



# Annual Report 2019-2020



# Our Vision

At North Kent Mind our vision is of a society where people experiencing mental health issues get the help they need when they need it, and can live fulfilling lives free from stigma. Our mission is to provide quality mental health services which empower people, which support their recovery and build their resilience.

We provide direct services including supported housing, a wide range of community wellbeing and employment services (in groups or individually), low-cost counselling and other fee-paying services, and talking therapies on the NHS. We also campaign in response to local and national concerns, provide mental health education, and develop our work in response to changing needs.

As part of the Mind network we have the following values:

**Open:** We reach out to anyone who needs us

**Together:** We're stronger in partnerships

**Responsive:** We listen, we act

**Independent:** We speak out fearlessly

**Unstoppable:** We never give up.

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# Board of Trustees



I am pretty skilled at stating the really obvious, or so I have been told by many people. So, holding true to form, 2020 has not been the year any of us expected. To be completely frank, I am not sure any of us could have predicted the Coronavirus pandemic. Remember when Brexit was big news? COVID-19 has changed everything for all of us and as I write this we are soon to head into our second Lockdown because the infection rate has increased, along with hospital admissions and sadly so has the number of people passing away. Many of us have lost friends and family and not been able to say goodbye in ways that we would have before and many of us have also found our anxieties rising and feeling like we are moments away from being overwhelmed. However, just as the darkness of the night sky is penetrated by the twinkling light of the stars, so do the helpers shine brightly when disaster and ill fortune befall us.

Many of those helpers have been you! As a Board of Trustees, we have taken to Zoom meetings to continue moving forward. As an organisation, we have tried to improve technology and infrastructure in recent years and whilst not perfect, we have been able to continue to reach out and continue our work supporting the people of North Kent and Medway. This would not have been possible without your commitment, determination, and your flexibility to work from home and deliver services in a new way. I want to let you all know that we have been incredibly proud of the way you have encouraged and supported each other and continued to deliver services during what is a dark time. As my time with North Kent Mind draws to a close, I have reflected on my time as a trustee and chair. I am reminded that this charity has always served those in need and empowered many because it has been the right thing to do and because we have a vision of a society where people experiencing mental health issues get the help they need, when they need it and can live fulfilling lives free from stigma. We have supported many through tough times often by creating safe therapeutic an/ or physical spaces or programmes. More people than ever will likely need support at some stage. The importance of mental health has come to the fore in conditions where restrictions of freedoms and finances are challenging the wellbeing of most. It is important that North Kent Mind remains a beacon of hope within our communities and whilst I know that you will always strive to be and do this, remember to look after each other as well. It has been my privilege to have been part of this organisation. Now I pass the torch to your new Chair....Lyndsey Stukalov-Stone.

**Harley Clark, Outgoing Chair**

# Board of Trustees



Thank you Harley. I want to thank you for your immense commitment to the organisation over several years. It has been a pleasure working with you and on behalf of all the trustees we wish you the best in all you set out to do in your new role.

Well now I am holding this metaphorical torch, it reminds me of running the relay race at school. Every person played their part in getting to the end and working as a team. I can see the correlation with getting through the pandemic, at times it has felt like an uphill relay race, but with each person playing their part, allowing others to rest when exhausted, we have made it nearly to the end of 2020, a year that will undoubtedly go down in history.

I want to emphasize the importance of looking after your own mental health during this time. As helpers we can be very good at helping others and often get lost in this process. I hope you can all take some time to reflect on your personal achievements within the organisation during this unprecedented time. Learning new technologies, adapting to zoom, finding the camera and sound button on zoom, Wi-Fi issues oh the list is endless! lol Please do not underestimate the challenge of adapting and creating change in order to deliver services in a safe way for all.

I am now happily taking on the role of chair following in Harley's footsteps. I hope within the organisation all staff can find me approachable and I will work passionately with the leadership team and the trustees to ensure our mission is central to all we do.

I hope one day everyone will understand and have compassion for those experiencing mental health issues and our mental health will be viewed with equal importance and funding as it is for physical health.

North Kent Mind at a time of great uncertainty and anxiety can be the consistent community resource which reaches out to everyone experiencing a mental health issue by supporting and providing a range of services. Every department is a cog in this wheel, every staff member a vital pin to ensure the organisation continues to grow, learn and provide a quality led compassionate service.

**Lyndsey Stukalov-Stone, Chair**

# Chief Executive's Report

By tradition, Annual Reports are supposed to focus on the year for which the audited accounts are presented: in this case the year 2019-2020. However, the strangenesses of the current year are such that they tend to overpower our memory of the previous year, and it is here my task to try and redress the balance.

