



**BUSINESS DEVELOPMENT PLAN**

**WADDINGTON STREET CENTRE LTD**

2019 -2022





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# BUSINESS DEVELOPMENT PLAN 2019 – 2022

## EXECUTIVE SUMMARY

As a 38 year old organisation we have weathered many storms but remain steadfast in our commitment to providing good quality services to people in County Durham recovering from mental health problems.

Our aim is to offer hope, opportunities and a safe community to those who are vulnerable and sometimes forgotten about.

Keeping people busy with fun and fascinating activities is a key focus. Our tie in with New College Durham allows us to provide a variety of bespoke programmes of learning. We also want to support people to engage in physical activities because people with mental health problems struggle in this area.

We are a busy thriving centre open 7 days per week including 4 evenings and we currently see approximately 170 people per week. These people attend from across the county but predominantly the North Durham Area. They have a broad range of diagnoses including physical health problems and are referred by a plethora of agencies including self referral.

In addition to our resource centre we have 3 supported accommodations and work closely with Lanchester Road Hospital to support people being discharged.

We are small but ambitious and like to make best use of what's out there in the community. By doing this we offer greater range and support to the people who use our services. We believe in working in partnership and we actively do.

We have many of our own ideas but we also know it is important to be aware of local and national strategies surrounding mental health.

Mental illness is on the increase due to the difficult times in which we live. The work that we do has great public benefit as well as for the individual.

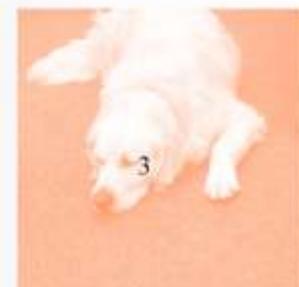
Helping people to move on with their lives and hopefully avoid regular inpatient stays ultimately has a positive economic impact.

The next three years may be hard. We face the uncertainty of Brexit, further austerity, the introduction of Universal Credit and are operating in an aging building and have old I.T systems.

But there are many positives too; we have strong governance, a good track record motivated team members, a good base of volunteers, strong partnerships and the will to provide a totally top notch service.

We consulted our service users, staff and trustees over a 3 month period and they helped us to understand what is important to them and the future of the centre.

From this information we created 10 objectives and an action plan. We hope you enjoy reading about our vision and better still helping us to achieve our goals.

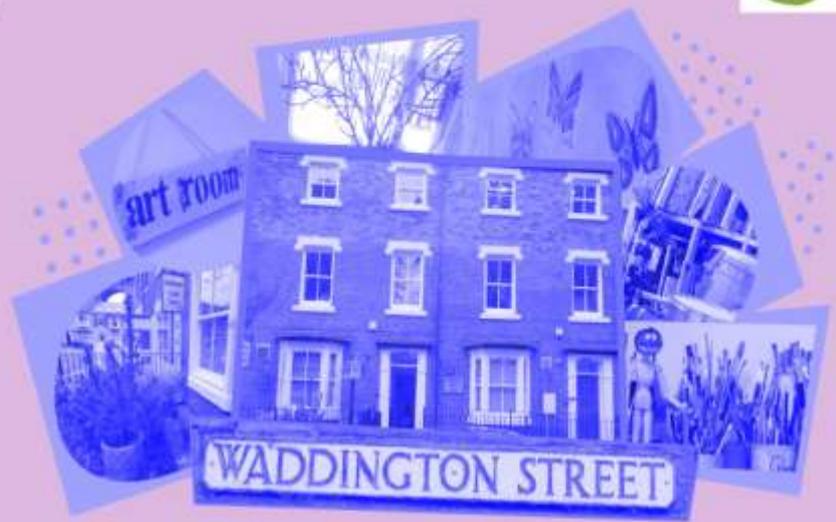




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## **BUSINESS DEVELOPMENT PLAN**

2019 - 2022

Waddington Street Centre (WSC) is a community mental health resource (and absolutely not a day centre) based in Durham city. Our prime location places us within a short walking distance of the main attractions and services of the city. Our neighbours are the United Reformed Church (URC) where our charity began as a twice weekly drop in back in 1981. We are ideally situated between the beautiful Flass Vale and Wharton Park and less than 5 minutes from both the train and bus stations. Our location is central yet quiet and discreet for those who struggle with the hubbub of life.

The building itself has 3 floors and is disabled friendly. The ground floor is home to a cafe and lounge – the heart of the centre where people gather to chat, connect, eat and drink tea. Our first floor is for education and training with bespoke rooms for I.T and Art as well as a one to one space and a more generic classroom space. Our top floor is for staff and comprises of offices and a staff kitchen. We believe that people should have access to a good quality environment and resources.

Having these things makes people feel invested in and valued.

Many have remarked over the years on the unique ambience of the centre. It is always pleasing to hear new people pass comment on the welcoming and homely nature of the building and we recognise that some of our distinct offer is tied up within this. We often wonder if WSC could be replicated elsewhere and our conclusion is, possibly not.

In addition to our building we have three supported living accommodations with a total of 10 tenants. We also offer floating to support to those living on their own but are in need of help with domestic support due to a period of crisis. We also do important work with Lanchester Road Hospital offering vital housing support to those being discharged. For people leaving hospital, help and support at this time is crucial to mental health recovery and prevention of relapse.

Our aim is to make getting into Waddington Street Centre as easy as possible. As such we have several referral pathways which include: Community Mental Health teams (CMHT), G.P's, Voluntary Sector Organisations, Liaison and Diversion Service , Job Centre Plus, and Wellbeing for Life.

Over the years we have aimed to build a thriving community packed full of peer and professional support. We also believe in keeping people busy with high quality activities which add purpose and meaning back into people's lives.

One of our strongest assets and our unique selling point is our 20 year partnership with New College Durham. As a community partner we are able to deliver bespoke programmes of learning to the people who attend WSC. In term time - which equates to 30 weeks of the year, we are able to engage up to 100 learners per term.

## **WORKING WITH OTHERS – KEY PARTNERS AND FUNCTIONS.**

We are small but want to maximise our potential so working with others is key. We also recognise that we are not nor should be the experts in everything. We want people to have the right support whether we are the providers or not. We work closely with other organisations and agencies to provide services and information and guidance. We also actively promote and signpost the work of other organisation and support our service users to attend other community groups such as Recovery College, Aspire, St Margaret's Centre and RT Projects (to name a few)

We currently work and hope to continue with:

New College Durham, Durham County Council - Adults and Health, Public Health, Welfare rights, DCC Customer services, Area Action Partnerships, Tees Esk and Wear Valley NHS Trust, North Durham Clinical Commissioning Group, Durham University, Student Community Action, Durham Community Action.

