

REVIVAL FOOD & MOOD: Constitution, Governance and Functioning

THE AIMS AND PURPOSE OF THE ORGANISATION

Mission statement

“Revival is more than a cafe, it’s a place to connect: bringing people together through good food, music and conversation. Improving mental health and wellbeing and transforming lives every day with free, accessible support and information in a relaxed non-clinical space where everyone feels at home.”

Vision statement

“To be a beacon of hope at the heart of our community, fostering a strong, resilient, and supportive community where mental health and wellbeing thrives.”

Revival Food & Mood is a pioneering social enterprise based in Whitstable, dedicated to transforming the understanding and support of mental health through accessible, community-led initiatives. Combining a vibrant high-street café with non-clinical mental health resources, Revival has established itself as a vital community hub for families, young people and adults, fostering resilience and wellbeing among its users.

Revival is a not-for-profit community business addressing a local need, functioning fully as a social enterprise café and wellbeing hub set up by the mental health charity MIND in Bexley and East Kent. It is an innovative model premised on access for all in a central High Street location with an emphasis on prevention and proactive self-care, providing informal support and information, facilitated peer support and mentoring, referral pathways, signposting and space for the community to meet, upskill, train, volunteer and work.

As an initiative set up by Mind in Bexley and East Kent, Revival is bound by the requirements of the Charity Commission and is Quality Assured through the National Mind Quality Mark. Mind in Bexley remains the legal entity for official/legal agreements and Revival will use their company and charity number (1110130) when required and rely on partnership working in relation to its mental health and wellbeing remit and the infrastructure that Mind in Bexley and East Kent, as a larger organisation, can provide. Although under the Mind in Bexley/East Kent Mind umbrella the organisation aims to be self funded and financially independent, every single penny that is spent in the cafe, donated, or fundraised, goes directly towards sustaining the cafe hub and Community Mental Health Programme for local people. Revival has its own structure, processes, Governance and grassroots-led Community Strategic Committee to support and guide, and to which it is accountable. The Community Strategic Committee and the Revival Management team have devolved authority for all business and organisational matters relating to Revival and any external parties to ensure Revival's specific aims, objectives are delivered in accordance with its own guiding documents and also adhere to the Mind in Bexley and East Kent Memorandum and Articles of Association. If possible, a member of the Strategic Committee will also sit on the Mind in Bexley and East Kent Board of Trustees to represent its interests.

Revival is a community membership social enterprise, with the aim of having 1000 members, who may also be members of the strategic committee or project steering groups. Members will be kept up to date with relevant issues, be contacted for feedback and suggestions and will benefit from a regular newsletter and member days.

Mind in Bexley maintains a vested interest in Revival as an outreach social enterprise and as part of its geographical influence in East Kent. The Mind in Bexley Board will advise or guide when requested but will not be involved in any day to day or organisational matters, it will however, step in to protect its interests or charitable aims if requested to by the Revival Management Team, Community Strategic Committee or if it deems it necessary under any other, particularly legal, circumstances. Any and all involvement, input or representations of the Mind in Bexley Board outside of this will be via Dr David Palmer CEO or a local Trustee.

Our purpose:

“Revival aims to transform understanding and acceptance of mental health and wellbeing, build community resilience and connection and increase community participation in the services that matter, responding to the needs of the community by providing a modern, accessible, non-clinical community mental health programme run by the community, for the community.”

Our aim is to support the mental health journey for all those struggling and to engage in preventative outreach, challenge stigma and raise awareness via the Revival Community Mental Health Programme. As a Café, Revival also works to bring people together in social eating, providing an inclusive menu, private catering and hire opportunities, and to reduce food poverty and waste with its extensive pay-it-forward initiative and charitable partnerships with Thanet Earth and Fareshare.

To become the hub of local community mental health information and support whilst facilitating peer support and initiatives for improved mental health.

To provide a community space with the aim of ensuring inclusive access to all, reducing isolation and ensuring safe access for those having suffered, currently suffering or vulnerable to mental health concerns and their families and carers.

To work collaboratively with local partners and other community organisations within Whitstable and the Canterbury District to create effective referral pathways and develop necessary services to promote positive mental health and wellbeing that recognise the links between physical and mental health and the social, cultural and economic impacts on mental health and wellbeing.

To engage our beneficiaries and the community in events and activities to promote mental health and wellbeing as a preventative approach to mental health crisis.

To provide employment and volunteer opportunities, training, upskilling and support to those having suffered, currently suffering or caring for those suffering with mild to moderate mental health issues and are at a sufficient stage in their recovery to be able to engage, support others and to return or maintain employment.