2019-2020 was the year North Kent Mind improved its IT systems with the successful introduction of a digital HR record system which has vastly improved and streamlined HR processes; it was also the year we introduced a nationally recognised digital client management system for our IAPT service, and at last freed ourselves from a system which had exceeded its usefulness some time ago. Our push to modernise our IT systems has continued into 2020, and we look forward to the time when, with some kind of “normalisation”, we can implement the decisions made as to how to implement improvements.

2019-2020 was the year where, in response to our growing size and need for more robust supportive structures, we planned the expansion of the Finance department under the new post of a Finance Manager. This was the year when we restructured the Talking Therapies on the NHS Service (IAPT service) so that three senior practitioners now provided line-management: for the first time in a long while, every staff member now had clear and effective line-management. This was the year where we implemented the “Time to Change” programme, and had two Time to Change Champions nominated from the staff team. Through surveys and personal contact with staff they have helped map the wellbeing of staff, and presented their findings to the Board and Senior Management so appropriate improvements can be undertaken. 2019-2020 was the year - through the recruitment of a full-time lead - when we started to lay the foundations for what would become the fastest developing department within North Kent Mind – that of the Schools Service. From an original grant from the Richard Watts Charities to work with 4 schools in Rochester, we have now expanded to involvement in over 13 schools in the North Kent Area with a team of 4 staff members at the latest count, and include primary as well as secondary schools in this portfolio.

2019-2020 was the year we secured a viable funding structure for our Supported Housing Service after a period of uncertainty caused by changes in funding from Kent County Council, and 2019-2020 was the year we started our 18 month’s “Practice Hope” project, working with local GP surgeries to improve their response to younger people with ideas of suicide and self-harm.

2019-2020 also saw the beginnings of real partnership working between all the Local Mind organisations in Kent and Medway. We now in combination cover the entire geographical area, and have clear agreed boundaries to ensure we do not deliver services without prior approval in each other’s territories: together we now have protocols to enable us to apply for tenders and other funding opportunities that cover the whole of Kent, or Kent and Medway together.

Besides all the development issues noted above, a flexible modern charity will also from time to time experience the closure of previous projects. It's appropriate to note therefore that the Year 2019-2020, also saw the closure of our "Sheds" projects, our Crisis project in Swanley, both mainly from lack of use. It also saw the closure of our shop, "made in kent", which for several years had been a feature of Gravesend High St. Conceived of originally as a means to provide work experience for people with mental health issues at a time when we had no employment services, this role became less and less important as the organisation achieved conventional work placements through its relationships with local employers. The hope had also been that the shop would achieve additional income for the charity, but as profits approached the VAT threshold, it became clear that this style of retail outlet would never produce sizeable profit margins, and the difficult decision was taken to close the venue. The outcry from customers and suppliers alike gave a good indication of how popular the venture had been, but the decision to close was justified.

It was also fortuitous as the country went into lockdown 2 months later in an unprecedented global crisis that would most likely have swamped the existence of a small retail shop. In the last week of March 2020 a national lockdown was announced, by which time North Kent Mind had already moved to a position where all in-person contact with clients had ceased (with a couple of approved exceptions) and work was generally carried out remotely from home. The management, staff and especially the administrative arm of the organisation should be justly proud of how smoothly and effectively this transformation occurred. There were new digital skills to learn, alternative ways of delivering services to implement, negotiations with funders to complete, equipment for remote working to be issued – and all this generally taking place, with one or two exceptions, without any noticeable hiccup in our engagement with clients. As this year has progressed, it has become clear that there are actual financial gains in operating in this manner: we have no need to rent external rooms for therapy, utility bills for offices are lighter, there are few travel claims, and in addition we have been remarkably successful in achieving additional small grants to support our work. The overall deficit we experienced in 2019-2020 will be at least partially compensated for in the year 2020-2021.

As we look towards an uncertain future, 2 key things we take from this experience that we will wish to continue: Firstly, the understanding that therapy delivered remotely can be highly successful, and should continue to be a component of our offer even in a more "normal world", and secondly the immense value of the support and help line we have established with Covid specific funding, which allows us to provide proactive support to individuals, should be continued as one of our key generic services.