## **Our mission 'EFFECTIVE MENTAL HEALTH THROUGH LIFE SKILLS AND OPPORTUNITIES'**

### **We want to:**

- Give people an increased quality of life.
- Have a well kept, safe, supportive, inspiring and consistent place to recover in.
- Give people the opportunity to acquire new skills and interests whilst sharing their own.
- Reduce social isolation.
- Tackle stigma and discrimination to create a more compassionate and empathetic community.
- Be a voice for those who are marginalised through illness, disability and poverty.
- Be kind and compassionate.



As with most small charities one of our biggest challenges is the ongoing funding of the centre and its services. We are currently funded through local authority - Durham County Council, a variety of time limited charitable trust funds including County Durham Community Foundation, donations from a variety of sources and more recently we have looked at the development of legacy giving.

Some of the draw backs of current funding are that it is time limited and project specific rather than non restricted funding which covers core costs. If we start a project it is because we see a need. Therefore it is difficult to wind something down once funding has ended. If people need it, we will supply it. We are fortunate to own Waddington Street Centre but as an aging building it will become increasingly expensive to maintain. A recent renovation of part of our ground floor due to water damage has been a stark reminder of this. We have limited outdoor space. Our Tech profile is adequate but perhaps bordering on the old fashioned and out of touch. In recent years we have dabbled with social media including Facebook and Instagram but could exploit these more than we do. Our computer systems are aged and in much need of rejuvenation. It will be impossible to function coherently in the future without up to date technology.

## **WHO WE ARE SUPPORTING AND WHY**

We are currently supporting approximately 170 adults (18+) from across County Durham. Our people predominantly come from the North of the County but our service is open to all.

In addition we have a group for young adults between the ages of 16-21 (16 attending currently) Young people are increasingly struggling and the problems they face can be similar but also distinct to those of adults.

We support those with diagnosed needs and those at risk of developing chronic mental health problems. We think of mental health as a state common to all humans – a scale that people will travel up and down on. For many of our people their lives have been defined by illness. We believe in recovery but not in the medical sense of cure rather a recovery of a former self or a new self which offers the individual a better quality of life - as defined by them.

We see people with many conditions including; Depression, Bi Polar, Anxiety Disorders, Schizophrenia, Schizoaffective Disorder, Autistic Spectrum Disorders, Personality Disorder, ADD, ADHD, Dual Diagnosis and a long list of physical problems. The issue of Co-morbidity is common and sometimes complex. Living with one issue is hard enough, living with several, unbearable at times.

The physical health of people with mental health needs is often worse than the national average and the recorded prevalence of chronic physical health problems is greater in County Durham. It is also thought that there are high numbers of undiagnosed disease in the mental health community due to lack of attendance at screening programmes, greater prevalence of drug and alcohol use, poorer diet, physical symptoms passed off as being part of a mental health condition, low motivation to seek help or inability through anxiety to travel to public hospitals and surgeries.

In addition to ill health the majority of people we see rely upon welfare benefits to exist. Most people therefore live in the financial and social poverty which goes hand in hand with this.

Everyone at WSC is ultimately different but all are united by their needs for human basics such as meaning and purpose, status, connection with others, security and hope. We are driven by the desire to make these happen.

The people we support are statistically less likely to work due to illness or stigma and discrimination with the workforce. They may also be less inclined to participate in training or education due to poor experiences of education in the past, lack of confidence, problems with concentration or for financial reasons. Both are area which substantially contribute to the



individual's sense of meaning and purpose - well recognised as a contributory factor in greater wellbeing. Being able to offer educational activities within the centre and progression routes to those who choose this path is a essential and an important aspect of the WSC offer. Our longstanding partnership with New College Durham means that we can do so with all the expert experience and support you would expect of an OFSTED Grade1 rated FE College.

**"Mental illness leads to inequality  
– people with serious mental  
illness die on average 25 years  
earlier than those without."**

*Parks, Svendsen & Singer (2006)*



## **WHY WE NEED TO KEEP DOING IT.**

Our strength, as we see it, is our independence. We have a strong ethos and a clear sense of what we are here to achieve. Our evidence of service need is mostly that people keep turning up and asking for help. It is not difficult to recognise that there are many factors in today's world that actively contribute to poor mental health.

Nationally mental ill health is thought to affect one in 4 of us at some point of our lives. It is currently the single largest cause of disability in the UK, contributing to 23% of the total burden of disease in the UK and 13.8% of NHS expenditure.

As well as being a major cause of distress to the individual and their loved ones there is also a broader economic cost to society in terms of lost productivity and avoidable costs for the criminal justice system as well as the costs of care and support which is expensive and in high demand. It is estimated that mental ill health is forecast to double in the next 20 years.

Some of this cost could be greatly reduced by greater emphasis on prevention and earlier diagnosis. It could be argued that increasing rates of mental ill health could be indicative of a broken society – something which is ultimately more difficult to resolve.

This can lead to feelings of frustration and apathy amongst the populace but for the localised organisation it is the opportunity to make a very real difference in their community. If you can't make big changes, make small ones and hope that others follow. WSC took an opportunity 37 years ago. We are proud to make our mark, if only in a small way.

Our passion as a management team means that we always looking for what is new and relevant to our community. It is important however to look at the both the national and regional profile of mental health. Being able to work with or be aware of broader strategic plans, evidences need and adds gravitas to our day to day efforts.

Hot off the press and local, the County Durham Mental Health and Well Being Strategic Plan 2018 -21 aims to look at how individuals, families and communities in County Durham are supported to achieve their optimum mental wellbeing. Derived from the NHS Five Year Forward View, this localised plan it is split into 5 key areas including: Children and Young People, Suicide and Self Harm Prevention, Crisis Care Concordat, Dementia and Adults Wellbeing. At least 4 of these areas are pertinent to the work of WSC. The need for this plan also validates the need for quality services such as WSC. Mental health issues are not going to desist any time soon, if anything more people will need support.

In June 2018 Universal Credit was introduced to County Durham. It is expected that by December 2023 all claimants of old style benefits will be transitioned over to UC. This will affect 100% of our service users. Changes in Welfare procedure and benefit always have a detrimental impact upon our people. All applications and ongoing maintenance must be done digitally. We do not feel confident that our people will be ready for this or equipped to do this, which is exactly why we need to be. In addition to the immediate emotional toll it will have upon people there is the bigger issue of the social injustice of poverty. Delays in payment, generally living on benefits and the social inequality this creates leaves people in poverty and emotional turmoil.

