



Business Plan

2025 – 2028



**Shared hearts, shared minds,
a vision for success**



Reaching out to LGBTQIA+ Community
at Portsmouth Pride 2025

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Executive Summary

1.1 Introduction

Havant and East Hants Mind is an independent mental health and wellbeing charity, first established in 1990 and registered with the Charity Commission and Companies House in 2006. The charity formed part of Hampshire Minds Community Interest Company in 2017 to deliver services in collaboration with other local Mind organisations in the county. The charity is currently affiliated with National Mind and is therefore one of approximately 100 local Minds named within the federation.

Service ethos

Lived experience leadership and service user involvement are a real focus for the organisation. The charity is passionate about anti-stigma and seeks to eradicate stigma and elevate people.

We're not just delivering services; we're creating connections, reducing stigma, and helping people move toward recovery and stability in ways that are personal and empowering. Together, we're building a community where no one has to face mental health struggles alone. We aim to retain bespoke and locally driven value-added services with a Hampshire-wide footprint for certain services at scale.

See [Appendix 1](#) for example case studies.

Main services offered at HEH Mind

- [Adult Wellbeing Service](#)
This service is at the heart of what we do – offering courses and workshops tailored to the needs of adults facing emotional or mental health challenges, teaching skills and setting goals.
- [PCN Wellbeing Service](#)
Delivered in partnership with our local Primary Care Networks. This team is embedded within GP surgeries, allowing us to offer early intervention and preventative 1-1 support.
- [Children and Families Services](#)
Hampshire-wide offering of wellbeing and crisis support specifically for children and young people, parents and carers.
- [Adult Safe Haven](#)
This service provides out-of-hours mental health support, offering a calm, welcoming space for adults in crisis
- [Older Person's Project](#)
This service was developed in response to growing isolation and loneliness among our older residents. Our Community Wellbeing Workers, through outreach, phone support, and tailored wellbeing sessions, helping older adults re-engage with their communities, rebuild confidence, and regain purpose.
- [ADHD and Autism services](#)
Our services provide dedicated 1-to-1 support, group work, and advocacy, raising awareness and understanding.

Our beneficiaries at HEH Mind

- People in crisis
- Adults
- Children and young people
- People diagnosed or suspected of having ADHD and Autism
- Older People
- Friends and families of those experiencing difficulties with their mental health
- Employers, both community and corporate

1.2 Our vision

We will ensure anyone in our communities who is impacted by poor mental health is seen and heard, harnessing their strengths by promoting wholeness and healing.

1.3 Our mission

We want to create mentally healthy communities. Through our information, services and campaigns, we tackle stigma, barriers and isolation so that everyone can access mental health support when they need it.

1.4 Our values

- **Kind and compassionate**—we put people first
- **Collaborative and sustainable**—we're stronger together
- **Quality driven and innovative**—we never stop learning
- **Open and authentic**—we speak up for what's right
- **Passionate and determined**—we demand better mental health



Staff and volunteers competing in the Brutal Run in 2024

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**Collaborative and
sustainable**



**We're stronger
together**

**Quality driven and
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**We never stop
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1.5 Outcomes and achievements

Outcomes

- Improved mental health and well-being
- Support into employment or return to work
- Improved confidence and self-esteem
- Support to access training and volunteering opportunities
- Reduced input from primary and secondary care services
- Reduced social isolation and loneliness
- Reduced admissions to A&E

Achievements

- Formation of the Safe Haven Provider Collaborative Agreement with regional local Mind and voluntary sector partners, delivering adult; child and young people's crisis services in Hampshire.
- In 2024 we were chosen as one of the top five Minds in the UK to be selected to be part of National Minds Training Delivery Partners and the first Mind in the UK to meet the Mind Training Quality Standard.
- In 2024 we launched our first-ever Mental Elf fun run with 170 runners and raised over £6,000 for local services (sponsored by Delivered Social, Brutal Runs and Spire Portsmouth).



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- Autumn 2024 saw our first ADHD and Autism service, which has flourished and engendered great demand.
- Our Mind Quality Mark. Awarded by National Mind in Autumn/Winter 24/25, a wholly positive experience with several areas of excellence.

individual giving, corporate and community grants.

- At year end 24/25, there were total funds of £1,652,865 in reserves.
- Statutory contracts make up 92% of the total income for the organisation

1.6 Strategic analysis and challenges

From the data we have available to us, we can clearly see that the mental health and well-being of our UK population is declining. There is a need to have a joined-up, coordinated approach for Hampshire-wide opportunities to allow for commissioning and procurement changes and evolution. We recognise that delivery will be focused on capabilities, strengths and specialisms as opposed to geographical boundaries.

1.7 Financial summary and income strategy

- Forecasted income for 25/26 is £1.7m, a 25% reduction from the previous year due to the loss of the Supporting Families contract, a nationwide government decision
- There has been a reduction in the adult wellbeing centres' income as of 25/26 as a result of Hampshire County Council's budget deficit and savings strategy
- Our new financial strategy will focus on maximising statutory contracts, accompanied by an in-depth focus on all non-statutory areas, including

1.8 Governance and management

- HEH Mind is a registered charity and a company limited by guarantee
- We have a small but strong trustee board, experienced in charity operations and wider specialisms
- Maria Morrell and Jody Phelvin are Co-CEOs and are experienced leaders with service delivery backgrounds.
- Trustee meetings are hybrid and currently held bi-monthly

1.9 Strategic strands

The five strands of focus within our new strategy are:

1. Service innovation
2. People and culture
3. Being efficient and sustainable
4. Collaboration and partnerships
5. Influence and anti-stigma

Background and history of Havant and East Hants Mind

Havant and East Hants Mind prides itself on seeking to understand its communities with strong, grounded connections which are enriched by the organisation's 35 year history. 'Havant Mind', as it was first called, was established by a group of social workers, NHS employees and social housing

officers who were passionate about mental health care. The charity has grown substantially over this period, but has vowed to maintain its commitment to putting service users and carers at its heart, co-designing services and seeking wider community engagement at every turn.



Jody Phelvin



Maria Morrell

Havant and East Hants Mind benefits from a solid and energetic leadership team. The Co-CEOs maintain and grow a positive culture which focuses on empathy, kindness and continual improvement.

MQM feedback, April 2025



Clockwise from the top: The new Mind office in Havant's Meridian Centre; taking part in the Brutal Run; knitting and nattering at a Peer Group Support games and crafts session; finishing the Great South Run.

Marketplace

3.1 The external backdrop

Following the Covid-19 pandemic in 2020/2021, there was an increased level of investment in mental health services for a short period. To coincide with the pandemic, the cost-of-living crisis started in late 2021, with high energy prices, rising food and housing costs and record-high inflation rates. Mind's Big Mental Health Report 2024 evidences how many people are still struggling with the rising costs and the impact on their mental health as a result.

The cost-of-living crisis means we are seeing huge financial strain cycles for many people in England and Wales. We continue to see the aftermath of the Covid-19 pandemic play out alongside the push for a more digital world, with social anxiety, loneliness and eating disorders on the rise. We also know that the UK population is ageing rapidly, and those in later life are more vulnerable to experiencing mental health problems. Overlapping inequalities within mental health services are evident.

The following statistics start to build a picture of the state of mental health in 2025:

- In England, it's estimated that about 1 in 4 of us will experience a mental health problem at some point each year¹.

- 60% of people in the UK said the cost-of-living crisis was hurting their well-being².
- 1 in 5 Children and young people in England has a mental health problem.
- In 2023 the number of registered suicides for England and Wales was the highest seen since 1999³.
- Data from the NHS Benchmarking Network shows black people make up 4% of the adult population in the UK and 4% of the community mental health services case-load. But they also make up 7% of people in inpatient beds, 10% of people admitted compulsorily, and 16% of people in medium secure services.
- There are at least 5.8m people across the UK caring for a family member, loved one or friend in an unpaid capacity. Over half of carers (51%) said that their financial situation is having a negative impact on their mental health, and 61% feel stressed or anxious when they think about their financial situation⁴.
- 1 in 8 young people has an eating disorder⁵.