Justin Bateman, CEO

# Wellbeing Support Services

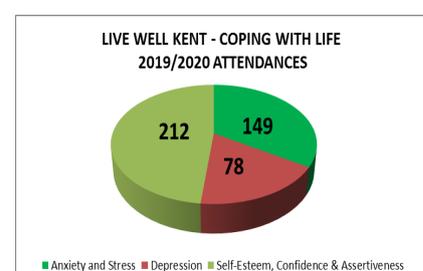
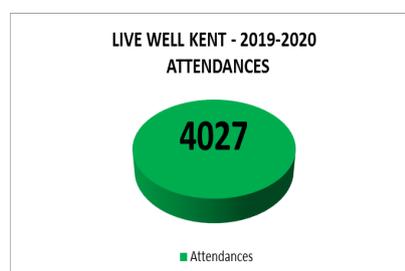
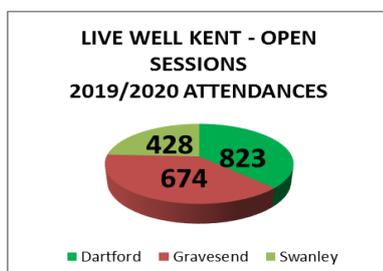
## Live Well Kent Wellbeing Services

2019/2020 saw Wellbeing Services again exceeding all targets. We delivered 140 Open Sessions with varied activities from creative art to drama and physical exercise. Our ethos of encouraging peer involvement led to many of these activities being delivered by service users themselves, providing opportunities for them to share interests and build their confidence.

Our facilitated psycho-educational courses provided a different opportunity for people to educate themselves on their mental health conditions, recognise triggers and behaviours and learn coping mechanisms to manage their issues. We delivered 49 sessions on Depression, Anxiety and Stress, and Self Esteem, Confidence and Assertiveness over the course of the year.

Mindfulness again proved popular and we delivered 30 sessions of our Introduction to Formal and Informal Mindfulness, with a total of 177 attendances.

**‘Having Mind come in to discuss mental health gave me the courage to speak up’; ‘I can now recognise some of the traits suffering from stress/anxiety and this has helped me become a better person and offer help’;**



Our services got a welcome publicity boost when Bluewater Management asked us to be part of their Mental Health Awareness campaign by hosting a week long stall to advertise North Kent Mind services. Staff from all over the organisation volunteered their time, and over 200 people were seen, supported and signposted over the course of 5 days.

## Time For Change

This intensive, twice weekly therapy group has again provided support for people with more intensive needs and who are ‘stuck’ in their mental health state. Many have suffered trauma in adult or childhood and they are challenged and supported to break the cycle and take ownership of their recovery

## Eco Island

This conservation project has been a collaboration between North Kent Mind and North and West Kent Countryside Partnership for some years now and provides a totally different environment in which participants enjoy being outdoors and at one with Nature. It also provides an essential community service by conserving and developing this lovely and peaceful setting in Dartford Park.



## Men' Group

With money raised under the Men's Suicide Prevention banner we were able to put on a series of sessions for men to give them a voice, and encourage them to use it, to share their problems and support one another. The second group was cut short by COVID but due to further generous support, we are pleased to be able to launch new groups to coincide with International Men's Day on 19 November.

**“ I have felt really safe and listened to and welcomed”.**

## Crisis Service

This Swanley pilot began towards the end of 2018. In partnership with the CAB the intention was to provide a listening ear and support to adults, and young people between 14 and 17, who may be suffering a mental health crisis. We were sceptical of the scant data which had led to this service being commissioned, and despite much publicity and regular staff in attendance, our concerns were realised with continued poor attendance. It provided a lifeline for the few who did attend, and who later went on to access our regular services, but was unsustainable in the long term and the project was withdrawn towards the end of the year

## Lockdown

Towards the end of the year normal business was somewhat interrupted by the COVID 19 pandemic, and many of our services moved to digital media, or telephone support. We received welcome funding from National Mind, The National Lottery and the Government to deliver much needed services to people experiencing poor mental health through various stages of lockdown. We took part in the national **COVID Response evaluation survey**, contacting over 300 clients



**Kathy Noble Wellbeing Services Manager**

# Employment Support Services

## Springboard

Springboard is the employment support services arm of the Live Well Kent contract, working closely with our strategic partner Porchlight.

2019-2020 was again another fantastic performance year from the Springboard team, meeting or exceeding all Key Performance Indicators. This has helped clients reach goals in their lives.

We also continue to deliver many community events, raising the profile of mental health and the services of North Kent Mind.

