



Annual Report 2019-20

Chairman's Introduction

South Kent Mind (SKM) -previously known as Folkestone & District Mind - was originally set up 32 years ago by a group of Carers who had loved ones with lived experience of mental ill-health. Starting out as a weekly service-user support group in Folkestone, the founders were committed to significantly improving the lives of people with mental health challenges. We now have an excellent reputation within the town and have grown over the years to provide a person-centred mental health service across south Kent, including Romney Marsh, Dover, Deal and all the surrounding villages. The growth of SKM is largely down to the very hard work and dedication of the staff, whom we thank. We would also like to thank all the volunteers who give their time and expertise to help those who may be suffering with mental health challenges.

One of our founders, Pam Comber MBE, stood down as a Trustee this year after serving the charity in one form or another since its establishment in 1988. The remaining Trustees, our staff and our members all wish to join me in thanking Pam for all the work she has done to make South Kent Mind a success.

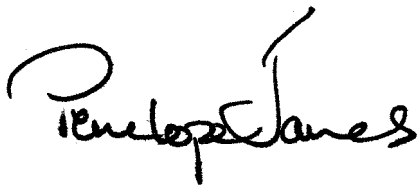
In the past year we have been looking at ways to develop the services we currently provide from our Folkestone premises and replicate them across the whole of South Kent. Dover in particular has high levels of economic deprivation and health inequalities, which directly impact on people's mental wellbeing, and loneliness and isolation cause their own problems in the villages and on the Marsh.

We understand the kind of services that people want, and our current team has the expertise and experience needed to deliver them. All of our front-line staff and sessional workers are trained in mental health awareness, mental health first-aid, suicide prevention and, of course safeguarding. Our staff receive training in preventing self-harm, motivating minds, the chemistry of the brain, anxiety management, mindfulness and meditation, and first aid.

We know there is a large number of people with mental health conditions in South Kent who do not qualify for NHS or social care funded services, but for whom the interventions we offer would be extremely beneficial. We also know that people with mental health conditions have different and varied needs. However, research suggests that in order to recover control of their lives, people need four things:

1. They need to find and maintain **hope**: they need to believe in themselves, to have a sense of personal agency and to be optimistic about the future.
2. They need to re-establish a **positive identity**: to find a new identity that incorporates their mental health condition, but retains a core, positive sense of self.
3. They need to build a **meaningful life**: to make sense of their mental health condition, find a meaning in life, and engage in life.
4. They need to take back **responsibility and control**: to feel they are in control of their mental health condition and in control of their life.

The services we provide aim to meet these needs.

A handwritten signature in black ink that reads 'Penelope James'.

Penelope James
Chair of the Board of Trustees

Hon Treasurer David Jarman ACMA

Our Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's Memorandum & Articles of Association are to benefit the public by promoting the preservation and the safeguarding of mental health and the relief of persons suffering from mental health disorders within the area covered by South Kent.

Our vision is that everyone with a mental health problem has somewhere to turn for advice and support, and to that end the Trustees have made it their mission to improve the lives of all people in South Kent experiencing mental health challenges.

To do this, the charity aims to

- **Build Resilience:** We empower people towards resilience by raising awareness, educating, and providing early intervention opportunities aimed at preventing problems occurring or reoccurring wherever possible, or reducing their impact if they do.
- **Provide Relief:** We listen, give support and advice, provide comfort and relief through a wide range of services across South Kent and aim to develop and grow our provision/services accordingly.
- **Aid Rehabilitation:** We support people on their road to recovery so they can reintegrate with their communities and provide wider support with a long-term view of ensuring a positive, healthy, inclusive and productive environment.

Our aims fully reflect the purposes that the charity was set up to further.

Ensuring our work delivers our aims

The Trustees of South Kent Mind review our aims, objectives and activities each year. This report looks at what we achieved and the outcomes of our work in the previous 12 months. The report looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The report also helps us ensure our aim, objectives and activities remain focussed on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The focus of our work

Our main objectives for the year continued to be to promote better mental health and wellbeing across south Kent. The strategies we used to meet these objectives included:

- Providing a range of services which are reflective of relevant quality standards and address the potential problems related to mental ill-health.
- Working in partnership with other agencies to secure the widest range of services available that best match the needs of our client population.