The nationally recognised 5 steps to wellbeing created in 2008 remains an important underpinning structure; Connecting with others, keep learning, being physically active, taking notice and helping others all fall in line with WSC ethos and practice.

Durham County Council's Durham 2030 - A Vision for Our Future will replace the current vision which is nearly 10 years old. An emerging findings document was recently published after a period of consultation with residents of Durham County. Some of the emerging themes struck a chord in relation to the work of WSC and some of the problems our people face.

Other key Strategic plans and research include:

- No Health Without Mental Health – HM Government – February 2011
- Five Year Forward View For Mental Health Report: One Year On –NHS – February 2017
- County Durham, Public Health – All the Lonely People: Social Isolation and Loneliness in County Durham.
- County Durham Joint Health and Wellbeing Strategy 2016 -2019
- County Durham Joint Strategic Needs Assessment Key Messages 2016
- Self Harm and Suicide Audit 2012 - 2014 County Durham – Durham County Council – July 2017
- Mental Health Foundation – Learning for Life 2011.

Although employment in the county has increased since the 2009 report it still lags behind regional and national averages.

Areas of high unemployment are often noted for their greater instances of poor mental health.

Another emerging factor is that the County has an aging population 1 in 5 people are aged 65 and over.

Residents highlighted greater need for care, leisure and cultural opportunities to overcome social isolation to maintain good levels of health and wellbeing.

The health of Durham residents also featured strongly in consultation, County Durham ranks poorly in comparison with the rest of the country. It is thought that is related to our history of heavy industry and loss of it alongside poverty caused by unemployment rates. Poor lifestyle choices also play a part and Durham has particularly high rates of Obesity. There was also the feeling that mental health in the county was poor.

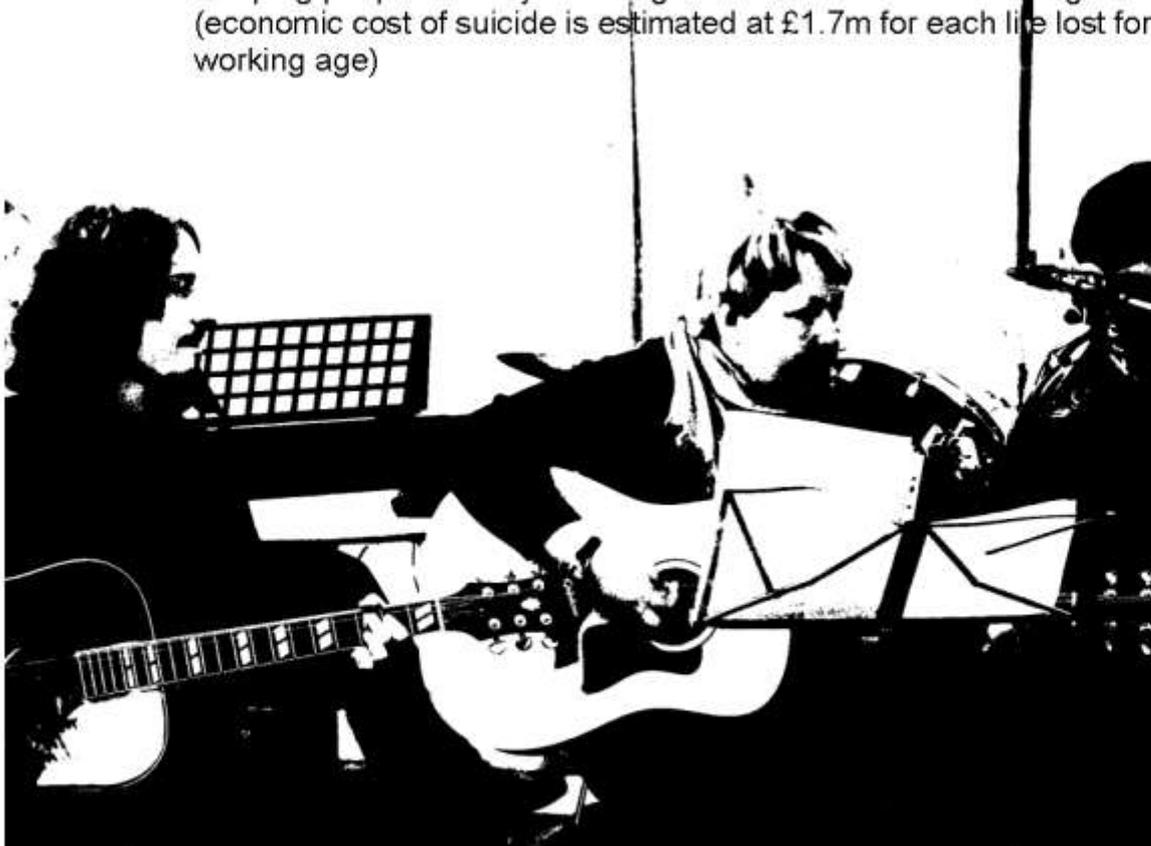
## PUBLIC BENEFIT

Public Benefit is at the heart of what it means to be a charity. The Charities Act 2006 requires all charities to have aims which are demonstrably, for the public benefit. Two principles must be met to show this:

- There must be an identifiable benefit or benefits.
- Benefit must be to the public or a section of the public.

We are:

- Connecting people to tackle the very real problem of social isolation
- Helping people to lead more enjoyable lives and take their rightful place in society.
- Tackling stigma and discrimination through education and awareness campaigns.
- Raising people's aspirations so that they can make more positive choices about the course of their lives.
- Offering a 7 day per week community resource open to anyone who would benefit from our support and services.
- Representing the views of service users, strategic and other voluntary sector organisations at provider forums and the County Durham Mental Health Partnership Board – which reports directly into the County Durham Health and Wellbeing Board which is responsible for the delivery of the County Durham Joint Health and Wellbeing Strategy.
- Keeping people from frequently using expensive In Patient (the average cost of a hospital stay is £400 per day) and Crisis Services and providing social prescribing options to overstretched G.Ps
- Keeping people alive by reducing social isolation and reducing suicide risk (economic cost of suicide is estimated at £1.7m for each life lost for those of working age)



## FACTS AND FIGURES

**Centre statistics 1st April 2017 to 31st March 2018**

### **'Core' service 2017/2018 statistics**

('Core' service being that provided between 9am and 5pm, Monday to Friday)

On 1st April 2017, 75 people (80 - 1/4/16) were registered as attending the Centre, and on 31st March 2018, 71 people (75 - 31/3/17) were registered.