In January 2022 it was recommended following an independent review, that one single NHS trust be formed to bring together all services under Solent NHS Trust, Southern Health NHS Foundation Trust, community mental health and learn-

1 Mind's Big Mental Health Report 2024

2 Ibid

3 Office for National Statistics (ONS)

4 State of caring survey, finances 2024

5 Mind's Big Mental Health Report 2024

Key data insights 2024

Service	New referrals	Total contact numbers
Adults Safe Haven	355	2,932
Community Wellbeing	834	9,994
ADHD and Autism (Contract launched Oct 24)	40	-
Older Persons (May 24 – Jan 25)	115	1,138
Supporting Families	314	
CYP Safe Haven	68	1,889
CYP Lighthouse	37	5,844
Total	1,763	21,797

ing disability services provided by Isle of Wight NHS Trust, and Child and Adolescent Mental Health Services provided by Sussex Partnership NHS Foundation Trust in Hampshire. This was called Project Fusion and was launched in April 2024.

In March 2025 it was announced by the government that NHS England was to be abolished and taken back into direct government control. The process is expected to take 2 years. The workforce is predicted to be cut by around 50 per cent, and therefore, it is expected that there will be decreased resources in commissioning by September 2026.

In April 2025 the National minimum wage increased by 6.7% for over 21s and NI increased by 1.2%.

In December 2024, the government published the English Devolution White Paper. This sets out plans to move power out of

Westminster and back to local communities, ensuring that every part of England is covered by devolution. The local council leaders from Hampshire County Council, Portsmouth City Council, Isle of Wight Council, and Southampton City Council have since written to the government expressing their interest in taking forward devolution within their area through the establishment of a Mayoral Combined County Authority.

The government's spring statement 2025 announced the Health and Disability Benefit Reform, which would focus on support for those with the highest needs, bringing in new PIP entitlement rules. This is speculated to add to the already vast financial strain on the country and poses a question mark on whether mental health is yet again being misunderstood and discounted. The Mental Health Bill 2025 aims to modernise the Mental Health Act.

3.2 Regional and local viewpoints

The Hampshire population in 2023 was estimated to be 1.46 million. Hampshire has an ageing population with people aged 70 and over making up 17.2% of the residents compared to the UK average of 13.7%. We know this is likely to have implications on the demand for older persons' services and dementia services, and that social isolation and loneliness are key considerations for this cohort.

Central Havant and Leigh Park are considered to be the most highly vulnerable on the Hampshire Mental Health and Wellbeing index 2024. Leigh Park Central and its neighbouring communities suffer significant health inequalities and are within the lowest 10% for mental health and wellbeing in the county, as well as nationally. These scores are determined by things such as life satisfaction, educational achievements, social capital, strong and stable families, material wellbeing and good health.

Currently, our service delivery portfolio has an imbalanced focus on Havant and Leigh Park Central. Our hopes and aspirations for the coming years are to address this by exploring bases or opportunities to co-locate with partner organisations in South East Hampshire, particularly areas such as Bordon, Alton and Petersfield. We acknowledge that the name 'Havant and East Hants Mind' presents place-based name limitations and challenges. HEH Mind has recent experience of delivering Hampshire-wide contracts; however, the name of the charity would imply the organisation is strictly bound by its geography, and this is something we want to address within this strategy period.

3.3 Market research: meaningful conversations

HEH Mind were incredibly passionate about making the strategy development process inclusive and engaging. It was sought to ensure the voices of staff, service users, funders and supporters were captured and that it was co-produced. The strategy development journey is mapped out below and took place between November 2024 and July 2025:

- Autumn '24 session on culture with key staff and trustees
- In person, all staff and trustee sessions
- Service user focus groups
- Trustee and SLT session on PESTEL
- Two online engagement sessions for all staff
- Working group session with key staff to focus on values
- A range of stakeholder discussions was carried out
- Stakeholder, staff and service user surveys

We actively engaged with 20 key partners, funders and stakeholders as part of this process and carried out meaningful conversations to capture the strengths of HEH Mind alongside any areas of development or recommendation. From the feedback we received, some key organisational strengths are highlighted here:

Strategy development journey



a. Trusted, visible, and relational

Partner stakeholders overwhelmingly describe HEH Mind as an engaged and visible presence in their organisations and communities. This includes attending events, collaborating in service delivery, and participating in joint activities such as workshops, sports, and awareness events.

“This charity is so active and engaged in our work that it feels like a unified workforce—an extension of our own team.”

b. Excellence in crisis support and key services

The Safe Haven model and its crisis intervention approach are seen as flagship services. HEH Mind is commended for being flexible, approachable, and non-judgemental in service delivery.

c. Professional and compassionate team

Stakeholders value the quality, professionalism, and emotional intelligence of staff. The continuity of team members was noted as

building deeper, long-lasting partnerships.

“You retain your staff... this consistency of individuals is what enables us to achieve the things that we do and have.”

Key considerations for development:

a. Expand physical footprint

A common theme throughout the feedback received was the urge to expand local presence. Currently, HEH Mind is Havant and Leigh Park focussed however, there is a call to extend reach and access for areas such as Petersfield, Bordon, Waterlooville and Hayling Island.

b. Increase public awareness

Respondents consistently called for improved public communications and visibility, especially around preventative services and non-crisis interventions. Evidently, there is some confusion around the Hampshire Mind CIC entity, what is co-delivered, where and why.

3.4 Strength in the collective

On 8th May 2025 National Mind launched the Federation First strategy, which aims to prioritise collaboration and partnership between National Mind, local Mind networks, and Mind Retail as the starting point for decision-making and planning. HEH Mind believes in strengthening partnerships

where values and beliefs align. The organisation is keen to foster collaborative leadership to guarantee that the voices of people with lived experience continue to be heard. HEH Mind is a committed collaborator yet also values its independence and what it firmly represents.

3.5 Key organisational opportunities and challenges

Challenges

- Implications of Hampshire Devolution and NHS abolition
- Rising and more complex demand
- Back office and central function lacking resources and capacity to support services
- Keeping abreast of AI and digital change
- Staff retention
- Lack of statutory funding available
- Increased competition for fundraising

See [Appendix 2](#) for full SWOT and PESTEL analyses.

Opportunities

- Strengthening Hampshire Mind CIC as a vehicle
- Developing the CYP offer
- Developing an Adult Counselling offer
- Reviewing and improving our workplaces and service delivery sites
- Growth and diversification of the trustee board
- Formation of people and culture strategy
- Creation of digital strategy and evolution
- Staff development and progression pathways
- Developing income generation from Trusts and foundations



Havant and East Hants Mind treats its volunteers with care and respect. People who volunteer may also use services and the provision of a placement also allows people to gain confidence and skills and aids with their recovery plans.



Mind Quality Mark (MQM) feedback, April 2025

4 Strategic Strands

1. Service innovation

What does this mean: We will proactively build on our service delivery portfolio based on strengths and specialisms to bridge gaps in unmet need whilst driving continuous improvement

Key priorities to make it happen:

- We will strengthen and uplift the service user voice in the co-development and review of our service design and delivery
- We will develop a Trauma Informed Strategy and Quality Mark to underpin our approach
- We will establish a base or hub location in the South East Hampshire
- To develop a clear Quality assurance policy and framework with accompanying standard operating procedures that brings consistency and equity

2. Our people and culture

What does it mean: We will nurture a psychologically safe and inclusive workplace where staff feel able to bring their full selves to work and flourish

Key priorities to make it happen:

- Develop a staff and volunteer led workplace wellbeing, training and engagement plan and programme
- Create a programme of opportunities ranging from entry level staff, work experience and placements to progressive pathways and peer support opportunities.
- We will undertake a review of staff pay and reward and co-develop a remuneration policy
- We will give care and attention to our recruitment, onboarding and induction journey for staff and volunteers
- To create and deliver an effective and engaging internal communications plan

3. Being efficient and sustainable

What this means: We will ensure our resource management, capability and infrastructure are strong and proportionate to support excellent and agile service delivery

Key priorities to make it happen:

- We will review our premises and locations to ensure we are in the right places at the right time for the right people
- To steadily grow and diversify our income with a focus on fundraising, sponsorship for our key events and grant income
- To explore opportunities for efficiencies and innovation with a focus on climate change and the environment
- To develop and embed a digital strategy that promotes efficiencies, reach and access

See **Appendix 3** for full detailed plans.

