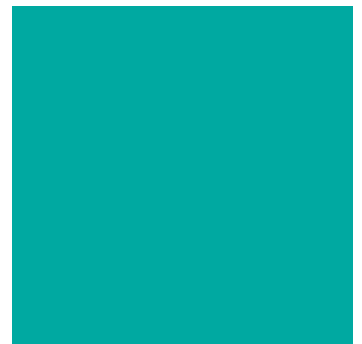


annual review 2011-12

providing services that we would
be happy for our family to use



NAViGO Health and Social Care Community Interest Company

The Eleanor Centre
Eleanor Street
Grimsby
DN32 9EA

Tel: (01472) 625800
Email: info.navigo@nhs.net

www.navigocare.co.uk



NAVIGO



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section one: welcome from our chief executive and chairman

This annual report looks at our first full year as NAViGO Community Interest Company, a unique not for profit social enterprise providing mental health services to the NHS and beyond.

NAViGO stepped out of the NHS in April 2011 following a vote of people who use the service and its staff with a few key aims:

- ◆ To ensure services are local, stay local and are run by local people who can have their say
- ◆ To save the money required of us through imaginative thinking and flexible working, not reductions in services wherever possible
- ◆ To generate reinvestment, through our surplus, to develop our services for the community we serve
- ◆ To genuinely give our members, the people who use our services, their carers and our staff a voice as well as a vote to continue to make real changes locally.

This report summarises our present position and some of our activity and achievements over the year, a year in which NAViGO won four national awards, including the overall winner of the Guardian Public Services Awards. We have been honoured for the way in which we have shaped our organisation as well as for the way we involve our staff and people who use our services. Several of our services were also ranked excellent in Royal College ratings and some services were acknowledged as exemplars alongside new local services that we have developed which are listed in this report.



providing services that we would
be happy for our family to use

All this and more in our first year of independence in which people have worked harder than ever to complete the total remodelling of our services while further enhancing what we offer our local community.

It has not all been plain sailing though, like all public services we have had to save significant amounts of money, nearly £3 million over our three year contract.

In this report we examine how this has been achieved so far, with our strategies of having less managers, less bureaucracy and infrastructure and sending less people out of area to expensive external placements.

We have so far managed to do 'more for less', maintaining frontline services and protecting staffing which delivers services directly to people.

We have actually opened further local services for people with eating disorders and begun services to support people with physical illnesses where psychological techniques are helpful as well as also supporting offenders in different ways.

Lastly on resources, by working smarter we have managed to make the surplus we planned to reinvest in local services and, as voted for by members last year, to finance novel employment and accommodation schemes.

We have also been pleased to help and learn from others. We have continued to provide training and support to Antigua and have had staff visit our services from Macedonia to help them develop theirs. Indeed we have also sent our staff to Macedonia to assist in further developing services.

We supervise large mental health trusts, schools, councils and other care providers nationally/internationally with our RESPECT programme and have been invited by numerous government departments and other agencies to discuss ideas and thoughts on care and other areas.

We are proud to be NAViGO, to strive hard to provide innovation and high quality care to people locally and, where appropriate, campaign on a wider basis for ethical services, our RESPECT national conference this year had speakers including the whistleblower from Castlebeck, the BBC and the CQC.

We are unashamedly a public not for profit service and will continue to try harder to think of ever more inventive ways to care for people as they would wish to be cared for and as we would want our families to be.

Finally, our thanks go to our partners, people who use our services, volunteers and staff alike, for all their hard work and support, they have made NAViGO what it is.