These aims will be achieved via:

- An inclusive café hub in central Whitstable, with the dual purpose of providing a premises for our mental health work as the pathway into Revival and local services, and as the main source of income.

- The development of facilitated peer support groups to meet regularly within the café space.
- Providing café space available for local groups to meet, community events, groups and support meetings.
- Bringing the community together by hosting inclusive social events and activities, fundraising evenings, supporting National Mental health initiatives, undertaking activities and workshops for family and teens and developing local wellbeing initiatives and information services.
- Providing up to 4 permanent full or part time staff positions for those with lived mental health experience. These positions will actively improve skills through training and experience, support & empower employees to make effective career decisions and provide on-going mental health support and supervisions during times of need.
- Engaging in local partnerships to support mental health outreach.
- Engaging with local volunteer organisations to recruit and train a core of volunteers to support Revival's work, either in the Café or as part of it's project work.
- Community led Strategic Committee and regular community steering group meetings with local stakeholders and beneficiaries to ensure that we are responding to community need and adapting when necessary. In addition, the Revival community membership scheme whereby local residents invest £10 a year in ensuring Revival's long-term viability, also ensures local people remain interested parties in Revival's future.

The café will have a vegetarian menu that is freshly prepared using local produce where possible and offering an inclusive menu with 90% offering gluten free or vegan options. It will undertake both internal and external events catering and will be fully licenced. The café will provide opportunities for family cooking and craft workshops and Food & Mood wellbeing initiatives.

Specific programmes and initiatives adopted to fulfil its aims:

Community Mental Health Programme:

The Revival Community Mental Health Programme offers free, accessible mental health and wellbeing support to individuals across East Kent through a wide range of creative, therapeutic, and peer-led activities in a welcoming non-clinical setting. The programme supports people throughout their mental health journey, with weekly groups, workshops, and one-to-one opportunities designed to reduce isolation, build confidence, and promote emotional wellbeing. From walking groups and time to talk sessions to the innovative collaborative model that is the Mental Health Bank - where qualified professionals volunteer their time to offer therapeutic interventions, Revival works to address local need. Rooted in the community, the programme embodies Revival's commitment to being a beacon of hope at the heart of the High Street, helping to foster a culture of mutual support, understanding and proactive prevention and self-care to build stronger, more resilient and supportive networks and community for all.

Core Services

1. **Facilitated Peer Support Groups:** Providing safe spaces for individuals to share experiences and build coping strategies. To include Be our Guest sessions sharing local knowledge, experiences, opportunities and strategies for improved mental and physical health.
2. **Mental Health Bank:** a collective of local therapists and professionals offering free therapeutic interventions to local residents.
3. **Revival Lates and Young Revival:** youth cafe, young person led activities, creative sessions and therapeutic art and initiatives to support creative wellbeing, investment, belonging and community connection building confidence and resilience.
4. **Connection opportunities:** via initiatives such as Chatty Tuesday and Cuppa club in partnership

with the UK Chatty Cafe Scheme.

5. **Creative space:** regular creative sessions to promote better connection and mental wellbeing through creative initiatives such as art, wellbeing journaling, mindfulness, and writing group.
6. **Resource Hub:** Offering referral pathways, signposting, informal advice on mental health challenges and social prescribing as part of the local network.
7. **Proactive Outreach and networking:** Establishing the Whitstable Wellbeing Network to meet quarterly with local VCSE organisations to share good practice, updates and partnership opportunities. Targeted programs for vulnerable groups, including the lonely and isolated, Women and young people, and those affected by food insecurity with PIF. Working with local schools and organisations, to include supported and work placements/experience.
8. **Partnership:** working in partnership with EKM for direct referrals into LiveWell Kent, and working within local networks to improve information and referral pathways, such as the Revival Whitstable Wellbeing Network and the Canterbury Food Bank Whitstable Networking group.

Specific Service rationale:

Mental Health Employee Support: We offer employment support to those who have suffered mental health distress or are currently accessing Mental Health Services. The importance of employment and a supportive workplace is well established <https://www.nice.org.uk/guidance/ph22>
<https://www.mind.org.uk/workplace/mental-health-at-work/>

All staff have access to this programme that provides 6 weeks intensive support for either Revival based peer support or external support programmes. Flexible working will be instituted during difficult or crisis moments and regular well-being checks will be made by senior staff. Mental health training (MHFA) will be undertaken by staff for better understanding of their mental health needs and the support they require and that is available to others. There will be regular staff supervisions and support need updates throughout staff employment.