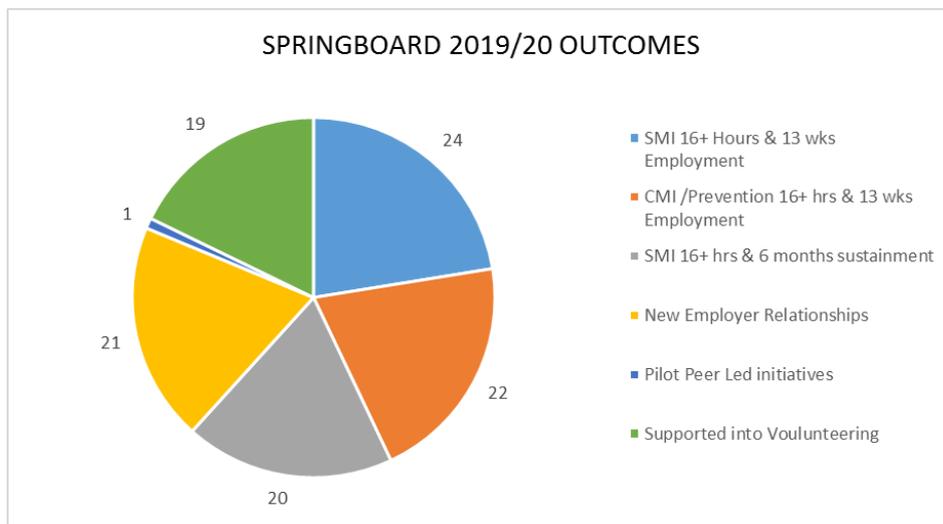
The team has worked with local employers to provide individual placement schemes for clients to experience the world of work, building self-confidence and esteem. This has resulted in great outcomes for many clients working in conjunction with employers such as Bluewater, John Lewis, Prep World and Maria's Café to name a few.

We continue to deliver Preparing for Work courses in the local jobcentres and community settings and working alongside partners to offer the best support to clients.



Springboard Team promoting Mental Health Day at Dartford library

In addition to the above we deliver a Computer Group based in Dartford Adult Education Centre, offering people who have the opportunity to learn basic Microsoft Office and Internet skills. Computer Club has a friendly, relaxed atmosphere where learners can study at their own pace.



**Abbreviations:** SMI: People with severe mental health issues who have achieved employment of 16 hour or more a week. CMI: People with more common mental health issues who have achieved employment of 16 hour or more a week.

## Aspirations

Aspirations has continued to deliver a successful programme of support in the DGS and Medway areas over the last financial year. This has involved moving into the second phase of funding, with a shift in support to focus more on wellbeing and less on employment, reflecting the changing delivery priorities of the lead partner.

During this time, Aspirations has been able to sign up 84 people for support and provide ongoing support for 72 people. In terms of progression, during this time 20 people moved into employment and 18 moved into some form of education or training. 50 people who finished their support during this time reported themselves as either improving or maintaining high levels of optimism. 49 people reported themselves as feeling less isolated.

## IAPT Employment Advisor

The IAPT employment support advisor works alongside IAPT therapists to provide employment support for service users to help them gain regular employment. We offer a number of services aimed at getting service users back into work, these services include CV and Cover letter creation, mock interviews, video interviews and training through partnership networks.

Between October 2019 and April 2020 we have helped Two service users into volunteer roles, five into full time employment, two into part time employment and one retention case whereby we have worked with both the service user and their employer to make reasonable adjustments to keep them in continued employment.

# Talking Therapies on the NHS



In 2019-2020 our Improving Access to Psychological Therapies reached their 8th Year of delivery in Dartford and Gravesham Area, and their 4th year in the Medway area. These NHS-funded services have over the years become 50% of the total finances and activity of the organisation, but are complex to manage. As a developing NHS service, standards and targets are recalibrated over time, and our local service needs to adapt to changing standards, targets, and procedures. The year got off to a difficult start with the NHS declaring that qualified counsellors – who comprise about a third of our IAPT therapists – would from here on in need to be accredited with the British Association of Counselling and Psychology (BACP), or would have to immediately stop working within the service. As accreditation with this body is a fairly lengthy process, implementation of this would mean that not only would many of our capable and loyal Sessional Counsellors be laid off, but also the volume of our service would be significantly reduced. After negotiation, the NHS relented and agreed that, rather than lose the experience of these Sessional Counsellors, 90% of our workforce needed to be accredited by the end of March 2020. Most of our Counsellors have undertaken the process of accreditation, and at the time of writing, we are meeting this target.

Since October 2019 we have been without a direct manager for the service, but have restructured to create senior posts for the three therapeutic professions involved: High Intensity Therapists, Psychological Wellbeing Practitioner, and Counsellors. In previous Annual Reports we have noted that our recovery rate tends to fall below the 50% expected nationally. It is therefore most pleasing to be able to report that since October 2019, our recovery rate climbed at an unprecedented rate, from below 40% in September to 48.9% in the 3rd quarter to 50.1% in the fourth quarter; it has continued to maintain satisfactory levels since.

This year, we purchased a new Client Management System called PCMIS for this service, and began to introduce it in the Autumn 2019, and are now able to retire the previous system, which was basically a home-grown version of Microsoft Excel requiring a higher degree in Computer Science to use effectively.

