy and successful year for us. Reflecting on all that has been achieved in the time I have been CEO at Norwich & Central Norfolk Mind (N&CNM) I realised that during the last 5 years we have doubled in size in terms of both our income and the number of people we employ. This rate of growth has been both rewarding and challenging and I sincerely thank all the staff and Directors, both past and present, for their contributions to this extraordinary growth.

In 2017 commissioners announced a significant change in how they intended to procure services for those people with serious and enduring mental health problems. This was to directly affect the Outreach service that we then provided. In order to compete for this contract we partnered with Together for Mental Wellbeing, St Martins Trust and Norfolk Local Mind Associations (LMAs) of Great Yarmouth and Waveney and West Norfolk. Our Partnership was awarded this new contract and so much of 2017-18 has been spent on the implementation of this new service.

In addition to this we remained focused on continuing to grow and develop all our other services. We have worked hard to improve services by training our staff in the framework set by our revised values and the principles of recovery. The continued demand from the public for training and learning opportunities has meant we have been able to grow our income from providing a range of courses and we are keen to maintain this growth further in future years.

During the year, using our fundraising income, we provided some small new services that would not otherwise have been possible. We developed the campaigning arm of the organisation, using our independence to challenge service provision and represent the needs and views of those who need our support.

We have invested more in recruiting, supporting and developing our volunteers. The impact that volunteers make on our work is significant and on behalf of all of the organisation I sincerely thank all our volunteers.

Our staff and volunteers are at the heart of all that we do and they all remain focused on putting the people who need our support, along with their carers, families and local communities, at the centre of what we do. We recognise the strength that comes from working closely with all other organisations, and so we work hard at all levels in the organisation to work in partnership.

I would like to thank everyone for their contribution to the organisation during 2017/18. It is through everyone who contributes in any way to the work of this organisation that we can work to fulfil our ambition that no one in Central Norfolk need face a mental health problem alone.

Amanda Hedley
Chief Executive Officer

A message from our Chairman



Last year was another good and challenging and sometimes difficult year. We live in times of ongoing change and having to respond to new requirements. I would like to thank our staff, volunteers and my fellow trustees for all they have done and for maintaining their focus on supporting the users of our services.

There have been many positives including winning new contracts, developing new services, building new partnerships and the receipt of an increasing amount of donations and sponsorship. These donations are being invested in new services and support for people who do not have their needs met by statutory services in the NHS or Social Care.

It is pleasing that mental health is getting greater recognition and more people are talking about it in a positive way. It does appear that the stigma is reducing and society is acknowledging that mental health problems are something that is part of everyday life for many people. We will maintain our focus of supporting people who need our services to recover and lead fulfilling lives.

I believe Norwich & Central Norfolk Mind can look forward to a positive future in the knowledge that what we do is both needed and valued.

Just to finish on a sad note, Andrew Heron, who had been a valued trustee and friend of this organisation for many years, passed away shortly after retiring from the Board. His contribution over the years was always valued. He will be very sadly missed.

John Brierley
Chairman

Our cultural values and the way we do things round here...

We're Norwich and Central Norfolk Mind, the mental health charity that believes no one should have to face a mental health problem alone. We work to reduce the stigma associated with mental health problems, support people in their recovery and champion better services for all. We believe that with the right support and resources everybody can create a life that feels meaningful irrespective of the presence of symptoms. To do this we share our own stories, insights and expertise.

We believe that anyone can recover from a mental health problem and that this recovery is built on a foundation of the following:

- **Positive connections.** Relationships with the people we support are at the heart of what we do.
- **Fostering hope for the future.** We believe that everyone can recover from experiences of poor mental health, no matter how severe or enduring.
- **Strong sense of self and an identity.** Support that isn't centred on diagnosis or treatment. We recognise that everyone has a unique, positive identity that is always more than their diagnosis.
- **Support people to find meaning and purpose.** Living a life that has meaning and purpose, in line with a person's values, is essential for recovery.
- **Empowering people.** We support people to make choices about and have control over what they do and how we work together.