The quality of our work

We have been working toward applying the best quality standards of service and the implementation of the national Mind Quality Mark this year, and we were visited by an inspection team from national Mind in November 2019 to review our progress. The team's report found 'a palpable feel of optimism and drive amongst all those met by the review team. There are some impressive examples of innovation which are having a direct impact on improving the lives of people in the local community.'

How our work delivers public benefit

Our main activities and who we try to help are described below. All our charitable activities focus on the prevention and treatment of mental ill-health and are undertaken to further our charitable purposes for the public benefit.

Who used and benefited from our services?

Our objects and funding limit the services we provide to those people resident in south Kent. The adult population of south Kent is approximately 170,000¹ and at any one time:

- 23,800 (14%) will have a common mental health problem such as anxiety and depression;
- 8,500 (5%) will have longer term and more complex mental health problems; and

¹ ONS Clinical commissioning group population estimates

- 11,900 (7%) will have mental health problems associated with their physical health needs².

Our funding limits those we can help. Demand for our services is ever increasing so we currently regulate by giving priority to referrals from medical and social services sources and then is based on an initial assessment of an individual's personal needs.

Equal access to our services is an important issue for us. We are aware that BAME (Black, Asian, & Minority Ethnic) communities are disproportionately represented in the deprived areas within South Kent Mind's catchment area. We believe equal access to our services is vital to our success and that successful outcomes must be shared by all communities that use our services.

Main Areas of Charitable Activity

Person-Centred Planning

Person-Centred Planning (PCP) provides a way of helping a person think about all aspects of their life and make planned changes for the future. Our Wellbeing Coordinators provide individual one-to-one support in Person Centred Planning (PCP). The individual remains in control over how these plans are made, who is to be involved in them, how they are to be recorded, and whose help they will need to make the plans happen. Our Wellbeing Coordinators support individuals over an agreed period of time with the person in need.

'SELF' Activities and Courses

SELF is the name of our Wellbeing programme. It is designed to help people to help themselves and is divided into four parallel activity groups:

1. Active SELF (physical)
2. Creative SELF (creativity & self-actualisation)
3. SELF Help (self-development & workshops)
4. Social SELF (social interaction)

We currently provide the following activities within each group:

- Active SELF: Health walks/outings, Cycling, Gentle sports, Ladies swimming & aqua aerobics, Keep fit & tone, Pilates, Yoga, Walking Hockey, Football, Gym group, Horse riding, White Cliffs countryside project
- SELF Help: Anxiety management, Self-esteem, Preparing for the week ahead, and more.
- Creative SELF: Cube ceramics, Pottery, Craft group, Music group

² East Kent Adult Mental Health Strategy 2016-2021

- Social SELF: General support group, Games morning, social lunch in the community

Our Wellbeing Activity Coordinators run most of the groups on our activities programme. The activities are always group-based and each group usually runs for around two to two-and-a-half hours and are generally held weekly. Longer outings and trips can be all day events, but these are not so frequent: perhaps every month or two. There are no time constraints or limits to the frequency that people use these services, nor is there a limit to how long people can access them.

Our SELF Wise and Mindfulness courses are two-hour group-based sessions that run for six weeks and are delivered by appropriately trained and qualified freelance sessional workers. We also occasionally run the courses as half-day workshops.

‘SafeTALK’ Suicide Prevention

Our SafeTALK service operated on an out-of-hours basis for four hours on Tuesday and Wednesday evenings, three hours on Saturdays and four hours on Sundays. This service was also delivered by sessional workers and provided appointments of up to an hour, either face to face or over the phone. It also offered a walk-in service for which no appointment was necessary. SafeTALK is designed as a short-term intervention, ideally supporting someone for just one to three sessions. Funding for this service finished in April 2020.

