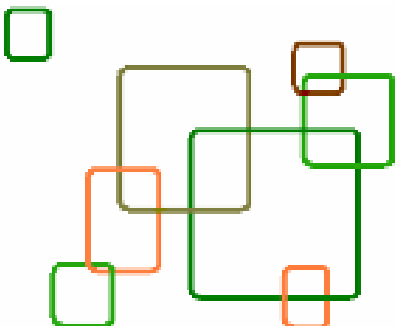


*...voluntary agencies working together to improve service delivery in mental health*

# Business Plan

## 2007 – 2010

October 2007



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## **Foreword**

The mental health voluntary sector in Derbyshire is strong, vibrant and full of potential, and the Southern Derbyshire Voluntary Sector Mental Health Forum (SDVSMHF) exists to ensure that this potential is harnessed and supported by our partners, for the benefit of the communities that we serve. The challenge for the Forum is to ensure that we realise the potential in these organisations by providing the support, encouragement and information that they need to meet their own organisational objectives. This is a challenging time for the voluntary sector both locally and nationally, our business plan sets out how we hope to support the development of first class mental health support services for the people of Derby City and Southern Derbyshire.

This business plan has been developed in partnership with staff, members of the executive committee and most importantly with the members of the Forum. In writing the plan we embarked on an ambitious and successful consultation process which enabled members to decide on the strategic priorities for the Forum and also rank the priorities in order of importance.

The plan outlines the challenges and opportunities facing the mental health voluntary sector in Derbyshire and the context in which Southern Derbyshire Mental Health Voluntary Sector Forum will operate . It sets out our key priorities and targets to support the sector, and describes some of the ways in which we hope to meet these targets. The plan provides strategic guidance for the organisation and is supported by an annually produced budget and Action Plan.

**Mark Simms**

**P3, Social Inclusion Charity**

**Chair, Southern Derbyshire Voluntary Sector Mental Health Forum**

## Executive Summary

This is the first formal Business Plan of Southern Derbyshire Voluntary Sector Mental Health Forum. The organisation has been in operation since 2001, during which time the main focus of the service has been to provide a co-ordinating role to the mental health voluntary sector in Southern Derbyshire, to enable them to become an equal and effective partner in the design and delivery of mental health services.

Our work has centred upon the Voluntary Sector Liaison Service, which has been funded by Primary Care Trusts in Derbyshire. The demand for services has grown rapidly, both from user organisations and other partners. We therefore recognise that in order to meet demand and maintain our high standards of service delivery we need to plan for the future expansion of the organisation.

We have consulted widely with our stakeholders to produce this plan, and we have set out our strategic objectives for the next three years as follows:

- **Liaison**

To act as the recognised liaison point between statutory and voluntary services in mental health, developing our role as equal partners in service delivery

- **Marketing the sector**

To demonstrate and publicise the efficiency and effectiveness of the Derbyshire mental health voluntary sector to potential investors and partners

- **Training and modernisation**

To equip our members to respond effectively to opportunities for new methods of service delivery -

by the delivery of technical support and by responding to policy requirements

- **Capacity building**

To deliver capacity building and other support services to our members in line with their needs

- **Equality and diversity**

To maintain and improve our commitment to equality and diversity by developing practical plans for service improvement for ourselves and our members

- **Business development**

To become the support service of choice for Southern Derbyshire voluntary sector providers on mental health related issues

- **Organisational development**

To ensure that our organisation is able to deliver a quality service to our members -

by being a model of good practice, by making the best use of premises, equipment and staff resources.

In working to achieve these objectives, we have set ourselves challenging targets that will strengthen our organisation and place us in the best position to help our members to respond to the key challenges facing the mental health voluntary sector in the coming years.

## Introduction and background

Southern Derbyshire Voluntary Sector Mental Health Forum (The Forum; SDVSMHF) was established in 2001 by voluntary sector organisations who deliver mental health services in Southern Derbyshire.

The purpose of The Forum as described in our Charity Commission registration is “to provide a platform for voluntary agencies delivering mental health services to come together to discuss matters of common interest and to inform and influence strategic planning in mental health.”