Every
2 hours

Someone dies by suicide in the UK

(Mental Health Foundation September 2018)

There has been a
68% rise

in rates of self-harm among girls aged 13-16 since 2011.
(Incidence, clinical management, and mortality risk following self harm among children and adolescents)

(University of Manchester - 18/10/2017)

1 in 6

The estimated number of people who experienced a "common mental disorder" like depression or anxiety in the past week.

(Mental health statistics for England: prevalence, services and funding – House of Commons - 25 April 2018)

Norfolk

has the **second** highest rate of suicide nationally

Where we work



- West Norfolk CCG
- North Norfolk CCG
- South Norfolk CCG
- Norwich CCG
- Great Yarmouth & Waveney CCG

Our affiliation to National Mind and our relationship with other LMAs means that we have to work within defined geographical areas. In Norfolk our two neighbouring LMAs, West Norfolk Mind and Great Yarmouth and Waveney Mind and ourselves agreed to align where we work to the boundaries of the five Clinical Commissioning Groups (CCGs) in Norfolk. This means that we generally work in the areas managed by North Norfolk, South Norfolk and Norwich CCG areas (collectively known as Norwich & Central Norfolk). This has a combined population of about 620,000 and a geographical area of about 1200 square miles.

Get Support - Our Services

We are funded and raise money to provide free or low cost services for people managing a mental health problem. We also strive to support those who are supporting people managing their mental health.

Wellbeing Service

The Wellbeing Service is commissioned by the NHS commissioners with the aim of providing a range of support for people with common mental health and emotional issues, such as low mood, depression or stress. Staff work with people experiencing these problems to help them make the necessary changes to improve their wellbeing. We are in partnership with the Norfolk and Suffolk Foundation Trust (NSFT), Relate, and our other two LMAs.

We provide a number of staff to deliver specific elements of the service including peer support and social and employment support. During 2017/18 the service had to change in order to cope better with the higher levels of demand than were originally expected. This change included reducing Counsellor posts but increasing the number of Psychological Wellbeing Practitioners.

Our Local Associate Co-ordinators (LACs) who provide social support, have successfully recruited and trained Ambassadors (volunteers) to help deliver social activities and to promote awareness of mental health and the support available across Norfolk.

Those with employment related issues and/or people wanting help to find activities to participate in continue to be supported through employment support workshops.

Recovery Services

Outreach / Norfolk Integrated Housing and Community Support Service (NIHCSS)

As already mentioned, 2017/18 saw the transition from our provision of our Outreach Service to being a partner in the larger NIHCSS which formally started in March 2018. The implementation of this contract has been challenging for everyone involved and, in particular, our focus was to ensure that people who were receiving the previous service were kept supported during this transitional phase. However we, and the other Partners, are confident that people who use this service are already starting to see the benefits of the changes and that these will continue to grow during the life of the contract.

Recovery Services cont'd

Omnia

Omnia is our 15 bedded residential care unit that provides short term rehabilitative support for people with severe and enduring mental health issues. The current contract for this started on 1st April 2017 and is for up to nine years.

2017/18 has been a very busy year with Omnia staff implementing a new recovery focused way of working with the residents.

Our Cultural Values and the PIE (Psychologically Informed Environment) framework are now placed at the heart of how we work with, and support, people who are staying in Omnia. Staff have been trained in working more creatively and constructively to enable the residents to work towards enhancing their own lives, maximising their potential for independent living.

Other changes implemented during the year include new Group Sessions with a focus on Recovery along with greater empowerment of residents to ensure they are actively involved in the day to day arrangements in place at Omnia. Also during the year, at the request of the Commissioner, one of the bedrooms has been re-designated as a short term (one to two weeks only) women's only respite room. This has received positive feedback from those who have used it.