Other Charitable Activities

Over the past year we have also provided:

- Mindfulness courses
- Various awareness events throughout the year
- Younger persons group
- BAME engagement
- Counselling
- Mental Health First Aid courses

Our Impact

In the year ending 31 March 2020 we have:

- Assisted 135 new service users in Folkestone, 40 in Dover and 15 in Deal
- 100% of referrals **attempted** contact within two working days following initial referral
- 100% of referrals with contact within five working days following initial referral

- 72% of those who were contactable and ready to engage received a service within 7 working days
- 100% of service users provided with brief advice or intervention on physical health, alcohol use, smoking, healthy eating, and sexual health
- 4 new peer leaders will be trained and supported in collaboration with the new Recovery College in Folkestone
- Continue to build relationships with IPS employment providers to help support referrals
- Facilitated and supported local mental health awareness raising events/sessions in Dover and Folkestone
- 82% of service users show maintained or improvement in their mental health and wellbeing
- 95% of users would recommend our services to their families and friends

We know that our interventions work: we use the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS), a validated measure of mental wellbeing, to measure the impact of our services. WEMWBS was developed by researchers at the Universities of Warwick and Edinburgh, with funding provided by NHS Health Scotland, and is a 14-item scale of mental well-being. It covers subjective well-being and psychological functioning, and is scored by summing responses to each item answered on a 1 to 5 Likert scale. The minimum scale score is 14 and the maximum is 70. We record the results scored by people when they first start using our services to give a baseline score, then again during their time using our services and then again when they leave our services. This helps us track progress and outcomes.

A sample of our recent outcomes over the last 12 months includes:

- 82% of beneficiaries stated that the activities had helped to improve their mental health and wellbeing
- 63% are now feeling optimistic about the future
- 74% are now dealing with problems well and are thinking more clearly
- 75% are showing improved wellbeing scores
- 98% feel they have choice and are in control of their plan

South Kent Mind prides itself on being people-first and listening to what all stakeholders think is an important part of that process. We've already launched our Between our Ears listening programme with stakeholder focus-groups with plans for a report and conference, which will give all stakeholders an opportunity to have a really in-depth say about mental health support from the third sector.

We have also run the SKM 360 reputation survey. An annual survey and an opportunity for everyone to have a quick say on what they think about South Kent Mind; what are we doing well and what could we do better.

The first survey was carried out in Q2 of 2020, and was built as a brand perception survey using a combination of cognitive, emotional, language, and action questions plus a net promoter evaluation. Although the sample response rate was disappointing some of the comments we received are below:

How would you describe South Kent Mind to a friend?

“Friendly, reassuring, understanding, supportive, non-judgemental. Lots to offer people”

“Amazing, the staff at South Kent Mind are truly brilliant, they give you all the time you need to talk about your feelings and emotions and give you all the help you need to build your confidence and self-esteem, absolutely amazing. South Kent Mind have helped me so much and I feel so amazing that I belong to South Kent mind as they are always there for me”.

“A safe hub for people experiencing mental health issues to visit/access a professional support service.”

Abercrombie’s Community Cafe

In the past year we opened our new on-site community café, thanks to the legacy gift from former member Rupert Abercrombie. We aim to use the café to provide experience and skills training to those recovering from a mental health problem to help equip them with the skills and confidence to return to work. We want to develop this into a large-scale training, education and employment service and are currently in the planning phase in collaboration with the local NHS Trust’s Recovery College, a local cookery school, the Department for Works and Pensions and other potential partners.

Partnership working

We work closely with several local organisations to provide added value to the services we each deliver. For example, we worked with the Samaritans to ensure our SafeTALK programme dovetailed with the work that they do, with Take Off, a user-led peer support service based in Dover, and we have developed links with Talk It Out, a small user-led group in Deal to augment the services they provide. We are also exploring ways we can work with a new provider in the area, Hestia, and as mentioned above we have forged links with Social Enterprise Kent, the Recovery College run by the Kent and Medway Partnership Trust, the Three Hills sports centre, the Chequers Cookery School, Deal and with the Romney Marsh Day Centre.