Our over-arching aims are:

- To enable the voluntary sector to become an equal and effective partner in the design and delivery of local mental health services;
- To support the mental health voluntary sector to share and promote good practice;
- To inspire confidence in mental health provision across the voluntary and statutory sectors;
- To build and develop the sector to meet new challenges and opportunities;
- To provide a support network for organisations and individual workers.

The Forum was established because, whilst individual organisations were delivering effective services that were popular with the people who used them, there was no strategic direction towards investment in mental health voluntary sector service delivery. By working together through The Forum, member organisations have been able to develop a more strategic direction, and to talk to local mental health policy makers about how the voluntary sector can help them to meet national targets for providing better mental health services.

This role for the voluntary sector as a key service provider in mental health is supported by Government legislation and policy.

SDVSMHF is a registered charity (Registration Number 1099282) and is currently an unincorporated organisation.

## Past Achievements

In 2001 The Forum held an **inaugural conference** at which members called for the funding of a paid worker to move forward the work of the organisation.

Derbyshire County Council and Central Derby Primary Care Trust responded by providing 12 months' funding to create a **Voluntary Sector Liaison Service**. The aim of this service was to help improve the capacity of member organisations to deliver mental health services. It achieved this by:

- Supporting individual organisations to develop good practice in service delivery;
- Supporting The Forum's involvement in strategic planning in order to achieve an increased role in service delivery.

The service was funded non-recurrently for two years, and the funding was made permanent in 2003. The service currently employs a full time Voluntary Sector Liaison Officer (37 hours) and a part-time Administrative Officer (15 hours.)

**The Forum** has met regularly over the last six years to discuss matters of common concern. Meetings have included several key speakers from a number of local agencies, and a regular dialogue with both commissioners and statutory service providers.

In 2004 The Forum established a **Managers Forum**, specifically designed to enable managers working for mental health service providers to come together to share and promote good practice in service delivery. This group has focussed on service modernisation and training needs, and although primarily for voluntary sector providers has also involved workers from partner agencies in the statutory sector.

In December 2002 The Forum held a one day **conference “Power through Partnership”** attended by one hundred delegates from within statutory providers, users, carers and voluntary organisations. The event was funded through the PPP Foundation and Central Derby Primary Care Trust.

The Forum has gradually achieved **voluntary sector representation** on all the major planning groups for mental health in Derbyshire, including the multi-agency Mental Health Strategic Commissioning Group (MHSCG). In 2003 a formal mechanism of communication between the voluntary sector and the MHSCG was established. Known initially as the **Voluntary Sector Co-ordination and Overview Group (VSCOG)** and now as the **Voluntary Sector Strategy Group (VSSG)** this group

- Has a strategic overview of voluntary sector service planning;
- Considers and prioritises voluntary sector funding requirements;
- Will develop partnership working in line with the national Compact for the voluntary sector;
- Will develop and maintain clear Service Level Agreements and key monitoring arrangements for services provided.

A **website** to enable better communication with Forum members and partners was established in December 2003 at [www.sdvsmf.org.uk](http://www.sdvsmf.org.uk) . It was extended and upgraded in March 2005 and again in 2006. It is updated regularly to include relevant news, training, policy and conference updates and job opportunities in the sector.

In 2006 The Forum received funding from the Mental Health Foundation to carry out the **“Fit For Purpose” research project**. This year long project looked into standards of clinical governance in Derbyshire’s mental health voluntary sector.

The grant was one of only ten awarded nationally, The Forum having been successful against fierce competition from statutory mental health providers and learning institutions as well as other voluntary sector organisations.

Fit For Purpose was completed on schedule in May 2007 and is now widely available as an aid to planning and as an evidence base for all voluntary sector mental health providers in Derbyshire. A number of the key recommendations from the final report have also informed the content of this Business Plan.

## **Existing Services**

### **Forum Membership:**

This is available to any mental health related voluntary organisation, is free of charge, and enables:

- Access to regular information on policy, conferences, vacancies and training through mailings and e-mail bulletins;
- Invitations to Forum meetings and Managers' Forum meetings;
- Automatic notification of website updates;
- The right to vote at Annual General Meetings and to contribute to governance through the work of the Executive Committee.