Telephone Support Line

The Telephone Support Line has always been in great demand and continues to respond to an average of over a thousand calls per month. Feedback from people who use the helpline is that the advice and emotional support we give is invaluable to them and so demand for the helpline has often been greater than our funded level of staffing has been able to cope with. This unmet demand led us in 2017/18 to use money raised through fundraising to recruit volunteers to help with this demand. After an initial successful trial these volunteers are now being given further training so that they can provide a dedicated service to help people who live with a personality disorder.

Central Community Response Team (CCRT)

We have for the last 4 years employed a small team of support workers within the Central, South and North Norfolk community mental health teams employed by the NSFT. These staff were highly appreciated by people who used the service and their NSFT colleagues for their social recovery expertise. At the end of 2017/18 it was decided that these posts would be best placed being directly employed by the NSFT. Therefore in 2018 these roles were transferred across to the NSFT and our role ended.

Recovery Services cont'd

The Accident and Emergency Psychiatric Liaison Support Service (A&E Support Service)

During the pilot period for this service, which started in 2016, the A&E Support Service proved to be so successful that in 2017/18 the funding was doubled to £60,000 per year enabling us to double the support workers we employ. This service is aimed at people who attend the A&E department of the Norfolk and Norwich University Hospital due to their mental health needs but who do not require support from statutory services. Our Support Workers offer to people referred to us a short period of assistance with the aim of helping them find ways to manage their mental health problems, to find alternative appropriate support and help to resolve any social problems that they may have which are contributing to their poor mental health. In a service evaluation by the University of East Anglia, people who had used the service praised its proactive and encouraging approach for helping to stabilise their situation at times when they were most vulnerable. A total of 248 people were supported by the service in 2017/18.

Waves (Personality Disorder) Programme

The Waves Programme underwent changes during 2017/18 to create a more structured, recovery focused programme to provide better support and understanding to people with a diagnosis or traits of Borderline Personality Disorder (BPD) or Emotionally Unstable Personality Disorder (EUPD).

Now a 12 month recovery programme the course aims to support people on a journey of self-discovery to improve their quality of life. The carefully structured programme looks at a number of areas including understanding change, shame and vulnerability, and encouraging people to build healthy relationships and successfully manage their emotions. The service works with up to 36 regular participants at a time.

Feedback from people attending the programme is positive and many people credit it with changing their lives dramatically for the better.

Shoreline

During 2017/18 many people who went through our Waves programme asked for a way to ensure the benefit that they had from Waves continued to be built on. We were able to use money raised through fundraising and donations to start a weekly support group for both past and present members of the Waves programme. This has become a well-established, popular group and we are looking at ways in which this can become a long term feature of the social support that we provide.

Counselling Services

The Low Cost counselling service was in steady demand throughout the year. Over 1500 hours of 1 to 1 clinical counselling was delivered, an increase of 100 hours over the previous year. This meant that 250 people were able to benefit from our service during 2017/18.

The Credentialed Therapy service (where we put people in touch with private therapists) also grew in 2017/18 with more therapists registering with us and offering their services.

Community Engagement Services

During 2017/18 Norfolk County Council Public Health funded and worked with us to deliver a number of Suicide Prevention events and training sessions. These sessions were positively received, and as a result of feedback from these sessions, we recognised the lack of support in place for people affected by suicide. Using fundraising moneys we will be offering a Suicide Bereavement Support Group in 2018/19.

Also in 2017/18, our Moving Pictures animation project ended. It was celebrated with a fantastic public event at The Forum, Norwich where films created by people taking part in the project were shown. This project (funded by the Big Lottery Awards for All Programme) used stop-frame animation to explore the Mental Health Foundation's *10 Ways to look after your mental health* during a series of workshops with various community groups.

In January 2018, we launched a new Pace of Mind running project for residents of Lakenham and Tuckswood areas of Norwich who were experiencing mild to moderate mental health problems. Over 16 weeks, beginners improved their fitness, met up with others and worked towards their first 5k challenge. Some of the group even completed the 10k Run Norwich race in August 2018! The programme was delivered in partnership with Active Norfolk and Community Action Norfolk's Energise programme. The success of this programme was recognised when they won the Active Norfolk Activity in the Community Award.

