
City and Hackney



For better
mental health

Strategic Plan 2006 - 2009

*Challenging Stigma and Discrimination,
Promoting Inclusion*

May 2006

25 Years Experience of Supporting Deprived Excluded Communities

City and Hackney Mind
Strategic Plan 2006 – 2009

[Contents](#)

Section I: Our Mission, Aims and Objectives

Section II: Present Operations

Section II B: Overall organisational Objectives

Section III: The Internal Environment

Section IV: The External Environment

Section V: Implementation Plan – Outcomes & Targets

Section VI: SWOT/PESTLE Analysis

Section VII: Financial Plan

Section VIII Organisational Chart

Appendix I

Appendix II

Strategic Plan 2006 – 2009

Section I: Our Mission, Aims and Strategic Objectives

Our Vision

Our vision is of a society that promotes and protects good mental health for all, and that treats people with experience of mental distress fairly, positively, and with respect. The needs and experiences of people with mental distress drive our work and we make sure their voice is heard by those who influence change. Our independence gives us the freedom to stand up and speak out on the real issues that affect daily lives. We provide information and support, campaign to improve policy and attitudes and, in partnership with other agencies, develop local services. We do all this to make it possible for people who experience mental distress to live full lives, and play their full part in society.

Our Mission

Our mission is to advance the views, needs and ambitions of people with mental health problems and to challenge discrimination and promote inclusion. We will influence policy and promote equal rights through campaigning and education and develop innovative quality services which reflect expressed need and diversity. In all our work we promote our values: autonomy, equality, knowledge, participation and respect.

Introduction

As the leading independent mental health organisation in the City and Hackney, we offer high quality services to local residents seeking mental health advice and support. Our aim is to promote positive mental health and to enable people with mental health issues to live successfully and independently in the community. City and Hackney mind is unique in that we work within one of the richest (The City of London) as well as one of the poorest and most deprived (Hackney) areas of the United Kingdom.

The mental health sector is currently changing rapidly, the needs of our users are changing, national and local government policies and priorities are changing. The aim of the Strategic Plan is to look at how City and Hackney Mind can respond to these changes. This Strategic Plan will aim to strengthen the three characteristics of an effective organisation which are that it serves a defined purpose, it is information-centred and it is flexible and adaptable to changing circumstances. The focus of the plan will be on achieving results and outcomes. Policies and procedures exist to enable us to achieve our objectives and should not be so cumbersome that they become a barrier to our work. This Plan will aim to promote flexibility and creativity which is the key to innovation and growth.

Developing a Joint Vision of staff, trustees and users.

The Strategic Plan needs to reflect the joint vision for City and Hackney Mind that includes the perspectives of all staff, managers, trustees and users. In order to achieve this City and

Hackney Mind's Strategic Planning Day was held on Wednesday the 30th of November from 9.00 am to 4.30 pm at the Northampton Square site of City University. Users were consulted separately through a meeting at Homerton Friends Lodge and another meeting that took place at Tudor Road. This gave users an opportunity to discuss the positive aspects of the services offered by City and Hackney Mind and the areas that they would like to see change, improvement or entirely new services developed.

Headline Targets

City and Hackney Mind aim provide services under the headline targets outlined in the SQUARES model below.

- Sustainable Services – To provide services that are fully resourced and thoughtfully planned.
- Quality Services – To provide services that are built on, and measured against, clear quality marks and standards
- Accountable Services – To provide services that can clearly demonstrate their impact for the users and communities it serves
- Responsive Services – To provide services that can react and respond positively to the changing needs and environments
- Ethical Services – To provide services that are geared towards fair trade, and which are environmentally and ethically sound
- Strategic Services – To provide services that are clearly contributing to local and national needs and priorities

The Four Key Strategic Goals

Last year's strategic plan focussed on internal issues such as organisational development and staff capacity building. This year we will focus on services especially around the following themes:-

1. To improving/enhance all our services in line with best practice.
2. To promote effective joint working between departments and projects in order to provide a holistic service to our clients that address all their needs in a co-ordinated way.
3. To integrate user participation in all our work.
4. To develop new services in line with assessed and changing needs.