### **Voluntary Sector Liaison Service:**

The service offers support to individual organisations as follows:

- strategic and business planning
- financial strategy development
- fundraising (hands on support)
- policy development work.
- promoting collaborative initiatives between local voluntary sector mental health member groups.
- working effectively with statutory partners to address jointly held targets and agendas
- providing a capacity building programme for emerging groups. This includes hand-on support with all aspects of organisational development and with devising and implementing fundraising strategies.

The Voluntary Sector Liaison Officer works with up to 10 individual organisations at any one time, in addition to joint initiatives.

### **Representation and Commissioning Support:**

The Voluntary Sector Liaison Officer now sits on five strategic planning groups, and supports a further fourteen representatives from other voluntary organisations.

Representatives to local Mental Health Forums are elected democratically (eight elections held from 2002 to 2005.) Further elections are in progress in 2007 following on from PCT re-configuration.

The Voluntary Sector Liaison Officer works to support new developments and the re-design of services involving voluntary sector providers, e.g. day services; Delivering Race Equality; introduction of Support Time Recovery workers, Mental Health Strategy.

### **Training:**

Need for training is identified through Derbyshire wide strategic planning, national policy initiatives, member requests and surveys. Priorities for training are agreed at the Managers Forum.

Examples of training courses delivered by The Forum include Financial and Business Planning, Wellness Recovery Action Planning (WRAP), Human Resources Training for non HR Specialists, Tendering for Mental Health Contracts, and Full Cost Recovery.

Wherever possible, The Forum works with local infrastructure organisations and other partners to deliver training in specialist areas.

## **People who use the service**

The main direct beneficiaries of the activities of SDVSMHF are **voluntary sector organisations working in the field of mental health** in Southern Derbyshire.

The work also benefits:

- non-specialist service providers whose work includes the mental health field;
- users and carers who use the services provided by the voluntary organisations;
- user and carer organisations (technical organisational support only);
- commissioners of services (representational support and strategic development);
- other statutory and private service providers – opportunities to work in partnership.

The work of the Forum covers all of Southern Derbyshire. A complementary service exists in the north of Derbyshire, where it is managed by North Derbyshire Voluntary Action.

In July 2007 there were 51 organisations in membership of Southern Derbyshire Voluntary Sector Forum. Of these, three are service user organisations and three are carer support organisations.

The size of member organisation varies from local branches of large national organisations e.g. Rethink, Alzheimer's Society, to locally managed medium sized staffed organisations e.g. Derbyshire Mind, Amber Valley Association for Mental Health, P3 Social Inclusion Charity to small self-help groups run solely by volunteers e.g. Derby Depression Club.

Our services are also used by statutory bodies working in the area of mental health. These include Derby City and Derbyshire County Primary Care Trusts, Derby City Council, and Derbyshire County Council, who jointly commission mental health services in the area covered. Primary care mental health services are also provided by the two Primary Care Trusts.

Derbyshire Mental Health Services Trust is the main provider of secondary mental health services and will shortly be awarded Foundation Status, enabling it to buy in services from the voluntary sector. Similarly, Practice Based Commissioning (by GPs) will also involve building up new working relationships with the voluntary sector through The Forum.

## **Capacity to deliver services**

Membership of The Forum is not labour intensive and currently all organisations who qualify are able to join in activities, and receive regular information through mailings, website and E-mail.

Individual support to organisations is much more labour intensive, depending upon the level and type of assistance required. There is currently a waiting list for one-to-one support, which could be increased considerably if the organisation had greater staff capacity.

Training is also an important element of support, particularly around the promotion of good practice and new initiatives. There is an as yet largely unmet need to deliver more extensive training on good practice in mental health to all member organisations and to our partners.

The recently completed Fit For Purpose research has highlighted several key areas for development within member organisations which The Forum wish to provide as soon as resources allow.

Time available to support the development of new initiatives in service delivery to meet government targets is also limited by the level of staff resources. Voluntary sector involvement in planning new services is often written in to Government plans, but only one member of staff is available to support

these initiatives. This applies to both partnership projects and the development of service specifications for open tendering e.g. carers support services.