Tom Hunter
Chairman



Kevin Bond
Chief executive

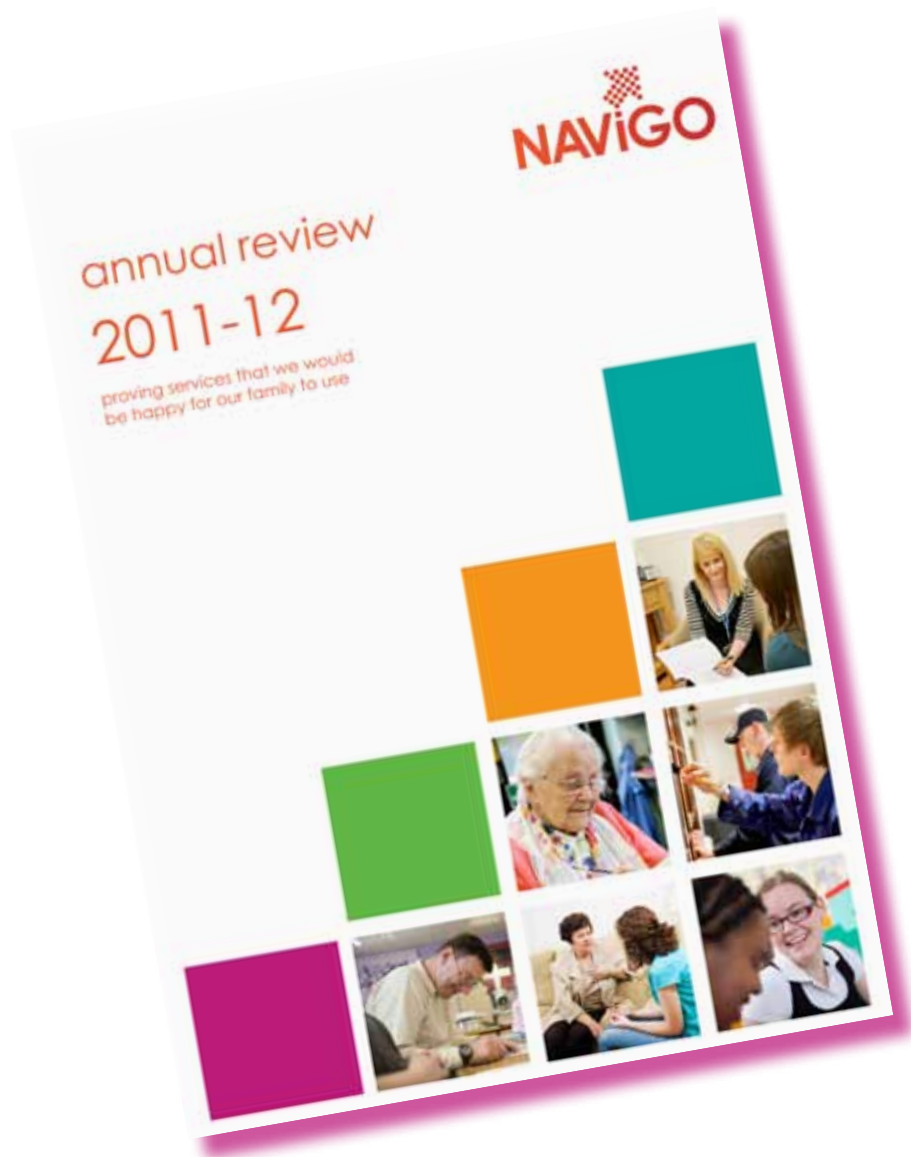


section two: about this report

As a Community Interest Company we are required to publish an annual report and financial statements at the end of each financial year. The report provides a brief overview of our work between April 1, 2011 and March 31, 2012.

The report is in two parts, the first section is a short, illustrated round up of just some of the projects and achievements that NAViGO has been involved with and invested in over the year.

The second part is a summary of the organisation's financial statements for the financial year 2011/12. The full financial accounts and directors report have been published separately and are available on request by calling: (01472) 625800 and were e-mailed to all our members (unless hard copies were specifically requested). They are also available to download from our website: www.navigocare.co.uk





section three: a year in the life of NAViGO

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April 2011

providing services we would be happy for our own family to use: official launch of NAViGO

NAViGO Health and Social Care Community Interest Company was born. NAViGO officially became a not for profit social enterprise on April 1, 2011, stepping out of the NHS to provide health and care services in North East Lincolnshire.

As a Community Interest Company, we have a membership that guides the organisation and has a say in key decisions as you would expect. However, NAViGO is truly unique in that our membership is made up of not just staff, but community members as well. Anyone who is a service user, carer or has an interest in the services we provide is able to join our community membership which has equal voting rights to our staff membership.

Services in North East Lincolnshire changed fundamentally in the years preceding our move to social enterprise, with every component of service and the organisation itself being revised with the aid of service users and carers. Our new organisational form gives us the freedom to continue to develop and grow our services.

May 2011

providing excellent services to our community

Harrison House, our acute inpatient site, was inspected by the Royal College of Psychiatry under their Acute Inpatient Mental Health Services (AIMS) scheme and both Pelham and Meridian lodges were rated excellent.

Since the accreditation of the acute site, our community mental health and memory service for older people has also been rated as excellent.

We deliver bespoke services in partnership with the people who use them and indeed we are national top scorers for many indicators thanks to the innovative design of not just our physical buildings, but the ways in which our services work fluidly around them.



June 2011

giving service users and carers a voice for a decade

The North East Lincolnshire User and Carer Independent Forum celebrated its tenth birthday.