Financially, 2019-2020 was a very difficult year for our Talking Therapies service, as the amounts paid by the NHS locally were low, and had recently been reduced. As is clear from the audited accounts, we did indeed lose considerable funds operating these services that year, though following a revision of NHS funding from January 2020, these difficult times are behind us. The comments we receive from clients who have received this service give us confidence that it was the correct decision to stay with the service during these difficult times. Here are a few of those comments:

**The experience has been life changing, literally. I now have the tools to deal with issues that I have struggled with for most of my adult life. Thank you so much, and particularly to my therapist who has been so incredible. Patient, understanding, professional, inspiring, and a great mentor.**

**I have found the therapy very enlightening and helpful, and how to think differently about my life and what I can continue to do to make me happy. I have found my counsellor the most supportive, helping me to open my mind. The service provided has been exceptional.**

**Really amazing service. I never thought it would help me in the way it did. My life has been turned around. Genuinely the best choice I have ever made, was great to get help through Mind.**

## Adult and Youth Training

North Kent Mind offers a variety of training courses regarding mental health, including training services for working with young people. We work across all sectors; voluntary, commercial and statutory. Demand continues to grow as more companies become aware of the need for mental health awareness to support and encourage staff wellbeing, and this is planned as a growth area for North Kent Mind.

We work throughout the year within 4 schools in Medway, with generous funding from the Richard Watts Charities, and are creating and maintaining good links with other schools in our area.



Rebecca Smith, Adult and Youth Training Officer

# Housing Support Services

**"I don't think the importance of a safe and stable environment can be overstated. In my own case it has been essential."** A quote from a tenant.

During the year, April 2019 to end March 2020. The team has maintained this safe and stable environment for 27 tenants in five properties. Meeting the quality and Key performance indicators from Porchlight (strategic partner), Hyde and Southern Housing (landlords). The housing team is a group of team members who together are working and supporting each other to achieve the aims of Housing services by promoting recovery and improving and maintaining the quality of life of the tenants.

**Remote Access Project.** Our housing team is 8 strong and there is so much information to keep track of whilst we're out visiting tenants that a quick call would never suffice. If your support worker visits you first thing on a Monday morning, would they know that you called the office on Friday with an issue? In this age where we're all expected to 'go digital' surely a system could record, keep track of and communicate all the information we need at hand? .

We set up a database to record all the maintenance tasks outstanding, and all our notes from meeting and working with our tenants. That was the (relatively) easy part. The hard part is making sure the right people, and only the right people, have access to this often highly sensitive information. Between us, our management and Skynet ITC who support North Kent Mind with our IT we identified out how we would do that: housing staff would be issued laptops, these laptops would connect to the internet like smartphones and tablets do, and would therefore be able to connect to our database. The database will only communicate with these laptops, and no information is stored on the laptops themselves, so even if they were lost or stolen nothing private can be gleaned from them. It sounds so simple when I write it, but considering all the risks, and making sure everything was working, took a lot of work.

Now, instead of getting back to the office at the end of the day to write things up, we can take a seat in one of the properties' communal rooms and update our records before heading straight home. We had been working this way for a month or two when the world changed - suddenly you couldn't go into the office because of some virus going around, but still needed to support your tenants. Having laptops, access to all our office files and being able to work from home meant our Housing Team happened to be ready for life and work under lockdown, and keep in touch with each other and our tenants. We couldn't have predicted the outbreak, but the timing of our system being ready couldn't have been better!

**Life Skills.** Life Skills started with almost 50% uptake from the tenants. Highlighted most from the tenants was our Viral Veggie Project. Tenants enjoyed watching their project grow, and enjoying the fruits of their labour. Some tenants had never grown anything before, and look forward to trying something different again this year by themselves.

Other highlights of the course was the Critical Thinking Skills section where the tenants learned how to apply critical analysis skills to everyday situations, our tenants

understand how to analyse what they are being told and how to respond in a manner that is a win/win for both parties, while also managing their own expectations.

Courses also aid tenants who will be developing their own Moving On Plan in the Homecare section. This will be a stressful time for tenants, as it is for most people when moving home, and this part of the course aims to take as much stress out of that for the tenants by properly preparing them for the practical and logistical elements of their move to their new home. Tenants continue to get further support from the rest of the team on the implementation of the plan they draw up in their course for a successful move on into the community.

**Empathy and Understanding.** Team work is vital to ensure we deliver high quality support. This support includes working closely with the tenants and identifying each tenants needs individually. Recognising signs of anxiety is also important to ensure the tenants' mental health are supported. We also support each tenant with daily living such as utility bills, appointments, counselling referrals, mental health referrals. We treat each tenant individually to ensure their needs are met. Working with Tenants with mental health can be very rewarding as well as challenging. This is where our skills come in to play. In order to support a tenant we need to be able to look at them as an individual and not as a group. We have empathy towards their mental health and wellbeing. and recognise when a tenant is feeling anxious and understand when a tenant rejects our support. Any rejection of support brings about understanding of what might be happening with the person and we will work at a slower pace in order to build a professional relationship with them. So we could all benefit from a little empathy and understanding in our lives.