Where resources are made available, as in the Delivering Race Equality initiative, much more can be achieved. The May 2007 award of funding to The Forum to employ a Community Development Worker (CDW) responsible for co-ordination and training of the network of CDWs across Derbyshire will allow The Forum to take a much more active role in supporting both the Delivering Race Equality partnership, and the organisations that employ the other CDWs.

**Environmental Analysis**

The Forum operates in a market which is shaped by the needs of both user organisations and Funders/commissioners of services. The needs of these two customer groups can be quite different at times. The market also fluctuates depending upon changes in government legislation and policy in relation to mental health.

An analysis of the organisation’s strengths and weaknesses in service delivery and the threats to and opportunities for those services has been undertaken. This analysis drew together results from a survey of membership (September 2004) and formal SWOT analysis work amongst staff and Executive Committee Members (June 2005 and January 2007.)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Recognised liaison point between statutory and voluntary mental health services</li> <li>Information sharing</li> <li>Effective representation</li> <li>Overview of service delivery</li> <li>Reputation for getting things done</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Over-reliance on one key staff member</li> <li>Not enough personal contact with members</li> <li>Lack of resources to deliver training</li> <li>Lack of time to publicise services to non-members</li> <li>Lack of capacity to meet all demands</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Policy initiatives in support of voluntary sector service provision</li> <li>Willingness of commissioners to involve voluntary sector in service modernisation</li> <li>Mental Health Trust Foundation status</li> <li>Practice Based Commissioning</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Workload too great for existing staff</li> <li>Perception of sector as “non-professional” by some statutory partners</li> <li>Traditional practice of commissioners of buying services “in-house”</li> </ul>

## **Our Strategic Objectives 2007- 2010**

**The Forum has produced this Business Plan in order to ensure that our own organisation continues to develop in line with the wishes of our membership and partners. We have identified seven strategic objectives for our service:**

- SO1 To act as the recognised liaison point between statutory and voluntary services in mental health, enabling representation and involvement in planning and facilitating opportunities for the sector to develop into an equal partner in service delivery
- SO2 To demonstrate and publicise the efficiency and effectiveness of the Derbyshire mental health voluntary sector to potential investors and partners in service delivery
- SO3 To equip our members to respond effectively to opportunities for new methods of service delivery -  
  
by the delivery of technical support e.g. contracting, full cost recovery, consortium bidding, TUPE;  
  
by responding to policy requirements e.g. user involvement, recovery, social inclusion;
- SO4 To deliver capacity building and other support services to our members in line with their needs
- SO5 To maintain and improve our commitment to equality and diversity by developing practical plans for service improvement for ourselves and our members
- SO6 To become the support service of choice for Southern Derbyshire voluntary sector providers on mental health related issues, whilst working to complement the work of other Local Infrastructure Organisations and avoid duplication of provision
- SO7 To ensure that our organisation is able to deliver a quality service to our members -  
  
by being a model of good practice for the mental health voluntary sector;  
by making the best use of premises, equipment and other resources;  
by ensuring we have the staff team to deliver the services our members ask for and need.

**These Strategic Objectives were agreed by the SDVSMHF Executive Committee in February 2007 and were considered and ratified by our membership at our 2007 Annual General Meeting in July.**

### **Priorities for Action under our Strategic Objectives**

In the following pages we list the actions agreed with our membership for each of our strategic objectives. These are broken down in to actions for the year 2007-2008, which are achievable within our current resources, and possible actions for future years. Many of these future actions are dependent upon our organisation securing the resources to carry out the work, in particular to obtaining funding for a key new post of Development and Training Officer.

