

Board Public Update

Spring 2025



We are St Andrew's

A thriving Charity with a proud history of helping those with a mental health need, find hope

Message from the Chair



Paul Burstow

"Welcome to the Spring Board Update from St Andrew's, highlighting the Charity's work on its Strategy. We hope you find it both interesting and informative."

St Andrew's continues to focus on its two strategic priorities: **Getting to Good** and **Growth and Innovation**. Since our last update, the Board has received regular reports on progress and has remained actively engaged in supporting this vital work.

Like many organisations across the health and care sector, we are navigating a range of significant challenges. The most recent Government budget introduced increased employer National Insurance contributions and reduced thresholds, placing further financial pressure on charities such as ours. In response, St Andrew's has acted proactively to manage these impacts. We are now focused on building a more sustainable future — one that balances **growth, new service lines, and cost control**.

In partnership with commissioners, the Charity is identifying opportunities to expand services where additional capacity is needed to support individuals with complex mental health needs. This includes the realignment of wards in our **Low Secure Division**, which now carries the new name **Specialist Care Division**, reflecting its enhanced focus on **community reintegration** and recovery.

Alongside our **Adult Care Services**, these developments are helping us to build clear pathways from secure care through to specialist rehabilitation and, ultimately, to community-based living.

We are also proud to share that the **St Andrew's Centre for Developmental and Complex Trauma** has reached an important milestone: over **100 research publications** since its launch in 2021. This Centre, a key part of our Academic function, brings together more than 50 colleagues across St Andrew's in a collaborative research programme aimed at improving outcomes for patients and staff with experience of significant trauma.

"The Getting to Good and Growth and Innovation priorities from our Strategy are progressing. There are challenges, as felt across the wider sector, however, we are working hard to ensure a sustainable Charity for years to come."



Dr Vivienne McVey

Our Priorities from now until the end of March 2026



Priority 1: Getting to Good

Getting to Good is about ensuring we have the fundamentals in place to deliver high quality services every day, so that everyone knows what to do, why it needs doing and how to do it.

Priority 2: Growth and Innovation

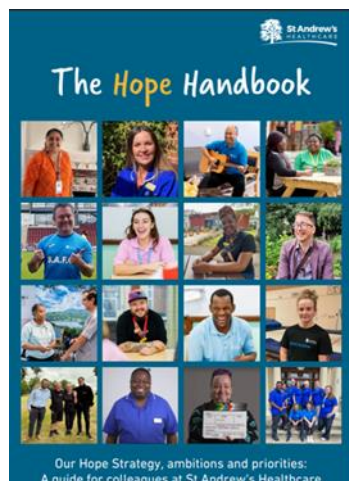
Growth and Innovation is about developing new services, with a focus on helping people to live in the community. We must grow and innovate to remain a thriving, vibrant and relevant Charity.

The Hope Handbook

The Charity has launched The Hope Handbook which seeks to further enhance the strategic message and also act as a useful tool for staff to better understand where they contribute to the mission.

We have also announced five new Champion leads who will be supporting the achievement of the Champion strategy. They will cover:

- Patient and Carer Racial Equality Framework (PCREF)
- Effective Mechanisms
- Co-Production
- Expert by Experience
- Improve Accessibility





People and Culture

93 actions from the Your Voice survey have been identified and are now being worked on, focussing primarily on communication, engagement and recognition and career development.

Our new Deputy Director of People and Workforce, Rob Pardon joined the Charity in February and will focus initially on leadership.

The broader approach of listening to colleagues is now under review and will include enhancing membership of our STEER group and reviewing the engagement survey supplier in order to widen access for colleagues.



Finance

The Charity continues to project a surplus for the current year, however, as with many organisations, there are challenges on the horizon as a result of the employer National Insurance increases. The Charity is proactively working to mitigate the additional costs whilst ensuring that Charity will continue to be sustainable in the future.



Programmes & Projects

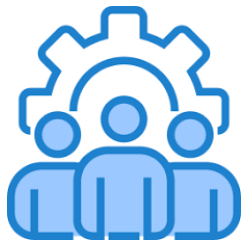
Having the right tools in place to achieve our ambitions is really important, which is why we are currently engaged in projects including reviewing our Customer Relationship Management (CRM) system used by Business Development, Marketing and Fundraising and implementing a full ERP (Enterprise Resource Planning) solution, designed to streamline core business processes. An indicated go live date of October 2025 has been planned for the ERP project whilst the phasing approach continues to be analysed.