Youth Service

The organisation remains committed to growing our support to the young people of Norwich and Central Norfolk. Our dedicated youth worker moved to new employment and we have recruited a development worker to explore how we can continue this important work.

Get Involved - Our Social Engagement

Work and Volunteer With Us

Our staff numbers grew considerably in 2017/18 with the start of NIHCSS and many of our other projects. To cope with this growth we had to increase our management resources, creating a dedicated training post as well as additional Human Resource and Finance roles.

We also created a second Apprentice role to support our IT function. By June 2018 we employed 150 different staff equating to about 117 full time equivalents.

During 2017/18 we significantly increased our use of volunteers and now have a Volunteer with Us Manager whose role it is to continue to improve how and where we use volunteers and the way that we support them.



Fundraise With Us

2017-2018 was a very successful year for fundraising! With individual donations, events ranging from sky dives, music gigs, fetes and running challenges we raised an amazing £130,000.

In addition to this we had 13 charity of the year nominations and continue to build partnerships with local organisations to raise awareness of mental health. We are so grateful to every single person who supported us in 2017/18 (and every year).



How We Use Your Kind Donations

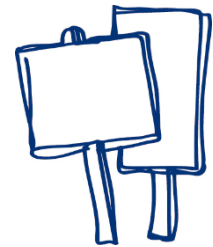
We are always thinking about how we can best support our local communities and especially people in poor mental health who cannot access alternative means of help. This ranges from doing small but important events (e.g. free talks, free training and education, information giving sessions, volunteer opportunities) to bigger things.

In 2017/18 we decided to identify specific projects that we would spend money that we received from fundraising and donations. A number of projects e.g. providing a signposting service for people needing advice, supplementing our Telephone Support Line with additional resources, providing social events for people who had completed and moved on from our Waves Programme and providing free Mindfulness sessions. These were all funded entirely from the proceeds of the previous years' fundraising. We started to plan in 2017/18 for how money raised during the year would be used in 2018/19 and onwards.

Campaign With Us

Campaigning is an essential part of our work, raising awareness around mental health, reducing stigma and championing recovery in our local community. In 2017/18 work we focussed on included:

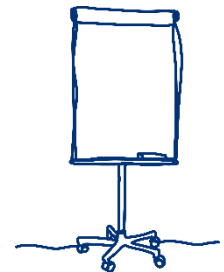
- Tackling loneliness in partnership with Norfolk County Council as part of the 'In Good Company' campaign.
- As a Time To Change (TTC) hub raising awareness through 'Time To Change Day' with the theme "*Right time, any place!*" TTC Champions started conversations with over 223 people.
- Holding a week-long event for World Mental Health Day offering free activities championing positive mental health and wellbeing and running a lived experience campaign from our blog.
- Participating in the Theatre Royal Norwich's Creative Matters season in January, which highlighted the issues surrounding men and mental ill health.
- Co-hosting a film screening of 'A Beautiful Mind' with our volunteers with lived experience, offering opportunities for discussion afterwards to challenge the stigma around speaking out about mental health.
- Running a session examining notions of 'Mental Wealth' for the Southbank Centre's Women of the World event, in collaboration with Norwich Arts Centre.



Learn With Us

During 2017/18 we continued to deliver mental health training to third sector organisations, student support services, employers, members of the public and those managing mental distress. We have successfully delivered three new courses that explore mindfulness, self-compassion and suicide prevention alongside our standard programme of mental health awareness, crisis first aid and workplace based training.

We have also undertaken larger pieces of work with organisations who wanted to develop their mental health and wellness strategies and have also worked to develop and deliver innovative recovery focused training to those who work and volunteer here.



Partner With Us

Everything we do, we do in partnership with others. This includes working with our other local two Mind associations, the NSFT and other public bodies. In addition we work with a range of diverse organisations such as Time to Change, Theatre Royal Norwich, Norwich Arts Centre, Riverside Leisure Centre, The Southbank Centre, Active Norfolk, Community Action Network and The Mental Health Foundation.