**SO1 Liaison between statutory and voluntary mental health services**

To act as the recognised liaison point between statutory and voluntary services in mental health, enabling representation and involvement in planning and facilitating opportunities for the sector to develop into an equal partner in service delivery

**Actions 2007-2008:**

	<b>Lead</b>
<p><b>SO1.1</b> Lobby for recurrent funding of existing voluntary sector services where these have been evaluated positively</p>	Voluntary Sector Liaison Officer
<p><b>SO1.2</b> Lobby for transparent procurement of all new mental health services – both for those which will be recurrently funded, and for pilot schemes</p>	Voluntary Sector Liaison Officer
<p><b>SO1.3</b> Ensure democratically elected voluntary sector representatives sit on the following sub-groups of Mental Health Strategic Commissioning Group:</p> <ul style="list-style-type: none"> <li>• Public Health Group;</li> <li>• Dual Diagnosis Strategy Group;</li> <li>• West Mental Health Forum;</li> <li>• South Mental Health Forum;</li> <li>• Derby City Mental Health Forum</li> </ul> <p>and list all representatives on our website and in our annual report</p>	Voluntary Sector Liaison Officer
<p><b>SO1.4</b> Continue to help develop the multi-agency Action Plan for the Derbyshire Mental Health Strategy, ensuring that the focus is on providing services that are required/needed.</p>	Voluntary Sector Liaison Officer
<p><b>SO1.5</b> Work through the Voluntary Sector Strategy Group to develop a commissioning/procurement framework for the mental health voluntary sector</p>	Voluntary Sector Liaison Officer
<p><b>SO1.6</b> Establish a Delivering Race Equality network to include Community Development Workers, user and carer representatives, plus key staff from Derbyshire Mental Health Services Trust, PCTs and the voluntary sector</p>	Community Development Worker
<p><b>SO1.7</b> Build upon the work of “Infolink” by assisting them to keep the voluntary sector information up to date and ensuring it is available to all partners. Create a direct link to the directory on our website with contact details where organisations need to make changes to information. (Fit For Purpose recommendation)</p>	Voluntary Sector Liaison Officer

**Actions for future years:**

	<b>Lead</b>
<b>SO1.8</b> Organise a series of joint focus groups for commissioners and providers to discuss key policy issues (Fit For Purpose recommendation)	Voluntary Sector Liaison Officer
<b>SO1.9</b> Provide voluntary sector led training for commissioners on the purpose and scope of the mental health voluntary sector	Voluntary Sector Liaison Officer
<b>SO1.10</b> Target opportunities for representation amongst voluntary agencies that are under-represented and support their involvement.	<i>Development &amp; Training Officer</i>

**SO2 Demonstrate the effectiveness of the voluntary sector to partners**

To demonstrate and publicise the efficiency and effectiveness of the Derbyshire mental health voluntary sector to potential investors and partners in service delivery

**Actions 2007-2008:**

	<b>Lead</b>
<b>SO2.1</b> Develop a section of the website specifically for local voluntary sector news and promote to a wide range of partners	Voluntary Sector Liaison Officer
<b>SO2.2</b> Use Fit for Purpose report to demonstrate standards already in place to the range of partner agencies	Voluntary Sector Liaison Officer
<b>SO2.3</b> Promote understanding and use of community based BME services to statutory providers and commissioners	Community Development Worker

**Actions for future years:**

<b>SO2.4</b> Build up relationship with Derbyshire Mental Health Foundation Trust	Voluntary Sector Liaison Officer
<b>SO2.5</b> Work with commissioners to make more effective use of monitoring information to produce statistics on the value of the mental health voluntary sector and to inform future strategic direction (Fit For Purpose recommendation)	Voluntary Sector Liaison Officer

**S03 To equip our member organisations to respond to new opportunities**

To equip our members to respond effectively to opportunities for new methods of service delivery -  
 by the delivery of technical support e.g. contracting, full cost recovery, consortium bidding, TUPE  
 by responding to policy requirements e.g. user involvement, recovery, social inclusion

**Actions 2007-2008:**

	<b>Lead</b>
<p><b>S03.1</b>                      Develop and deliver training and information sessions to members on key policy areas, including those identified in Fit For Purpose research report</p>	Voluntary Sector Liaison Officer
<p><b>S03.2</b>                      Train Voluntary Sector Liaison Officer as an “Outcomes” champion</p>	Voluntary Sector Liaison Officer
<p><b>S03.3</b>                      Train and support Community Development Worker employing organisations to understand and achieve targets in Delivering Race Equality action plan</p>	Community Development Worker