People can use the Forum to draw on their experiences of mental illness and those of the people they care for and can voice their ideas, opinions and views on local and national issues about mental health. They can also take part in various activities to help to make a difference to their lives and the lives of other service users.

Forum members have played a key role in numerous changes to local services over the years including changes to the old D2 ward at Diana Princess of Wales Hospital into two smaller units (Diamond and Sapphire) and more recently in the planning, design and décor of Harrison House.

Forum members also help recruit NAViGO staff (sitting on all interview panels), facilitate staff training, assisting with policy development and attending various meetings to add a service user / carer perspective.

For more information about The Independent Forum, please contact: Lesley Brown, manager, on (01472) 233312 or info@nelforum.org.uk

July 2011





a voice for our membership

Throughout the summer we ran a successful election process to elect four staff and four community membership representatives who now all sit on our Membership Board and all have equal voting rights. Two of the elected representatives (one staff and one community) also sit on our CIC Board as non-executive directors.





This guarantees that the voice of members is not only heard throughout all levels of our organisation, but helps to set our future direction.

Our pedigree has always been one of involvement and our change to an employee owned organisation simply enshrines that approach and furthers it. The service belongs to us all and the Articles (the document that sets out the rules of how we run) now ensure we all have a clear say within it.

your staff membership representatives

-  Vicky Britt
-  Suzanne Brown
-  Adele Drury
-  Vanessa East

your community membership representatives

-  Stan Thomas
-  Ray Braithwaite
-  Shirley Carter
-  Sam O'Brien

August 2011

part of our local community

We aim to be part of our local community and in August we were able to officially open new changing rooms at the Ross Sports Ground, Peaks Lane.

The changing rooms were built as part of an agreement between the Care Trust Plus, NAViGO and North East Lincolnshire Council. As part of the development of Harrison House, the acute services site which opened in February 2010, it was agreed that the CTP would provide new changing facilities for the local sports teams.

Players from local sporting leagues joined a number of individuals who were involved in the project to celebrate the first use of the new facilities alongside a short opening ceremony. The new building in Grimsby's Peaks Lane provides changing rooms for local young sports teams including the Gradely and John Pettit Sports Association.

Since the opening of Harrison House, NAViGO has worked hard to develop good relationships with our neighbours on Peaks Lane so it was great that we were able to complete the changing rooms project and give something extra back to the local community.

September 2011

democracy in action: large grant surplus vote

Our first AGM saw over 220 people come together for an update on our progress and to vote on how we should spend our surplus.

As a social enterprise, any surplus NAViGO generates is reinvested back in to our organisation to further develop and enhance our services.

The successful scheme focused on providing accommodation for vulnerable people who use our services. Sadly, many of our service users live unhappily in accommodation that is unsuitable, in areas where it is difficult to become socially included, feel safe, happy and part of a community.

Having stable, suitable and safe accommodation and a sense of roots and a 'place to be' is a key component of good mental health status. Many crisis episodes for people with longer term mental health problems are precipitated by problems with accommodation, or made worse by this, often creating unnecessary admissions and lengthy 'clinical' treatments.

From our first years surplus, Tukes will purchase and renovate properties in the local area which will then be offered for rent to our service users.



October 2011

developing our relationships: at home and away

Establishing links with other providers, not just the UK but worldwide, is important to us so that we can share our knowledge and skills with others.

Over the last year NAViGO has established a partnership with an institution based in Demir Kapija, Macedonia, to help support staff development and training while hoping to improve the physical surrounding for service users.

A number of staff from the institution, which provides care to a whole range of people of all ages with both learning difficulties and mental health problems, visited NAViGO services for four weeks to receive training and to experience how services are provided here in the UK and members of NAViGO staff have subsequently visited Macedonia. Fundraising has also been undertaken for the institution with a number of staff involved in various events including a skydive.



NAViGO also has strong links with the Caribbean islands of Antigua and Barbuda, providing regular RESPECT training for nursing staff, police, prison and emergency services. RESPECT training is now an integral part of The Antigua and Barbuda Mental Health Training Partnership which encompasses NAViGO, IAS(UK), Antigua and Barbuda Ministry of Health, Brian Hoser, The National Mental Health Association of Antigua and Barbuda and the North East Lincolnshire Mental Health Service User and Carer Independent Forum.



Closer to home, NAViGO is heavily involved with many local organisations in the health and social care sector and beyond. A number of partner organisations sit on the Membership Board which governs the organisation including the Independent Service User and Carer Forum, North East Lincolnshire Council, LiNK, En-gage, Alzheimer's and Artlandish.

As you will see throughout this report, services are also being developed with other health care organisations including locally based social enterprise Care Plus and the local general hospital, Diana, Princess of Wales.