Peer to Peer Support and Support Groups: Bringing people together, sharing experiences and listening to others is a highly successful way to combat isolation and improve well-being. Our community space will be open to any social support group that wants to utilise it, with consideration of the operating functions of the café and other customers. We will facilitate our own peer support groups by upskilling Revival staff to take ownership to include managing promotion and monitoring. There is a support structure in place with a Mental Health Lead who will help to develop and support these groups and for supervision. Staff will be trained as facilitators on issues of concern or transference and to ensure effective co-production and a safe, boundaried and sustainable group structure.

Mental Health Bank: The Mental Health Bank is a co-produced community response to the growing mental health crisis, working together to protect and improve local mental wellbeing. We hope to address many of the barriers to accessing alternative or complementary approaches such as financial, emotional, mental health struggles, anxiety, simply feeling it is not for you, or not knowing what a particular approach involves or how it can help. The MHB allows people to try an approach for free without commitment, and hopefully they land on something that will suit and support them and then they can continue to access it through the MHB for as long as they and their practitioner agree is needed. It harnesses the goodwill of experienced and qualified practitioners who are willing to gift their time for a few hours each month to offer their professional services to support community mental wellbeing. Revival will then host these sessions every week, providing open access to approaches that may otherwise be prohibitive. The skills on offer are incredibly wide ranging, spanning nutritional therapy, compassion therapy, integrative therapy, Mindfulness and relaxation, Bowen therapy, therapeutic art, reflexology and much more.

Peer mentoring: Our peer support groups and feedback and monitoring demonstrates the need for specific 1:1 targeted support for many beneficiaries. Revival mentoring will upskill and train staff, volunteers and, when appropriate, peer support group attendees to be peer mentors. The Mental Health and Wellbeing coordinator within East Kent Mind will facilitate the onboarding, training and facilitate the programme. The Mentoring relationship will be based on the goal orientated Recovery Star model which is a proven model of success. Beneficiaries will be referred via referral partnerships and pathways with the aim of facilitating self-referrals when capacity and funding allows.

Partnerships & Collaboration: Revival will work in collaboration to achieve its aims. Revival recognises the importance of positive working relationships, developing links with local networks and creating and maintaining partnerships to ensure local services being developed are needed, targeted and effective. Revival will ensure that the experience of the user is represented on its strategic committee and will undertake regular evaluation based on feedback and will use this as part of its monitoring and evaluation of current and planned service provision. Revival has established the Whitstable Wellbeing network of local voluntary and community organisations, schools and primary care, including representatives from the Whitstable Medical Practice. This group meets quarterly to share service updates and current priorities, good practice, planned events and initiatives, opportunities for partnership working, and peer support.

Pay It Forward: This is an essential part of our inclusive ethos ensuring that we function properly as a community café and reduce isolation. The economic impacts on mental health are well known, food poverty and insecurity is a contributing factor to developing mental health issues and compounding existing ones. We will undertake outreach and advertising and work with local community groups to ensure that our service is known and accessible. This service has a wide remit to include anyone suffering from food poverty, isolation, loneliness, mental health or other social, economic or health barriers to full participation in a community space.

Community events, activities and fundraising: The café will undertake regular events and activities, to include National Mental Health awareness days to engage with the community and form part of the community outreach of Revival. Events will be targeted to include Teens: film club, open mic events, DJ nights, Families and children: cooking and art/craft workshops, Elderly: quiz, Music Socials. In order to support our work Revival will undertake regular fundraising events, we will aim for these events to have the dual outcome of bringing the community together and raising funds, such as our quiz and social nights.

Supported Learning: We work with local colleges, and organisations (Bemix) offering supported learning placements, both short and long term. These placements will provide opportunities for employment experience and training to equip the students with the confidence to move into the workplace at the end of the placements.

ORGANISATIONAL STRUCTURE:

Revival café and wellbeing was set up by Mind in Bexley as part of the extension of its geographical outreach into East Kent and now works closely with East Kent Mind to fulfil its aims and objectives. Although the Café remains under the Mind in Bexley/East Kent Mind umbrella it is to be a financially independent functioning community social enterprise business within it. Revival is fundamentally community led via its Community Strategic Committee, local staff team and Community Membership.

Revival café & Wellbeing is supported by a Local Management Team and Community Strategic

Committee which links into the Mind in Bexley Board that is bound by Charity commission and Company house regulations, Charity No. 1110130, Company No. 05393807 via David Palmer (CEO). Further explanation of the structure can be found in the introduction of the document and in the documents in the Appendix.