In the period 2017/2018:

111 (105 - 2016/17) different people accessed the service

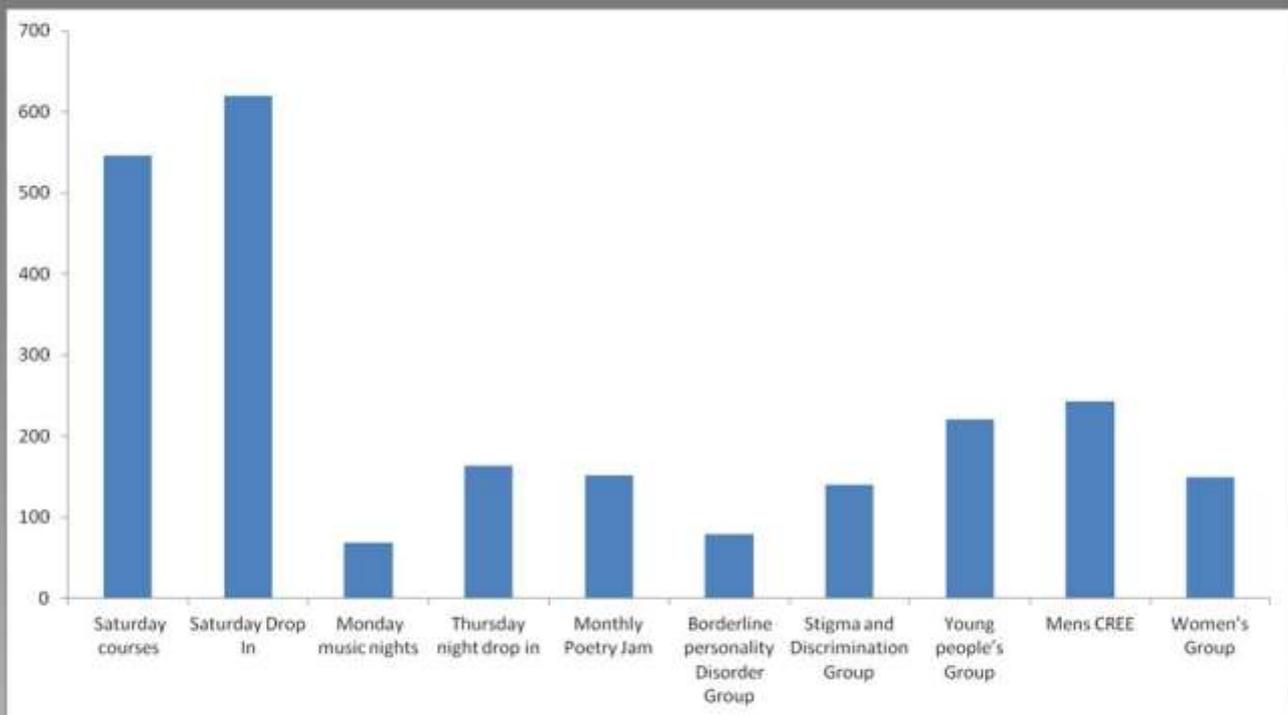
The Centre's education provision was accessed on 3818 occasions (3,562 - 2016/17)

9 (14 - 2016/17) people newly accessed the Centre's housing service i.e. accommodation and floating support

69 (42 - 2016/17) in-patients were referred by hospital staff to the housing service Lanchester Road Hospital discharge project.

106 (131 - 2016/17) people accessed 1,608 (1,797 - 2016/17) activities provided through the Centre's, health trainer service.





Total Weekly Attendance by group session,  
1<sup>st</sup> April 2018 – 30<sup>th</sup> September 2018

WSC is busy. We consulted with people attending over a 6 month period to gather views and ideas for the future. After collating the findings in a sister document - Business Development Report, September 18, we produced 10 objectives to focus on in the coming 3 years.

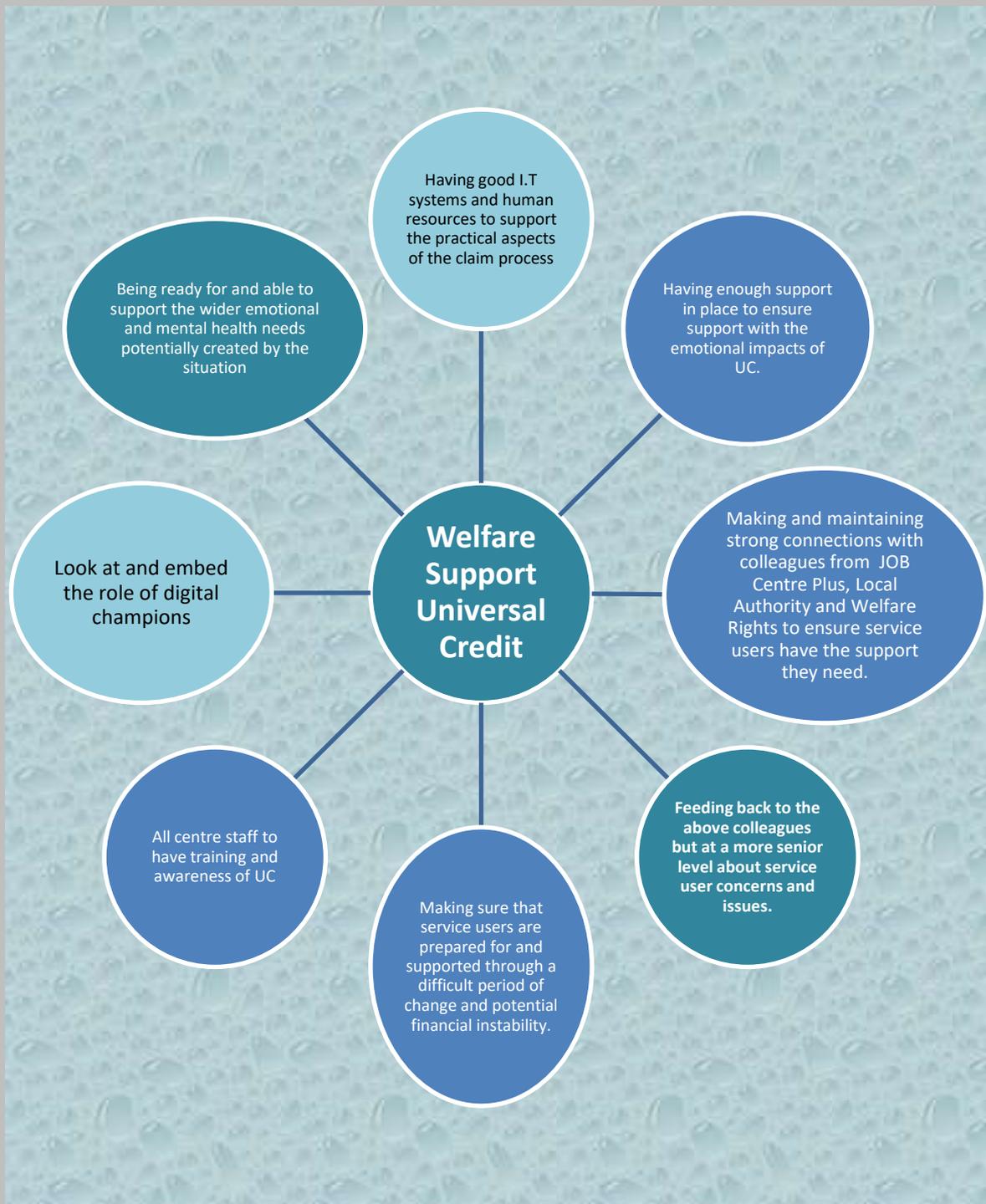
More detailed information about time frames, reviews and responsible staff please see - Appendix 2 in the Business Development Plan.



