



arts  
and  
minds

# Strategic Plan 2021 - 2024



## Foreword

We are delighted to introduce the Arts and Minds Strategic Plan for the next 3 years. Like many small charities, our recent focus has been on adapting our plans during the Covid 19 pandemic to continue to offer support and services to our participants. It is a testimony to our staff, workshop facilitators and funders that we have succeeded in doing this – offering a continuous service across all of our programmes – and in some cases recruiting new participants from different demographic groups and geographic areas.

Our plan now is to return to the face-to-face programmes we were offering pre-pandemic, and to continue with some online services which have proved popular, particularly to those living in rural areas and people with physical health conditions.

We intend to grow our organisation – not for the sake of it – but in order to offer more services to more people in more locations.

In developing this 3-year plan, we have:

- Listened to our participants and other stakeholders
- Looked at current trends in mental health policy
- Undertaken a thorough SWOT analysis

**Helen McCallum (Chair of Trustees)**  
**Emily Bradfield (Charity Director)**  
**July 2021**

## Introduction

The Strategic Plan (2021-2024) sets out our vision and purpose for the next 3 years. The plan has been developed and agreed by the Board of Trustees with input from our participants, staff, and other stakeholders. The plan will be reviewed quarterly and will evolve in response to our participants' needs; the country's response to the coronavirus pandemic; and our ambition to be a highly creative, innovative and forward-thinking arts and mental health charity.

**Our Vision:** We aspire to a creative society where people have the confidence and self-esteem to lead fulfilling lives.

**Our Mission:** To use the arts to support the positive mental health of individuals and communities.

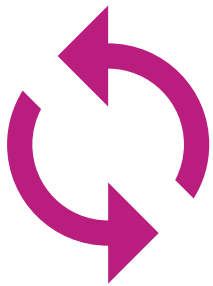
### **Our Values:**

- **Creative:** that arts and creativity is interwoven in all that we do.
- **Collaborative:** all our programmes and our ethos are centred around partnership working to ensure the best opportunities for beneficiaries.
- **Inclusive:** that we are accessible to all, open in our sharing of knowledge and expertise.
- **Compassionate:** that we care for and take the time to support those around us.
- **Respectful:** recognising and treating each other equally and with respect.

## Planning for the future

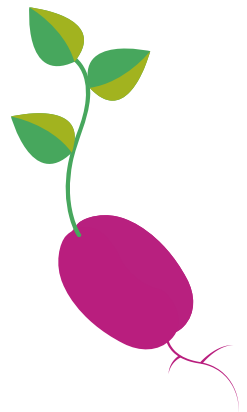
Based on our successes in recent years, we believe Arts and Minds is in a unique position to develop more services and programmes to support people who are seeking assistance to help them manage their mental wellbeing. Demand for such interventions is particularly high at this time, as society is becoming more aware and focused on the importance of supporting the mental health of our communities.

Looking at all the evidence and feedback we received, we have set out a strategy that has three phases (2021 - 2024):



### **Recover and Maintain**

### **Develop and Grow**



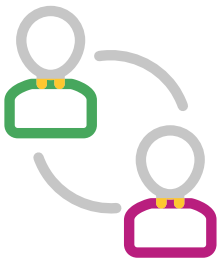
### **Build and Sustain**

These three phases recognise our need to mature as an organisation gradually, as well as enabling us to develop and expand the services we provide.

## Phase 1: Recover and Maintain (2021 - 2022)

Like many organisations, Arts and Minds needs to recover from the impact of Covid 19, as well as dealing with resource challenges faced by all small charities.

We aim to do this by:



returning to face-to-face delivery of our core programmes



continuing to offer some programmes online, including piloting an evening Arts on Prescription programme, aimed at Peterborough residents



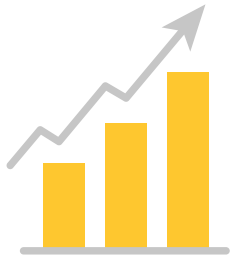
developing our Creative Break initiative - supporting workplace wellbeing



developing our evaluation framework, based on good quality data, to help us understand the impact of our work

## Phase 2: Develop and Grow (2022 -2023)

In year 2, in addition to maintaining our existing programmes we will:



expand our service offer to provide a new service in Ely



raise more funds through diversifying our income streams



prepare to offer a broader range of arts-based programmes by developing a wider pool of arts practitioners

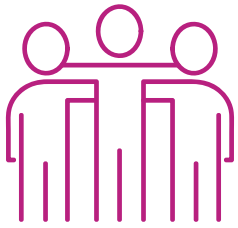


strengthen our range of partnerships with local stakeholders to reduce barriers to people accessing our services

## Phase 3: Build and Sustain (2023 -2024)

We will use 2023-2024 to build on our successes from the previous two years, seeking to offer more choice and widening access to our services.