4. Partnerships and collaboration

What does it mean: We will connect with local and regional partners, where coming together would help strengthen outcomes for our service users and present new opportunities

Key Priorities to make it happen:

- We will develop a strategy as part of the Hampshire Mind Community Interest Company which will underpin our joint approach for the coming years
- We will actively contribute across the Mind Federation to deliver on the Federation First strategy and bring an open mind to doing things differently
- We will be an active and seen member of the VCSE sector in Hampshire, adding value to relevant workstreams and strategy development
- Engaging with a wide range of partners to meet the complex needs of the community

5. Influence and anti-stigma

What it means: We speak out against mental health discrimination, and we are committed to delivering safe and accessible services.

Key priorities to make it happen:

- We are committed to championing equity and inclusivity and access to mental health services
- We will actively promote positive attitudes to mental health through internal and external communications and marketing strategy.
- We will increase our reach under our training remit and educate employers and workforces in Hampshire to create healthy workplaces with supportive cultures
- We will support and train community ambassadors to empower them to champion good mental health and combat stigma
- We will communicate and reach priority groups by forming partnerships with key organisations, clubs and community leaders to address mental health inequalities.



Risk Analysis

Our key risk areas and how we manage them

Risk Area	What Could Go Wrong	What We're Doing About It
Governance and leadership	Trustees or senior leaders might make poor decisions or lose focus.	Maintain a diverse Trustee and leadership group and broad range of skills, Regular reviews, independent expert advice as required, clear policies, good training, and support help us stay on track. We meet Mind Quality Mark standards for all aspects of our work.
Finance	We could run out of money or lose funding.	Careful budgeting, regular financial reviews at service /departmental and organizational levels. Growing a diverse range services and of income sources.
Staff and volunteers	We might lose key staff or face HR issues.	We recruit a support, train, and develop our diverse and inclusive workforce. We use safer recruitment practices, and we support our people to help them thrive and stay.
Service delivery	Our support might not meet expectations.	We listen to feedback and make any necessary changes to improve effectiveness and satisfaction, set high standards, and regularly check how we're doing, benchmarking locally and nationally.
IT and systems	Systems could fail or data could be lost.	We back up our data, train all our staff in data protection and security, We have a data protection lead and use secure, up-to-date systems.
Buildings and premises	We might lose access to buildings we work from or might not have accessible buildings in the right locations.	We plan ahead and work with landlords and councils to keep services running smoothly. We consider access and local transport systems, and energy efficiency for sustainability.
External Risks and Compliance	Funders or the public might lose trust in us.	We communicate clearly, stick to our values, and keep up our good reputation. We follow the fundraising code of practice and comply with all other relevant legislation and policies.

6 Financials

3-year income and expenditure history

	2022-23 £	2023-24 £	2024-25 £
Income	1,869,033	2,300,656	2,274,425
Expenditure	1,671,022	1,950,918	2,126,150
Surplus/(Deficit)	198,011	349,738	148,275
Reserves	1,154,852	1,504,590	1,652,865

2-year forecast

	2025-26 £	2026-27 £
Income	1,695,385	1,432,000
Expenditure	1,743,482	1,482,000
Surplus/(Deficit)	(48,097)	(50,000)
Reserves	1,604,768	1,554,768

Our new financial strategy will focus on maximising statutory contracts, accompanied by an in-depth focus on all non-statutory areas, including individual giving, corporate and community grants. We are working collaboratively with our neighbouring local Minds to bring new opportunities, with particular emphasis on the Hampshire Minds' CIC as a vehicle for delivery.

Income generation

The NCVO have called 2025/26 “the year of the big squeeze.” For many organisations, the ‘perfect storm’ is underway with funding falling, costs increasing, and demand climbing. The public is under significant financial pressures of its own, while charities are feeling the strain and

face increased competition for every pound. The coming financial year will be a squeeze for many, and the risks this poses could be high. But necessity also creates opportunities for innovation right across the income generation mix.

7.1 Income generation mix

HEH Mind has diversified its income streams over the years, contributing to the organisation’s sustainability and growth. We have dramatically and successfully increased income within most of these areas year on year, with the notable exception of Trusts and Foundations.

We have expanded the range of services we provide to our community. In 2015 we offered only adult wellbeing and advocacy

services. Today we offer an expansive range of services for children, young people and adults. We also deliver community and commercial training for workforces and offer workplace employee assistance and suicide prevention support. Our community engagement and range of fundraising opportunities have also grown and become more diverse. This all adds to our financial resilience.

Contracts

**Grants:
local authorities,
health and others
(i.e. Mind)**

**Grants: trusts and
foundations**

**Retail and sales
(trading)**

Investments

**Donations and
fundraising**

7.2 Statutory income

We currently receive most of our income through service delivery contracts (approximately 90 %). Areas like PCN and Adult Wellbeing and both adult and CYP Safe Havens are funded by NHS Integrated Care Boards (ICB) contracts. Our Suicide prevention and mental health training contracts are funded through Local Authority Public Health budgets.

Agility, responsiveness and exploration are required for future years. We have developed an outline service framework which shows the key services we will prioritise and where we may explore new opportunities and avenues.

Our future service framework

Services with NHS/local authority investment	Services likely to be developed	Other potential service areas to explore
Crisis services	Counselling	Housing support
CYP services	Children and families	Care in the community
Wellbeing services	Neurodiversity	Domestic abuse
Primary care	Older persons and dementia support	Employment support
Information and advice		

7.3 Future expectations and plans

As mentioned within the PESTEL assessment, some political changes, such as the merging of Hampshire local and unitary authorities and a new mayoral structure, will cause uncertainty and short-term challenges. The new Labour government policy and funding changes on the NHS/ ICB and cuts to areas previously supported through central government (i.e. Supporting Families) are already making themselves felt and remain uncertain.

However, it is conjectured that in the medium to longer term, contracts offered are likely to be larger in scope, area and longer in duration. They will require a joined-up approach to bidding and delivery. HEH Mind is well placed, already part of a Community Interest Company (CIC) Alliance with the 2 other Hampshire Minds and already operating some shared contracts. We will work with the other partners, and National Mind, intending to make the

further changes necessary, in line with the “National Mind Federation First” objectives, to be successfully awarded more contracts. And to run through these collaborative structures such as the CIC.

We are also working hard to influence and remain at the heart of the Hampshire and Isle of Wight VCSE Health and Care Alliance (HIVCA). Facilitating the integration of the VCSE sector across Hampshire, Portsmouth, Southampton, and the Isle of Wight, with the Hampshire and Isle of Wight Integrated Care System. This set-up may also be used to influence new Mayoral Commissioning Structures.

Grants: local authorities, health and others i.e. Mind

We have benefited from many Competitive grants from public sector bodies like Public Health teams, Children’s Services, National Mind to fund strategic mental health projects and organisational development. Recent funding includes specialist projects supporting the mental health of specific groups, such as older people and people with autism spectrum disorders and ADHD.

Grants: Trusts and Foundations

We will develop a range of new strategic partnerships alongside targeted applications to national and local charitable trusts supporting mental health, social inclusion, and health inequality initiatives. Building on the great pilot programmes with partners Motiv8 and Music fusion, we intend to address unmet needs in our community, especially for children and young people.

Grant success from Trusts and foundations, in particular, is harder to achieve. While HEH Mind maintains a funding tracker for all applications to all sources with a past hit rate of approximately 25%, some grant providers are now saying the applicant success rate is less than 4%. We will therefore boost the number of applications to ensure

we deliver the growth our targets require.

Again, we will target a number of applications centred on specialist projects supporting the mental health of specific groups, such as older people and people with autism spectrum disorders and ADHD and continue to grow our programmes in this area.

Retail and sales (trading)

Training income now accounts for over 10% of our income. Though much of this is community contracts, we have seen huge growth in commercial training income; courses like Mental Health First Aid, National Mind Accredited Line Manager Courses, Bespoke training and Workplace Well-Being Support. We intend to develop our marketing capacity to further grow sales, along with exploring the viability of e-learning products. To reflect demand we will develop courses which increase understanding about neurodiversity. We have received many enquiries from workplaces that want to make the workplace more accessible for people with autistic spectrum disorders and ADHD.

Investments and other income

In line with our reserves policy, we hold approximately 6 months’ running costs reserve. This equates to a significant sum, part of which we invest. We have ethical tests we apply to such investments; for example, we will never invest in pharmaceutical companies, as this could be a conflict of interest. These assets, in which we invest, are risk-assessed, actively managed by independent fund advisors and overseen by the Trustee board.