Our Money

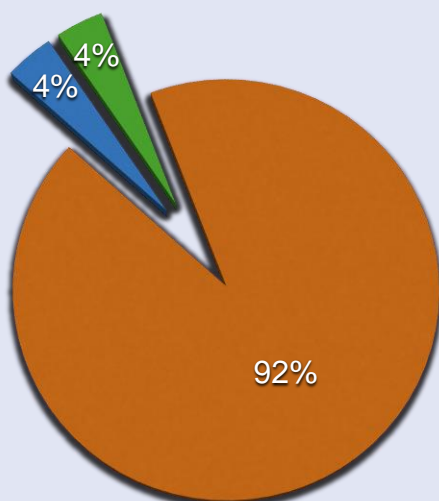
We are very grateful to everyone who supports us financially. We want you to feel confident that we're spending our money wisely. That's why we're committed to being open about how we're funded and managed. To enable better management of service delivery and our staff, the organisation focused on establishing better financial, human resources and performance systems.

How we raise our money

In 2017/18 Norwich Mind's total income was £3,703,727. This was an increase of £524,675 on 2016/17.

We have a range of income streams so we're not reliant on one source of funding. This is very important to us as it means we are less vulnerable to changes in one area of income. We don't take money from pharmaceutical companies.

■ Donations ■ Trading ■ Service Level Agreements

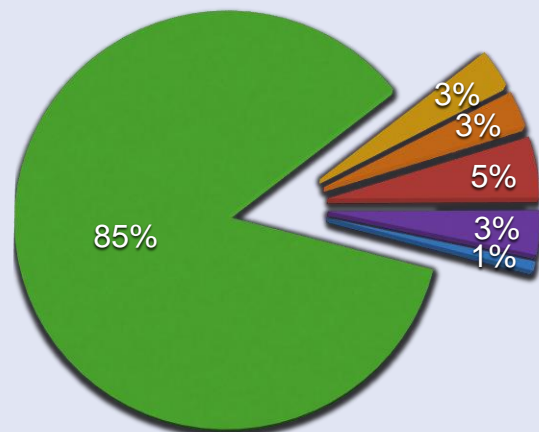


How we spend our money

Our governance costs ensure that we are a well run and accountable organisation. These cover external audit costs, information governance (e.g. data protection), quality assurance (services quality and safeguarding) as well as the cost of planning and reporting.

We aim to always be open and clear about how we raise and spend our money. Please email us at finance@norwichmind.org.uk if you have any questions or concerns and we will answer them as fully as possible. You can read our annual report on our website or at Charities Commission and Companies House where it is lodged.

■ Depreciation ■ Employees
 ■ Governance ■ Office Costs
 ■ Premises ■ Service Costs



Working in Partnerships

We have always been keen to work well in partnership with other organisations especially those that share similar values. Looking forward we are placing even more emphasis on nurturing partnerships and establishing new ones – believing that by all working together we will be stronger and more effective as both campaigners to reduce the stigma and discrimination experienced by people who have mental health problems and service providers.



Public Benefit

Everything we do as an organisation is aimed at trying to help everyone in Norwich & Central Norfolk enjoy better mental health, enabling them, and those around them, to live happier and more fulfilling lives.



Next Steps

The priority for the organisation in the coming year is to:

- Ensure that our new partnership to provide the NIHCSS contract is successful.
- Strengthening all our existing services ensuring they provide the best support we can offer.
- Look at how we can better support our staff and volunteers to feel confident about the work that they do.
- Continue to grow our fundraising and develop new services in response to what local people tell us they want and need.
- Continue to focus on developing the training and learning arm of the organisation as the demand for training is much greater than we can presently deliver.
- Strengthen our campaigning role.
- Continue to increase our use of volunteers.
- Explore new partnerships so we are in a position to take every opportunity for new developments including looking at ways of working much more closely with our neighbouring LMAs.