November 2011

providing award winning services

We like to think that we provide innovative quality services for our local community but it is always nice to have this confirmed by other organisations and November saw us stocking up the trophy cabinet with four awards not only for our services, but the way in which our organisation has been set up.

Tukes picked up the Award for Service Delivery (Complex Needs) at The Guardian Public Sector Awards which led to NAViGO also being declared over all winners for the whole Awards. The judges chose Tukes from over 500 entries from across the UK as they thought it was one of the most imaginative and inspirational ideas in our public services.

The Guardian Award is based upon the work that Tukes undertake at Harrison House which brings to life NAViGO's vision for a total overhaul of the way mental health services are provided, moving away from hospitals, creating a specifically designed environment, purpose built with fundamental service user input. Harrison House seeks not to disempower people, or make them passive recipients of treatment.

NAViGO also scooped two awards at The Philip Baxendale Awards for Excellence in Employee Ownership. The first honour relates to the Employee Ownership Rising Star Award which celebrates the impact of an organisation that has recently become employee owned and is already showing progress in creating a highly effective organisation with a strong culture of meaningful employee ownership.

The second award celebrates the novel way in which we provide services at Harrison House. The Public Sector Employee-Led Mutual Organisation (ELMO) Award was awarded to us as the most impressive group of employees to have spun out of the public sector into an ELMO, showing progress in transforming the service to improve outcomes for their users. The award focuses specifically on the way in which Tukes run all of the ancillary services for NAViGO.



December 2011

leading the way in forensic service development

As part of a pathfinder programme, £427,000 of funding has been awarded to NAViGO by the Department of Health enabling the expansion of local forensic mental health services to provide an expert panel to the magistrates' court and to provide more assertive follow up for signposted offenders.

This is a multi-agency development and NAViGO will be working together with the Humberside Probation Trust, the Drug Intervention Programme (DiP) and the combined Grimsby courts to provide a professional, multi-agency, rapid response panel to assess individuals where magistrates have expressed concern over their mental health.

The panel will consist of a forensic practitioner, an offender manager and a DiP worker who will provide an assessment and written report back to the court within a three to four hour timeframe, significantly speeding up court outcomes and reducing the normal delays associated with remands/adjournments.

To be chosen as one of only 20 pathfinder sites from over 200 schemes in the country is a real achievement for NAViGO and testament to the excellent work undertaken by the forensic mental health team.

The funding is part of a wider initiative announced by Paul Burstow, minister of state for care services, which will see £19.4 million spent nationally on the development of new and expanded diversion services in 2012/13.

January 2012

developing services with our local partners: COPD grant

Open Minds, which provides the talking therapies (IAPT) service for people with common mental health problems, has been awarded a £200,000 grant for service development from the Burdett Trust for Nursing (The Empowerment Programme).



The grant will be used over two years to develop integrated assessment and treatment of depression and anxiety in people with severe Chronic Obstructive Pulmonary Disease (COPD).

Treatment of depression, anxiety and panic using Cognitive Behavioural Therapy (CBT) can reduce hospital admissions and improve mental and physical health and quality of life.

This innovative service development will integrate the provision of talking therapies (CBT) with existing COPD services at Hope Street Clinic and Diana Princess of Wales hospital.

Professionals from each organisation will work collaboratively to provide services between the hospital wards, Hope Street Clinic and Open Minds; providing the right care in the right place at the right time.

February 2012

bringing vital services closer to home **Rharian Fields: our new specialist eating disorder unit**

Rharian Fields, the new home for our specialist eating disorder team, opened its doors in February. This service allows people who may have conditions such as Anorexia and Bulimia to be cared for and treated by a dedicated team, in a purpose built environment within the region rather than having to travel long distances for treatment.

Although NAViGO already provided an outpatient eating disorder service, this new unit allows the team to apply even more innovative practice at the forefront of national thinking, building on the current outpatient programme to provide group therapy, day care and a re-feeding service as well as a dedicated, discreet in-patient unit.

The opening of Rharian Fields is a big step forward for services in North East Lincolnshire meaning that local people will no longer need to travel hundreds of miles to receive the vital treatment they need.

It is a credit to our organisation that we were able to move so rapidly in developing this new service. Being a social enterprise has allowed us the freedom to develop this service from a business case to a fully-fledged service ready to accept referrals in less than a year which is a phenomenal achievement against a background of national service cuts.

For more information about Rharian Fields, please visit:
www.rharianfields.co.uk

March 2012

Gardiner Hill Foundation: our partnership charity

NAViGO established the Gardiner Hill Foundation, a registered charity, to work alongside and supplement our core funded mental health services.