While we do not sublet any of our current premises, we do co-locate and work with partners on obtaining funding to cover premises costs and utilities.

8 Governance and Management

8.1 Our organisation

Company number: 05861345

Charity Number: 1116301

Date the company was formed: 1990

Registered address: Leigh Park Community Centre, Dunsbury Way, Havant, PO9 5BG

The Charity's objects (the Objects) are:

To promote the preservation of mental health and to assist in relieving and rehabilitating persons suffering from mental disorder or conditions of emotional distress requiring advice or treatment in association with Mind in accordance with the aims and objects of Mind

The Area of Benefit of Mind shall be Hampshire and the surrounding areas.

It is planned to revise the Memorandum and Articles of Association in year one of this plan.

8.2 Trustees and Directors

The charity is governed by its memorandum and articles of association and is overseen by the Charity Commission and its board of trustees. The Board of Trustees are responsible for the overall governance and strategic direction of the charity, working with the chief executive and senior leadership team.

See **Appendix 4** for the full organisational chart.



Havant and East Hants Mind is an organisation which cares about people.

Its staff, service users, volunteers, collaborators and supporters are highly regarded and treated with kindness and respect. Its beneficiaries at the core of everything it does and it's what propels the organisation to continually improve and deliver for the people it serves.



MQM feedback, April 2025

Fundraising activities, community engagement and communications

9.1 Introduction

At HEH Mind, income generation is rooted in community development, engagement, and strategic communications—three functions delivered by a small but integrated team (2.45 FTE). These roles overlap to support stigma reduction, raise awareness, and grow donor support.

Our team builds trust and visibility through face-to-face work with individuals, businesses, schools, and sports clubs, inviting people to become participants, fundraisers, volunteers, and advocates. This is amplified by communications that use authentic storytelling, powerful visuals, and multi-channel campaigns to inspire action and demonstrate impact.

Operating in non-city areas like Havant and East Hants, we face limits in donor reach and are restricted from fundraising in Portsmouth, despite its strategic value. National economic pressures have also impacted giving, echoing trends across other local Minds. HEH Mind has already begun increasing the amount of internal communication in line with the demand identified in staff strategy consultations. These rising communications needs and already stretched staff capacity challenge our ability to fully deliver the fundraising plan, despite strategic gains and event success.

Despite these pressures, our integrated model remains central to our strategy. By connecting people to our mission, we:

- Build visibility and trust locally and online
- Encourage donations through emotional connection and impact
- Foster shared ownership as the community's mental health charity
- Strengthen partnerships with businesses and funders
- Support donor retention and event success through inclusive outreach

This approach ensures fundraising is relational, not transactional, driven by community relevance, real stories, and lasting connection.

9.2 One-off donations

This includes one-off gifts, general donations, event contributions, and cash collections through our growing network of donation tubs and buckets. We currently have donation tubs placed at multiple community locations—such as shops, cafés, gyms, and pharmacies—across our area. We are actively expanding this network to increase visibility and convenience for supporters wishing to donate in person. Additionally, we use clearly branded “tap and go” digital donation, as well as buckets at events, fairs, and public awareness stands to encourage real-time giving.

HEH Mind builds meaningful relationships through emotionally resonant storytelling, high-quality visual content, and compelling calls to action across social media, newsletters, and public campaigns. Our online giving infrastructure includes donation pages on our website and integrated Facebook Giving tools, offering a variety of secure and easy ways to give.

Events and outreach—such as local markets, community hubs, and awareness days—serve as accessible and engaging touchpoints for supporters to learn about our work and donate on the spot. Messaging is aligned with national mental health awareness dates to maximise reach and relevance. All efforts are designed to make giving simple, impactful, and meaningful for our local supporters.

9.3 Legacies

We do not currently have a legacy donation strategy. To strengthen our legacy fundraising, we will focus on building deeper emotional connections with our supporters, creating memorable and meaningful experiences that inspire long-term giving. In recent years, we've seen encouraging growth in in-memory donations, particularly through the MuchLoved platform, with supporters increasingly directing collections to Mind. This growth shows the potential for greater engagement in legacy and in-memory giving when we provide compassionate, timely stewardship and clear pathways to give.

We will adopt a multi-channel strategy, rooted in supporter insight, to promote legacy giving more intentionally. This will include developing digital-first legacy campaigns that are sensitive, inspiring, and easy to access, showcasing real-life stories, supporter testimonials, and the lasting impact of legacy gifts. Alongside this, we'll

create high-quality, warm stewardship journeys for known pledgers and in-memory givers, ensuring every interaction builds trust and reflects our values.

We will also increase internal capacity by training staff and volunteers across teams to identify and nurture legacy leads sensitively. Campaigns will be data-led and regularly analysed, with testing of messaging, channels, and segmentation to refine our approach and optimise response. By investing in improved legacy-specific web content, tailored supporter journeys, and strategic partnerships with solicitors and funeral directors, we aim to encourage more people to consider leaving a gift in their Will.

9.4 Regular giving

Regular giving provides HEH Mind with a reliable income stream that enables long-term planning and sustained delivery of our mental health services. At present, we have a small but loyal group of monthly Direct Debit donors. We aim to significantly grow this area by enhancing both the giving experience and the value donors feel from their ongoing support.

Our development plans include:

- Revamping our online giving experience, with clear impact stories and benefits for becoming a regular donor.
- Introducing a “Friend of HEH Mind” scheme, offering exclusive updates, recognition, digital badges, and invites to select events.
- Expanding payroll giving opportunities through our workplace wellbeing partners and business supporters.
- Targeting one-off donors and event

attendees with well-timed campaigns encouraging them to switch to regular support.

- Embedding impact-led storytelling in thank-you emails, social media, and newsletters to nurture deeper connections.

Regular donors receive consistent and personalised communications, including impact updates, invitations to events, and handwritten or tailored thank-you notes. Many donors are introduced through online campaigns, face-to-face outreach, and stand interactions at community events.

By showing the real-life difference their ongoing support makes—and making the process simple and rewarding—we aim to build a strong, growing base of regular supporters committed to changing lives in our local communities.

9.5 Individual fundraising

Supporters take part in challenge events such as runs, walks, and creative fundraising campaigns. HEH Mind provides branded tool-kits, personalised support, and public recognition through our communications and community teams. Their efforts help boost visibility and donations for individual fundraisers via social media, newsletters, and local engagement. Many fundraisers align their activities with key awareness events like Mental Health Awareness Week or World Suicide Prevention Day, further amplifying their impact.

To make fundraising more accessible and reduce financial risk, we've partnered with Run for Charity, the UK's largest platform connecting charities with challenge event organisers. This gives supporters access

to hundreds of events without the need for us to pre-purchase places. This flexible model allows us to support a wider range of interests and abilities while ensuring no opportunity goes to waste.

Established partnerships—such as the Salomon Serpent Trail (Freedom Racing)—continue to raise our visibility and credibility. Together with the targeted efforts of our in-house communications and community teams, these collaborations mean HEH Mind can offer a broad and exciting range of ways to get involved.

9.6 Fundraising events

Signature events like Comedy Night, Mental Elf, and our Corporate Sports Day raise vital funds while building brand loyalty and community connection. The 2024–25 season marked the debut of 2 of these flagship events, each proving a resounding success, attracting enthusiastic participation, excellent feedback, and valuable local media coverage. Our communications team played a key role, producing striking visuals, teaser trailers, post-event stories, and live social media updates. Partnerships with groups like Brutal Run and Delivered Social helped professionalise our offer and boost both attendance and income. These events also created vital opportunities for face-to-face engagement, volunteer involvement, and donor recognition.

We aim to grow these events into cornerstone moments in the community calendar—widely recognised, respected, and closely associated with HEH Mind's brand and values. Our strategy focuses on increasing awareness, fostering emotional connections, and making these occasions must-attend events that drive participation and giving across Hampshire. Community

outreach will remain central, ensuring local ownership and pride, and offering opportunities for people of all ages and backgrounds to get involved and support better mental health.

9.7 Corporate partnerships

We cultivate long-term business relationships through structured Corporate Social Responsibility (CSR) packages, staff volunteering, sponsorships, and collaborative events. Partners like Delivered Social, Brutal Run, and Portsmouth FC support key fundraising and awareness activities,

with a focus on reaching men and younger audiences through sport and branded engagement.

