

THE BUREAU

STRATEGIC PLAN
2019 2022

The Bureau was set up as a charity in 1979 by the then Director of Social Services. Known as The Volunteer Bureau at the time, it was set up in order to establish much needed services for local people across Glossopdale that could be developed and run by volunteers.

As a Volunteer Centre, The Bureau works with the belief that all members of the community will both need support and be able to give support to others, often at the same time. We see the value of this for both individuals and the wider community. It is our mission to identify and link together community needs and solutions to improve the quality of life for people and communities.

Over the last 20 years The Bureau has grown and evolved in line with the changing needs and wants of local people. We have moved on from being purely a Volunteer Centre and now offer a range of different

support including; Community Navigation, Social Connecting, Social Activities, Targeted Support and Pre- Employment, all supported through our team of over 250 volunteers. In order to do this effectively we have strong partnerships with the statutory and Voluntary, Community and Social Enterprise (VCSE) sector and provide some elements of infrastructure support, including helping local voluntary groups to recruit, induct and train their volunteers. We also provide meeting rooms and equipment hire, photocopying, promotion and information sharing to get the best outcomes for Glossopdale.

The future outlook for the VCSE and public sector organisations has become more challenging with cuts to public sector funding and greater competition for grants and contracts. So, just as health and social care services are changing, we too find ourselves entering the next phase of transforming and adapting our services and responding to our community.



Our Purpose

Our purpose is to create solutions and opportunities that enable people and communities to create positive social change and community benefit.

Our Vision

Our vision is to support people and communities across Glossopdale to take action that improves the quality of life of local people



Our Values

- Passion and Commitment to making a difference in our community.
- Vision and Bravery to have ideas and make them a reality.
- Value of People and community by practicing what we preach valuing the strengths and diversity of our staff, volunteers, partners and the people we work with.
- Strength in Partnership; we are stronger together.
- Getting it done by delivering what we say we will; well.
- Make an Impact by making a difference in everything we do and being able to demonstrate it.

Contact Us

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1

Be a catalyst for community wellbeing and activity

By connecting people and enabling them to participate in community activities and volunteering.

Outcome

- The wellbeing of local people is improved through the services and activities we connect them to.
- The wellbeing of local people is improved through better connected, active and supported communities.
- The VCSE sector is thriving and is more sustainable.

Action Plan

- Bring people and communities together to increase social connections and build stronger communities by better coordinating the range of community activities available and supporting the development of new ones where there are gaps.
- Harness the power of our volunteers and helping people to contribute to their community.
- Be adaptable, flexible and nimble, respond positively to change and quickly react to new community ideas.
- By training link workers across Greater Manchester (including Glossopdale).

2

Enable local voices to be heard

We aim to enable local people and VCSE organisation's voices to be heard and create new ways for people to get involved in making a difference to their community.

Outcome

- People feel listened to and valued.
- Local decisions, policy and practice are influenced by local people, resulting in more positive social change and responsive local solutions.
- Local partnerships are stronger and have more VCSE representation.
- Increase the number/type of VCSE organisations across Glossopdale.
- Be a trusted haven for isolated and vulnerable people to come for support, remaining rooted in a personable approach with a strong local focus.

Action Plan

- Give local people a voice. Listen and share their views and campaign to get their voice heard.
- Establish a VCSE network for sharing information, joint working/ co-production.
- Listen, be non-judgmental, encourage and respect personal choice and opinion.
- Work with statutory bodies to be a conduit for connecting with communities.

3

Strategic Aim

Grow and Respond to unmet local need

We aim to identify and respond to unmet local need with innovative, collaborative and local solutions.

Outcome

- The wellbeing of local people is improved through more responsive, timely and sustainable local solutions.
- More people volunteer and give time to their community. When they do so they have good experiences and are well supported.
- Local partnerships are stronger and have more VCSE representation.
- New initiatives are delivered by VCSE partners across Glossopdale and where a suitable delivery organisation doesn't exist new ones are supported to develop.

Action Plan

- Work in partnership with the community to understand and respond to need and find solutions, expanding and developing a wider variety of activities to fill the gaps and enable a greater choice for clients and volunteer.
- Recruit, train, develop and enable volunteers to give to the community.
- Improve and develop our volunteer support processes.
- Influence local providers and commissioners to respond to needs by being a continuous and respected partner.
- Be an active, recognised and trusted centre of excellence in community health and wellbeing services, recognised as the go-to provider for help and support in improving physical and mental well-being.
- Empower individuals to develop themselves and overcome barriers through services such as pre-employment support and volunteering opportunities.