The Impact on Our Services of the Novel Coronavirus Covid-19

In terms of our service delivery, the Coronavirus outbreak meant that we had to adapt quickly to completely reorganise the way we work. We immediately responded to the government guidelines of social distancing and self-isolation and set up a remote network to enable service users to access support by telephone or computer links. This service has totally replaced our face-to-face support at our Folkestone base or via our hubs. We were able to offer telephone and video support for our person-centred wellbeing work and also live streaming and print at home for creative self and Active SELF activities. There were extra costs involved in our immediate response to providing these services, and these were incurred against the backdrop of seriously reduced funding resulting from the need for us to temporarily close our charity shops, a major source of income. We are most grateful to national Mind, Charities Aid Foundation and the Kent Community Foundation for their financial support during this difficult period.

The following case studies illustrate how people have benefitted from our work. While these stories are true, client names have been changed to protect their privacy.

Case Study 1: Sheila

'Sheila' was referred to us by Kent Social Services. She has borderline personality disorder, depression and anxiety. She had been attending a psycho-social support group at a specialist Therapeutic Community for people with complex emotional needs associated with personality disorder, but the group was coming to an end. The aim of the referral was to prevent Sheila becoming isolated, build up her confidence and help her to find coping strategies.

One of the main issues we focused on was the muddle Sheila had got into with her finances. She had fallen behind with paying some of her bills and had stopped opening letters. She brought her unopened letters in and she was supported by one of our wellbeing coordinators as they opened them together. The wellbeing coordinator then supported her in phoning the companies Sheila had got into arrears with. All of the companies were happy to set up payment plans, with a couple offering to reduce what she paid due to her being on benefits. The wellbeing coordinator also helped Sheila to contact Citizens Advice to book an appointment to arrange a debt relief order.

Sheila has now started to take part in the social and other activities that we organise here at South Kent Mind. She is interested in volunteering and wants something outside where she wouldn't feel hemmed in, and is now actively looking for suitable opportunities.

Sheila says: **'The depression and anxiety have calmed down. Lots of people feel stuck, helpless and alone, so I feel the Person-Centred Planning is really important.'**

Case Study 3: Linda

'Linda' self-referred to South Kent Mind with a history of depression and anxiety, and was accepted onto our Person-Centred Planning service. It became clear within the first session that the predominant practical difficulties that were negatively impacting her mental health stemmed from a lack of confidence in decision making, not prioritising her needs above others demands, and not having the energy to motivate herself to tackle necessary tasks now that she was living on her own for the first time in her adult life. Catastrophic thinking patterns were also evident, with a tendency to take setbacks or unresolved tasks personally. We started to address these attitudes by reframing exercises, and her participation in a mindfulness course has begun to manage these behaviours and build resilience over the longer term.

Decision-making tools that ranged from looking at pros and cons, to prioritising tasks from least to most urgent also proved very helpful and noticeably eased her anxiety. Small, achievable, creative 'homework' tasks, such as making a mood board/scrap book of her ideal home, helped Linda to remember why she bought her home in the first place, and improved both her levels of optimism and motivation. Support with organising and editing her home renovation paperwork and research made her feel less anxious and overwhelmed by the project.

Positive affirmations and open questions that gently prompted her to take more ownership of her ability to make up her mind about things started to help her see that she could still positively take control of her life, giving her more belief and self-confidence. Signposting to social activities that she had once enjoyed and that are known to improve wellbeing gave her new things to look forward to each week, and further community inclusion. She has also with encouragement felt able to self-refer to Age UK in Hythe to access further general social support.

Linda says our interventions were 'very beneficial generally.'

'I felt confident in the way the plan was worked through and feel a real sense of achievement.'

Case Study 2: David

'David' was already working closely with other Live Well Kent agencies after a long period of unemployment since interrupting a university course four years ago due to poor mental health. These partner agencies recommended our services to him so he could access further support and opportunities. Initially, he didn't feel that there were any changes that he wished to make to his life other than earning some supplementary income to further invest in his hobbies. His parents were more concerned with his lack of both structure and financial independence, alongside his increasing isolation. Through a series of practical exercises about hopes and aspirations, we were able to identify skills and abilities that could translate into future training and employment that genuinely linked to his special interests.