# Objectives – What we need to focus on over the coming 3 years.



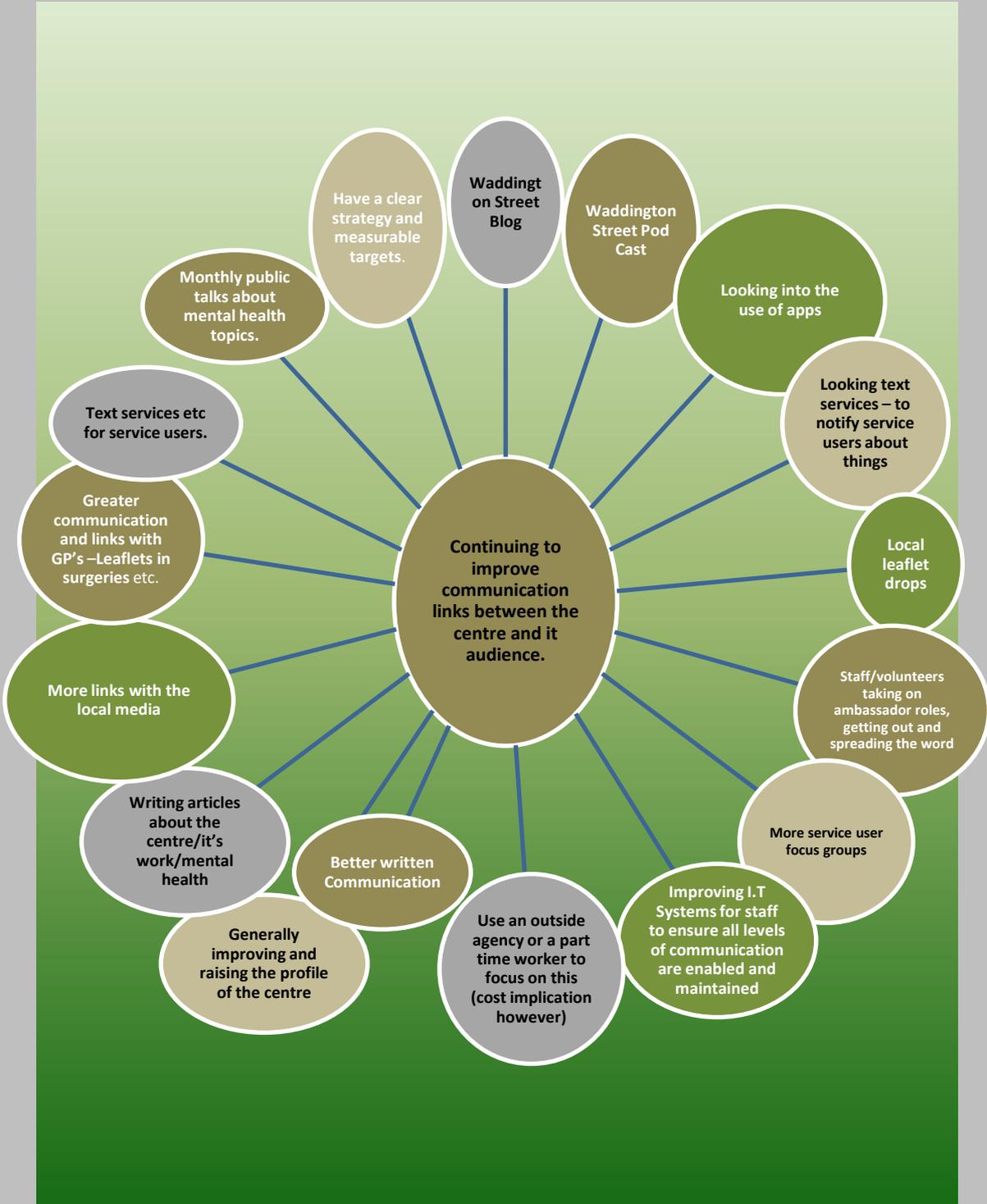


















# THANK YOU

A huge thanks must go out to all those who took helped in the consultation process. Our board of Trustees, staff team, volunteers and service users.

I would like to thank by name those service users who took the time to attend focus groups.

Soo Illingworth  
Stephen Howatt  
Gary Broughton  
Robert Wilebore  
Gail Smith  
Ian Fox  
Mike Wilkes  
Nigel Woollaston



