

Strategic Plan 2025-2027



Kerry Mental Health Association

Strategy 2025 to 2027

Introduction

The Strategic Framework from 2025 to 2027 declares our vision of the future of Kerry Mental Health Association CLG. It adheres to the principles as outlined in our Constitution which is to benefit the community through the promotion of mental health by:

- Promoting general welfare of people with mental health challenges including mental illness
- Supporting people with mental health challenges and/or their families and carers
- Promoting mental health and well-being by the provision of information and by advocating on behalf of people with mental health challenges and/or their families and carers
- The provision of research, education and training programmes that promote mental health and well-being, and/or supports those with mental health challenges
- Operating as an Approved Housing Body for the provision of accommodation for persons with mental health challenges who are deemed by the relevant housing authority to be eligible for social housing

These principles are aligned to the core elements of Mental Health Ireland's 2022 to 2024 Strategy entitled "Mental Health For All: Hope, Strength & Action" which placed a focus on serving the mental health needs of individuals, family & friends, communities and society.



This is a living document that acts as a fluid guide to the Kerry Mental Health Association as a whole including the volunteer Board of Trustees/Directors, Management, Staff and Volunteers. It is by no means rigid in its structure or timeline, but instead offers intrinsic flexibility to embrace real time change. It also allows the organisation an opportunity to pivot in the event of any unforeseen or growing challenges. The organisation will review the strategic position on an annual basis to evaluate and measure progress. In the event that, extensive progress or reduced efforts are identified within any one goal or strategy, the organisation may decide to review its strategic position.

The strategy is the result of a process which sees the voluntary efforts to bring Kerry Mental Health Association on an extraordinary journey from its foundation in 1966 to the present day and into the future.



Mission

1. To promote mental health to everyone in County Kerry
2. To support people with mental health challenges, their families and carers through the activities of our Branch network and
3. To provide accommodation for persons with mental health challenges

Vision

1. That everyone values their mental health as an essential part of personal well-being
2. That society is better informed about how to take care of its mental health and
3. That people with mental health challenges are respected and supported

Objectives

Remind, Revitalise, Rebrand

Remind the public and decision-makers that...

- Kerry Mental Health Association is central to promoting mental health and well-being in the county
- Everyone experiencing a mental health challenge must be supported and respected
- People are living with mental ill-health 24/7 and their families and carers need support as much as those with the mental health challenges

Revitalise the approach to...

- Fundraising
- Recruiting volunteers
- Education and training
- Housing

Rebrand when...

- Ready

This strategic framework was finalised in 2024 under the initial guidance of Tom O’Leary and Associates and with the input of Kerry Mental Health Association Trustees/Directors, Management, Staff and Volunteers.

SWOT Analysis

At the outset of the process, a SWOT analysis was carried out and it helped to inform the Board when preparing the strategy.

Strengths

- Board - experience and skills
- Established presence across the County through branches
- Governance at organisational level
- General Manager (experience and connections)
- Funding base
- Housing - relationship with tenants, and Kerry County Council
- Revenue from rentals
- 99-year lease on Ross Products complex

Weaknesses

- Structure of branches (disconnect with some branches and organisation)
- Age profile of branch members
- Volunteer recruitment
- Efficiency of account reporting from the network of Branches
- Branding and KMHA identity
- Limited collection of formal client feedback
- No sponsorship strategy

Opportunities

- Gender balance on board
- Additional directors - broad range of skill sets
- Review of the branches
- Additional funding opportunities
- Review of structures at branch level
- Streamlined financial reporting (based on budgets and reporting under specific categories)
- Housing Management - Purchase and Management
- Research and evaluation
- Café - Wellness Café
- Expansion of charity shops
- Develop Training Services

Threats

- Reliance on key people
- Age Profile of branches
- Change to branch structures
- Volunteer recruitment
- Age of current property portfolio
- Ownership on the ross property site
- Reliance on fundraising
- Rising operational costs



The Kerry Mental Health Association Board and General Manager/Secretary have undertaken a process that will focus on five key headings over the lifetime of the new strategy.

1. Governance

To make significant structural and business reforms to prepare our organisation for the projected growth pattern and compliance requirements over the next three years. Much of this work commenced in 2020 with the appointment of a General Manager who also fulfils the duties of Company Secretary.