Plans to achieve these four strategic goals will be incorporated into the Annual Plans of all the departments/projects

Section II A: Present Operations

Background

City and Hackney Mind is both the leading provider of voluntary sector mental health services in the City and Hackney, and one of the largest Local Mind Associations. This year (2006) City and Hackney Mind celebrates its 25th Anniversary.

We have over 60 employees and over 40 volunteers who work across four premises to provide the following services:-

Counselling, Befriending & the Prescribed Drugs Department

- The Counselling Programme
- A Bi-lingual Counselling service
- The Befriending Scheme
- The Prescribed Drugs Project
- Volunteer Counsellors and Psychotherapists
- Support Groups

Education & Employment Department

- Literacy and Numeracy Training Programme
- Integrated IT and Basic Skills Training Programmes
- Generic Employment Service
- Employment Rehabilitation Service
- Work Placements/Job Trials
- Voluntary Work Placements

Advocacy & Advice Department

- Advice and Information Project
- Forensic Advocacy John Howard Centre
- Hospital Based service at the City and Hackney Centre for mental health
- Community Advocacy
- Volunteer Advocacy Scheme
- Welfare Right Advice Service
- Legal Advice Surgery
- Appropriate Adults Scheme

Housing & Community Services

- Day Care Drop in for excluded groups – Homerton Friends Lodge
- Supported Housing Service– Alexandra House and Whiston Road
- Registered Care Home

Other Services/Partnerships

Vietnamese Mental Health Drop In Service
Jeevan Support Group for Asian Women

SECTION II B: Overall organisational Objectives

Overall organisational goals

The overall organisational goals for the new strategic plan are:-

Egalitarian ethos: Different roles within hierarchy but contribution of all equally valued.

- Open, transparent and honest management style
- Total fairness not favouritism
- Focus on conflict prevention: Change 'organisational culture' so staff focus on finding solutions rather than dwelling on or escalating conflicts/problems.
- All activities are grounded within a sound ethical framework – All conflicts of interests are properly declared to ensure that in all decisions the interests of the organisation are paramount and entirely based on merit alone.
- All policies and procedures apply equally to all irrespective of seniority.
- Become a more information-centred and information driven organisation with greater emphasis on gathering, processing, using and giving out information. We improved communication throughout organization Minutes of Trustee Meetings and other team meetings available to all staff – all available in shared drive.
- A key strength of the voluntary sector is its ability to adapt quickly to change. We will be flexible in order adapt to changing needs.

Strengthen user participation: Putting users at the heart of the organization

Campaigning and Advocacy at local and national level

- Build user-led campaigning group
- Support National Mind campaigns
- Support campaigns on Mind Week and World mental Health Day
- Partnerships with other local and national organizations to achieve shared goals
- Build good relationships with local MPs, Councillors, key decision-makers at local and national level
- Invest in research and publications

Strengthen relationships with stakeholders

- Greater transparency – build trust and commitment
- Improved monitoring and donor reporting system
- Improved marketing and profile raising.

Strengthen financial position of City and Hackney Mind

- Raise income: Fundraising strategies
- All projects are fully funded
- Build financial reserves in line with good practice.

Other goals

- Increase volunteering: Better integration of volunteers within organization
- Integrate project managers within the decision-making structure
- Better integration of staff from off-site projects within City and Hackney Mind.
- Develop and market City and Hackney Mind's training and consultancy services.

Section III: The Internal Environment

Introduction

City and Hackney Mind was created in 1981 by a group of individuals to address a lack of services for local people experiencing mental health issues. Since then it has developed into the leading voluntary sector provider of mental health services in the City and Hackney and one of the largest Local Mind Associations in the country. There has been a period of considerable change in the field of social care in the last few years and the next three years are likely to see an equally dynamic environment for mental health services. City and Hackney Mind has been at the forefront of voluntary sector mental health service provision in the borough for many years and this document sets out our priorities for ensuring that we continue to be a leading provider of services in the future.

Long-Term Sustainable Funding

One key component of our future sustainability will be the drive to secure longer-term funding. The voluntary and community sector has long struggled with short-term funding arrangements which have made future planning unpredictable. An area of concern is that the annual cost of living increases in our contracts do not cover our actual annual increases in actual costs of our projects. We will be seeking to lengthen as many of our funding streams as possible to ensure greater stability. Additionally we will be working hard to improve on our tendering and bidding capacity with a clear focus on securing dedicated funding for central service costs.