**Waddington Street Centre is a team and when everyone pull together just about anything is possible.**



WADDINGTON STREET  
CENTRE



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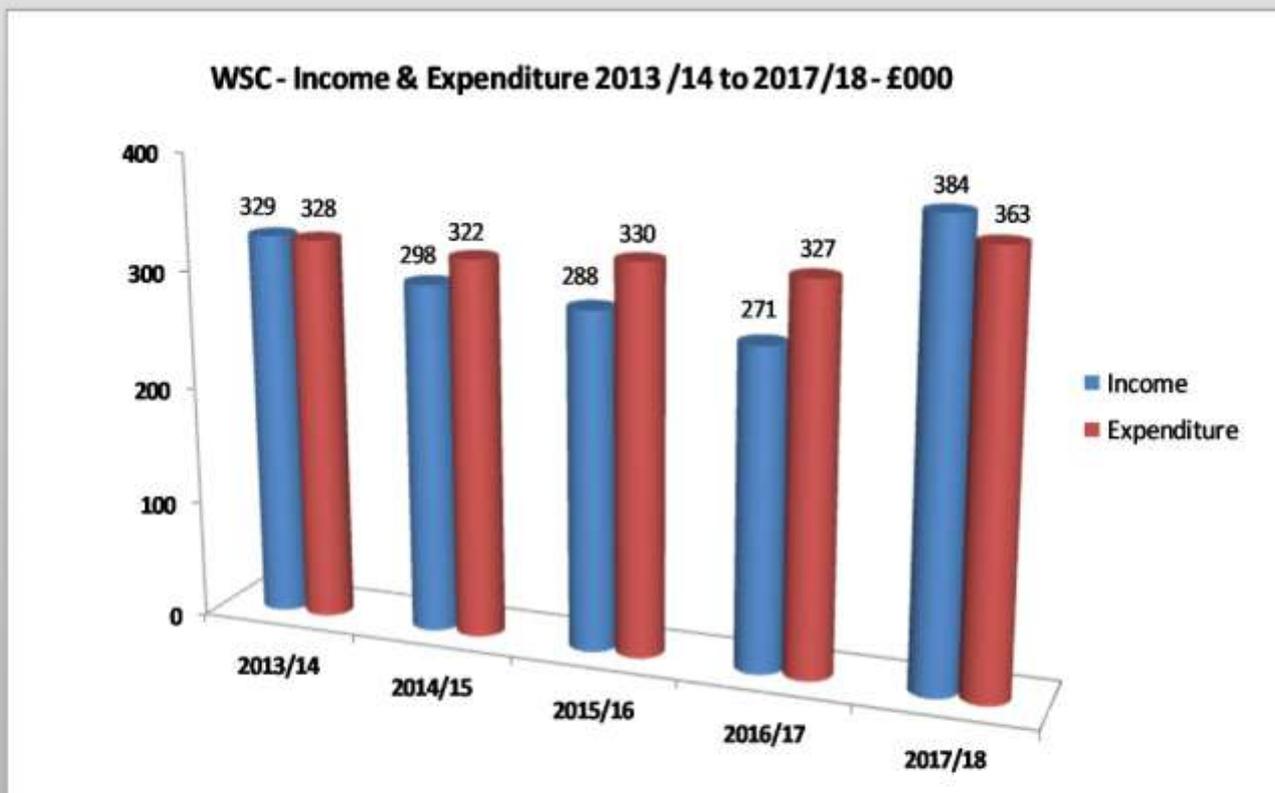


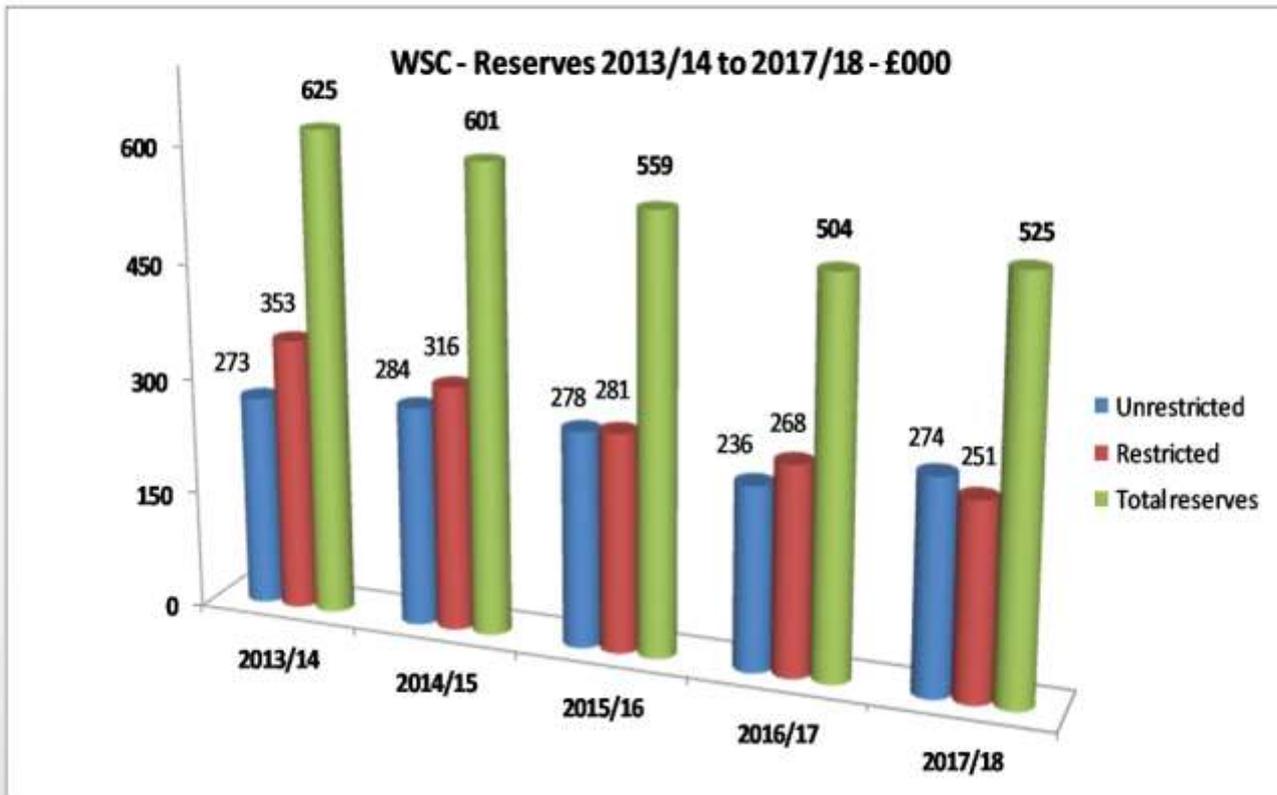
Waddington Street Centre Limited is a Company registered in England limited by guarantee  
Company No. 2330506, Charity Registration No. 701514  
Registered Office: 3 Waddington Street, Durham. DH1 4BG

## WADDINGTON STREET CENTRE FINANCES (APPENDIX 1)

Waddington Street Centre (WSC) is an independent, registered charity and a company limited by guarantee. It needs to seek its own funding from both statutory agencies including Durham County Council (DCC) and the health service - which in the centre's local area is the North Durham Clinical Commissioning Group - and, national and more local trust fund grants. Through its work as a charity supporting vulnerable people WSC is also able to seek donations from individuals (which can attract gift aid), businesses and other voluntary sector groups and organisations including the faith community.