Kerry Mental Health Association must further enhance governance structures through the establishment of working committees, training for staff, volunteers and trustees, asset management, succession planning, upholding equality and rights. This is an ongoing process.

Consideration will need to be given to staffing needs, insurance costs and additional resources while setting targets that are manageable.

Embedding additional risk management and mitigation practices is essential, in the organisation and branches, to:

- Improve compliance
- Develop and implement new policies
- Grow stakeholder engagement
- Expand legislative and public policy participation
- Improve monitoring and evaluation
- Develop new internal auditing systems
- Create training and development programmes for staff and volunteers



Financial Model

Kerry Mental Health Association has always been a sustainably managed Company Limited by Guarantee (CLG) which has generated ongoing reserves due to a mix of revenue generating services and successful fundraising initiatives through local branches. The revenue generated is from a mix of sources:

- Rental income from social housing
- Rental income from letting of space under Licence in the Company's headquarters in Killarney
- Income from sales and room rental at the Ross Café
- Income from Second Chance Charity Shop Castleisland
- Fundraising – from the HQ and Branches
- Grant funding (e.g. National Lottery through Branches)

It is a requirement for us to adhere to an agreed annual financial strategy based on initiatives to maintain a strong Balance Sheet by:

- Diversify funding base
- Maintaining an adequate reserve fund for housing and general operational activities
- Developing a fundraising plan
- Streamlining the financial management system

Kerry Mental Health Association will:

- Implement and review an annual sponsorship/partner strategy targeting companies and business associations/networks that can donate, provide in-kind supports (e.g., pro bono consultancy) and can collaborate on initiatives (e.g., training programmes, talks, seminars and workshops). In recent years, #TieDayFriday events have been sponsored by Celsius Menswear, Killarney Credit Union, HR Buddy and Orbitus Law. Corcorans Furniture sponsored the radio advertising to promote the #BreakingGrandad Skydive fundraiser in 2024
- Explore opportunities for Social Enterprise funding (e.g., Community Services Programme) and investment to operate the enterprise elements of the company (Café, Shops and potentially the training) as Social Enterprises
- Commence the process to develop a periodic bursary fund to invest some reserves to support people with living costs, transport, education

2. Branch Development and Fundraising

Kerry Mental Health Association has an established presence across the county through the existing network of volunteer branches. The structure of the branches will be reviewed with the aim of creating a stronger connection between the volunteers and the organisation.

A new annual volunteer gathering event will commence in Year 2 (2025). This will provide an opportunity for the organisation to thank existing volunteers for their dedication and commitment. It will also seek to spark revitalise the enthusiasm of existing volunteers while providing a purposeful offering to new volunteers.

The financial activities and practices of the current Branch network will be restructured with all financial reporting to be centralised and to include detailed breakdown of income sources and the allocation of costs across standardised budget headings

This process had already commenced with the requirement for each of the KMHA Branches to submit a monthly bank statement for review by the company Treasurer and General Manager.

Building on existing fundraising activities to generate more interest from prospective new volunteers of all ages is essential and will be a key focus over the coming years.

To engage in continuous quality improvement and ensure participants are happy, satisfied and flourishing through their involvement with or benefitting from Kerry Mental Health Association.

A two-pronged approach to funding would see the company driving certain large-scale events, such as #TieDayFriday, with and without Branch involvement depending on the focus or event.

The Ross Café and Meeting Rooms in Killarney and the Second Chance Charity Shop have been successful in signposting people with mental health challenges towards to the statutory service providers. They have generated revenue that has been released to provide financial donations to people in our community with mental health challenges. Over the three years of the framework, we will explore the viability of establishing additional cafés/charity shops in other towns.



KMHA Headquarter-Driven Fundraising

#TieDayFriday and the Human Chain Challenge events to coincide with World Mental Health Day (10th October) each year and generate greater participation across all sectors of the county. Maximising the opportunities to fund education/training activities and providing support to people in Kerry with mental health challenges and their families and carers is essential. Other events that will be continued or established include golf classics, corporate networking gatherings, office chair racing to name a few.

Kerry Mental Health Association will build towards being a Tier 1 charity in the Ring of Kerry Cycle in 2026.

Overall, reasonable financial targets will be set for fundraising events that are being driven centrally by the organisation and by branches.



Branch Fundraising

While some Branches have more volunteers than others, it's recognised that the majority of volunteers only participate in fundraising events. This may only be once a year in most cases and twice a year in areas such as Tralee and Kenmare.