We work closely with our Training and Workplace Wellbeing Team to develop relationships with businesses that engage with our mental health training, support services, and employee wellbeing offers. These relationships often evolve into wider partnerships involving sponsorship, fund-raising, and advocacy, creating a full-circle model of mutual benefit and shared values.

We also benefit from a growing partnership with the Fat Face Foundation, which supports our community initiatives and provides both funding and platform reach



Havant and East Hants Mind's presence at the Great South Run

through its strong retail and corporate presence. This partnership reflects our shared commitment to local impact and sustainable wellbeing.

Another key relationship is with Northney Farm on Hayling Island, which offers a beautiful rural setting for seasonal and family-friendly fundraising events. These events combine local produce, outdoor activities, and accessible mental health messaging, supported by volunteers and community ambassadors.

A standout corporate partner is Carrington West, a long-standing sponsor who contributes through staff fundraising, matched giving, in-kind marketing support, and event sponsorship. They also champion mental health in the workplace through internal campaigns and co-delivered wellbeing initiatives.

All our corporate connections are amplified through co-branded campaigns, digital storytelling, and event visibility, helping raise our profile, build credibility, and reinforce the message that mental health is a shared responsibility. These relationships demonstrate the value of sustained business engagement in driving both impact and income for HEH Mind.

9.8 Crowdfunding and community giving

We have not used this tool extensively to date, but as part of this strategy, we will launch focused, high-impact campaigns for specific projects such as youth mental health initiatives and peer support groups. In the past, crowdfunding has not been a major income stream, mainly because many people in the wider community are still

unaware of our work. Visibility and relevance remain key challenges.

To develop our reach, Community Engagement Officers will expand their outreach, building local relationships, increasing presence in new areas, and making our work more visible and relatable. At the same time, our communications team will ensure campaigns are compelling, visually engaging, and well-timed to maximise impact.

We will continue using platforms like Crowdfunder, supermarket token schemes, and other community grant tools to reach new and existing audiences. These efforts will be supported by storytelling, video content, and direct asks, encouraging people to donate, share, or advocate. Crowdfunding is a key part of our strategy to diversify fundraising and attract new supporters through project-based storytelling and local relevance.

9.9 Havant Lottery

The Havant Lottery offers a simple, local way for people to support HEH Mind through weekly ticket sales. We promote it through newsletters, events, printed materials, and face-to-face outreach, focusing on its ease and community impact. We recognise that gambling may raise ethical concerns for some. However, the lottery's small-scale, non-addictive, and community-based nature makes it a proportionate and appropriate fundraising tool.

In addition to weekly income as a participating charity, we can apply annually for Havant Lottery Fund grants to support specific projects. This makes it a modest but valuable part of our income strategy.

Appendices

Appendix 1: Case Studies

Case Study one: Virtual peer support

This person (she/her) was referred for peer support by a Wellbeing Advisor. She had some chronic health issues that were leaving her isolated at home. She could not get out into the community often and was reliant on her husband (who works full time) if she wanted to leave the house. This led to her feeling socially isolated, and her friendships were largely restricted to conversations via text message.

After a phone call from Peer Support a small assessment was carried out, and as a result the client wanted to start attending a weekly virtual peer support group, having been shown the benefits that attending can bring. They chose to attend a virtual mindfulness group. She was already practicing mindfulness techniques at home, and she quickly became a key contributor in the group. Through making a positive contribution to the group and increasing her confidence, she was also able to reference how helpful mindfulness had been to her over the past few months

Having enjoyed the mindfulness group, she then decided to join a virtual coffee and chat group too.

Both groups have a mixture of Peer Support

Workers and volunteers and the feedback from this client is that they are all very professional and caring and create a welcoming and relaxed environment. She feels included and has built up good rapport with staff and other attendees. She is encouraged to and is happy to share her experiences and ideas, and to learn new techniques. She reports that she enjoys supporting other members. She is aware that she could stay behind afterwards and talk to staff about a particular matter that she wanted to discuss, and so therefore feels that she has more/better access to support and advice. As a result, she reports increased motivation to manage her long-term conditions and is less concerned about loneliness and social isolation.

They found that attending the groups gave her something positive to look forward each week, which further enhanced her enjoyment of attending each group. She felt that the groups also gave her some structure and routine to her week. She also has made new friendships and connections with people undergoing similar experiences which she found to be a large secondary benefit, alongside the more singular personal benefit of talking with and to new people and not feeling isolated at home.



Case Study two: Young Person's Safe Haven

Presenting needs

The young person came to our service due to her having struggled with her mental health for around 12 years, following a traumatic incident that occurred when she was 9 years old. In addition to anxiety, depression, regular self-harm and poor self-worth, she struggles significantly with her eating and will alternate between cycles of restrictive eating, bingeing and compulsive exercise. A few weeks into attending Safe Haven, the young person disclosed that she experiences both auditory and visual hallucinations which lead to a high level of distress, she was also diagnosed with autism as a child.

Through eight one-to-one sessions, we have been able to support:

- Safety Plan – we worked with the young person to complete a Safety Plan that she could then share with her mum. Within the Safety Plan we looked at triggers, what helped A to stay grounded, what her warning signs are, coping skills that she could use, who she could reach out to for support and what she needed from those around her.
- Alternatives to self-harm – this was an area that we looked at repeatedly with the young person as she expressed concern about the increasing severity of her self-harm. In addition to using our resources booklet, we also identified several strategies that she could use. This included painting/drawing on the skin, using ice to regulate her, creating playlists she could listen to and spending time with her dog.
- Exploring the correlation between mental health and nutrition – the young

person felt comfortable in being open about her difficulties with eating and was able to recognise that her disordered eating helps her feel a sense of control and comfort. We explored how her restrictive eating was likely having a negative impact on her mental health and that no matter how little she ate, this would not 'fix' her mental health and negative self-beliefs.

- Exploring negative belief systems – in our 1:1 sessions, the young person was given the opportunity to reflect on her belief systems particularly about her own self-worth. She found it helpful to think about where these beliefs had stemmed from and how they were not rooted in fact.

Outcomes

- Willingness to engage in our service – when the young person first came to Safe Haven she shared that she had not had particularly positive experiences with mental health services in the past. This caused her to feel reluctant about seeking support. However, after her first session at Safe Haven, both the young person and her mum shared that it had been a positive experience and left them hopeful for the future.
- Decrease in self-consciousness about her self-harm – in an early 1:1 session A said that she always had her arms covered due to her self-harm scars and the fact that she felt that her family were embarrassed by them. After attending a few 1:1 sessions, A felt able not only to have 1:1s in a t-shirt but also to spend time the group room with the other young people. Afterwards she shared that she had not felt judged by



either staff or the other young people which meant a lot to her.

- YP-led safeguarding conversations / Reduction in self-harm – the young person had made a number of disclosures which caused us to be concerned for her safety. The young person appreciated that we would first speak with her about breaking confidentiality and discussed with her how we would approach our concerns with her mum. This led to a number of productive conversations where safeguarding procedures/plans were put into place to keep her safe both at home and at Safe Haven. Since attending Safe Haven, the young person has said that she believes the regularity and severity of her self-harm has decreased.

- CAMHS referrals – immediately after meeting the young person, staff were keen to put in a referral to CAMHS to provide specialist support, particularly surrounding her eating disorder and hallucinations. The young person has had multiple meetings with CAMHS and will be given ongoing support from both the Early Intervention team and the Eating Disorders team. She has reported feeling optimistic about receiving support from CAMHS as she felt that she was listened to and believed and has thanked Safe Haven for facilitating this.