**Repairs and Maintenance.** In our agreements with Hyde Housing and Southern Housing, North Kent Mind carry out minor repairs and maintenance. Major repairs and maintenance are carried out by the Housing Associations. Although these can generate their own challenges. We have made a lot of progress in improving the environment of the tenants. We have also been doing a programme of refurbishments to the flats both when they become vacant and for some of our longer stay clients. All tenants concerned have been very happy with work carried out and are very appreciative. We have also been able with the tenants help to refurbish various garden projects and this is ongoing, this has been a great help for some of the tenants during lockdown.

**Lets Stay in Touch.** The Housing department identified a need for our tenants to have access to the internet within the properties, giving them the freedom to interact with the outside world in a variety of ways. Online shopping, banking and keeping in touch with friends and family would benefit the tenant's lives and give them access which most of us take for granted. We planned the project and budget with the help of BT and then searched for funders. After many emails, phone calls and meetings funding was agreed from The Hyde Foundation which included the cost of supplying tablets or smartphones to tenants. Tenant digital needs and identified and Barclays Digital Eagles agreed to provide free individually tailored training. We are looking forward to reporting the project's progress next year.

North Kent Mind's Housing Team

# Central Services

Central admin continued to try to provide their services to the organization during 2019/2020 as efficiently as possible. The addition of two part time Receptionists sharing the role over the whole week helped enormously. The volume of calls coming into the organization, increased mainly due to IAPT service referrals. This meant that two or even three staff members were taking calls at the same time. It is our aim that calls are taken by a 'person' whenever possible, as we understand how difficult it is at times for clients to call us for the first time.

First contact workers were kept extremely busy taking referrals to the IAPT service. The volume of referrals became overwhelming at times; however, the staff managed to keep on top of this and brought the waiting list for an assessment down to less than a week at times!

The Finance team expanded from two workers to three and Laura Maloney became the new Finance Manager. The expansion of this team had been long overdue, as due to the growth within the organization their tasks had also grown!

The appointment of a dedicated Volunteer Co-ordinator has improved our ability to support and recruit volunteers in a more organized way. It also means that we can develop systems within volunteering which were not in place previously.

The DGS IAPT admin team went through the process of transferring to the new IAPT dedicated database – PCMIS. This was a lengthy process with a lot of planning and training provided to therapists, IAPT administrators and central admin. administrators alike. The system was up and running just before the lock down on 26<sup>th</sup> March 2020 and we are very grateful it was, as it helped us to work remotely and carry on with Therapy via the phone.

Medway IAPT administrators continue to provide an excellent service to the people of Medway, which is so important, as it is one of the few services we run in this area. The work needed to get everyone ready to work remotely was mainly due to the dedication of our administrators and our finance team. At first, it was difficult with quite a few hiccups, but we all got there in the end.

A big thank you to all who work in central admin, first contacts, IAPT DGS and Medway admin and the finance team for their hard work and dedication. Quite often, they are the unsung heroes of the organization who keep the wheels turning; we want you to know that you are greatly appreciated.

Angie Lawrence  
Central Services Manager



# Time to Change Employee Champions

The Time to Change Champions have continued over the last year feeding back several challenges to the business. They also continued to run its regular wellbeing surveys of the business. All members of staff should now be receiving regular supervision and a number of support needs have been identified in terms of communication within the business and a need for staff social spaces.

Staff reported themselves as being less satisfied with their health outside of the workplace, however they reported themselves as being more satisfied with their physical health inside the workplace. Staff reported themselves as feeling slightly less pressured to come into work if they felt physically unwell. However, surprisingly, they reported that they were now more likely to come into work if they felt physically unwell. People reported themselves as feeling more adept at managing their own physical health and people reported themselves as being much more likely to talk with their colleagues and with management about their physical health. It is possible therefore that people feel more able to manage their physical health in the workplace despite the lower level of pressure in this regard.

In terms of mental health, people reported themselves as feeling more valued in the workplace between the 1st and 2nd wellbeing surveys. People also reported reduced level of low mood in the second survey and that they felt slightly more able to manage their own mental health at work. People reported feeling safer in the workplace, as well as much more comfortable talking with their colleagues about their own mental health in the workplace. They reported themselves as feeling more likely to speak with management about the mental health in the workplace.

There were some negative items which emerged over the last fiscal year relating to stress and anxiety as well as satisfaction with workplace facilities and communication from management. These are areas that we would aim to look at in the coming fiscal year.



