

**CPSL Mind
Strategy
2026 – 2030**

**Time for Action:
Together for Mental
Health**





About CPSL Mind

We are Cambridgeshire, Peterborough and South Lincolnshire Mind (CPSL Mind), a values-driven mental health charity. We are a local Mind, affiliated to national Mind and part of the Mind federation, but responsible for raising our own funds and having our own board of Trustees. This means we are your local, independent mental health charity and all funds raised locally, stays local.

We work collaboratively across our communities, delivering strengths-based services and initiatives that support recovery from mental health challenges and promote positive wellbeing. We directly support over 8,000 people each year and connect with many thousands more through our campaigns, training and fundraising events.

We recognise the unique skills, experiences and perspectives that every individual brings to CPSL Mind. Co-Production is central to everything we do, ensuring that those with lived experience shape the services, decisions and priorities of our organisation.

Foreword



I am proud to introduce our 2026-2030 strategy, *Time for Action: Together for Mental Health*.

We are at a pivotal moment. Demand for mental health support is rising; needs are becoming more complex, and too many people still reach services only at the point of crisis. We face the challenge of doing more with less, whilst maintaining a relentless focus on delivering the best possible outcomes for the people of Cambridgeshire, Peterborough and South Lincolnshire.

This strategy is a call to decisive, collective action. It sets out our commitment to improve access to timely, high-quality support and to ensuring CPSL Mind continues to evolve to meet the needs of our communities.

Time for Action reflects the urgency of the moment; *Together for mental health* recognises that lasting impact depends on partnership. Crisis reduction, inequality and generational change cannot be achieved by working in silo or within a single strategy. By working in alignment with health services, social care, local authorities and the wider VCSE sector, we can all challenge and strengthen the system, and each other to deliver meaningful change.

Our focus is clear:

- Improving Access, Preventing Crisis: ensuring people are equipped to receive the right support at the right time
- Strengthening Communities: building resilience and influencing systemic change
- Shaping Systems: making mental health support work better for everyone

People remain at the heart of everything we do. Lived experience will continue to shape our services, governance and strategic priorities. Compassion and integrity guide every decision we make.

This strategy is ambitious, grounded in evidence and shaped by the voices of those we support.

The challenges ahead are significant and the need urgent - but the opportunity to create lasting, positive change is real. Together, we can improve access, reduce crisis and build stronger, more resilient communities across our region.

Ashley Bunn – Chief Executive



Context

Across Cambridgeshire, Peterborough and South Lincolnshire, mental health need is significant, but not evenly experienced.

Around 1 in 5 adults live in our communities with a common mental health condition at any time and numbers are steadily rising (Minds Big Mental Health Report 2025). Suicide rates remain above the national average in Lincolnshire (ONS), while within Cambridgeshire and Peterborough the highest rates are seen in Fenland, with Peterborough also exceeding national average (Local Authority Public Health Profiles).

Peterborough faces disproportionately high levels of severe mental illness, depression diagnosis and self-harm hospital admissions compared to Cambridgeshire overall (NHS Digital). Mental Health need in Huntingdonshire is significant, with local estimates showing Huntingdonshire as having among the highest numbers of adults experiencing common mental health conditions in Cambridgeshire and Peterborough (C&P Insight).

In South Lincolnshire, wider socioeconomic pressures, including loneliness, fuel poverty, low wages and insecure seasonal work are intensifying vulnerability (DWP).

Across the region, mental health outcomes are shaped as much by community context as by clinical need. Place based factors such as poverty, employment insecurity, housing, rurality and social connection are key drivers of both risk and resilience (The Kings Fund). Key structural challenges continue to compound this, including inequality in access to support (NHS England), pressure on primary care, and long waiting times (NHS Digital).

Loneliness and isolation, particularly in Fenland, rural Cambridgeshire and South Lincolnshire are emerging as defining risk factors closely linked to the wider determinants (ONS).

As a result, more people are presenting later and in greater distress, with increasing reliance on urgent and crisis pathways rather than early support (NHS England).

Shaping our future



Our new strategy has been shaped with people, not developed for them.

We began with a listening phase designed to ensure that the voices of those who know our work best, directed our future.

Through questionnaires, focus groups and workshops, we gathered a broad and diverse range of insights. Participants included staff, volunteers, trustees, members of the Your Views Matter network, professionals, community members and system partners. Importantly, 77% of participants – 76 individuals - brought lived experience of mental health challenges, grounding our strategy in real understanding, from those that matter most.

Alongside broad engagement, we created space for deeper reflection and dialogue. 44 individuals took part in internal focus groups, 14 individuals joined further sessions to sense check and refine emerging themes and partners and commissioners contributed through targeted questionnaires.

This approach enabled us not only to gather feedback, but to engage meaningfully with ideas, challenge assumptions and explore fresh perspectives. These conversations helped us move beyond surface level input to better understand priorities, tensions and opportunities. The result is a strategy shaped by collective insight; grounded in lived experience, informed by frontline delivery, strengthened by partnership perspectives and challenged by community voice.

