

**WOKING MIND – APPLICATION FOR FINANCIAL ASSISTANCE**

**Executive Summary**

Woking Mind delivers an extensive range of groups, courses and drop-in provision, as well as delivering mental health promotion activities and signposting services across Woking and the surrounding areas. Woking Mind provides a safe, welcoming space, a vital resource for people living with enduring mental health problems, seeking to:

- prevent mental health problems from worsening.
- support the recovery process.
- involve and empower our service users.
- promote good mental health practice.

Woking Mind has approached Woking Borough Council for one-off grant funding of £20,588. The funding would cover the costs of the Service Manager, materials and resources, activities, and food and transport hire for the year. The request has been made in light of the financial difficulties faced by the Charity following a loss of funding from Surrey County Council, the results of which put the future of the Charity in jeopardy.

Woking Mind has been working on a strategy to ensure its services continue for the residents of the Borough, drawing up a plan which would remove the Charity’s reliance on grant funding, leaving the Group with no statutory or grant income funding for core costs by 2020. Funding is needed for the coming year, without which the services provided will reduce or cease altogether.

This report recommends that the Council supports the application and awards funding for the coming year with a view to securing the future of the Charity. The Council’s support for one year will ensure that the Strategy can be put into place for the long term financial security of Woking Mind. It is therefore proposed that a one-off award of £20,588 should be awarded from the Council’s Community Fund, subject to the standard conditions.

**Recommendations**

The Executive is requested to:	<b>RESOLVE That</b> a one-off grant of £20,588 be awarded from the Community Fund towards the costs of the Service Manager, materials and resources, activities, and food and transport hire.
Reason for Decision	To ensure the continuation of the services during the transition to a new financing strategy.
Legal Authority	S142 Local Government Act 1972
Conditions	<p><b>Accounts.</b> The Organisation must submit audited accounts for the year in which the grant is awarded, including an income and expenditure account and balance sheet. Please note that accounts for other years may also be required.</p> <p><b>Monitoring Information.</b> The Organisation must submit quarterly monitoring information as a measure of its achievements. Failure to provide details will jeopardise the award. E-mail requests will be sent</p>

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to the applicant on a quarterly basis.

**Publicity.** Where possible, the Organisation is required to publicise the support received from Woking Borough Council, including on all literature and leaflets produced.

**Payments.** Unless exceptional circumstances exist all invoices must be received quarterly with details of the costs incurred and monitoring information for the previous quarter.

**Payment Period.** Final quarter claims must be made by the second week in March. Unclaimed awards will not be available at a later date unless exceptional circumstances can be demonstrated to the Council before the end of the award year.

**Joint Working.** WBC expects the Organisation to engage positively on health and wellbeing multi-agency joint work affecting Woking. Groups which refuse may place their Council support at risk, e.g. grant, concessionary rent and other assistance.

**Homelessness Reduction Act 2017** – with the introduction of new legislation from April 2018, the Council will expect the support of partner agencies in identifying people at risk of homelessness as early as possible to maximise the opportunities to prevent such. Partner agencies / organisations will be expected to be engaged in joint working arrangements to assist in finding suitable housing and support solutions, and where appropriate to undertake and respond to the new 'duty to refer'. Groups which do not support this new legislation and way of working positively, may put their Council support at risk.

**Venue Hire.** Woking Borough Council has a duty to ensure that publicly-owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This duty extends to organisations that work with the local authority so this includes recipients of any grants from Woking Borough Council. If you hire out your venue/s you should ensure you have good processes in place for record keeping and checking if they are an appropriate group to be making the hire arrangements. The following are some of what should be considered:

- Basic details should be recorded to include speakers address, mobile phone number & organisation details.
- Has the identity of the speaker been confirmed & is their organisation bona fide? Are they known to you?
- Is the speaker from the area? Are they UK citizens or from overseas & will they travel specifically for this event?
- Consider checks on the internet to confirm the status of speaker to include website, YouTube or social media sites.
- How many people are likely to attend (check previous or similar events either locally or online).

Performance Indicators

**Users.** The Organisation to provide a breakdown of the users in the past quarter.

**Activities.** The Organisation to provide details of activities and events held during the last quarter.

**Publicity.** The Organisation to advise how the Council's support has

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been publicised over the last quarter.

**Statement of Use.** The Organisation to provide a statement stating the use to which the grant money has been put.

**The Executive has authority to determine the above recommendations.**

### **Background Papers:**

2019/20 Application Form.