**Actions for future years:**

<p><b>S03.4</b>                      Organise joint training for providers and commissioners on measuring and delivering outcomes</p>	Voluntary Sector Liaison Officer
<p><b>S03.5</b>                      Train voluntary sector service providers to deliver equitable services to users from diverse communities</p>	Community Development Worker
<p><b>S03.6</b>                      Provide information on resources and training available to promote recovery for mental health service users to all member organisations (Fit For Purpose recommendation)</p>	<i>Development &amp; Training Officer</i>

**SO4 To deliver services that build the organisational capacity of our members**

To deliver capacity building and other support services to our members in line with their needs

**Actions 2007-2008:**

	<b>Lead</b>
<b>SO4.1</b> Signpost to relevant training in areas of organisational governance identified in recommendations of Fit For Purpose report	Voluntary Sector Liaison Officer
<b>SO4.2</b> Continue to work through the Managers Forum to highlight areas of need and to organise training where none exists elsewhere	Voluntary Sector Liaison Officer

**Actions for future years:**

<b>SO4.3</b> Develop a custom built training programme in areas of governance identified in Fit for Purpose report	<i>Development &amp; Training Officer</i>
<b>SO4.4</b> Work through Volunteer Centre network in Derbyshire to run a recruitment drive to attract new trustees to mental health organisations (Fit For Purpose recommendation)	<i>Development &amp; Training Officer</i>
<b>SO4.5</b> Work with service user led agencies to develop and run a system of training and support for service users who wish to become more involved in governing their organisations (Fit For Purpose recommendation)	<i>Development &amp; Training Officer</i>
<b>SO4.6</b> Lobby commissioners for resources to support the development of service improvement and relevant quality standards for organisations across the sector (Fit For Purpose recommendation)	<i>Development &amp; Training Officer</i>
<b>SO4.7</b> Organise a workshop for self-help organisations to further investigate the possibility of establishing a county-wide network for self-help and lobbying for resources to specifically support voluntary sector self help activity (Fit For Purpose recommendation)	Voluntary Sector Liaison Officer

**SO5 Improve our commitment to equality and diversity**

To maintain and improve our commitment to equality and diversity by developing and implementing practical plans for service improvement for ourselves and our members

**Actions 2007 – 2008:**

	<b>Lead</b>
<b>SO5.1</b> Develop a Racial Equality Framework and action plan for SDVSMHF	Executive Committee
<b>SO5.2</b> Develop good practice guidelines for service provision to people from BME communities for our member organisations and deliver relevant training through the Delivering Race Equality action plan	Community Development Worker
<b>SO5.3</b> Maintain involvement in the Network of Specialist Infrastructure Organisations and lobby for inclusivity proofing of all infrastructure development projects	Voluntary Sector Liaison Officer

**Actions for future years:**

<b>SO5.4</b> Carry out an audit of “diversity expertise” within the sector and set up mechanisms for reciprocal training and sharing of knowledge in all aspects of diversity (Fit For Purpose recommendation)	Voluntary Sector Liaison Officer
<b>SO5.5</b> Work with Derbyshire Friend to develop workshops that raise awareness of the links between lesbian, gay, bi-sexual and transgender issues and mental health	<i>Development &amp; Training Officer</i>

**SO6 To become the support service of choice for voluntary sector mental health providers**

To become the support service of choice for Southern Derbyshire voluntary sector providers on mental health related issues, whilst working to complement the work of other Local Infrastructure Organisations and avoid duplication of provision
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**Actions 2007 – 2008:**

	<b>Lead</b>
<b>SO6.1</b> Promote Forum membership to mental health providers working in southern Derbyshire	Voluntary Sector Liaison Officer
<b>SO6.2</b> Network with generic local infrastructure organisations and undertake specific programmes to ensure complementary services e.g. Contracts Advisory Network, Consortium Development Fund	Voluntary Sector Liaison Officer
<b>SO6.3</b> Highlight the availability of, and signpost member organisations onto relevant services provided by local infrastructure organisations to the voluntary sector	Voluntary Sector Liaison Officer