The charity is named after Robert Gardiner Hill, MD, who is credited with being the first superintendent of a small asylum to develop a mode of treatment whereby the reliance on mechanical restraint and coercion could be made obsolete altogether. His ethical approach to non-aversive methods has a strong connection to the RESPECT training that NAViGO provides to other organisations, both nationally and internationally, in management of violence and aggression.

The charity supports people with mental health issues in ways which empower them. The Foundation's principal aim is to encourage and support education and training, employment, and independent living.

"He noticed by observation, or surveillance, and by spending long periods with patients restraints were unnecessary and concluded they should be abolished completely.

"This resulted in a marked increase in tranquillity. Outbreaks and sallies of passion occurred very seldom. No serious accidents had occurred under surveillance."

Gardiner Hill, 1840

looking back at our first year

In our first year as a social enterprise we have gone from strength to strength as a not for profit membership organisation, putting our staff and service users at the heart of our service.

As you will have read, we have had some fantastic achievements in our first year, winning national awards for not only our services but for the way we work as an organisation, bringing new services to the community we serve such as Rharian Fields and drawing in investment to put us at the forefront of service development in forensic services to name just a few, not to mention our record breaking return rate for the staff survey, which at 72 per cent put us as the highest scoring social enterprise in the whole of the UK.

All of this would not have been possible had we still sat within the NHS. Our move to social enterprise has allowed us the freedom to develop our services, enhancing what we are able to provide to the people of North East Lincolnshire.

Against a background of national service cuts we have responded by working smarter, reducing waste, ensuring everyone relates directly to those who use the services and we are therefore more efficient. By having less managers and bureaucracy, we have managed not only to save significant sums required of us, but also to generate a surplus to reinvest back into our services, creating accommodation for vulnerable people as voted for by our members at our AGM last summer.

We are proud of the services we offer to the people of North East Lincolnshire as we strive to provide services that we would be happy for our family to use, in partnership with the people who know our services best, our staff, our service users and their carers.

- "The service that has been offered to me has been a life saver and I mean that literally. It provided me with support, information and understanding."
- "I never thought this would be possible but the team have made a great improvement to the client's outlook by 100% and it has been a great benefit to him and his family."
- "If this service was not there, I don't think I would be able to get better, in fact, I know that I wouldn't."
- "The community mental health team that I have at this time are one of the best I have had in the past 10 years."
- "I was listened to and treated with respect."
- "Superb, personal service."
- "I was in relapse and the care, compassion, and humanity I received helped me through an overwhelmingly difficult time."
- "I feel like someone is holding my hand and after fighting this eating disorder on my own for the last three years it is a good thing. I don't feel that I am on my own anymore."
- "After building up the courage to enter Open Minds, I found it easy to return and the staff very approachable and friendly. The fact that the service is there is a reassurance in itself. It reminds you you're not alone and many people are going through similar difficulties as yourself."
- "My housing is in the right location, very central to my needs. I have been very happy content and settled where I am. I always get a phone call and they continue to support us, very friendly team."