David voiced a real anxiety around change, and new environments. Evidencing the legal requirements and reasonable adjustments employers are required to make for staff with disabilities really seemed to give him some confidence that his additional needs would be taken into consideration when starting any new role. Talking through conversation models to engage with others to voice his needs also proved helpful.

David enthusiastically began an online written language course, has made plans to start an adult education spoken language course at Canterbury College next September, and has found some work experience with a small business specialising in translating and copywriting.

David says: **'I was able to set aims where previously all I had were potential "ideas" of what may have been appealing to do and work towards those.'**

Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 23 August 2001 and originally registered as a charity on 9 March 1989. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1. We plan to review our governing document in the coming year.

Recruitment and Appointment of Management Committee

The directors of the company are also charity trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, directors may be elected by ordinary resolution at an annual general meeting or appointed by resolution of the other directors. A director appointed by the other directors must retire and seek election at the following annual general meeting. A third of all other directors must retire by rotation at the annual general meeting. Retiring directors may be re-elected, and there is currently no maximum term of office for directors.

All members of the Management Committee give their time voluntarily and received no benefits from the charity. Any expenses reclaimed from the charity are set out in the accounts.

In an effort to develop and maintain a broad skill mix, members of the Board of Trustees are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirements, a specific recruitment drive attempts to attract individuals with those skills to the Board.

Sadly, this year we said goodbye to the Chair, Paul Curd who has led the Trustees and the Charity. Paul was very dedicated to his role within SKM, he had a good sense of humour, was able to empower others and during his Chairmanship was able to drive a remarkable turnaround for the Charity. We also said goodbye to Bonny Malhotra one of our Trustees. They will both be missed.

Trustee Induction and Training

New trustees receive an induction pack providing them with information about the charity, including the duties and obligations of trustees, the Memorandum and Articles, documents which set out the operational framework for the charity, the current financial position as set out in the latest published accounts, and future plans and objectives. Additionally, new trustees are invited and encouraged to attend a short introductory training session to familiarise themselves with the charity and the context within which it operates. These sessions are jointly led by the Chair of the Board of Trustees and the Chief Executive of the charity.

Risk Management

The Board of Trustees established a Risk Management Subcommittee to review the major risks to which the charity is exposed. A risk register has been established and is updated regularly, and is now included on the Board agenda as a standing item. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. The continuing implementation of the Mind Quality Mark ensures a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Organisational Structure

South Kent Mind has a Board of Trustees that meets bi-monthly and is responsible for the strategic direction and policy of the charity. At present the Board has eight directors from a variety of professional backgrounds relevant to the work of the charity. Members of the senior management team also attend Board meetings but have no voting rights.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Chief Executive along with other members of the Senior Management Team. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Operations & Business Director has responsibility for the day to day operational management of the Centre, delivery of outreach services, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice.

Financial Review

The financial result for the year ended 31st March 2020 was an actual deficit of £108,184 against a planned projected deficit of £71,032. This therefore amounts to a further unplanned loss of **£37,152**. The main causes of this loss were an inability to secure our target grant-funding figure and the development of revenue generating services.

Principal Funding Sources

The principal funding source for the charity is currently the contract income, of £107,800 from Kent County Council via Porchlight (who oversee community mental health services on behalf of the county council). In the financial year Porchlight themselves provided further grants totalling £10,718 from their own innovation funds. A further £32,552 came from voluntary giving either by donations or through fund raising events. The balance of funding is generated by the contribution received from commercial activities (mainly charity shops).

Principal Costs

The main expenditure is the provision of paid expertise and skills with employee costs of £227,450 and subcontractors' payments of £39,278 accounting for 63% of total expenses. The increase in employee costs of £75,450 from the prior year relate to it being the first full year of a paid management team and meeting minimum wage increases.

Reserves Policy

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between:

- a minimum of three months running costs. This will enable the Charity to be able to respond to short-term fluctuations in the levels of funding and to have sufficient liquidity to meet short term liabilities.
- an optimum reserves level of nine months running costs to ensure that any services and projects undertaken can be sustained for a reasonable time.