**Actions for future years:**

<b>SO6.4</b> Promote awareness of and increase capacity to deliver areas of specific support that we can offer to member organisations	Voluntary Sector Liaison Officer
<b>SO6.5</b> Highlight the benefits of active involvement in Forum activities to encourage participation by more member organisations	Voluntary Sector Liaison Officer
<b>SO6.6</b> Work with commissioners to ensure that they promote and use SDVSMHF and NDVA as the official channels for communication between all commissioners and mental health voluntary sector providers	Voluntary Sector Liaison Officer

**SO7 To ensure our organisation delivers a quality service**

To ensure that our organisation is able to deliver a quality service to our members -

by being a model of good practice for the mental health voluntary sector;  
 by making the best use of premises, equipment and other resources;  
 by ensuring we have the staff team to deliver the services our members ask for and need.

**Actions 2007 – 2008:**

	<b>Lead</b>
<b>SO7.1</b> Develop new strategy and business plan	Executive Committee
<b>SO7.2</b> Seek funding for and employ a Development and Training Officer to take forward the recommendations of the Fit For Purpose research programme and other identified needs	Executive Committee
<b>SO7.3</b> Employ a worker to develop the action plan for Delivering Race Equality and co-ordinate the work of the Community Development Workers	Executive Committee
<b>SO7.4</b> Employ an administrative assistant to support the work of Delivering Race Equality and provide extended office support, including update of database	Executive Committee
<b>SO7.5</b> Locate and move to suitable office accommodation for the expanded service	Executive Committee
<b>SO7.6</b> Join the NAVCA (National Association for Voluntary and Community Action)	Voluntary Sector Liaison Officer
<b>SO7.7</b> Draw up a timetable for revising organisational policies and procedures	Executive Committee
<b>SO7.8</b> Ensure Service Level Agreements with funders reflect the work and are regularly reported on	Executive Committee

**Actions for future years:**

<b>SO7.9</b> Work towards the NAVCA quality standards for infrastructure agencies	Executive Committee
<b>SO7.10</b> Become an incorporated organisation	Executive Committee

## **Marketing**

We will maintain our system for promoting our services to current and potential users to ensure a satisfactory take-up of the new services.

### **Target Group:**

- We will target existing voluntary sector members for training services. We have an initial list of training needs from our September 2004 survey and a more detailed picture of requirements from the Fit For Purpose research (2007). We will update this at the start of the programme.
- We will promote access to training as a major benefit of membership of The Forum. This will allow us to provide something of value to those organisations who work across health and social care boundaries but who have requested additional training in the area of mental health.
- We will also target more training at commissioners, in order to promote a greater understanding of the unique selling points of involving voluntary sector organisations in mental health service delivery.

### **Current Marketing Methods:**

- **Direct mailing** – we send out regular information mailings to all our members in Southern Derbyshire, and through our counterpart service in North Derbyshire to voluntary organisations in that area.
- **E-mail bulletins** – members can sign up to our regular E-mail bulletins. This enables us to deliver information out to organisations instantly, which is very valuable for short-notice events and consultations.
- **Website** – we provide links to our website on all communications. The website contains more in-depth information on events, training, news of relevance to the mental health voluntary sector, as well as links to detailed policy guidance.

### **Promoting new services:**

- We will continue to use all the marketing methods detailed above.
- We will also promote our increased capacity to deliver mental health training and development services through the local infrastructure networks, including Councils for Voluntary Service, Volunteer Bureaux, Derby Millennium Network, Derbyshire Rural Community Council.
- We will work jointly with Derbyshire Mental Health Services Trust to promote joint training in areas where this will lead to improved skills across the mental health workforce and where joint training will develop understanding and co-operation between services.
- We will work through the commissioning system to inform and involve our statutory partners in developments, and to ensure that our work is in line with local and national targets for mental health.

### **Responsibility for Marketing:**

- Overall responsibility for marketing our services will remain with the Voluntary Sector Liaison Officer, under the direction of the Executive Committee.
- Other development staff will have responsibility for marketing their own services, using existing channels of communication, and within the overall guidelines laid out above. These services may be targeted at specific sub-sections of our user and partner organisations, as appropriate.

# Southern Derbyshire Voluntary Sector Mental Health Forum – Organisational Structure 2007