In the past five years from April 2013 the WSC statutory accounts have recorded financial deficit positions in three years, a surplus in one year (due to a one off substantial donation) and a breakeven year. Over the period there has been a net deficit of £98k which has reduced the centre's total fund position by 16%. As at 31st March 2018 the accounts detailed total funds of £525k, £274k (52%) 'unrestricted' in usage, £251k (48%) 'restricted'. Average income over the 5 years is circa £316k pa.





Prior to the start of the financial year the WSC trustee board set an annual budget for its funding requirements for the following year. This is monitored through management accounts on a monthly basis by the Finance Sub Committee and the report is brought to the 6 weekly trustee board for discussion and approval.

On an annual basis, July each year, the trustee board review all the risks to centre including finances and this forms the basis of its funding priorities going forwards.

Appendix 2  
Waddington Street Centre Business Development Plan 2019/2022



Smart Action Plan Objectives

Key: Management Team (MT) Trustee Board (TB) Staff Team (ST) Volunteers (V) Service Users (SU) Working Group (WG)

Year 1	Year 2	Year 3
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No	Objective	Actions required	Responsibility and expected completion	Review points
	<b>PRIORITY</b>			
1	Resolution of the Centre's existing financial deficit position	<ul style="list-style-type: none"> <li style="background-color: #ffcc99; padding: 5px;">• Tap into support from the business community</li> <li style="background-color: #a0c4ff; padding: 5px;">• Greater focus on local giving campaigns and targeting our direct community</li> <li style="background-color: #a0c4ff; padding: 5px;">• A designated worker to look at fundraising</li> <li style="background-color: #ffcc99; padding: 5px;">• The staff team to take up the challenge of raising a nominal sum per year ( with no consequences if not achieved)</li> <li style="background-color: #a0c4ff; padding: 5px;">• Being pro-active rather than reactive when making grant applications. Setting priorities for the year and make relevant applications as opposed to finding a fund and making up something to fit it.</li> <li style="background-color: #a0c4ff; padding: 5px;">• Exploiting the 'small' opportunities as well as the big. Putting out collection pots at all events ( poetry Jam etc)</li> <li style="background-color: #a0c4ff; padding: 5px;">• Budgets for capital expenditure, repairs etc</li> <li style="background-color: #a0c4ff; padding: 5px;">• More emphasis on the finance sub committee</li> <li style="background-color: #a0c4ff; padding: 5px;">• Budgets for capital items/expenses</li> </ul>	<p>MT</p> <p>MT</p> <p>MT TB</p> <p>ST V</p> <p>MT</p> <p>MT WG MT TB</p> <p>WG MT</p> <p>WG MT TB</p>	<p style="background-color: #a0c4ff;">Sept 19 March 20</p> <p style="background-color: #ffcc99;">Sept 20 March 21</p> <p style="background-color: #c6e0b4;">Sept 21 March 22</p>
2	Service User involvement, co production and peer support	<ul style="list-style-type: none"> <li style="background-color: #a0c4ff; padding: 5px;">• Co-produced courses and activities which promote further understanding of mental health and mental illness.</li> <li style="background-color: #a0c4ff; padding: 5px;">• Development and embedding of the Waddy Helper Role</li> </ul>	MT ST SU V	Sept 19 March 20

		<ul style="list-style-type: none"> <li>• A greater understanding of barriers to service users getting involved in governance and making appropriate adjustments to encourage participation as necessary.</li> <li>• Actively involving service users in the review and updating of processes and procedures which with relate to them: e.g, code of conduct, induction procedures etc.</li> <li>• Actively promote the stories and experiences of people with lived experiences to inspire, teach and console others.</li> <li>• Regular focus groups to gather the views of service users.</li> <li>• Introduction of Service User Reps.</li> <li>• Service User Involvement in working groups.</li> <li>• Explore language and terminology – are people service users, clients, members etc? What do they want to be called?</li> <li>• Treating people as adults and with respect.</li> </ul>	<p>MT ST</p> <p>MT</p> <p>MT</p> <p>MT ST SU</p> <p>MT</p> <p>MT</p> <p>MT</p> <p>MT SU ST</p> <p>ALL</p>	<p>Sept 20 March 21</p> <p>Sept 21 March 22</p>
3	Welfare Support Universal Credit	<ul style="list-style-type: none"> <li>• Having good I.T systems and human resources to support the practical aspects of the claim process.</li> <li>• Having enough support in place to ensure support with the emotional impacts of UC.</li> <li>• Making and maintaining strong connections with colleagues from JOB Centre Plus, Local Authority and</li> </ul>	<p>TB MT</p> <p>TB MT ST</p> <p>MT ST</p>	<p>Sept 19 March 20</p> <p>Sept 20 March 21</p> <p>Sept 21 Mar 22</p>

		<ul style="list-style-type: none"> <li>Welfare Rights to ensure service users have the support they need.</li> <li>Feeding back to the above colleagues but at a more senior level about service user concerns and issues.</li> <li>Making sure that service users are prepared for and supported through a difficult period of change and potential financial instability.</li> <li>All centre staff to have training and awareness of UC</li> <li>Look at and embed the role of digital champions</li> <li>Being ready for and able to support the wider emotional and mental health needs potentially created by the situation.</li> </ul>	<p>MT</p> <p>TB MT ST</p> <p>MT ST</p> <p>TB MT</p> <p>TB ST MT</p>	
4	<p>Keeping what works running well - maintaining solid working relationships with NCD and DCC. Development of systems to monitor this good work we do and record outcomes.</p>	<ul style="list-style-type: none"> <li>Working hard to maintain strong working relationships with New College Durham and Durham County Council</li> <li>Working with Wellbeing for Life to complement the Waddy Feel Good Service.</li> <li>Seek funding to maintain what we currently offer.</li> <li>Develop and embed the Waddy Catch Up as a means of monitoring progress and service user outcomes.</li> <li>Evaluate and record more regularly and proactively the benefits of groups and services on offer. Useful for grant applications and general promotion of the centre and its people and its work.</li> <li>Recognising, valuing and maintaining our independence as a Charity. We will continue to make our choices whilst drawing on national and local policy and good practice from others.</li> <li>Getting through PQASSO in 2019. Learning from it and implementing new procedures.</li> <li>Good News stories to be publicised e.g. The Street.</li> <li>Greater promotion of the good work we do to raise our profile</li> </ul>	<p>MT TB</p> <p>MT ST</p> <p>MT</p> <p>MT ST</p> <p>MT</p> <p>TB MT</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>