If at any time the Treasurer has cause to believe that the policy will be breached then it will be reported at the next Board of Trustee's meeting and corrective action agreed.

Our expenditure for 2019/20 came to £351,177 and therefore the target reserve is between £90,294 to £270,882 in general funds. The Board of Trustees is confident that this level of reserves would enable the charity to continue to deliver its current activities even in the event of a significant drop in funding. Our year-end unrestricted reserves stand at £118,027, which is within the target level. Although the strategy is to continue to build reserves through planned operating surpluses, the Board of Trustees is aware that the optimum target level of reserves is unlikely to be reached for at least five years. In the short term the Board of Trustees will consider the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

Plans for Future Periods

The charity plans to continue the activities outlined above in the forthcoming years subject to satisfactory funding arrangements. However, these services are provided predominantly at or out of our premises in Folkestone. South Kent covers a large geographic area and public transport connections from outlying areas to Folkestone are infrequent, and in any case many people with mental health problems find public transport a challenge. This means that there is a significant disparity in who is able to access our services. We therefore have ambitions to develop the services we currently provide in our Folkestone premises and to replicate them across the rest of south Kent to ensure everyone with a mental health problem has somewhere to turn to for advice and support and we are doing all we can to better meet the needs of people with mental health issues on the Romney Marsh, in Dover, Deal and the surrounding villages. For example,

we have done our best to address the unmet need in Dover by opening an outreach 'hub' there, but this is unfunded beyond our Live Well Kent contract delivery and depletes our limited resources. There are similar unmet needs on Romney Marsh, where the population is dispersed over a wider area.

Following the COVID-19 lockdown we completely reorganised the way we work, as set out above, to replace our face-to-face support. This has become the seed of our proposed 'MindfulNet Project' aimed at refining, improving and expanding our telephone and video support for our person-centred work (wellbeing/counselling) and live streaming and print at home for creative and physical activities. This will enable us to reach those people in the community who suffer from a mental health problem but who live in remote and rural areas. Thus, the most vulnerable and isolated people within the community would have access to support from their homes. We anticipate that post-pandemic there will continue to be a significant increase in demand and the MindfulNet project combined with providing pre-recorded activities to watch on demand will enable us to reach as many beneficiaries as possible offering interventions which will help some of the most affected people to feel more integrated and to access support that will offer relief, support rehabilitation, and build resilience.

We also have ambitious plans to develop an employment, training and education service. While this will initially focus on our community café, as set out above, we would hope to expand the scope of the service to cover retail and other work areas in due course.

The overall outcomes of our services will be that:

- More people will have better mental health – by improving individual wellbeing.
- More people in crisis with mental health conditions will recover – bearing in mind that 'recovery' does not necessarily mean 'cure'.
- More people will have increased access to employment, education, training and recovery.
- More people will experience reduced social isolation and increased community engagement as a result.
- More people with mental health conditions will have good physical health – our services focus on an individual's physical, psychological, spiritual and social wellbeing.
- More people will have a positive experience of the support we provide – by ensuring we continue to provide high-quality services through increased engagement of service users in the areas of monitoring and feedback on service performance.
- There will be positive knock-on outcomes for the families and carers of people with mental health conditions.
- Fewer people will experience stigma and discrimination – we aim to reduce negative attitudes to mental health conditions.

We will continue to use WEMWBS to monitor these improvements.

Fundraising

Our fundraising plan hinges around developing new services that people with mental health conditions tell us they need. All new services will be co-developed with members and costs will be calculated using the full cost recovery model. We have submitted grant-funding applications to a number of philanthropic foundations, with variable success, and are awaiting the outcome of several more.

We have plans to improve the effectiveness of our charity shops. We decided in June, 2020 to close the Cheriton shop, the lease was up for renewal and the Trustees decided to focus on a new objective of increasing shop sites across, Dover, Deal, and Folkestone. We also plan to develop new paid-for services, such as counselling for people in work, and offer mental health training for the employees of local businesses and students of local colleges and schools. We are looking at other ways of developing income-generating social enterprises as well as providing new grant-funded services to meet the needs of those who can't afford to pay for services that aren't provided or funded by statutory sources.