Increases to service provision, and funding brings a need for greater accountability. The trend away from general grant funding towards a contract-based culture with specific and spot purchasing arrangements continues. The monitoring arrangements associated with many of our recent contracts points to the need for us to improve on our ability to identify and measure key performance indicators. The challenge ahead lies in developing meaningful measures and in collecting information in a way that enhances rather than hinders the service provision, or the experience of the service its users.

Responding to Changes in the Sector

Furthermore, the field of social care is increasingly oriented towards business and contractual arrangements. To be effective in the future we need to develop a sound understanding of the social care world. The demand for quality, efficiency, performance monitoring, clear accountability, and for sound governance, results in the need for us to be aware of, understand, and work with other providers.

To this end we will seek to develop our existing partnership working arrangements with other local organisations, and with other Local Mind Associations, in order to improve service delivery and efficiency. Additionally we will be looking to develop our benchmarking capacity to ensure that we continue to provide both excellent and competitive services.

Section IV: The External Environment

Background

A range of risk factor influences the development of mental health problems. These include socio-economic disadvantage, unemployment, homelessness, neighbourhood violence and crime, poor educational attainment, being a member of a minority group and being a lone parent or teenage mother. Hackney has high rates of all these risk factors. Once mental health problems develop, they often have a negative impact on employability, housing, income and opportunities to access services and social networks – potentially leading to severe economic deprivation and social isolation.

Profile of Hackney and the City

Hackney has unusually high rates of mental illness. Admissions to hospital for schizophrenia are three time more common in Hackney than in England as a whole, for both men and women. The rate of hospital admissions for mental illness is very high among black men. According to the Index of Multiple Deprivation, Hackney's wards are all within the top 10% most deprived wards in the country. Educational attainment in Hackney schools is lower than in inner London and England as a whole

Economic and social deprivation

Hackney's unemployment rate is far higher than the national average and twice the rate for London. Eleven thousand people in Hackney are unemployed – one in eight of those who are economically active (working or seeking work). A third of the people of working age in Hackney are not seeking work, some of whom are people with permanent illness or disability. Approximately 14% of the residents of the City and Hackney are claiming income support. About one in thirty claim Disability Living Allowance. 15% of Hackney's households are single parents with dependent children. City and Hackney has a high rate of pregnancy among under 18 year olds, higher than the rates in London and England. Perinatal and infant mortality in Hackney is higher than in London and England as a whole. In Hackney 30 babies died in their first year with the same number of still births¹ (figures for 2001).

Diverse communities

Hackney has a large black and minority ethnic population, with a greater proportion of black residents than in inner London as a whole. Many of the residents of the City and Hackney were born outside the UK. Black Africans make up 12% of the population of Hackney with Black Caribbean making up a further 10%. Hackney's population includes large Orthodox Jewish, Turkish and Kurdish communities. Over 5,700 people from across the globe make city and Hackney their home every year. A third comes from Africa, a quarter from Asia and a fifth from Europe.² Over 1% of city and Hackney's residents are asylum seekers. It is estimated that there are significant illegal or undocumented migrants living in Hackney.

National and Local Context

City and Hackney Mind need to respond to changes in national and local priorities and initiatives. These include the changing patterns of need and demand such as the changing demography in the City and Hackney and the changing patterns of mental health problems. Summarized below are the changing policies nationally as well as the changes policies

¹ *City and Hackney Public Health Profile 2004; Published by City and Hackney Teaching Primary Care Trust 2004.*

² *ibid*

locally. The government has mapped out a significant change agenda that will impact on mental health services over the coming years. These key policy considerations in the sector are:-

1. Green Paper: Independence, Well-Being and Choice

This strategic change looks at the promotion of well being, prevention and development of health and welfare services and in particular is concerned with the reduction of inequalities in health and access to services. It sets out three broad priority areas which reflect the social care Green Paper concept of risk stratification and achieving a balance of investment in local services for:

Level 1: – To promote Well Being and Social Inclusion

Strategic Aim : To create opportunities for all Hackney residents to achieve their optimum mental, physical and social well being through accessing a variety of affordable leisure and free time pursuits and adopting a healthy lifestyle

Level 2: To provide support to maintain independence

Strategic Aim: To make progress towards increasing life expectancy and reducing health inequalities by identifying, prioritising and taking action to reduce risk factors for ill health, especially within communities where these are greatest.