This plan aims create a stronger connection between branch volunteers and the organisation to avoid double-booking, miscommunication of the brand and non-compliance with health and safety. The Communication and Fundraising Policies will be amended to reflect the goals set out in this strategic framework.



Year 1

- Retain existing fundraising events/dates once they do not clash with others and are practical and justifiable
- Introduce one new event (this may be another bucket collection with an event or a stand-alone event e.g. Spinathon, ticketed concert/recital, family day, breakfast/lunch/dinner for business/community, Christmas Day Swims, coffee-mornings)

Year 2

- Retain existing fundraising events including the one introduced in Year 1
- Introduce a mental health outing for the public/clients/professionals in the catchment area e.g. Human Chain Challenge

Year 3

- Retain all events including those introduced in years 2 and 3

3. Property

a) Housing

Kerry Mental Health Association has, for the most part, an aging rental housing portfolio, in particular Teach an Churaim in Rathmore, Reen House and 107 Woodlawn in Killarney.

The cost of bringing the current properties up to the required standard for resale would most likely be prohibitive. All properties were valued in 2022 at approximately €200,000 except for Cherryfield House, Killarney which is considerably more valuable.

The purchase of additional housing should be based on an identified need for housing with strict conditions on the assessment of the need with individuals seeking housing.

Investment in additional housing should be based on a financial analysis including:

- **Cost Benefit Analysis (CBA)** Cost Benefit Analysis is concerned with economic choice and endeavours to assist decision makers in making choices concerning scarce resources
- **Net Present Value (NPV)** The NPV is the sum of the discounted cash flows over the period. (e.g., 10 years). This criterion is simply based on whether the sum of discounted benefits exceeds the sum of discounted costs. The Cashflow (Income less Expenditure) over a period of time is discounted based on present day values. The cumulative discounted cashflow is compared to the initial investment in the project

There will be a review into the potential to replace Teach an Churaim in Rathmore with a more suitable ground-floor property as part of the strategy. This may act as an indicator as to how best to proceed thereafter with the other properties.

Nonetheless, Kerry Mental Health Association will take the necessary steps to ensure that the properties are fit for purpose as per the requirements from the Approved Housing Body Regulatory Authority (AHBRA). A Stock Condition Survey was carried out in 2019/2020 and according to the monitoring Approved Housing Body Regulatory Authority Monitoring Form, this should be undertaken every three years.

An engineer's survey of all properties was carried out in 2022 as was a valuation of all rental properties.

Year 1

- Stock Condition Survey Review

Year 2

- Implement necessary (short-term) recommendations from Stock Condition Survey

Year 3

- Engineers Survey and Property Valuation





b) Main Offices (former Ross Products) Upper Lewis Road, Killarney

This property requires considerable upgrading to ensure it is compliant with fire regulations and a safe place for staff, volunteers and customers.

- Kerry Mental Health Association will seek to “buy-out” the lease at the Ross Products site at Upper Lewis Road from the HSE. A market value of the site will be sought with a view to having complete ownership of the site by the end of 2025 period
- The main offices will be redeveloped into a meeting centre for community groups and local businesses who may require space. This will require upgrading the existing rooms, adding signage at the entrance, giving the overall place a facelift with paint, upgrading the electrical fittings and benefit from the support of the local hospitality businesses
- A cost-benefit analysis will be carried in relation to installing solar panels and car-charging stations on site by 2026
- The newly-tarmacadamed car park will be utilised for fundraising activities at weekends for Kerry Mental Health Association or to rent other not-for-profit organisations to hold fundraising activities

4. Education / Research

Education

Kerry Mental Health Association has commenced the roll-out of free and affordable mental health first aid training for not-for-profit and other community groups in Kerry. There has already been a successful collaboration with Munster Technological University Kerry in this area. We will also collaborate with Kerry ETB, Kerry College and Local Development Companies on mental health education and training initiatives.

Kerry Mental Health Association became a member of both Tralee Chamber Alliance and Killarney Chamber of Tourism and Commerce in 2024 and will join the chambers in Castleisland, Dingle, Listowel and Killorglin in 2025 and 2026.

The organisation has access to a range of mental health experts who will be invited to deliver in-person and online talks, seminars and webinars that will be resourced through fundraising and sponsorship. Kerry Mental Health Association has already commenced this process with post-Covid events in 2021 and breakfast networking events in Tralee and Killarney in 2023 and 2024.