### **Reporting Person:**

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### **Contact Person:**

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### **Portfolio Holder:**

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### **Shadow Portfolio Holder:**

Cllr Ian Eastwood  
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### **Date Published:**

4 December 2018

## **Woking Mind – Application For Financial Assistance**

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<b>1.0 Summary of Application</b>	
1.1 Status and Aims	<p>Woking Mind opened in 1979 and was established as a response to the closure of a significant local mental health hospital and has been committed to supporting adults with enduring mental health issues in and around Woking ever since. The Group delivers an extensive range of groups, courses and drop-in provision, as well as delivering mental health promotion activities and signposting services across Woking and the surrounding areas. Alongside structured activities and courses, Woking Mind offers a drop-in service from 10am to 2pm, Monday to Wednesday. The drop-in support is a highly valued and absolutely critical resource, often accessed by service users at times of significant struggle and distress</p> <p>Woking Mind provides a safe, welcoming space, a vital resource for people living with enduring mental health problems, seeking to:</p> <ul style="list-style-type: none"><li>○ prevent mental health problems from worsening.</li><li>○ support the recovery process.</li><li>○ involve and empower our service users.</li><li>○ promote good mental health practice.</li></ul> <p>The Charity works collaboratively with a range of partners, ensuring that members receive the help and support that they need. One-to-one support, guidance and local signposting is provided over the phone, via email, text and face-to-face, assisting people who are often confused, distressed and in need of support.</p> <p>Mental health awareness training is offered to local schools and community groups free of charge, and to companies for a voluntary donation. Through this work, the Charity seeks to promote understanding and empathy and reduce discrimination.</p>
1.2 Employees	<p>Three, comprising Chief Executive (15 hours a week), Services Manager (15 hours a week) and Fundraising and Marketing Manager, new post in May 2018 (15 hours a week)</p> <p>The Board of Trustees is responsible for setting strategic direction and ensuring that the Group delivers its objectives and make a meaningful difference to the lives of service users. Beneficiaries, volunteers, staff and partners in the local community are invited to become official members of the Limited Company, enabling them to vote at AGMs and to influence the direction of the organisation.</p>
1.3 Volunteers	<p>20, responsible for a range of roles including:</p> <ul style="list-style-type: none"><li>● Drop-in session facilitation and peer support</li><li>● Discussion and debate group facilitation</li><li>● Exercise group facilitation</li><li>● Nutrition, cooking and healthy eating course facilitation</li><li>● Financial planning course facilitation</li><li>● Cinema and drama club facilitation</li><li>● Cultural and religious awareness group facilitation</li></ul>

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	<ul style="list-style-type: none"> <li>• Art, craft and hobby group facilitation</li> <li>• Local visit and day trip supporters</li> <li>• Fundraising and marketing support</li> <li>• Office and data administration support</li> </ul>
1.4 Clients/Users	<p>124, including</p> <p>65 male</p> <p>56 female</p> <p>28 disabled</p> <p>13 ethnic minority</p> <p>96 resident in Woking</p> <p>43 aged 19-65</p> <p>7 aged 65+</p> <p>A number of clients declined to provide details to the Group. The 124 users are registered members (i.e. they have completed a membership form). The Group does not collect or store any identifying data of the people supported by email, text, phone or face-to-face who choose not (or are not yet able) to be registered members.</p> <p>All the services, including day trips and local visits (and any associated transport), are free to members (service users who sign up as regular attendees). If members choose to have a sandwich buffet lunch during the drop-in sessions on Monday and Tuesday, a contribution of £1 is requested to help cover costs. On Wednesdays a cooked two-course meal is offered during the drop-in session for £2 (main course) or £3 (main and dessert). A bingo club is run on Wednesday afternoons with a £1 charge to cover the costs of the prizes.</p>
1.5 Members	<p>46, comprising:</p> <p>24 male</p> <p>22 female</p> <p>18 disabled</p> <p>14 ethnic minority</p> <p>38 resident in Woking</p> <p>39 aged 19-65</p> <p>7 aged 65+</p> <p>Woking Mind has members (rather than shareholders) whose only financial obligation would be to pay no more than £1 each towards the costs involved in winding up the charity, were that ever to happen. The Trustees of Woking Mind are the Directors of the company, and all Trustees must also be members.</p>
1.6 Sum Requested	£20,558 (Revenue)
1.7 Project	The Group has applied for funding to cover the full projected

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expenditure of all direct operational and service costs in 2019, including the Service Manager post. The applicant has indicated that the request is for a one-off package of support in 2019 as the Group transitions to a new way of funding thereafter.