# Peer Support Services

**Friendship Group.** The Friendship (Saturday) Group was reinstated after requests from service users that they needed somewhere to meet over the weekend. Held in Dartford Library, the sessions were chat and activity based, with art, craft, board games and quiz sessions delivered by service users. Service users, or a peer volunteer took responsibility for picking up newspapers for the group, getting games started, initiating creative activities and for washing up and keeping the kitchen space we used clean.



Julie Moss, Peer Support Worker

**Service User Conference.** The Service User Conference was held on Monday 24<sup>th</sup> February 2020 at the St. Andrew's Arts Centre in Gravesend. Several of the service users spoke of their experiences of their engagement with our organisation and took part in activities, such as Mindfulness and group discussions about their experiences of our services and what they would like from the service in future.

**Service User Reps.** Service User Rep meetings were held and well attended by the five Reps, once a month to plan options trips out, events and activities. The outcomes of these meetings were fed back to Dartford, Gravesend and Swanley Groups by the Reps, with them providing service users the opportunity to ask questions or make suggestions. The Reps were available for service users to speak to if they had any comments or concerns to raise and they gathered information from them on which decisions were based e.g. surveys for places to visit etc. They also contributed to other community meetings and were available to be involved in staff interview processes if required.



# Fee Paying Services



During the year 2019-2020 we were running 4 distinct services under this banner:

- Individual Counselling
- Group Therapy
- Anger-Management Courses
- Complementary therapies

In essence, these were all progressing well: our 40 counsellors (either trainees on placement or qualified counsellors as volunteers) were working with 3 clients a week each; the membership of the Group Therapy had stabilised; we were running Anger Management courses more or less back-to-back, alternating between Medway, Gravesend and Dartford: and Complimentary Therapies were operating out of premises attached to the “made in kent” shop.

Even at this satisfactory volume of work, the service cost more to run than it brought in, and it was only due to a generous grant of £5,000 from John Lewis Bluewater, who had chosen us as their “Charity of the Year” that we were able to get this department to break even by year end.

As a result, we revised the pricing structure, and announced that we would bring in these new prices from April 2020. However, this service is the one currently most affected by the pandemic: some clients and trainee therapists preferred not to work remotely, there was a question thrown over anger-management courses as to whether they would work remotely, and clearly the person-to-person contact needed to deliver such complementary therapies as massage is out of the question. This department is currently being restructured and reviewed to ensure it can break even in future years.

# Volunteering with North Kent Mind

Having volunteers is a two way process, benefiting both the volunteers themselves and the organization. As a charity, we recognise that most of the services we deliver are dependent on the input of volunteers. Support structures are in place for our volunteers and we have a process to ensure that they are appropriate to work with our service users and consider the best placement for them in regard to their own abilities and needs. We strive to recruit volunteers who reflect the diversity of the local community.

By providing a wide range of volunteering opportunities, we are giving volunteers a chance to build their confidence; gain skills and prevent social isolation. A number of our volunteers have gone onto paid employment either outside, or within the organisation. Having both volunteers and staff with first-hand experience of mental health issues benefits our clients and service-users, as they can be supported from a place of understanding; empathy and compassion.

**Thank you for volunteering at North Kent Mind**



# Board of Trustees

## Year ended 31st March 2020

This year the Charity's expenditure was greater than its income. A drop of £269,973 in income compared with the previous year far exceeded the £50,092 decrease of total expenses, resulting in a significant £168,732 deficit for the year to 31<sup>st</sup> March 2020 (2019 – surplus £49,149). It should be stressed that the deficit was mainly, but not exclusively, attributed to the NHS contract for the provision of Psychological Therapies (IAPT Services). The demand for these services remains high, but adequate funding had been held back for a significant part of the year. Increases in the funding in January 2020, and again in April 2020 had little impact on these accounts, but the results since April 2020 are now showing an improvement that will more than compensate for the deficit.

Despite the deficit incurred, the Charity was able to manage its cash flow reasonably well, although at the year end the funds held at the bank had fallen to just £233,758 (2019 – £494,875), whilst debtors had increased to £509,291 (2019 - £405,219). Creditors increased from £110,259 in 2019 to £115,331 at 31.3.2020. Overall, the total funds of the Charity fell from £796,450 to £627,718,

During the year the Board made the decision to close the trading shop Made In Kent, as the costs for running the shop were not compensated for by the profit margins, whilst the benefits of work placements were able to be achieved elsewhere through liaison with mainstream employers.

Clearly the Covid-19 pandemic had little effect on these accounts, as the UK lockdown did not commence until the last week of the financial year. However, procedures have been put in place since the commencement of the National Lockdown which has resulted in less face-to-face work with clients and enabled all client-contact workers to work from home, delivering services remotely. Costs have been incurred to comply with legislation, but overall there have been savings as a result of remote working, and successful application to Covid specific funding.