section four: our performance

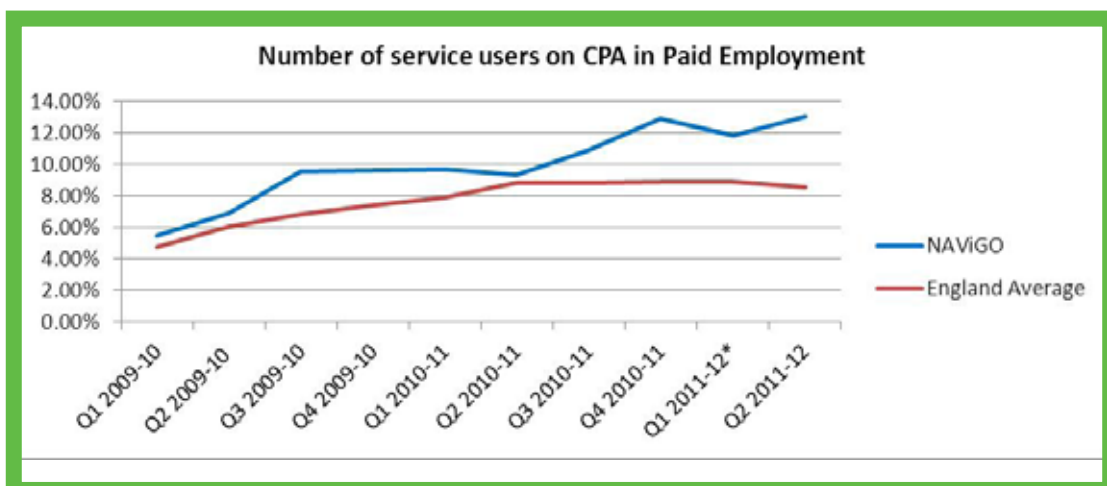
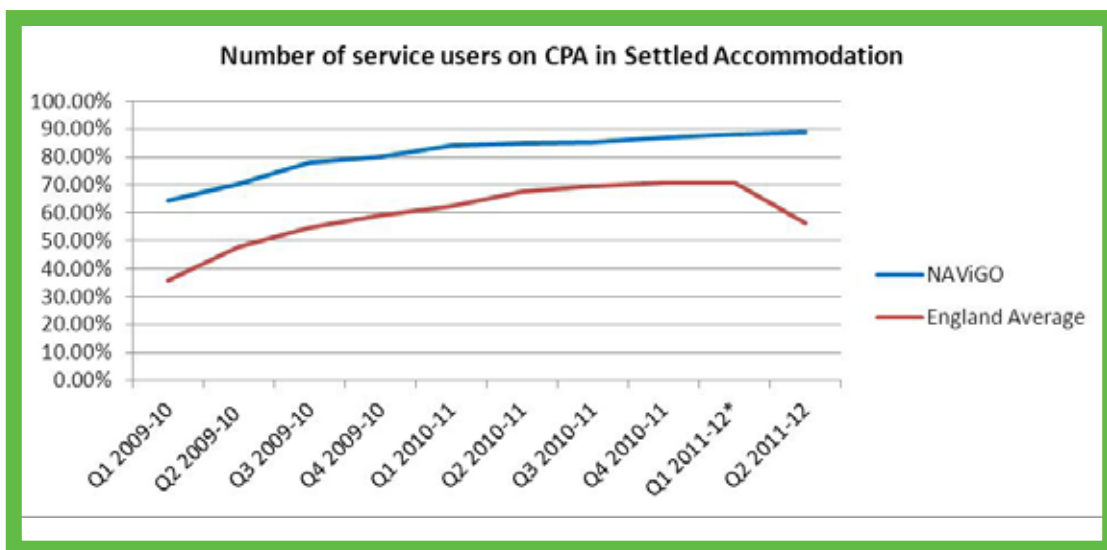
employment and accommodation in North East Lincolnshire

Being in sustainable employment and long-term settled accommodation are key factors in reducing the likelihood and impact of social exclusion for at-risk adults. It can also have positive effects on health and well-being. This is why the Government set targets for mental health providers, striving to improve employment and accommodation prospects for people on the Care Programme Approach.

The Mental Health Minimum Data Set monitors the number of service users on the Care Programme Approach (CPA) in settled accommodation and employment and informs the results of the Department of Health.

We are particularly proud to be in the top five performing mental health providers in the country when it comes to securing settled accommodation and employment opportunities for our service users.

The graphs show our progress against the national England average performance from March 2009 to September 2011 which is the latest available published data.



Improving Access to Psychological Therapies (IAPT)

Open Minds, part of NAViGO, provides the talking therapies (IAPT) service for people with common mental health problems in North East Lincolnshire. We are pleased to be among the top performing providers of IAPT services nationally when it comes to positive outcomes for our service users.

The table shows the latest data published by the Information Centre as of September 2011. NAViGO is performing in the top quarter of IAPT providers nationally.

The data shows that almost 60 per cent of people receiving treatment from Open Minds, are recovering from their mental health problem compared with 44 per cent on average nationally. 12 per cent of people accessing the service who were on benefits and sick pay have been assisted back into work, which is almost double the national average percentage at just 6.6 per cent.

IAPT KPI	NAViGO %	England average	Quartile	Benchmark position
Proportion of referrals who have entered treatment	91.20	60.10	Top	8
People who have entered treatment as a proportion of people with anxiety and depression	3.10	2.10	Top	25
Proportion of people moving to recovery	59.70	43.90	Top	14
Proportion of service users moving off sick pay and benefits	12.29	6.60	Top	11





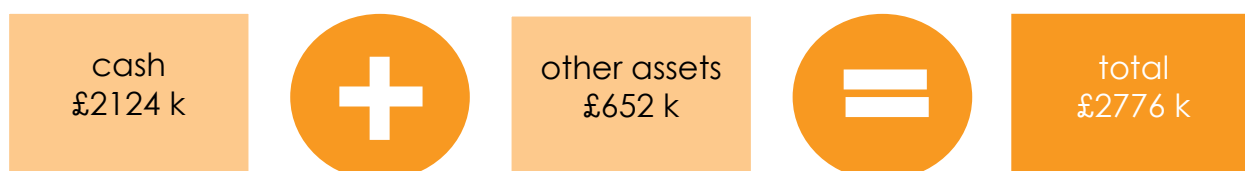
section five: the financial picture

NAVIGO has performed extremely well during our first year of operation, not only have we met our £200k surplus target, but we have exceeded that by almost £100k. Set against the context that we had to make efficiency savings of over £1m to balance the books, not only did we achieve that, but as you will see from reading this document, we also embarked on new and exciting services to enhance the care we offer within North East Lincolnshire.