Quality

Following on from the inspections carried out at the end of last year, there have been further CQC inspections carried out over March. We await the final reports.

Several Carer forums have been held which provide a monthly opportunity to hear from carers, answer their questions and build their feedback into our planning. The insight provided is invaluable and is one element of helping us to strengthen how we listen to, hear and respond to the patient and carer voice - a key aspect of our Voice ambition within our Hope Strategy.



Operations

Our new Director of Nursing, Catherine Vichare has been engaged in designing a development programme for the Nurse in Charge roles, considering compliance with Nursing Standards and also bringing to fruition this year's Annual Establishment Review.

The transition of our advocacy services to the relevant Local Authorities has continued, with Essex and Birmingham now complete. Northampton will follow from 1st April.



Estates & Facilities

Work continues on our extensive condition survey of the estate, together with working on the longer term strategic plan for the Main Building. We are also starting the development of a comprehensive Space Use Policy and Procedures to ensure controlled and regulated allocation of space across the entire estate.

We are refining the Estates and Facilities structure. This involves clarifying roles and responsibilities to establish a robust and supportive framework for delivering enhanced service levels and facilitating necessary development.

And finally.....



We have come to the end of the nominations process for our Annual Awards. We will be celebrating with our finalists at the Awards Ceremony and Dinner on Thursday 15th May.

We wish all the finalists the very best of luck and look forward to highlighting our winners in the next update.



Volunteers' Thank You dinner

Following the King's Award for Voluntary Services and to thank our wonderful volunteers for donating their time and expertise to help our patients find hope and transform their lives, we held a thank you dinner in the Great Hall, Northampton. A number of certificates were awarded to our most outstanding and committed volunteers. We cannot wait to see what 2025 brings for this brilliant group of individuals at St Andrew's.

Patient Engagement



We had a very special visitor at Workbridge, the Rt Hon Liz Kendall MP!

Liz, who has held the ministerial position since July last year came to find out more about the new Workbridge Community Skills and Wellbeing programme. The initiative was developed to help people who have been unable to work due to mental ill health, by easing them back into employment.

The visit comes as the Department for Work and Pensions (DWP) has published new research which shows that many sick and disabled people say they want to work to help boost their living standards – but aren't given the right support.

Liz said: "Today's report shows that the broken benefits system is letting down people with mental health conditions who want to work. People claiming Health and Disability benefits have been classed by the system as "can't work" and shut out of jobs and have been ignored – when they've been crying out for support.

Dr Sanjith Kamath, Executive Medical Director and Deputy CEO, explained:

"As the largest mental health charity in the UK we are committed to supporting those who have complex mental health needs."



St Andrew's in the News



Our Charity has featured in the first UK's Best Employers ranking, published by the Financial Times and data provider Statista.

The rankings have been determined by an independent survey of more than 20,000 UK employees, and evaluated employers on various factors, including workplace culture, employee satisfaction, and overall company reputation.

St Andrew's is now proudly listed as number 51 in the list of top 500 employers in the country, and number four in the healthcare and social sector.



We're thrilled that Dr Alex Hamilton, a Consultant Psychiatrist and Clinical Director in Medium Secure, has been presented with a top teaching award from the Cambridge Clinical Society



St Andrew's were shortlisted for a top healthcare award for our "innovative and forward thinking" digital approach to patient care, and recognised in the Excellence in Clinical Innovation category at the prestigious Health Service Journal (HSJ) Independent Healthcare Providers Awards.



Committee Updates

Audit & Risk Committee

Chair: Sheryl Lawrence, Non-Executive Director

The Audit and Risk Committee met in January to discuss and agree the following:

- Approval of the External Audit Plan, Strategy and fees from our External Auditors, Grant Thornton.
- Approval of the Annual Internal Audit Plan

Quality & Safety Committee

Chair: Steve Shrubb, Non-Executive Director

The Quality and Safety Committee met in December and February and received and discussed the following:

- Agreement of the Quality Principles for the current year's Quality Account
- The Establishment Review
- Reviewed the quality related strategic and material risks

Finance Committee

Chair: Andrew Lee, Non-Executive Director

The Finance Committee met in March and received and discussed the following:

- The annual financial plan, budget and strategy
- Reviewed the Committee Terms of Reference
- Reviewed the finance related strategic and material risks

Contact Us



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