**Donald MacLeod, Treasurer**



# Our Team

Justin Bateman	CEO	Amy Cairney	Schools Coach
Richard Giles	Deputy CEO	Sarah Murphy	Childrens Support Worker
<b>Central Services</b>		<b>Employment Services</b>	
Angie Lawrence	Manager	Emma Jarnell	Manager
Janet Taylor	Senior Admin Officer	Deborah Williams	Mind Support Worker
Nicole Blackman	Assistant Finance Officer	Lisa James	Mind Support Worker
Angie Purchase	HR Admin Officer	Ben Green	Aspirations Coordinator
Sue Minall	Finance Officer	Ronald James	Aspirations Finance Admin
Laura Maloney	Finance Manager	Sianne Goddard	Aspirations Coach
Cat Baggett	First Contact Worker	Brendan Fee	IAPT Employment Advisor
Wendy Heathcote	Volunteering Coordinator	Chris Keavney	Aspirations Coach
Joy Scudder	Reception/Admin	Alison Westmacott	Aspirations Counsellor
Meg Forsdick	Reception/Admin	Susan Carter	Mind Support Worker
Sandra Walter	First Contact Worker	Paul Buggs	Database Specialist
Mary Breen	Office Cleaner	<b>Housing Support Services</b>	
Brian Barnes	Office Cleaner	Marta Gimenez	Housing Manager
<b>IAPT Administration</b>		Pat Roach	Support Worker/Handyman
Alex Vale	Senior Administrator	Fergus McKewan	Senior Housing Officer
Louise Soilleux	Administrator	Mandy Charles	Mind Support Worker
Lisa Gardiner	Administrator	Tracey Hinton	Administrator—Finance
Troy Thornton	Administrator	Denise Heath	Administrator—Maintenance
Kay Flynn	Administrator	Christina Carter	Life Skills Coach
Karl Souten	Office Cleaner	Ryan Aldous	Gardener
Karen Trueman	Administrator	<b>Fee Paying Services</b>	
<b>Wellbeing Support Services</b>		Hannah Maskell	Administrator
Kathy Noble	Manager	<b>IAPT Talking Therapies</b>	
Luke Warren	Mind Support Worker	Abimbola Abiodun	Trainee HIT
Sue Carter	Mind Support Worker	Cally Axcell	Trainee HIT
Julie Moss	Mind Support Worker	Sharon Findley	Trainee HIT
Paul Buggs	Data Specialist/Support Worker	Antonio Alemao	Senior HIT
<b>Schools and Training</b>		Dalia Almoniene	High Intensity Therapist
Rebecca Smith	Schools Lead	Shirley Walker	High Intensity Therapist
Wendy Cullen	Schools and Training Coach	MarieClare Keenan	High Intensity Therapist

Nisha Kamdar	High Intensity Therapist	Olivia Cheadle	Bank Worker
Cindy Lowe	High Intensity Therapist	Beth Stewart	Bank Worker
Gina Bryant	Trainee HIT	Nicola Stone	Bank Worker
Sandra Hemans-Davis	Trainee HIT	Kay Burden	Bank Worker
Mark Bradley	Trainee HIT	Emma Marsden	Bank Worker
Christopher Wilson	Senior PWP	Ruth Dalton	Bank Worker
Petra Gorham	Senior PWP	Fabian Webb	Bank Worker
Karolina Mykietyn	Psychological Wellbeing Practitioner	Valentina Matharu	Bank Worker
Hayley Ashden	Trainee PWP	Shania Thakrar	Bank Worker
Sophia Katz	Trainee PWP	Susanna Wilson	Sessional Therapist
Gracie Thurkle	Trainee PWP	Marinette Keenan	Sessional Therapist
Geogia Zamboni	Trainee PWP	Ronnie Pereira	Sessional Therapist
<b>Sessional and Bank Workers</b>		Vinita Sinha	Sessional Therapist
Ruth Dalton	Bank Worker	Debbie Navin	Sessional Therapist
Celeste de Miranda	Bank Worker	Claire Hall	Sessional Therapist
Kay Cordingley	Time for Change Facilitator	Tracy Leon	Sessional Therapist
Nicole Antras	Bank Worker	Frances Barnes	Sessional Therapist
Sally Melhuish	Bank Worker	Tina Rowlinson	Sessional Therapist
Amelia Oloya	Bank Worker	Martin Turner	Sessional Therapist
Brian Kennedy	Bank Worker	Zehra Agius	Sessional Therapist
Darren Gosling	Bank Worker	Helen Kirby	Sessional Therapist
Lisa James	Bank Worker	Debbie Peat	Sessional Therapist
Ryan Aldous	Bank Worker		



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[www.northkentmind.co.uk](http://www.northkentmind.co.uk)