The HSE South (Cork/Kerry) is in the process of developing a Centre based on a model of peer support and recovery college. Kerry Mental Health Association will be prepared to support the delivery of this when appropriate.

Year 1

- Deliver four Mental Health First Aid Courses and train two additional MHFA instructors
- Commence the first phase of development of an online resource/learning hub with information, guides, tutorials, videos, teacher supports, employer supports, health worker supports, publications, research etc (similar to the resources provided by Mental Health Ireland but tailored to suit the local needs)
- Commence Phase One of a collaboration with Sports Governing Bodies and Kerry Recreation and Sports Partnership in developing mental health awareness programmes and initiatives through sports clubs

Year 2

- Deliver six Mental Health First Aid Courses only
- Launch the online resource/learning hub with information, guides, tutorials, videos, teacher supports, employer supports, health worker supports, publications, research
- Launch the mental health awareness programmes and initiatives through sports clubs with Sports Governing Bodies and Kerry Recreation and Sports Partnership

Year 3

- Deliver eight Mental Health First Aid Courses
- Launch the mental health education and training initiatives with MTU Kerry, Kerry ETB, Kerry College, Local Development Companies and Chambers of Commerce
- Commence the first phase of development of a Training and Education Unit providing a range of programmes to the Public, Private Sector and Community Organisations



Research

In 2021, Kerry Mental Health Association conducted a survey of Leaving Certificate students in the county to determine how Covid 19 had impacted their mental well-being. The questionnaire was prepared by KMHA, distributed by the Irish Secondary Students Union and analysed by Breda O'Dwyer in MTU Kerry.

Over the course of the Strategy, Kerry Mental Health Association aims to lead on research and advocacy opportunities in collaboration with MTU Kerry and develop formal mechanisms to gather ongoing feedback and data (research and evaluations) from service users, 'front line' staff and volunteers and people impacting directly and indirectly because of the services and supports.



Based on this, it would be KMHA's aim to carry out one detailed survey over the lifetime of the strategy.

Consideration will be given to partnering with a café in one Kerry town to create a mental health-friendly environment. This would involve training all full-time and regular part-time staff in mental health first aid, SafeTALK and ASIST.

5. Overall Structure / Brand Identity

While considering the thoughts outlined previously, KMHA should retain the Company Legal Entity as a CLG. However, serious consideration needs to be given to retaining the trading name and logo.

It is difficult to differentiate between Kerry Mental Health Association and Kerry Mental Health Services due to the almost similar names. Trading under different brand names may help in differentiating not just the charitable and housing services we provide, but also affords opportunities to promote the individual services operated by KMHA.

Serious consideration should be given to developing a new logo that reflects the brand and identity that is being developed over the course of the Strategy. The current logo is obsolete. It was already replaced by Mental Health Ireland who do not share details / news of KMHA events due mainly to the presence of our logo which is that organisation's former logo.

While there is a Succession Policy for Directors, a similar policy will be adapted for key staff/volunteering roles.

There are strengths associated with having a Branch presence in so many parts of the county, however in recent years, the weaknesses and threats are far outweighing the strengths.

A disconnect between some branches and management developed during Covid while at the same time, activities ceased, the average age profile of volunteers across Kerry grew to between 60 and 65, a purpose for volunteers was lost.

Conclusion

As outlined at the beginning, this is a living document that acts as a fluid guide to the Kerry Mental Health Association as a whole including the volunteer Board of Trustees/Directors, Management, Staff and Volunteers.

It remains our focus to strengthen the promotion of mental health and the process of recovery while working with our staff, Board, volunteers, peers and the wider community in a spirit of cooperation and inclusion.

The organisation will review the strategic position on an annual basis to evaluate and measure progress. In the event that, extensive progress or reduced efforts are identified within any one goal or strategy, the organisation may decide to review its strategic position.



Upper Lewis Road,
Killarney, Co. Kerry, V93 Y0YC
info@KerryMentalHealth.ie

www.KerryMentalHealth.ie

- Castleisland
- Corca Dhuibhne (West Kerry)
- East Kerry (Rathmore)
- Iveragh (Cahersiveen, Valentia, Waterville)
- Kenmare
- Killarney
- Killorglin
- North Kerry (Listowel/Ballybunion)
- Tralee