In order to carry out the community and charitable aims and purposes the Revival Community Strategic Committee and Management have the power to:

- (1) raise funds, receive grants and donations
- (2) apply for funds to carry out the work of the organisation and East Kent Mind
- (3) co-operate with and support other charities with similar charitable purposes
- (4) do anything which is lawful and necessary to achieve the charity's purposes.

Strategic committee:

- (1) Revival café & Wellbeing shall be supported by a Community Strategic Committee. Members are appointed by agreement with Committee members and Revival Management. • The committee membership list must include: The full name of the member • The full address of the member
 - A contact telephone number (if available) • An email address (if available)
- (2) The Committee will have a minimum of 3 members to a maximum of 8, and where possible a member to sit as a trustee of MIBAEK.
- (3) The committee will meet by-monthly, or quarterly at a minimum.
- (4) The Mind in Bexley and East Kent Mind CEO and Senior Revival Management may remove a person's membership if they believe it is in the best interests of the organisation. The member has the right to be heard before the decision is made and can be accompanied by a friend.
- (5) The Committee will support Revival in its strategic planning and operation and will work with community steering groups on specific projects and fundraising.
- (6) At least 2 committee members must be present at the meeting to be able to take decisions. Minutes shall be kept for every meeting.
- (7) A meeting of the committee members may be held either in person or by suitable alternative means agreed between the trustees in which all participants may communicate simultaneously with all other participants.
- (8) If members have a conflict of interest, they must declare it and leave the meeting while this matter is being discussed or decided.

Committee members must:

- Strive to attend all meetings, sending apologies to the chair for necessary absences. • Prepare for the meeting by reading the agenda, papers and emails before the meeting. • Talk to the chair before the meeting if you need to clarify anything.
- Arrive on time. Stay to the end.
- Participate fully in the meeting.
 - Listen to what others have to say and keep an open mind.
 - Contribute positively to the discussions.
 - Try to be concise and avoid soliloquies/speeches.
- Help others concentrate on the meeting. Discourage side conversations.
- Have the best interests of the organisation/beneficiaries in mind at all times. • Draw attention to any potential conflicts of interest that may arise in the meeting. • Fulfil any responsibilities assigned to you at

the meeting and be prepared to report back on your progress at the next meeting.

MONEY AND PROPERTY:

- (1) Money and property must only be used for business purposes.
- (2) The Business must keep accounts. Unless the business converts to a CIC (Community Interest Company) legal structure, all accounting will be carried out or monitored by Mind in Bexley accountants and reporting included in their accounts as a non-funded independent social enterprise arm of the charity.
- (3) Committee members cannot receive any money or property from the business, except to refund reasonable out of pocket expenses, unless permitted by law.
- (4) Money must be held in the businesses bank account. As the bank account is set up by Mind in Bexley and East Kent, it will be known as Mind in Bexley, Whitstable Account for banking purposes. The bank account is to function as a completely separate business account for Revival transactions only and is independent from Mind in Bexley and East Kent.

GENERAL MEETINGS

If the business management considers it necessary to change the constitution, or dissolve the business, they must call a General Meeting so that the strategic committee membership can make the decision. All members must be given 14 days' notice and told the reason for the meeting. All decisions require a two thirds majority. Minutes must be kept.

- (1) **Dissolution clause** - any money or property remaining after payment of debts must be given to a charity with similar purposes to this one. The chosen Charity is Mind in Bexley and East Kent.

SIGNATORIES:

These Governing Documents/constitution was adopted on 1 August 2017 by the people whose signatures appear below. They are the first members of the business organisation: *



Print name and date: Mr David Palmer 1/8/17



Print name and date: Ms Deborah Haylett 1/8/17



Print name and date: Ms Gill Homes 1/8/17



Print name and date: Milly Salsbury 1/9/2025

Updated: July 2019 (to include move to The Horsebridge and development of East Kent Mind), 1/10/2019 addition of Chair of Strategic committee, January 2020, April 2020 (to include: Business plan – Appendix 1). Logo change February 2021. May 2021 due to eviction from Horsebridge. June and November 2025 to update aims and purpose and Milly as signatory.