The Future

We believe that our future is both positive and exciting, albeit still challenging. New partnerships formed in the past 5 years with a wide range of organisations provide us with increased opportunities to bid for new work, expand our reach across Norfolk and provide a more comprehensive and improved range of services. Mental Health is increasingly seen as both a local and national priority by politicians and commissioners. As part of the Mind network we are well placed to take up these opportunities and do what is so important to us – improve the level and quality of help and support to people trying to deal with the challenge of their own, or their loved ones, poor mental health.

Norfolk has some specific challenges, not least one of the highest suicide rates in the country and a local secondary mental health service which remains in special measures from the Care Quality Commission. However this provides opportunities for us to both challenge and campaign for improved service provision as well as to deliver good innovative services whenever the opportunity arises.

To keep up to date with all the developments and opportunities here at Norwich and Central Norfolk Mind make sure you sign up to our newsletter online at www.norwichmind.org.uk or by calling us on 01603 432457

Our Thanks

In addition to our Patrons, Mr William Armstrong OBE and Lady Philippa Dannatt MBE, Company Secretary Gavin Wilcock, Directors, Staff, Associates and Volunteers, many individuals and organisations assisted and worked with us during 2017/18. These include:

- The Forum, Norwich
- Lakenham and Tuckwood Energise Programme
- National Lottery Awards for All
- Norfolk County Council
- Norfolk and Norwich Millennium Library
- Jobcentre Plus Norfolk
- UEA Student Union
- Shields from Men Talk Health
- BBC Voices
- Norwich City College
- NSFT Psychiatric Liaison Team
- Active Norfolk
- Norwich Theatre Royal
- Southbank Centre
- Women of the World Festival
- Dogface Improv
- UEA Enterprise Centre
- EP Youth Fakenham
- Warhammer Shop in Norwich
- Kinda Kafe
- Harbour Centre
- Wellbeing Centre

Thank you to all our fundraisers!

As a charity we rely on the generosity of our community and local organisations to continue our great work. We are extremely grateful to every single person who has raised money for us through fundraising events, direct donations or in memory of someone. Your money, efforts and ideas are going a long way to make sure that no one has to face a mental health problem alone. Money raised through fundraising gives us the ability and freedom to listen to our service users and our community and put in place services and projects that will benefit the people we support, without relying on statutory funding and the associated restrictions.

Charity of the year partnerships – thank you for your support!

Fundraisers

Trox Uk Ltd, Falcon Cranes, Archant IT, White Hart Hingham, Lamberts, Pure Resource, Norwich Round Table, Norwich Devils, Natwest & RBS Norwich, Norwich School of Beauty, Indigo Swan, Norfolk Developers, Marsh Harrier Norwich.

A special thank you to Indigo Swan for their continued support and amazing fundraising efforts over the past few years.

Quotes from the people we help.....

- "When I am in serious depression the idea of getting up and having a shower is soooo...exhausting! So I want to say to everyone here – well done."
- "My wish is that someday it will be as common for everyone to chat about their mental health as it is about our physical one."
- "Waves has meant more to me than I can put into words. With long waiting lists in mental health services, Waves has been a life saver, giving me skills to process, understand and cope with my diagnosis and its symptoms. I have come so far with the course."
- "I went to a group called Understanding your Mental Health and it changed everything...I thought to myself: I want to do that, I want to share my story and help other people in their recovery and so I became an Expert by Experience."
- "Omnia is only the second place in my life where I have felt accepted and comfortable."
- "The Telephone Support Line has really helped me feel a lot more positive. I feel calmer, it's just like I'm having a nice friendly chat."
- "The A&E Liaison Team have helped me claim my benefits. I would not have had the confidence to go through the application process without the support of your charity."

We're Norwich & Central Norfolk Mind, the mental health charity. We won't give up until everyone with a mental health problem gets support and respect.

Please support us:
www.norwichmind.org.uk/donate

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