Appendix 2: PESTEL analysis

Political

Brexit

Political unrest

Government funding

Government priorities

Political stability

Legislation

National priorities

Local political environment

Central government control

Immigration policy

Economic

Cost of living

Economic uncertainty

Inflation

Employment rates

Wage stagnation

Local economic conditions

Recession risk

Interest rates

Government spending

Charitable giving trends

Public sector cuts

Private sector funding

Social

Cultural expectations

Social media influence

Mental health awareness

Diversity and inclusion

Demographic changes

Public attitudes

Crime rates

Education levels

Community cohesion

Volunteering rates

Housing situation

Loneliness and isolation

Technology

Environment

Legal

AI and automation

Data security

Digital exclusion

Social media impact

Remote working

Innovation

Cyber security

Access to devices

Climate change

Sustainability

Natural disasters

Energy prices

Transport availability

Green technology

DPR

Safeguarding legislation

Employment law

Health and safety

Charity law

Governance

Licensing

Regulation changes

Equality Act

Data protection

Appendix 2: SWOT analysis

Strengths

Credibility with funders and public reputation

Diverse range of skills and experience in our workforce

Flexibility to meet need

Service user voice, influence and participation

Brand

Person centred and supportive culture

Quality services

Excellent Feedback

Collaborative use of IT

Retention and recruitment

Openness to collaborate

Values led

Diverse services and variety of groups providing opportunities for service users to create their own support networks

Weaknesses

Need for single point of contact that acts as front door and reception

Lack of presence in East Hampshire

Reliance on statutory funding

Lack of infrastructure

Inconsistent fundraising

Don't know what we are missing out on – grants/tenders/etc.

E-learning customisation needed to suit teams

Approach to data needs standardization

Digital infrastructure

Departmental Silo working

Misconception of what we provide

Ever-changing service

Waiting times

Confused client journey

Opportunities

To use brilliant services and expertise on new and wider stuff

Build a stronger volunteer community

Exploration of name change

Hampshire Mind CIC expansion and alignment

Develop fundraising / corporate sponsorship, Fundraising growth – funeral care, legacy (free will), grants/ tenders

More all-staff events – sharing ideas, connecting

Ensuring suitability of our locations and premises

Co-located provision

Service portfolio development in areas of specialism and strength

New training course development

Concepts for staff wellbeing

Better Marketing our services

Be aware of staff/people's strengths to support gaps

Better and clearer comms so service users understand the journey and our services – and staff understand it too

Threats

Don't want to lose our uniqueness

Duplication with other providers and services

Fundraising worsens

Competitors

Reorganization of ICBs and Hampshire devolution

NHS England Abolishment

Changes in funding

Digital capability

Government changes

Loss of Contracts

Unmet need and increased complexities

Appendix 3: Detailed plans

Strand 1: Service innovation

- We will strengthen and uplift the service user voice in the co-development and review of our service design and delivery.
- We will develop a Trauma Informed Strategy and Quality Mark to underpin our approach.
- We will establish a base or hub location in East Hampshire region to bring equity in our delivery.
- To develop a clear Quality assurance policy and framework with accompanying standard operating procedures that brings consistency and equity.

Activity / sub priority	Responsibility/delegate	Timeline
To form a financial risk modeller template for services	Finance Manager Service Development lead	By November 2025
To produce high level KPI dashboard for all services	Service development lead Data lead	By December 2025
To review all internal processes and systems for capturing and reporting SU data and streamline and align where possible	Service Managers and Service Development lead Data lead	By October 2025
To review all internal processes for meaningful service user involvement and provide recommendations for change	Director of Strategic Development HR Co-CEOs	Quarterly
To review all internal processes for service accessibility and pathways including but not limited to; reception/ welcome into the service, triage, assessment, transfer to another service and closure	Director of services Head of Services and Quality	By April 2026
Explore possibilities of new expanding service delivery	Co-CEOs Director of Service Development Director of Business Development	Ongoing

Activity / sub priority	Responsibility/delegate	Timeline
Develop a Quality Assurance Policy and Framework underpinned by SOPs which are CIC consistent	Co-CEOs Director of Service Development Head of Services and Quality	December 2025
Stemming from the internal audit ensure all services have action plans based on audit findings	Director of Service Development Head of Services and Quality	By November 2025
Develop procurement timetable for the coming year and a plan for any additional desired service provision including process for horizon scanning	Co-CEOs Director of Business Development	By January 2026
Review digital offer across all services with the aim of improving access and engagement	Comms Lead Service Managers	By April 2026
Develop a Trauma Informed Strategy and Quality Mark	Director of Service Development	By May 2026
To implement training and induction with new and existing staff to embed a trauma informed approach		By October 2026
Establish a staff steering group for gaps identified at strategy planning and subsequent annual conference	Director of Service Development Co CEOs	By January 2026

Strand 2: Our people and culture

Our priorities:

- Nurture a psychologically safe workplace where staff feel able to bring their full selves to work and flourish.
- Develop a staff and volunteer led workplace wellbeing, training and engagement plan and programme.
- Create a programme of opportunities ranging from entry level staff, work

experience and placements to progressive pathways and peer support opportunities.

- We will undertake a review of staff pay and reward and co-develop a remuneration policy that strongly aligns with our values and supports our people to reach their potential.
- To create and deliver an effective and engaging internal communications plan.

Activity / sub priority	Responsibility/delegate	Timeline
To implement ‘ask us anything’ sessions with Co-CEOs and all staff Co-CEOs	Comms Lead	Ongoing
To launch Co-CEO news post alongside video interactions and updates	Co-CEOs	By January 2026
To implement and regularly review communications rhythm across SLT and all staff	Co-CEOs All Managers and leads	Ongoing
To establish “Service Roadshows”, whereby Co-CEOs visit each service and feedback where we see “values in action”	Co-CEOs	February 2026
Establish 2 x annual events <ul style="list-style-type: none"> • Annual staff conference • Annual summer celebration event (family friendly) 	Co-CEOs	October 2026
To establish a staff led workplace wellbeing and connectivity initiative with terms of reference, membership and structure determined	HR Co-CEOs	By November 2025
To undertake a review of current staff offer/benefits and propose new offer from summarising research and financials. To include but not limited to: <ul style="list-style-type: none"> • Staff recognition awards • 2 x mental health days per annum • Childcare vouchers 	Co-CEOs Finance Manager HR	By December 2026
To review organisational structure and reporting line to ensure optimal outputs and performance	Co-CEOs	By November 2025
Carry out review of recruitment, onboarding and induction processes and implement changes as necessary.	Co-CEOs HR	By July 2026
Carry out full review of trustee recruitment, training and induction plan and make changes as necessary	Co-CEOs Chair	By April 2026
Carry out full review of staff supervision, support and appraisal processes, implement changes	HR Co-CEOs	By May 2026

Activity / sub priority	Responsibility/delegate	Timeline
Embed monthly clinical group supervision alongside full review	HR Co-CEOs	By May 2026
Carry out monthly reference to policy review schedule, actioning any amendments or new policy formation		Ongoing
Review of leadership support and development	Co-CEOs HR	By April 2026

Strand 3: Being efficient and sustainable

Our priorities:

- We will review our premises and locations to ensure we are in the right places at the right time for the right people
- To steadily grow and diversify our income with a focus on fundraising and grant income
- To explore opportunities for efficiencies and innovation with a focus on climate change and the environment
- To ensure our resource, capability and infrastructure are strong and proportionate to support excellent and agile service delivery
- To develop and embed a digital strategy that promotes efficiencies, reach and access

Activity / sub priority	Responsibility/delegate	Timeline
Carry out review of Meridian centre to ensure we are clear on aim, purpose and future provision of space and the space is being utilised to its full potential.	Director of Business Development	By March 2026
To review how we support and retain volunteers and propose recommendations for improvements	Director of Business Development	By June 2026
Carry out review of the community centre as a back office function space to ensure it is fit for purpose and physically inviting Head of Comms	Director of Business Development	By June 2026

Activity / sub priority	Responsibility/delegate	Timeline
Develop a clear growth plan, which is reviewed monthly	SLT Team	Ongoing
To ensure we are listed on all relevant procurement sites and that we are horizon scanning opportunities on a monthly basis	SLT Team	By January 2026
Review rent and premises schedule to identify any opportunities or efficiencies ensuring we have lease agreements in place	Director of Business Development	By December 2026
To ensure we are proactive in diarising utility bill renewals to manage funds appropriately	Director of Business Development	Ongoing
Explore the possibility of a hub/location in East Hants	Director of Service Development, Director of Business Development Co-CEOs	By March 2026
For key staff and managers to have carried out Health and Safety training	Co-CEOs Director of Business Development	By April 2027
To have developed a carbon reduction plan	Director of Business Development	December 2025
Ensure regular review the HEH Environmental Action Pla	Co-CEOs Director of Business Development	Ongoing
To review financial management policies and procedures and propose necessary amendments	Co-CEOs Finance Manager	By November 2025
Review portfolio of contracts to identify any areas of cost saving	Director of Business Development	Quarterly
To review mems and arts to ensure they are reflective of the organisation and to make any recommendations for amendments/improvements	Trustee board Co-CEOs	By September 2025
Internal audit, review who leads on this and set out a timeline	Co-CEOs	By December 2025

Activity / sub priority	Responsibility/delegate	Timeline
Review all governance roles, refine where needed and set dates for rotation Trustee board	Co-CEOs	By May 2026
To expand and diversify our board of trustees	Co-CEOs and Chair	By April 2026
Develop new training offer around ASD/ADHD for workplaces and also for front line workers supporting people with ASD /ADHD	WPWB and Training Manage	By April 2026
Develop legacy strategy and resource marketing plan. Design support journey and access via website.	Fundraising lead DBD	Ongoing

Strand 4: Collaboration and alignment

Our priorities:

- We will develop a strategy as part of the Hampshire Mind Community Interest Company which will underpin our joint approach for the coming years.
- We will actively contribute across the Mind Federation to deliver on the

Federation First strategy and bring an open mind to doing things differently.