Level 3: To provide intensive care and support

Strategic Aim: To improve access to appropriate health and welfare services for all who need them, tailored to need. To develop a seamless network of support services that ensure vulnerable people are supported to live independently as possible and are able to make choices about the kind of support that most meets their needs.

(Please see Spider chart in Appendix I for further information)

2. Direct Payments for Mental Health Users/Survivors

Direct Payments are cash payments paid to an individual by local authority social service departments as an alternative to, or in addition to, the direct provision of services by that department.

Direct Payments can either be used instead of local authority social services, or in conjunction with them. So, for example, you may choose to organise all of your own support needs with your direct payments money, or you may choose to continue attending a weekly drop-in service and to organise the rest of your support needs yourself.

3. Commissioning a Patient-Led NHS - Plurality of services

The paper 'Commissioning a Patient-led NHS'(2005) sets the target of December 2006 for PCTs to have in place arrangements for universal coverage of Practice Based Commissioning, which will increase the engagement of GPs in commissioning services. PCTs will focus on promoting health and commissioning services rather than directly providing services. City and Hackney Mind needs to ensure that it is providing services that GPs want.

4. Development of Choice – 2005 NSF Themed review

5. Introduction of Practice Based Commissioning

6. White Paper on ‘Out of Hospital care – incorporating Adults Social Care Green Issues – later this year

7. Development of Payment by Results for mental health services

8. ODPM Social Inclusion and Mental Health

Improved social inclusion/ support to maintain independence will require networks of specialist and mainstream ‘domain’ based services. The four Social Inclusion Unit national study areas developed complex network models to transform the interface between specialist health and social care services and mainstream services provided through Work and Pensions, adult education, libraries, sports/leisure, culture and faith groups. Such networks in City and Hackney are limited and frequently developed in relation to operational rather than strategic considerations

9. Delivering Race Equality Agenda

The LIT has established a sub-group chaired by the Borough Director. Three priorities for 2005-06 have been identified. The first is the need to identify mainstream resources to ensure continuity for NRF funded BME counselling services. The second is to reduce levels of over representation in the compulsory hospital admissions of young black men. Thirdly, levels of BME staff in management grades will be analysed with a view to identifying action required.

10. Impact of amendments to the Mental Health Act 1983.

The key components of the Government’s proposed amendments are:

- Bringing in wider conditions for the use of compulsory powers which will allow more people to be forcibly treated;
- Removing the requirement that compulsory treatment can only be provided if there is a health or therapeutic benefit to the patient;
- Reducing the rights which families have in relation to the exercise of compulsory powers;
- Creating new powers for compulsory treatment of people living in the community.

11. Regeneration Agenda

12. Talking Therapies Review

The Trust is currently undertaking a major mapping exercise of the workforce available to deliver **psychological therapies**. The City & Hackney PCT has also just undertaken a psychological therapies review within primary care. Proposals need to be made on how psychological therapies might best be enhanced, particularly to meet the NICE Guidelines on schizophrenia, depression and anxiety and also to meet the developing personality disorder agenda.

14. Modernising Mental Health Services (Peter Keelan)

15. Changes in Supporting people and Registered Care Home Inspections (Peter Keelan)

16. Responding to Growing Trend of Recovery Models of Care

13. The Future of Mental Health: a Vision for 2015

Possibly in response to the lack of detail about the future of mental health services, the Association of Local Government, the NHS Confederation, Sainsbury Centre for Mental Health and the Association of Directors of Social Services have just published a joint policy paper outlining their vision of what mental health will be like 10 years from now. The key features of this vision are summarised in Appendix II. Broadly the policy paper describes a shift to mental wellbeing as a priority for all agencies, more convenient, accessible services offering greater choice and more power for users with a strong emphasis on social inclusion, services integrated into mainstream agencies and a strong position on discrimination.

Conclusion

City & Hackney Mind is a key local player; we are already delivering services which address social inclusion. The key drivers for change over the next five years (NSF update, Choosing Health, ODPM's social exclusion etc) are also the outcomes of the core services which C & H Mind deliver. Another strength is our expertise in the field and we are at the forefront of innovative practice in our partnerships, employment schemes, advocacy, counselling and other services. City and Hackney mind has the comparative advantage over other services in this area and are well placed to deliver the governments and local authority agenda and targets.