The funding request would fund:

- All groups, activities and classes in 2019 (including arts and crafts, creative writing, cinema club, and exercise and movement).
- All skills and personal, social and emotional development courses in 2019 (including cookery classes, eating healthily on a budget, and managing personal finances).
- All day trips and local visits in 2019 (including transport costs)
- All phone, email, text and face-to-face support provided in 2019.
- All service evaluations and reviews, delivered in partnership with service users and local providers, in 2019.
- Woking Mind's presence and involvement in local service provider forums and meetings in 2019.

Woking Mind has been receiving a recurrent grant from the North West Surrey Community Connections Contract (CCC) for many years (as a sub-contractor for the main bid-holder, CornerHouse), and this has consistently represented a significant proportion of the required funding. In 2017, Surrey County Council awarded the grant to another organisation and both the future priorities for these monies and the process for its distribution remains unclear. The Group's allocation was cut without notice by just under a third (as of 1<sup>st</sup> October 2017) and it is now understood that the Group may not receive any further funding from this stream in the future. This has left the Group with a significant, unexpected and long-term funding gap.

In view of this, Woking Mind has developed a robust fundraising plan which aims to ensure that dependence on grant income is reduced annually, eventually leaving the Group with no statutory or grant income funding core costs from the end of 2020. The funding requested would be used to ensure Woking Mind can continue to be a highly valued, intrinsic part of the local healthcare system while it transitions to its new funding model.

### 1.8 Cost breakdown:

Service Manager salary (£17.50ph x 15 hours a week x 52 weeks), pension and NI = £16,110

Services' materials and resources = £350

Services' external resources and activities = £150

Food and groceries = £1,560

Transport hire (for local visits, walking group tours and day trips) = £2,418

Total = £20,588

Historically, Woking Mind has been almost fully funded by a local authority grant from Surrey County Council (as a sub-contractor for the main bid-holder, CornerHouse). In 2017, the Group's proportion of the

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	<p>funding was unexpectedly cut by nearly a third and a new set of parameters were introduced which focused on short-term interventions. This approach does not work for people with enduring and complex mental health issues, who will be left vulnerable and isolated through inflexible short-term support. It is anticipated that all funding from Surrey County Council will stop in 2019.</p>
1.9 Community Benefit	<p>In 2019, the Group hopes to support 150 people (registered members of Woking Mind) in person through drop-in sessions and structured activities and groups programme, and a further 800 contacts by telephone, email, text and face-to-face (either by arrangement or drop-in). The majority of those supported will be resident in the Borough</p> <p>The Borough Council's funding would enable Woking Mind to continue to deliver the following benefits to service users:</p> <ul style="list-style-type: none"><li>○ Managing mental health: Supporting members to manage their mood, boost confidence and energy levels, reduce anxiety and associated symptoms, and recognise triggers.</li><li>○ Self-care: Supporting members to look after their physical health, appearance and personal hygiene, and to improve sleep, diet, exercise and stress management.</li><li>○ Living skills: Supporting members to live as independently as possible by growing skills, knowledge and confidence to shop, cook, clean, look after money and be able to self-advocate.</li><li>○ Social networks: Supporting members to become part of their local community by building friendships and supporting involvement in groups, clubs, societies, and educational and faith organisations.</li><li>○ Relationships: Supporting members to re-build relationships with partners, children and family.</li><li>○ Work: Supporting members to volunteer and to obtain paid and unpaid work.</li><li>○ Addictive behaviour: Supporting members, in partnership with specialist agencies, to overcome addictions to alcohol, drugs, gambling, food, shopping, etc.</li><li>○ Responsibilities: Developing members' ability to manage responsibility by growing skills, confidence and knowledge around paying bills, managing home affairs and keeping appointments.</li><li>○ Identity and self-esteem: Encouraging members to consider issues around identify and self-esteem.</li><li>○ Trust and hope: Building trust and hope in relation to trusting others and trusting yourself and being hopeful for the future.</li></ul> <p>There is significant evidence to demonstrate the impact that high quality mental health services has on the local economy and the wider community. Support by the Council would enable the Group to continue to undertake its critical role within the local healthcare system, contributing to a range of community benefits including:</p> <ul style="list-style-type: none"><li>○ Reducing reliance on benefits</li><li>○ Reducing health care costs.</li><li>○ Impacting on suicide rates.</li></ul>