- We will foster and connect with local and regional partners where coming together would help strengthen outcomes for our service users and present new opportunities.

Activity / sub priority	Responsibility/delegate	Timeline
To develop a Hampshire Minds CIC strategy	Co-CEOs	By December 2025
To review key contacts and stakeholder list and amend as necessary	SLT	By September 2025
To consistently attend and engage with the wider Federation events and working groups	Co-CEOs	Ongoing

Activity / sub priority	Responsibility/delegate	Timeline
Co-CEOs and SLT to take active steps to be ambassadors for the organisation via channels such as LinkedIn and podcasts.	Co-CEOs and comms lead	By April 2026
Collaborate and co-design local and regional strategies in relation to mental health and wellbeing	Co-CEOs	Ongoing

Strand 5: Influence and anti-stigma

What it means: We speak out against mental health discrimination, and we are committed to delivering safe and accessible services.

Key priorities to make it happen:

- We will championing equity and inclusivity and access to mental health services.
- We will actively promote positive attitudes to mental health through internal and external communications by implementing our strategy.
- We will increase equity, inclusivity and access by ensuring all teams are actively reaching out and engaging with the community.
- We will increase our reach under our Workplace Wellbeing and Training remit and educate employers and workforces in Hampshire. Creating healthy workplaces with supportive cultures.
- We will support and train community ambassadors to empower them to champion good mental health and combat stigma.
- We will communicate and reach priority groups by forming partnerships with key organisations, clubs and community leaders to address mental health inequalities.

Activity / sub priority	Responsibility/delegate	Timeline
Information and Awareness Stand content reflects our services, opportunities and commitment to equity access and inclusion	All HoCC Volunteer Co-ordinator Relevant Practitioner	2025

Activity / sub priority	Responsibility/delegate	Timeline
Increasing the number and diversity of community events and locations where we promote HEH Mind, champion inclusion, and tackle stigma	All HoCC Volunteer Co-ordinator Service leads/practitioners	2027–28
Creating and publishing informative and engaging material (digital and physical) for both internal and external audiences	HoCC Communications Officer Digital Volunteer	Ongoing
Create and develop online on demand training platform (Ambassadors and Champions and for internal training)	HoCC Communications Officer Digital Volunteer	Ongoing
Establish and develop relationships/ partnerships	HoCC Community Engagement Officer Fundraising Lead	Ongoing
Maintain delivery of free to access mental health and suicide prevention training for our community and the voluntary sector	WPWB and Training Manager SP lead	2027 Q4
Grow commercial Workplace Wellbeing training offer and income	WPWB and Training Manager /DBD/ Digital strategy lead	2028
To research other annual reports and implement any changes	Co-CEOs Comms lead	By September 2026
Actively partake and contribute to meetings and events relating to system influencing via National Mind	SLT and Co-CEOs	Ongoing
To continue to strengthen and review the EDI policy to ensure inclusivity	HR EDI lead	Quarterly
To form a task and finish co-production group ensuring that it reflects real needs, priorities, and aspirations from the people who know our services best		Ongoing
We will introduce Lunch & Learn sessions to explain not only the importance of I&P but also the various levels of engagement available		By November 2025

Activity / sub priority	Responsibility/delegate	Timeline
A key priority is refining and updating our I&P policy, ensuring it reflects the evolving landscape of mental health support		By December 2025



Havant and East Hants Mind is passionate about involving service users and people with lived experience in its work and momentum is growing. There is a strategic and operational lead to ensure involvement is embedded and considered at all levels within the organisation. Lived experience involvement forms a huge part of the organisation, it was cited that 70% of staff, volunteers and trustees have lived experience and were open to sharing how this has positively impacted on their roles and acted as a driver for engagement with the local Mind.



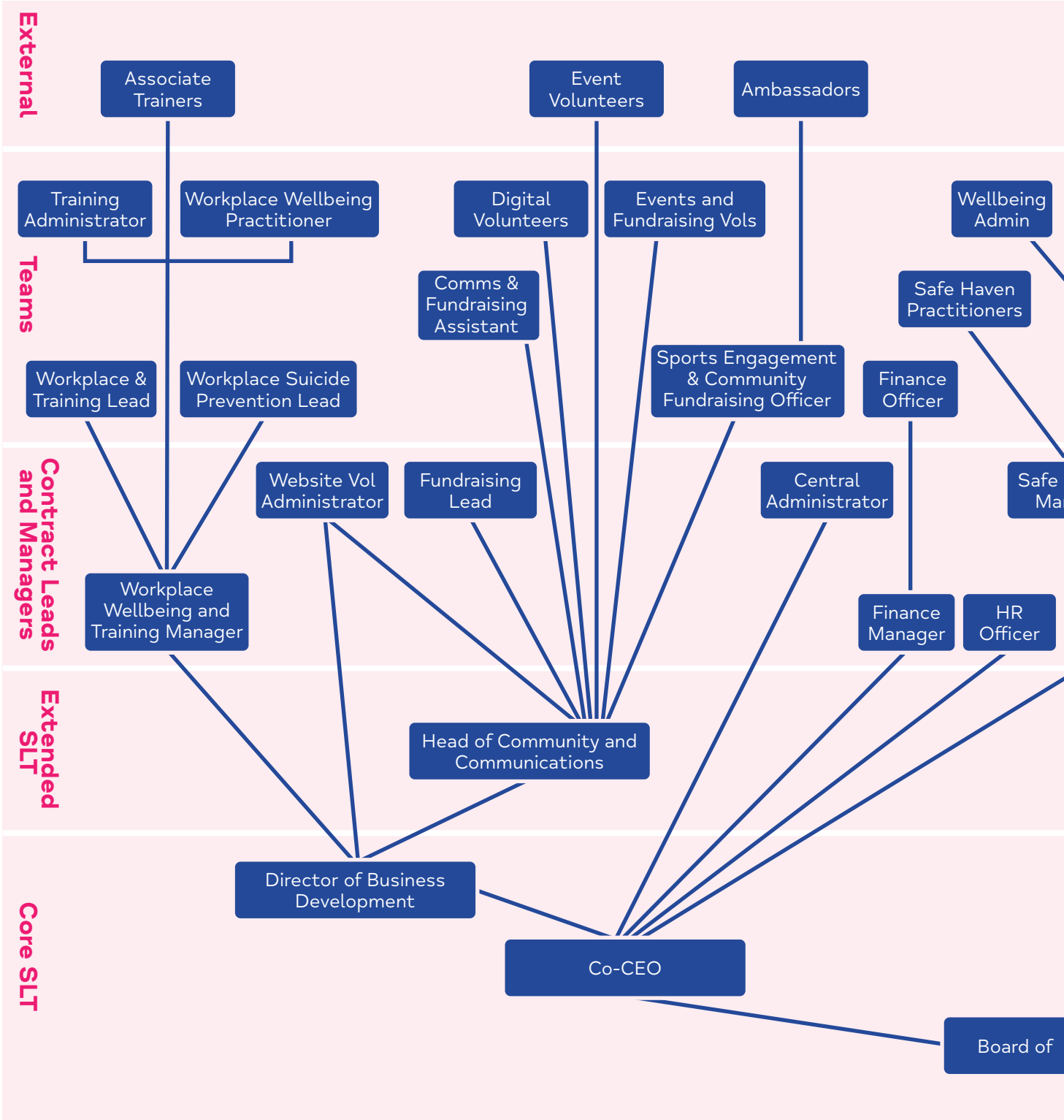
Mind Quality Mark (MQM) feedback, April 2025

“I spoke with a member of staff, she was so knowledgeable, kind and easy to speak to.”