Section V: Implementation Plan – Outcomes & Targets

STRATEGIC OBJECTIVES ACTION PLAN

STRATEGIC OBJECTIVE ONE:

Improving/enhancing all our services in line with best practice

Actions/Activities to be undertaken	Key Performance Indicators	Person Responsible	Deadline
Undertake review of central services functions: office management services	Review completed and recommendations implemented		
Undertake review of Education and Employment service	Review completed and recommendations implemented		
Undertake review of Homerton Friends lodge	Review completed and recommendations implemented		
Undertake review of Supported Housing Service	Review completed and recommendations implemented		
Undertake review of other services in line with Project Cycle Management	Reviews completed and recommendations		

	implemented		
<p>Undertake review of all IT services to ensure effective use of Internet Communication Technologies (ICT)</p> <ul style="list-style-type: none"> • Training and IT capacity building of all staff – minimum standards in IT competencies. • Quality standards in IT support – response times • Shared drive – for organizational wide documents • Shared address book • Improved internet security • Website – Key communication, fundraising and marketing tool. 	<p>Review of IT needs completed and recommendations implemented</p> <p>Three Tenders for provision of IT support obtained</p> <p>IT systems in line with latest technologies and exemplary practice: shared drive to access forms/other documents, Shared address book to include all staff, trustees, partners, other key stakeholders etc.</p>		
Develop and implement ‘Absence at Work’ Policy	Reduced sickness by levels by 40%		
Better integration of volunteers within organization: Increased use and support of volunteers to increase the leverage of our services	<p>Review and up-date volunteer policies/procedures and volunteers support/supervision systems.</p> <p>Improved training for volunteers leading to accredited vocational qualifications</p>		
More emphasis on training and staff capacity building – <u>becoming an organization that truly rewards merit and personal growth.</u>	<p>Core Training Programme up-graded in line with needs/objectives of Strategic Plan</p> <p>Appraisal system for all staff implemented</p> <p>Training and Career Development Policy developed</p>		

Achievement of the relevant quality standards and kite marks for all our services.	Investors in People Standard achieved Service specific quality standards achieved for all services		
Develop and implement plan to improve standard of office environment and office equipment: Improved infrastructure, good computer equipment, good carpets, desks, phones etc.	30 % of Tudor and off sites projects redecorated. Old equipment and furniture replaced		
Review policies/procedures to enable flexibility in order to adapt to changing needs.	Policies/procedures that inhibit effective working reviewed and amended		
Undertake review of office space to ensure more efficient and fair use of office space	Use of office space maximized Sub let to office space to other organisations/partners with similar aims to C&H Mind		
Increase in direct fundraising to cover core costs.	Direct Fundraising plan implemented - Target of 40,000 pounds achieved		
Improve evaluation systems in line with good practice to include clear outcome-oriented approaches.	Support care plans and outcome monitoring reports		
Become a 'Learning Organisation'.	At least three lessons learnt from our programmes are documented and disseminated within organisation and sector		
Introduce project cycle management systems for all services	Clear and effective reviews for all services within a project cycle framework		

STRATEGIC OBJECTIVE TWO:

Promoting effective joint working between departments and projects in order to provide a holistic service to our clients that address all their needs in a co-ordinated way.

Actions/Activities to be undertaken	Key Performance Indicators	Person Responsible	Deadline
Undertake review of current organizational/management structure	Re-structuring plan developed and implemented		
Develop an assessment process to include all our services and not just one department.	Referral and assessment system for all projects reviewed to be in line with Objective Two		
Shared database	Shared database standardised and in shared drive		
Regular service updates from all projects highlighting waiting lists, vacancies in housing projects, employment initiatives, and vocational courses to be on shared drive.	Monthly up-dates in shared drive		
Become a more information-centred and information driven organization with greater emphasis on gathering, processing, using and giving out information. Improved promotion of our services and perspectives through the website, service leaflets, dissemination of information at fora/meetings.	Three Newsletters produced annually Two research reports or /and good practice guides published per year City and Hackney Mind's Services Leaflet Up dated annually City and Hackney Mind's website on line and up-dated monthly		
Increased focus on recovery/improving quality of life, case work and group work for all services	Clear outcomes focussed on recovery and improved quality of life for users		