		<ul style="list-style-type: none"> <li>• Making sure service users always have clear lines of communication to inform us about what works and does not.</li> </ul>	<p>MT</p> <p>MT ST</p> <p>MT ST</p> <p>MT ST</p>	
5	Addressing and understanding the spiritual needs of service users.	<ul style="list-style-type: none"> <li>• Working with URC placement student to explore the importance of spirituality with service users</li> <li>• Making connections with faith centres and Chaplains from TEWV and St Chad's College.</li> </ul> <ul style="list-style-type: none"> <li>• Providing staff training in supporting people's spiritual needs.</li> </ul> <ul style="list-style-type: none"> <li>• Having staff trained in mindfulness techniques</li> </ul> <ul style="list-style-type: none"> <li>• Offering focus groups to explore needs and ideas</li> </ul> <ul style="list-style-type: none"> <li>• Looking more broadly – e.g. Yoga, Tai Chi</li> <li>• Making contact with student ministers in training and offering placements</li> <li>• Have a Trustee member with a specialist interest or expertise</li> </ul>	<p>MT V</p> <p>MT V</p> <p>MT</p> <p>MT ST</p> <p>MT</p> <p>MT</p> <p>MT</p> <p>MT TB</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>
6	Continuing to improve communication links between the centre and it audience.	<ul style="list-style-type: none"> <li>• Waddington Street Blog</li> <li>• Waddington Street Pod Cast</li> <li>• Looking into the use of apps</li> <li>• Looking at text services – to notify service users about things</li> </ul> <ul style="list-style-type: none"> <li>• Local leaflet drops</li> <li>• Keeping the website up to date</li> </ul> <ul style="list-style-type: none"> <li>• Staff/volunteers taking on ambassador roles, getting out and spreading the word</li> </ul>	<p>MT SU</p> <p>MT SU</p> <p>MT</p> <p>MT</p> <p>MT SU ST</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>

		<ul style="list-style-type: none"> <li>• More service user focus groups</li> <li>• Improving I.T Systems for staff to ensure all levels of communication are enabled and maintained</li> <li>• Use an outside agency or a part time worker to focus on this (cost implication however)</li> <li>• Generally improving and raising the profile of the centre</li> </ul>	<p>MT ST V</p> <p>MT</p> <p>MT</p> <p>MT</p> <p>MT</p>	
7	Looking after the physical health of our staff and service users.	<ul style="list-style-type: none"> <li>• Continuing to work with Wellbeing for Life.</li> <li>• Further development of the Waddy Feel Good Service (WFGS)</li> <li>• Continued funding of the WFGS</li> </ul> <ul style="list-style-type: none"> <li>• More staff development sessions on physical health.</li> <li>• Staff pledges perhaps as part of Appraisal.</li> <li>• Better use of the cafe and with more healthy options</li> </ul> <ul style="list-style-type: none"> <li>• Securing the cafe so it is more sustainable and can offer longevity</li> </ul> <ul style="list-style-type: none"> <li>• Looking at the next level of Better Health at Work.</li> </ul> <ul style="list-style-type: none"> <li>• Psychological supervision for staff</li> </ul> <ul style="list-style-type: none"> <li>• Flexibility in job description and role</li> </ul> <ul style="list-style-type: none"> <li>• Look at 6 day working - terms and conditions -to develop.</li> </ul> <ul style="list-style-type: none"> <li>• Use of animals (currently dogs and chickens) to create a more relaxed environment which is good for stress relief.</li> </ul> <ul style="list-style-type: none"> <li>• Offering health checks for staff (possibly through WBFL)</li> </ul>	<p>MT</p> <p>MT TB</p> <p>MT TB</p> <p>MT</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>

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8	Maintenance and further development of good quality support services	<ul style="list-style-type: none"> <li>Embedding the Waddy Catch Up and using it as a key tool to listen to service users, provide targeted support and explore aspirations.</li> <li>More training for volunteers</li> <li>More focus on peer support</li> <li>Signposting and working with key agencies; Welfare Rights, Job Centre Plus, CMHT, Rethink etc.</li> <li>Addressing Compassion Fatigue</li> <li>Key focus in Staff Appraisal</li> <li>Support staff having more responsibility for training placement students.</li> <li>Support staff having an active role in the monthly support group.</li> <li>Looking at what other organisations do</li> <li>Asking service users what they need to support them.</li> <li>Service users developing staff training ideas.</li> </ul>	<p>MT ST</p> <p>MT</p> <p>MT ST</p> <p>MT</p> <p>MT</p> <p>MT</p> <p>MT ST</p> <p>ST</p> <p>MT</p> <p>MT ST</p> <p>MT ST</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>
9	Investment in the people who work in the business: staff, volunteers, trustees.	<ul style="list-style-type: none"> <li>Thank you events</li> <li>Awards for Volunteers</li> <li>Training</li> <li>Staff development sessions – Internal and external training and information sharing.</li> <li>Specific staff session to discuss and explore ideas for the centre –listening to staff.</li> </ul>	<p>MT</p> <p>MT</p> <p>MT</p>	<p>Sept 19 Mar 20</p> <p>Sept 20 Mar 21</p> <p>Sept 21 Mar 22</p>

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10	Being the voice of our service users – Feeding on concerns and challenging stigma and discrimination.	<ul style="list-style-type: none"> <li>Developing as series of monthly public talks which explore a variety of themes relating to mental health and illness.</li> <li>Being the voice of service users strategically and statutorily</li> </ul>	MT	Sept 19 Mar 20
		<ul style="list-style-type: none"> <li>Using service user voice and output (music/art) more in publicity.</li> </ul>	MT	Sept 20 Mar 21
		<ul style="list-style-type: none"> <li>Continuing to work with Stamp It Out and Time to Change.</li> </ul>	MT	
		<ul style="list-style-type: none"> <li>More public talks/presence in local venues</li> <li>Working with researchers/Durham University. Having research/article published etc.</li> <li>Keeping up to date with research and developments in mh to avoid perpetuating old fashioned ideas and practice.</li> <li>Doing more to raise awareness around problems beyond Anxiety and Depression e.g. Borderline Personality Disorder and Psychosis</li> </ul>	MT	
			MT	
		<ul style="list-style-type: none"> <li>Challenging internal stigma by offering more awareness training to service users.</li> </ul>	MT TB	
		<ul style="list-style-type: none"> <li>Getting our message and work out there.</li> </ul>	MT	
		<ul style="list-style-type: none"> <li>Getting involved with National Awareness Days; Mental Health Awareness Week, World Mental Health Day, Time to Talk Day etc.</li> </ul>	MT	
		<ul style="list-style-type: none"> <li>Making use of Heritage days to promote the Centre</li> </ul>	MT TB	