In Year 3, we plan to:



identify at least one specific group of participants at significant risk of mental ill health and offer a programme which meets their needs

expand our range of arts activities to suit the needs of those who can benefit most from our programmes



prepare to develop additional services in Fenland by working with GPs and other relevant local partnerships

We plan to have grown our organisation modestly but sensibly such that it can withstand the departure of individual members of staff or trustees, is an exemplar of good governance and can offer a sustained service to those who depend on our programmes.

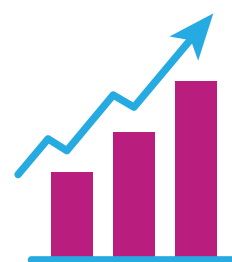
## Planning for the future - how will we achieve it?

Arts and Minds has proved itself a capable and successful organisation over the past 11 years. Our offering is facilitated by expert practitioners, and feedback tells us that we deliver programmes that are both valued and impactful. However, to realise the plans set out above we will need to do a number of things:



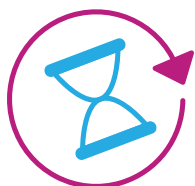
Ensure that we maintain and build on good quality data which demonstrates reach and impact

Make Arts and Minds more financially sustainable



Recruit and support high quality staff to support the growth in activity we envisage

Provide the best training and support to our staff, ambassadors and volunteers



Make sure our policies and procedures continue to reflect best practice



## Data gathering and evaluation

Knowing more about who we serve and what impact we are having, as well as developing a greater understanding of those who might benefit in the future underpins our service development, advocacy and partnerships – not to speak of our funding strategy.

We aim to be:

- much more systematic in our data collection
- analyse our offering and evaluate our impact
- develop a wider knowledge of our potential client base

## Fundraising strategy

We need to increase our revenue but also to diversify our income sources to secure our stability and longer-term future. We plan to adopt a 'mixed-income' model to help us reduce financial risk:

- **Grants (Trusts & Foundations)** - We will apply for larger, longer-term grants, in addition to 'quick wins' during 2021-2022
- **Individual Giving** – making it easy for people to give e.g., participant contributions (if participants can afford it) and general donations
- **Community Fundraising** – Encouraging community-giving through fundraising events and online appeals (phase 2)
- **Corporate Support** – offering services to organisations and businesses (e.g., Creative Break); and identifying and working with other corporate partners to secure more business sponsorship

We have set ourselves a funding target of raising an extra £100k by July 2024.

## Working in Partnership

We seek to work in cooperation with other complementary organisations and individuals, rather than duplicate services. Developing the right partnerships therefore is crucial to our success and we have already been fortunate to partner with many wonderful organisations.

We recognise the need to be more proactive in building and sustaining the right type of partnerships that will allow us to:

- Thrive as a sustainable charity.
- Offer the best artistic experiences to our participants.
- Work with referral partners and those who can help us deliver better services to our participants.

We recognise that organisations may wish to partner with us for different reasons, so we will work to secure partners in three areas: **strategic, delivery** and **business** partnerships.

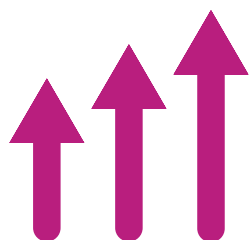
In order to this we will:

- Try to think and act longer-term when developing partnerships.
- Seek out partners to secure our longer-term infrastructure that will help us achieve more stability.
- Be clearer about why others may wish to work with us and what we can offer to help them.
- Ensure we have the capacity and skills to successfully work in partnership with others.

## Accountability and Good Governance

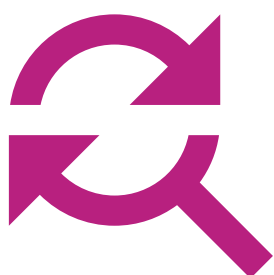
Feedback we received as part of our consultation was that we are a well-run charity with a good reputation for communication and openness. However, we do not rest on our laurels and will always seek to improve our policies processes and governance arrangements.

We will develop our approach to measuring and reviewing how successful we are in the work we do by:



Developing a set of key indicators to keep track of our activity levels, costs and outcomes.

Using our evaluation framework (to be developed in 2021-2022) to help us be clear about the impact of our work – who it is benefiting and in what way.



By 2022-2023 we will have incorporated all our measures of success into a single performance report that will be relayed once a year, as part of our annual report.

Clearly communicate our achievements to all our partners and other stakeholders.



"I wasn't really expecting to learn so many weird art techniques - I kind of expected more 'official' ways (e.g. shading, how to create textures, etc) but it was far more chill. I really like the lack of pressure for things to be perfect."

(Virtual Arts on Prescription Participant,  
2021)

## Other strategies supporting our strategic plan:



Fundraising strategy



Wellbeing and training plan



Marketing and communications strategy

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