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	<ul style="list-style-type: none"> <li>○ Increasing numbers of those in employment, education or training</li> <li>○ Impacting on homelessness.</li> <li>○ Reducing sickness absence.</li> <li>○ The human cost and impact on families.</li> <li>○ Reducing the impact on A&amp;E attendance and crisis team referrals.</li> </ul> <p>The applicant has advised that the loss of Woking Mind would have a hugely harmful effect on the entire local healthcare system and the wider economy.</p>
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<b>2.0 Financial Background</b>	
<b>2.1 Budget</b>	<p>At the time of the application, the Group held £35,098.45 in the bank.</p> <p>The Group has submitted a budget for 2019 which shows an anticipated income of £74,060 against an anticipated expenditure of £73,758, resulting in an anticipated surplus of £302.</p> <p>Anticipated income includes new grants (£30,000), Mind Shop (£1,500), Donations and partnerships (£20,000), community groups (£10,000), lunches (£4,560), training donations (£3,000) and individual giving (£5,000). Items of expenditure include staff and volunteers (£50,761), rent (£11,000), office costs (£2,925), operational costs (£6,978), and publicity and fundraising (£650).</p>
<b>2.2 Accounts</b>	<p>The Group has submitted accounts for 2017 which show an income of £61,337 (£67,035 in 2016) against expenditure of £65,093 (£56,507 in 2016), resulting in a deficit of £3,756 (a surplus of £10,528 in 2016). The sum of £47,319 was carried forward at the end of the 2017 year.</p> <p>Historically, Woking Mind has been almost fully funded by a local authority grant (as a sub-contractor for the main bid-holder). In 2017, this funding was cut by nearly a third and the Group has therefore been working hard to develop alternative, more sustainable approaches to fundraising. Over the last 12 months, Woking Mind has:</p> <ul style="list-style-type: none"> <li>○ Received donations from companies, schools and charitable trusts.</li> <li>○ Received individual donations from people undertaking personal challenges on behalf of Woking Mind.</li> <li>○ Been named 'Charity of the Year' for Proctor &amp; Gamble.</li> <li>○ Created mental health awareness training products provided to local schools (free of charge) and businesses (for a donation).</li> </ul> <p>The Group has invested time and expertise in crafting a first stage fundraising strategy to take it up to the end of 2020, at which point it is planned to have no statutory or grant income funding core costs. The approach will be based on income coming from companies, local organisations and clubs, individuals and mental health training. AS part of the new arrangements, Woking Mind recruited a dedicated fundraiser post in May 2018, despite the uncertainty of its financial position, to help achieve the Organisation's objectives. Examples of</p>

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	<p>the fundraising strategies include:</p> <ul style="list-style-type: none"> <li>○ Expertise: A new Chief Executive was appointed in November 2017 with significant experience across all aspects of fundraising, including major gift fundraising. A dedicated Marketing and Fundraising Manager has also been appointed.</li> <li>○ Corporate support: The Group will target Charity of the Year opportunities, and increase gifts in kind.</li> <li>○ Individual support: The Group intends to launch its first individual giving appeal in 2019 to mark its 40<sup>th</sup> anniversary.</li> <li>○ Community support: Woking Mind will target schools, churches, community groups, golf clubs, leisure centres, and theatres/cinemas for support in 2019 onwards.</li> <li>○ Community events: Focus will be placed on supporting and enabling the community to host events in aid of Woking Mind.</li> <li>○ Service provision: Mental health awareness training in schools (free) and to companies (with a donation encouraged) will continue and opportunities to extend the training to establish an additional, sustainable income stream will be pursued.</li> </ul>
2.3 Support over the past five years	2018/19 – No grant awarded (£5,440 requested).

<b>3.0 Assessment of Application</b>		
3.1 Key Information	<ul style="list-style-type: none"> <li>○ Constitution</li> <li>○ Registered Charity</li> <li>○ VAT Registered</li> <li>○ Equal Opportunities Policy</li> <li>○ Safeguarding Policy</li> <li>○ Reserves Policy</li> <li>○ Quality Mark</li> <li>○ Other funding sources pursued</li> <li>○ Other support by the Council</li> <li>○ Fundraising</li> <li>○ Two quotes</li> <li>○ Regular monitoring provided previously</li> </ul>	<p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>N/A</p> <p>Yes</p>
3.2 Consultee Comments	<p><u>Sylvie Marshall, Community Development Manager</u></p> <p>Woking Mind supports members of the community with enduring mental illness, working with anyone who feels they need support, providing a safe place for people who often have nowhere else to go. The Charity operates from CornerHouse, Woking's Mental Health Resource Centre in Maybury, providing services to benefit exclusively those with mental health problems.</p> <p>Woking Mind have requested funding to cover all direct operational</p>	