4

Support the VCSE in Glossopdale

We aim to be a trusted leader and supporter of the Glossopdale VCSE.

Outcome

- There is greater understanding of the strengths and needs of the local voluntary and community sector.
- Work with partners including High Peak CVS to:
 - Establish a model for improved infrastructure support in Glossop.
 - Increase the number/type of VCSE organisations across Glossopdale.
 - Help the VCSE meet its needs as it's integral to achieving stronger communities.
- Local partnerships are stronger and have more VCSE representation.

Action Plan

- Support and enable the VCSE through identifying their needs and helping them to address them.
- Act as a connector for local community groups; provide information and advice, facility hire and coordinate a directory of community activity in Glossopdale.
- Bridge the gap between statutory services and the local VCSE.
- Be a provider of a wide variety of well-regarded volunteering opportunities, with increased use of volunteers to expand the provision and reach of services (ours and the wider VCSE).
- Demonstrate to partners and stakeholders the value and contribution that the VCSE makes to health and wellbeing in Glossopdale.

5

Invest in the future of our organisation

We aim to invest in the future of our organisation to achieve our charitable purpose and be financially sustainable, by continuously improving how we work and prioritising wellbeing.

Outcome

- The Bureau is financially and organisationally stable and in order to meet community needs and expectations.
- Staff and volunteers report improved wellbeing.
- Organisational values/culture are regularly demonstrated.

Action Plan

- Increase our organisational capacity and financial stability, moving towards a longer-term investment model, with robust evaluation and clear succession planning.
- Confirm suitable long-term home for the Bureau.
- Enhance our profile, reach and reputation through social media, communications and marketing, whilst developing and growing our relationships with stakeholders and partners.
- Consolidate our position within GM and develop more formalised, long term arrangements with Tameside/DCC and HPBC for provision of support for the VCSE in Glossopdale.
- Embed wellbeing and organisational values into every area of work; team meetings, appraisals, training etc

The Future

The next three years are likely to bring more challenges and opportunities for the Bureau, local people across Glossopdale and the VCSE sector; however, we are well placed to respond.

Whilst we cannot predict what these challenges and opportunities will be there are a range of factors that will influence us over the coming years including:

- National and local funding reductions have taken their toll on services and the current political uncertainty (Brexit and possible general election) and its consequences are adding stress, whilst reducing the capacity of services to respond.
- Whilst the NHS's 2019 Long Term Plan articulates the need for more preventative and community-based interventions, the contribution to health and wellbeing outcomes that an organisation such as The Bureau can make is not universally recognised, funded or supported.
- Glossopdale is a semi-rural area located in Derbyshire County Council and High Peak Borough Council for local services, whilst coming under Greater Manchester (GM) for Primary and Acute health services. This causes ongoing complexities for provision. GM is undergoing public sector reform; however, Glossopdale can uniquely only be considered for Health initiatives, at a time when greater integration of Health and Social Care is being pursued. This leaves us in a potential position of inequality whilst offering an opportunity for unique problem solving and innovative service design.
- Glossopdale has a number of disadvantaged areas and the highest level of relative disadvantage in Derbyshire. There are two neighbourhoods in Gamesley in the top 10% most disadvantaged (one is actually in top 2%). Three further areas are in the top 20%. On the other hand, three Glossopdale areas are in the top 10% least deprived and part of Simmondley is the least deprived in Derbyshire. This is mirrored in life expectancy where it is 9.3 years lower for men and 7.7 years lower for women in some areas compared to more affluent ones.
- Whilst growing in many respects, Glossopdale has an ageing population and projections show a much larger ageing population with a deficit in numbers entering working age.
- Glossopdale is not well-connected and local transport options are limited – This makes it difficult for local people to access services that are outside Glossopdale, and the complex web of providers (across DCC) can be difficult to navigate and access.
- Mental Health provision in particular is also remote and fragmented.
- There is a strong and vibrant VCSE sector in Glossopdale but, it could be stronger and better resourced to meet the needs of the community.
- There is lack of strategic planning or direction specific to the community of Glossopdale that allows for all its strengths and challenges. This leads at times to a lack of local leadership and coordinated cross sector response.