Adult Safe Haven user

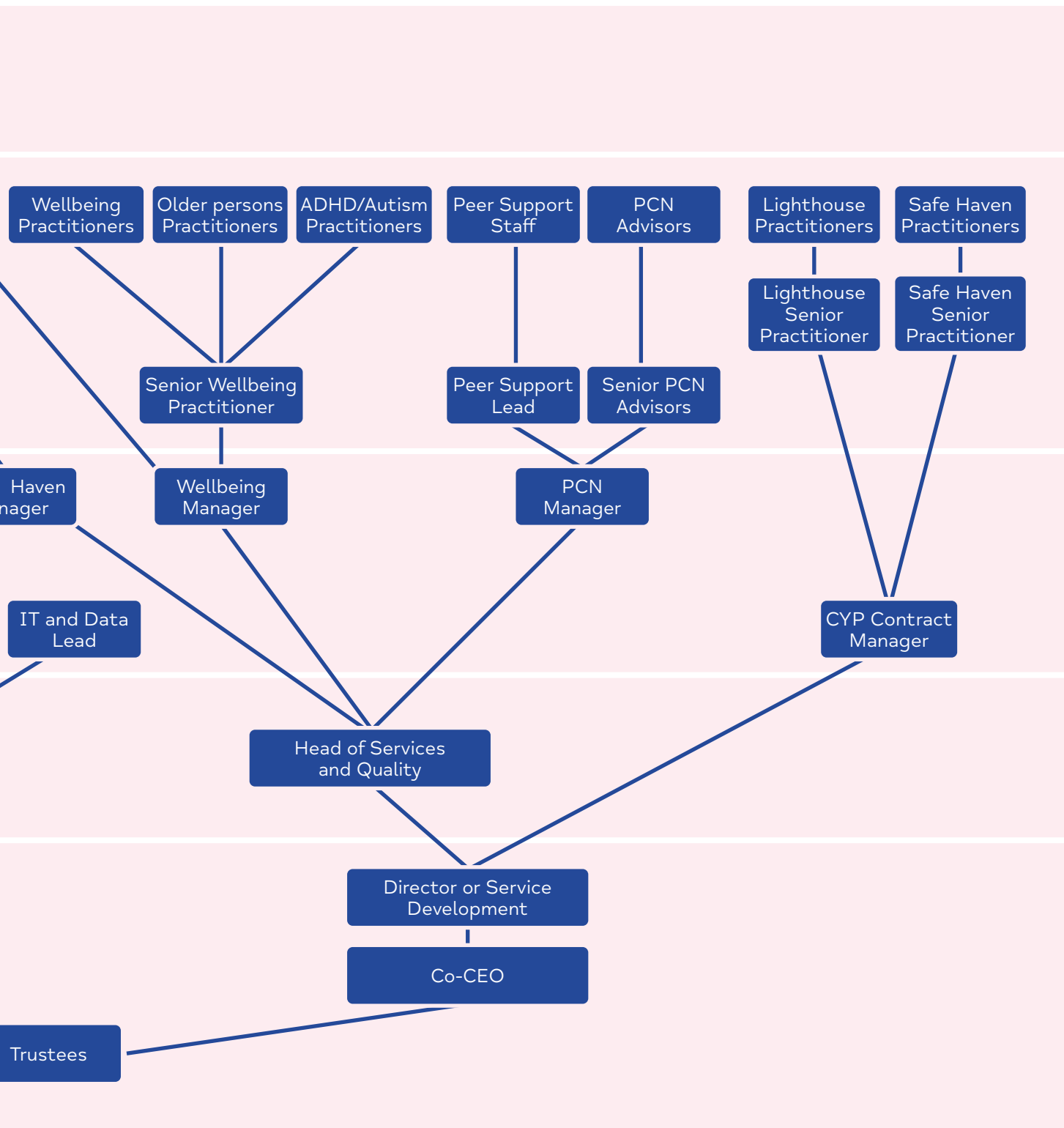


Appendix 4: Organisational Structure 20

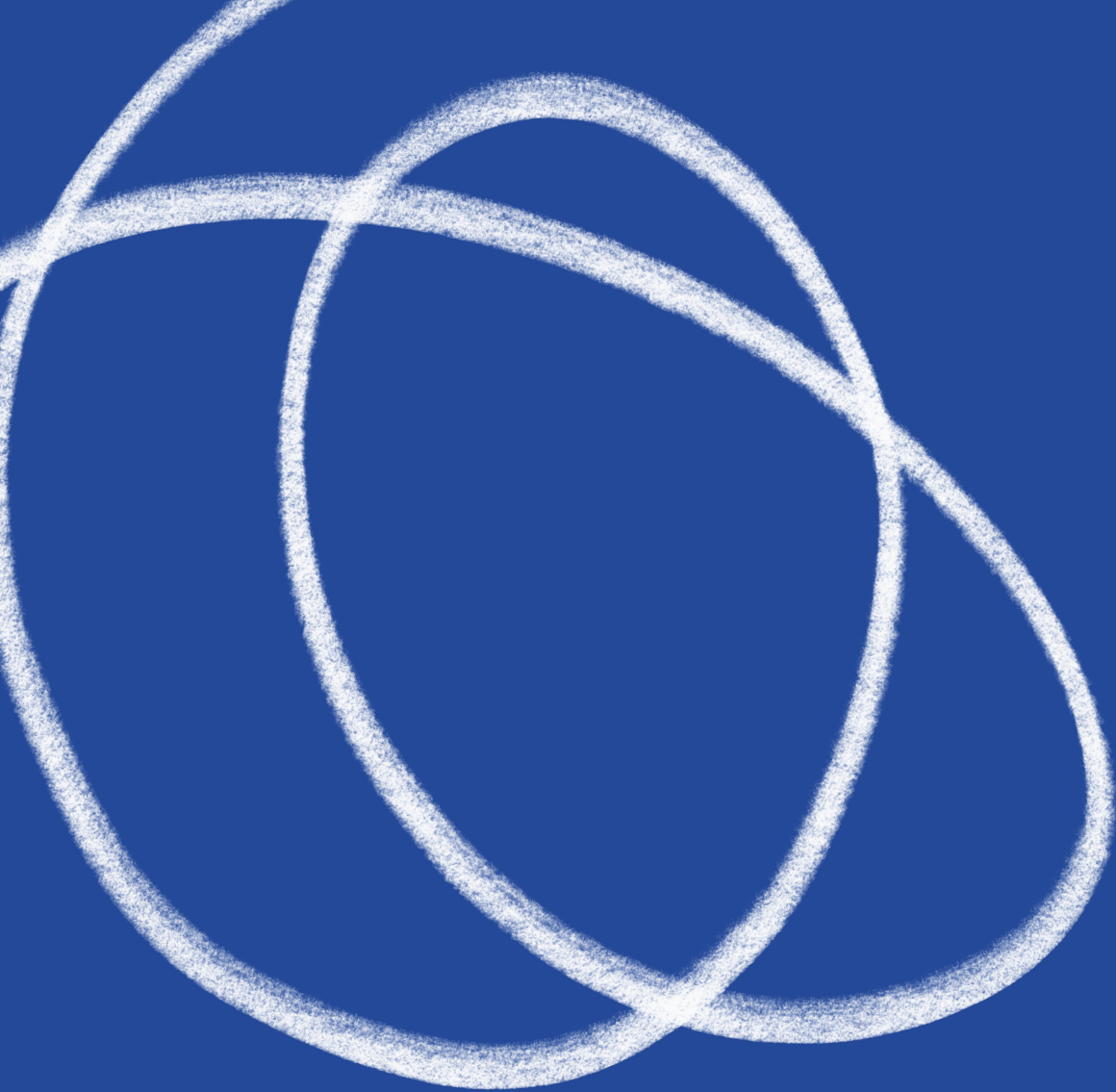


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2025



community, service users and partners



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Havant and
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Contact Us

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info@easthantsmind.org

See website for details of our
accreditations and awards.

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