Together as an organisation we have worked hard to achieve savings through being more creative, better housekeeping and being more efficient wherever we can. Since we became a stand-alone organisation on April 1, 2011 we have significantly reduced management and bureaucracy as well as treating less of our services users outside of our area thus reducing placement costs and improving the care our service users receive.

2012/13 provides us with further challenges as it does for all organisations that are predominantly funded through public sector finance, however we believe that we have set off on a firm financial footing and are well placed to meet the challenges that face us. We are required to make a further £750k of efficiency savings to ensure our financial sustainability which we are on track to achieve. Once again, in 2012/13, we are looking into the viability of adding new areas of service that would further enhance the organisation and the quality of care to people who use our services.

what we own



what we owe



our surplus



income statement for the financial period ended 31 March 2012

revenue	22,582,249
cost of sales	(18,790,797)
	<hr/>
gross profit	3,791,452
administrative expenses	(3,419,450)
	<hr/>
operating profit	372,002
other non-operating income	23,188
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profit before tax	395,190
income tax expense	(95,960)
	<hr/>
profit for the period	299,230
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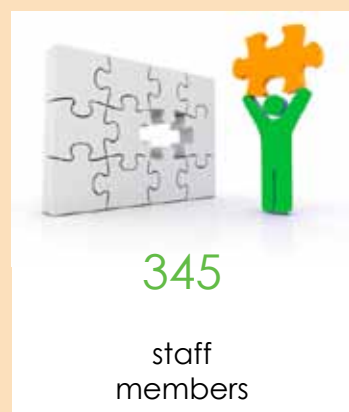
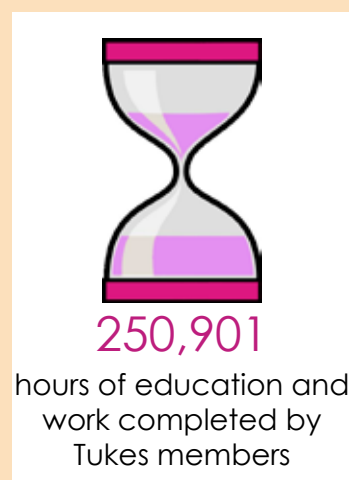
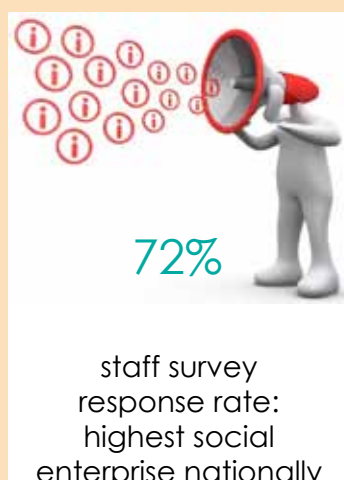
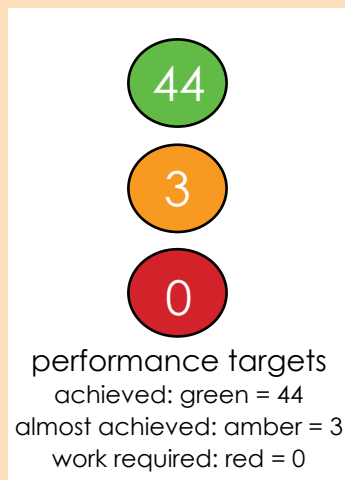
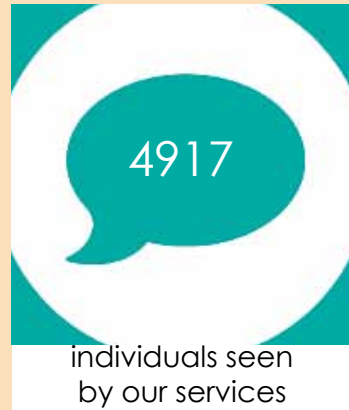
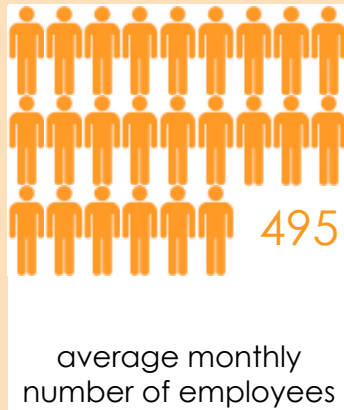
statement of financial position as at 31 March 2012