Appendix 1: Revival Management and Staff Roles & Responsibilities

Revival Management and Staff Roles & Responsibilities

Revival Executive Director (RED) Deborah Haylett

Leads and manages the organisation, overseeing operations, finances, programs, staff, and volunteers. Drives strategic planning, fundraising, monitoring and reporting, and stakeholder relationships to achieve the organisation's mission and goals. Accounts, payroll, and HR. Oversees the development of Mental Health initiatives and events. Interior design, advertising: leaflets, posters, social media images. Website. Consultant for menu development and design. Liaising with East Kent Mind and Mind in Bexley for all organisation matters including training and wider charity responsibilities. Responsible to: The Revival Strategic committee, CEO Mind in Bexley and the Board of Trustees

General Manager (GM) Alice Christopher

Responsibility for **overseeing and developing all operations of the cafe** including events, private bookings, hiring, training and performance management of all staff (with CKM), inventory management, customer service, promotions, POS, ordering (with CKM) and stock control. Managing the financial KPIs, and promotions/diversifying income, including cafe hire, pop ups and events. Overseeing **ordering/purchasing**. Develop **cafe based policies and procedures**, staff rota (and holidays/sickness), and oversee work experience placements (with CKM), social media posting, menu development and updates (including drinks with CKM), cost and wastage control, productivity and sales - plus reporting. Community fundraising and awareness (with Tara and RED). Health and Safety Officer for the entire building (including Retreat). Fire Warden and Health and Safety trained.

Cafe and Kitchen Manager (CKM)

Responsible for the **day-to-day running of the kitchen/cafe**, managing, leading, training, motivating and developing the team. General **events promotion** in the cafe - posters, informing customers, email gathering at POS for RPMs and events, **daily social media posting and campaigns** - to include all cafe-life, promote and facilitate private bookings. **Ordering**: main person responsible for **all orders** and liaising with GM to ensure ordering is within budget. **Inventory/stock/rotation, health and safety including food hygiene** procedures: all paperwork. Equipment maintenance/care, service agreements for equipment and cleaning (with GM). **Staff training**: (all relevant training undertaken and recorded/monitored), **staff supervisions** (with GM), **rota**: working with GM to ensure all shifts are effectively staffed and holidays/sickness managed, all cafe **H&S** records up to date and policies followed, Cake counter, deep cleans, specials boards, cafe based volunteer inductions. **Volunteers** (cafe based) work with RPL to rota, train and support volunteers and ensure paperwork is up to date.

Wellbeing Coordinator (WC) and Social prescriber (SP), Senior Shift Supervisor

Tara Ballard, (Works with RED and RPL):

All FOH supervisor responsibilities when on shift and the addition of: Referrals via SP, group and initiative enquiries when on shift and via email. **Facilitates peer support groups** (with RPL/CKM). Main point of contact for MenTalk (Dean Ballard facilitates). Facilitates: Make Mend and Motivate, Women's Wellness, Walking group and Right to Grow, including be our guests - **first point of contact for groups and information**, if not on shift - business cards to be given to email Tara or Project lead. All wellbeing work **reporting and monitoring**, weekly and quarterly. **Wellbeing tree** (with RPL). Supports community fundraising for wellbeing work - **DJ events, workshops, donation boxes, raffle prizes**. Fire warden (all fire records) and First Aid trained.

Revival Project Lead (RPL) (Works with WC/SP)

Revival Wellbeing Project Leader is a key point of contact within Revival for all our wellbeing work, all client work - first point of contact. They coordinate all aspects of the Revival Wellbeing Services including working with the Wellbeing coordinator on: **referrals and enquiries**, reporting, monitoring and tracking - daily, weekly and quarterly. Outreach and networking. Point of contact for **all groups and initiatives (along with WC/SP)**, especially the **Youth provision, Mental Health Bank and Chatty Tuesday/Cuppa club**. First point of contact for **volunteers and work placements**, volunteer onboarding placements/rota (including supported placements eg **Bemix**). Wellbeing tree, cafe/projects calendar whiteboard. Reporting, monitoring and tracking - daily, weekly, quarterly. Supporting Community and grant fundraising. Email will be the main point of contact for client enquiries when not in Revival, and on Connectteams for staff. Information and Signposting. **Strategic networking and outreach**.

Shift Supervisors

Work alongside the CKM to lead shifts in their absence, to ensure all policies and procedures for the professional, safe and effective running of Revival are adhered to at all times. Taking responsibility for the smooth and professional running of a Shift and to make sure H&S and food hygiene protocols and reporting and open and close checklists are adhered to. Ensure the shift is set up correctly for the next day. Cashing up and till reconciliation. Liaising with the CKM to ensure ordering and stock take is complete effectively.

Appendix 2: Theory of change