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	<p>and service costs for the year 2019 (January-December). This would include the delivery of activities and classes, development courses, day trips, services monitoring and reviews and all support delivered by means of phone, email, text and face to face sessions (estimated at 800 occurrences). The Service Manager post costs will also be included.</p> <p>As the Group has identified, services would be likely to cease if the short fall of funding for 2019 is not met, which would be a significant loss to the area given the ever increasing demand for good quality mental health services and support. Woking Mind are committed to becoming self sustaining organisation and to 'revolutionise' their funding model going forward to ensure they can continue to support the community for the long term. They have appointed a new Chief Executive with the relevant background to move the group forwards in the right direction and also the appointment of a new role 'Marketing and Fundraising Manager' showing a clear direction for the future.</p> <p>Taking the above into account, we would recommend that Woking Mind receive the full amount of £20,588.</p>
3.3 Assessment	<p>Woking Mind is facing financial difficulties following a decision by Surrey County Council to switch its NW Surrey Community Connections Contract from Cornerhouse, which had up until 2017 sub-contracted services to Woking Mind, to a new provider. The change had an immediate impact of reducing the Charity's funding by 30%, funding which is expected to disappear entirely in the coming year.</p> <p>Woking Mind has been working on a strategy to ensure its services continue for the residents of the Borough, drawing up a plan which would remove the Charity's reliance on grant funding, leaving the Group with no statutory or grant income funding for core costs by 2020.</p> <p>To move towards its goal, Woking Mind requires interim funding and has therefore approached Woking Borough Council for one-off grant funding of £20,588. The funding would cover the costs of the Service Manager, materials and resources, activities, food and transport hire for the year.</p> <p>Alongside the fundraising efforts, Woking Mind will continue to work to deliver its services efficiently and to spend money wisely. As part of the approach to move towards a self-sustaining model, the Charity has taken steps to reduce core cost expenditure in the past 12 months, including:</p> <ul style="list-style-type: none"><li>○ negotiating a reduction in rent and overheads;</li><li>○ implementing a more cost-effective and fit for purpose database;</li><li>○ changing IT support provider to improve services and reduce costs;</li><li>○ arranging for the bulk of weekly groceries, stationery, cleaning products and toiletries to be supplied by a local company;</li><li>○ capping paid staff overtime hours.</li></ul> <p>Woking Mind provides essential support to residents in the borough suffering with mental illness, working with a range of statutory agencies and voluntary organisations. With one in four adults</p>

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experiencing a mental health problem in any given year, the Charity has established a range of services and activities designed to support and assist those individuals enduring mental illness. There is a significant level of unmet need, with 75% of people with mental health problems across the Country receiving no help at all, and those with severe mental health problems often facing very long waits for support.

The need for effective mental health services is acute and Woking Mind is committed to continuing to provide access to high quality social and emotional support services for those with enduring mental illness in order to make a meaningful difference to the lives of hundreds of local people. The Charity will also work to reduce the stigma surrounding mental ill health through mental health promotion activities, including offering bespoke training to schools, community groups and companies.

If the Charity fails to raise the funds that needed in the coming year or so, the essential services provided will reduce or, most likely, cease altogether. There is a significant risk that Woking Mind, after forty years of service, will no longer exist, taking away the vital support. This would be at a time when the Charity has seen the number of referrals increasing by 20% over the past year, demonstrating the rising need for the support. The loss of the service would also impact on other local providers, both statutory and voluntary, which rely on making referrals to Woking Mind. Existing partner organisations include Woking CMHRS (Bridgewell House), Woking Safe Haven, York Road Project, Cygnet Hospital (and Cygnet Lodge), CornerHouse, Catalyst, the Lighthouse, the Lightbox, Woking Foodbank, Woking Community Furniture Project, SABP NHS Trust, and Surrey Police's Surrey High Intensity Partnership Programme (SHIPP).

This report recommends that the Council supports the application and awards funding for the coming year with a view to securing the future of the Charity. The work undertaken by Woking Mind in drawing up a strategy to take the Charity forward in coming years has been set out elsewhere in this report. The Council's support for one year will ensure that the Strategy can be put into place for the long term financial security of Woking Mind. It is therefore proposed that a one-off award of £20,588 should be awarded from the Council's Community Fund, subject to the standard conditions.

REPORT ENDS