**STRATEGIC OBJECTIVE THREE:
Integrating user participation in all our work.**

Actions/Activities to be undertaken	Key Performance Indicators (PFIs)	Person Responsible	Deadline
Finalise our User Participation Strategy and mainstream user participation into all our policies/work.	User participation programme implemented		
Develop a training programme for users to enable them to participate meaningfully to include meeting and influencing skills, report writing, the rights of users to participate in services that affect them.	Training programme delivered to at least 10 users		
Develop a Strong User Forum	User Forum meets at least once a month		
Encourage users to take part in decision-making where possible – Performance Review Panels (PRPs).	Performance Review Panels (PRPs) in place for all projects		
Strengthen the role of frontline staff in decision-making of their projects thus ensuring decisions are user-centred.	Structures in place to enable input of front line staff in project implementation, development, fundraising		
Undertake annual user satisfaction surveys for all our services.	User satisfaction survey reports		
Increase volunteering opportunities for users within City and Hackney Mind	User volunteers increased by 40%		
User perspectives integrated into services	Users representatives on all staff recruitment panels		

**STRATEGIC OBJECTIVE FOUR:
Develop new services in line with assessed and changing needs**

Actions/Activities to be undertaken	Key Performance Indicators (PFIs)	Person Responsible	Deadline
Pilot a Floating Support Service in line with proposed changes to provide support in one's own home rather than in specialised supported housing	Floating support provided to at least 10 tenants in non C&H supported		

schemes.	Housing.		
Increase/enhance services to support carers including respite for carers in line with government policy to increase support to carers.	Funding obtained to increase staffing level by 100% Number of Befriending volunteers increased by 100%		
Increased work with GPs including Outreach/GP based services – in line with the shift towards Practice Based Commissioning.	Increase referrals by GPs by 50% Develop an additional GP Practice based service		
Strengthen campaigning and advocacy at local and national level	At least two campaigns organised		
High profile campaigns for Mind Week and World Mental Health day	Plans for Mind Week and World Mental Health Day developed and implemented		
Develop services for marginalised excluded groups particularly vulnerable to poor mental health such as young black men, Asian women, refugee and asylum seeker groups in partnership with relevant community based organisations	Three new services developed		
Expand community advocacy services	Wider coverage of our community advocacy services		
Develop partnerships with other specialist agencies to enhanced services to users such as CAB, Victim Support, Shelter, Housing Associations	Three new partnerships developed		