This collaborative approach has enabled us to move forward with clarity and confidence, knowing our future direction reflects what matters most to the people and communities we serve.

Our vision

Thriving local communities built on connection, where good mental health and wellbeing enables everyone to live well in ways that are meaningful to them.

Our mission

We work alongside local people and communities to build on strengths, reduce mental health inequalities and improve the everyday conditions that shape wellbeing.

Responsive

We adapt with courage and curiosity, drawing on lived experience from across our diverse communities to meet the evolving mental health needs.

Connected

We build meaningful relationships to create lasting community impact.

Compassionate

We listen with respect, act with kindness, and challenge with care.

Accountable

We act with integrity, taking responsibility for our decisions and behaviours, and for the impact we have – even when no one is watching.

Our values



1

Strategic Goals



Prevent avoidable mental health crisis by expanding equitable access to early, effective, strengths-based support across our communities

Key Areas of Focus:

- Reach underserved and high-risk communities – we will target investment, service pilots, communications and engagement approaches toward populations currently least likely to access early support
- Use data and evidence-based insight to improve early access pathways – We will utilise our service delivery data, population insight and evidence to understand barriers to early access and strengthen connection points before crisis occurs
- Embed best practice and innovation – Actively identify, learn from and adopt proven models of early intervention and prevention to strengthen our offer and outcomes
- Strengthen cross sector collaboration – Develop partnerships across health, education, community, VCSE and social care systems to improve prevention pathways, particularly for children and young people transitioning to adult services



Strategic Goals

2

Embed the experiences and outcomes of people from our communities as the real decision-making force in directly shaping how services are designed, delivered and improved

- Establish CPSL Mind as a national exemplar in community led, co-produced mental health services – Position CPSL Mind as a sector leader by embedding co-production principles across service design, delivery and evaluation, ensuring communities play a substantive role in shaping provision
- Implement real time learning and feedback systems – Develop robust mechanisms to capture lived experience and community insight, enabling rapid feedback loops that inform continuous service improvement and organisational learning
- Embed a whole organisation co-produced model, including shared governance – Integrate co-production across all organisation levels, from front line services to strategic governance, ensuring people with lived experience have meaningful influence in decision making structures
- Co-define meaningful outcome measures with communities – Work with people accessing services and community partners to design measurement frameworks that capture what matters most to communities, focusing on experience-based outcome and impact

3

Strategic Goals



Build and sustain a diverse, skilled, values-driven workforce capable of delivering consistently measurable, high quality mental health outcomes

Key Areas of Focus:

- Deliver the People and Culture Plan – Implement the organisation's People and Culture Plan to strengthen workforce capability, leadership capacity, staff wellbeing and diversity across all areas of the organisation
- Strengthen our values led organisational culture to deliver impact – Embed and regularly assess alignment with organisational values through structured feedback, reflective practice and mechanisms that encourage learning, constructive challenge, accountability and connection across teams
- Build organisational capability and organisational effectiveness - Invest in workforce capability, not only capacity, to improve cross team collaboration, strengthen shared ownership of outcomes and support delivery of strategic objectives
- Ensure workforce sustainability and growth – Develop a sustainable workforce and income model through a coordinated organisational approach to income generation, including strengthening business development capability and exploring appropriate commercial opportunities



Strategic Goals

4

Influence the social, economic and community factors that shape mental health outcomes, through targeted advocacy, evidence driven action and cross sector strategic partnerships

Key Areas of Focus:

- Strengthen evidence and insight on structural drivers of mental health – Develop robust analytical capability to identify where social, economic and environmental conditions are driving poor mental health outcomes, enabling targeted influence and resource prioritisation
- Lead a coordinated approach to wider determinants – Establish a structured framework for addressing the wider determinants of mental health by partnering beyond the health system and developing cross sector collaboration
- Enable community led change and healthier environment – Support and scale community led initiatives that strengthen wellbeing, empower communities as agents of change and create sustainable improvements in local environments
- Advance organisational equity and representation – Strengthen organisational practice to ensure our workforce, leadership and partnerships reflect and are accountable to the communities we serve

5

Strategic Goals



Position CPSL Mind as a trusted system partner and provider in prevention and early intervention

Key Areas of Focus:

- Secure strategic system influence – Establish formal representation within Integrated Care Board governance, pathway design forums and key workshops to shape prevention and early intervention models
- Strengthen commissioning credibility – Align organisational narrative, data and delivery with commissioner priorities, demonstrating strategic understanding of system outcomes, population health management and value-based commissioning
- Demonstrate measurable social and economic impact – Develop robust evidence of impact, including social value and return on investment, while strengthening contract management and outcome reporting to commissioners
- Embed CPSL Mind within Primary Care and national prevention programmes – Integrate services within primary care pathways and align delivery with relevant national and regional prevention initiatives
- Create a structured approach to innovation – Establish mechanisms to pilot and scale prevention and early intervention initiatives in partnership with system stakeholders