assets	
- non current assets	85,839
- current assets (incl cash)	2,690,541
	<hr/>
total assets	2,776,380
	<hr/> <hr/>
equity and liabilities	
- equity	299,559
- current liabilities	2,476,821
	<hr/>
total equity and liabilities	2,776,380
	<hr/> <hr/>

statement of cash flows for the financial period ended 31 March 2012

cash flows before changes in working capital	372,002
increase in working capital	1,758,071
	<hr/>
cash flows from operating activities	2,130,073
net cash flows used in investing activities	(6,611)
cash flows from financial activities	329
	<hr/>
cash and equivalents as at 31 March 2012	2,123,791
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NAVIGO in numbers





section six:

directors' declaration of interest register

name	position within NAViGO	declared interest		date of declaration	date interest ceased
		Company or organisation	interest or gift		
Tom Hunter	Chair	Pelican Trust Lincoln	Unpaid trustee and director of a registered charity providing training and employment for mental health users	12.10.11	
		Gardiner Hill Foundation	Unpaid non – executive chairman	11.11.11	
		Lincoln Diocesan Trust and Board of Finance	Director and charity trustee	30.3.12	
Kevin Bond	Chief executive	YMCA (Humber area)	Unpaid director	12.10.11	14.3.12
Simon Beeton	Finance director	Gardiner Hill Foundation	Treasurer	12.10.11	
Ray Braithwaite	Community representative non-executive director	NEL Independent Forum	Trustee/vice chair	12.10.11	
Peter Mills	NELC elected representative non-executive director	RJR Knitwear	Director	9.11.11	
Jane Lewington	Health/ business skills non-executive director	Open Door CIC	Chair	9.11.11	
		United Lincolnshire Hospital Trust	Director of strategy and performance / deputy chief executive	9.11.11	



section seven:

your opinion matters to us

feedback on our annual review

If you would like to comment on this report, please forward your views to us via post or email:

info.navigo@nhs.net




The membership team
The Eleanor Centre
21 Eleanor Street
Grimsby
North East Lincolnshire
DN32 9EA

get involved in our community membership

As a Community Interest Company we have a voting membership. NAViGO is unique in that our service users, their carers and anyone with an interest in local mental health services can also join the membership and have the same rights as staff members.

The NAViGO membership get to have their say on how our services are run.

This can be done in a number of different ways:

-  They elect four community membership representatives who sit on the NAViGO Membership Board. One of the four also sits on the CIC Board (please see representatives leaflet for more details).
-  They get an equal vote to staff on key decisions including how we spend any surplus we generate.
-  Shaping the future of our organisation – we want community member opinions on everything and anything to do with our services. This can be feedback via the representatives or directly to any member of the senior management team.

Anyone who has a genuine interest in our services can join our community membership. Simply complete an application form which will then be submitted to the Membership Board for approval.

download a form online

visit: www.navigocare.co.uk

call: (01472) 625808

email: info.navigo@nhs.net

collect: pick up an application form at any NAViGO site

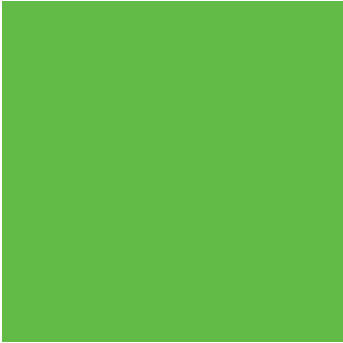
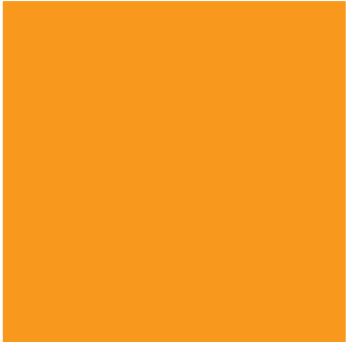
Get in touch using any of the methods above if you would like an application form or to ask any further questions about joining the NAViGO membership.

NAViGO Health and Social Care Community Interest Company

The Eleanor Centre
Eleanor Street
Grimsby
DN32 9EA

Tel: (01472) 625800
Email: info.navigo@nhs.net

www.navigocare.co.uk



presented at the
NAViGO AGM
July 18, 2012