Section VI: SWOT/PESTLE ANALYSIS

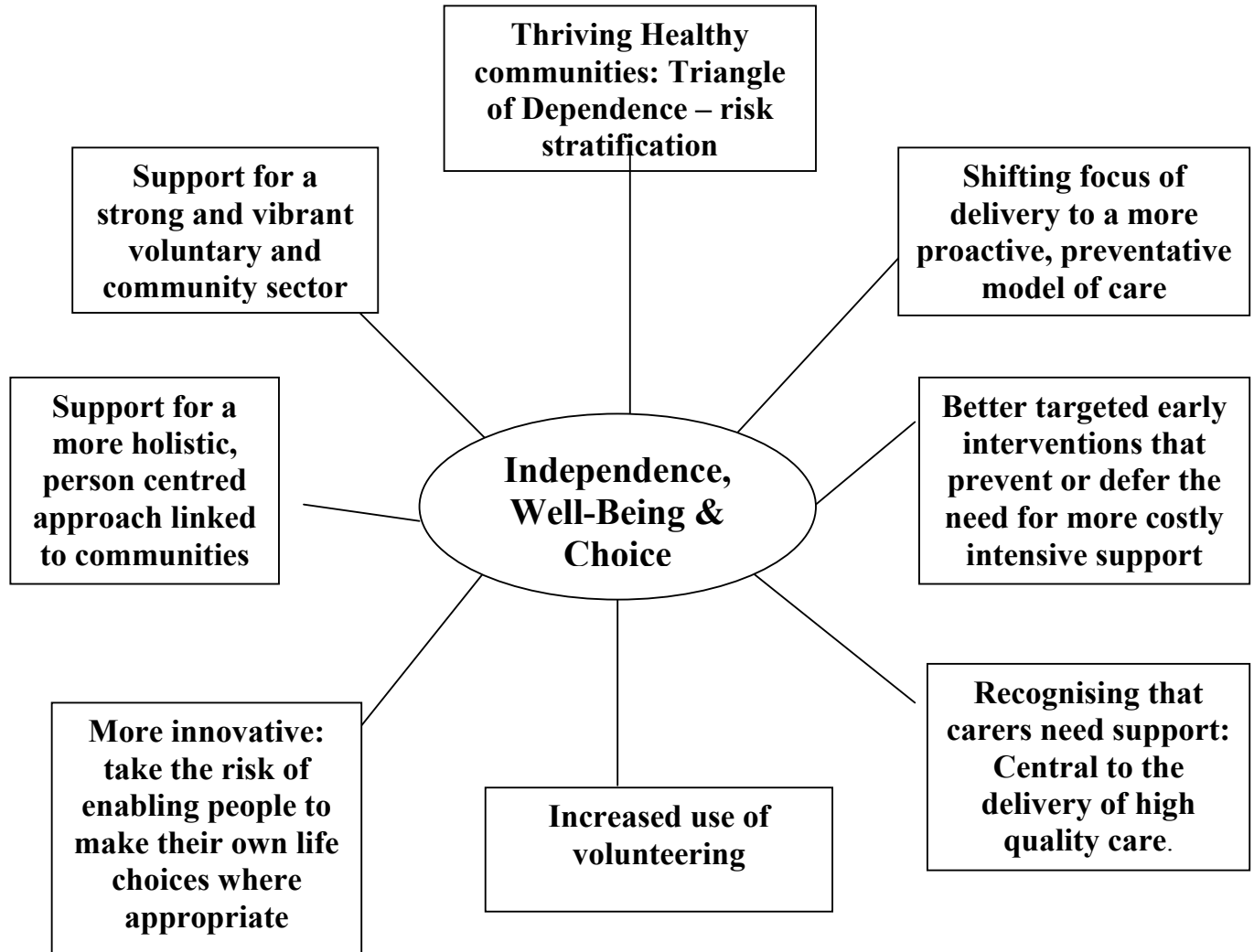
Section VII: Financial Plan

(Section to be completed after comments)

Section VIII: Organizational Structure

(Section to be completed as part of the Management Re-Structuring process)

Green Paper: Independence, Well-Being and Choice



Appendix II: Vision for 2015

Key Points from Local Government Association, NHS Confederation, Sainsbury Centre for Mental Health and Association of Directors of Social Services Joint Policy Paper – The Future of Mental Health: a Vision for 2015

1. The Vision for 2015

- 1.1 Mental wellbeing will be a concern of all public services – the focus will be on wellbeing rather than mental ill health
- 1.2 There will be a more equal partnership between services and the individual who uses/chooses them
- 1.3 Schools will include emotional literacy in curricula and support students experiencing problems
- 1.4 Workplaces will compete to become ‘Wellbeing Workplaces’ which demonstrate good practice in supporting staff and positively recruiting those who have mental health conditions
- 1.5 Mental health services will be integrated into ordinary health and other services – libraries, GP surgeries and schools
- 1.6 People seeing their GP will be able to choose from a range of treatment options without facing long waiting times
- 1.7 For those with most serious problems crisis house and hotel services will be available as well as acute hospitals
- 1.8 Care will be well planned and focused on achieving personal goals for recovery
- 1.9 Care plans will be comprehensive with an option to buy through Direct Payments or individual budgets
- 1.10 Users will be advised by an associate with expertise in employment, benefits and housing as well as treatment and care
- 1.11 Individuals will make appointments at times to suit them rather than being told when to turn up
- 1.12 Someone will explain the reformed incapacity benefit system and make sure that they are getting all their entitlements and advice on personal finance
- 1.13 Offenders with mental health conditions, where appropriate, will be diverted from prison; those in prison will be offered equivalent care to that which would be offered outside, or transferred to an appropriate NHS secure bed

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- 1.14 The physical health of people with mental health conditions will be a priority for primary care – advice on smoking cessation, weight and exercise will be freely available
 - 1.15 The government will lead in combating prejudice and make discrimination difficult