

Building on Change

Strategic Planning 2020-2023



We would like to acknowledge what is going on throughout the world at the moment. We confirm that we are prepared to be agile with our response to the global Coronavirus pandemic that has taken place during our strategic planning. We will respond to our service users as is required to the best of our ability whilst keeping all staff, volunteers and service users as safe as possible. These are changing and challenging times that have had a catastrophic effect on the global and local economy.

We also acknowledge the pain that is evident in our country and society that has been brought to light by the Black Lives Matter protests that have taken place worldwide. We acknowledge that there is a problem, there is inherent racism within our country and in our society and we re-commit to our Values:



Open – We reach out to anyone who needs us

Together – We are stronger in partnerships

Responsive – We listen, we act

Independent – We speak out fearlessly

Unstoppable – We never give up

We at Rochdale and District Mind need to meet the changing needs of our local communities. We have looked hard at ourselves and asked the question ‘what can we do better’ and we see our Values with a fresh clarity and a reinvigorated sense of inclusion and these are the foundation of all the work we do. We believe our commitment to the principles of equality, diversity and inclusion enable us to be an effective provider of mental health support within the borough. We will use our influence and skills to identify, understand and redress inequalities for our service users, striving to become a more inclusive employer and inclusive service provider. We reject racism and abuse in all its forms, and will speak out fearlessly against any form of discrimination or inequality.

Our work on equality, diversity and inclusion will be underpinned by five key human right principles: fairness, respect, equality, dignity and autonomy. We will develop interventions to challenge and redress stigma in all its forms to ensure our service users do not get trapped in a cycle of illness and are precluded from accessing services and support.

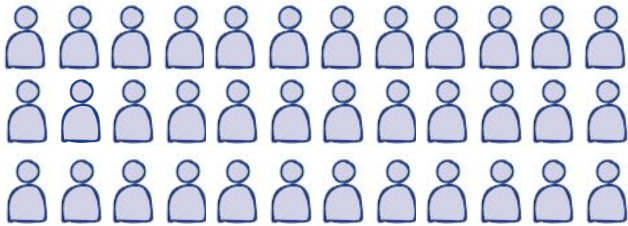
As inequalities continue to rise, so will we, ensuring access and engagement with our services reaches every service user.

We are acutely aware of the impact on the physical and mental health and emotional wellbeing of all the people in our region and we will work to meet these needs as they emerge. We will make changes to our strategic planning if we need to do so in response to these crises, be it new interventions being demanded, or financial pressures we will face with potentially limited or removal of funding.

Reflections on previous strategy

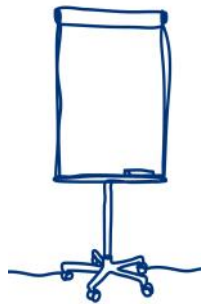
Our 2017-2020 strategy acknowledged the challenges that we expected to face in regards to funding and austerity. We experienced a reduction in therapeutic capacity and the loss of Bury Advocacy Hub funding and Community Fund support.

However, this did not stop us achieving a number of positive outcomes:



The number of people referred to our services each year increased by 200 to **1,500**

New services were developed:



- Get Active 4 Life
- Male Survivors of Childhood Sexual Abuse
- DEEP day support
- Cooking for Wellbeing
- Anxiety Management Course
- Depression Management Course



88.4% of the 3,000 people who used our services reported an increase in their wellbeing



The number of individual 1-to-1 appointments increased by 400 to **2,084**



Part of 'Mind in Greater Manchester' which is a first of its kind collaboration with local Mind colleagues



Over **180** invaluable volunteers have helped support us in our work

Here are a few of the awards we have received over the last 3 years:



- BAME services and refugee support acknowledged as outstanding by national Mind Innovation with database recognised by national Mind Excellence Award.
- Growth Project has been awarded Level 5 Outstanding for the 6th year running in "Britain in Bloom".
- Young Advisors won Mayors Youth Awards 2018 Influencing Change Award.

Looking to the future / Making it happen - 2020-2023

We will innovate and thrive to ensure we are here for the long term, through our forward-thinking approach to service. We will build on knowledge and learning from work in our previous strategy, we will strive for financial stability, growth and diversification through:

Organisational priorities

- We will monitor and analyse our outcomes to demonstrate the difference we make, individually and as an organisation.
- We will increase communications and key messages to promote our services and highlight who we are and what we do well.
- We will aim for our board to reflect the diversity and culture of the local borough providing strategic leadership and accountability and maintaining legal compliance.
- We will seek to improve our recruitment practices in order to help attract more people from diverse backgrounds.
- We will commit to a culture of continuous improvement and learning, for the quality and safety of our services, by implementing an infrastructure that enables us to be agile ensuring that resources are deployed effectively and appropriately.
- We will broaden our fundraising platform.
- We will overhaul, develop and embrace the use of IT throughout the organisation whilst finding ways to work with and support our service users who do not have accessibility, no matter the reason.
- We will commit to promoting the wellbeing of our staff and volunteers.
- We will continue to develop strategies for all under-represented groups who both work for and access Rochdale and District Mind ensuring our services promote and foster social inclusion.
- We recognise the additional challenges often faced by marginalised groups in accessing services and how delivery of some services furthers exclusion. We are committed to addressing stigma and discrimination and ensuring we explicitly promote social inclusivity for these groups with respect to our service provision.





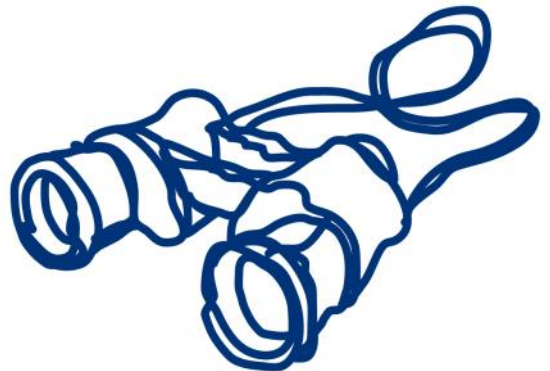
Growth, development & diversification

- We will increase access to services and outreach.
- We will increase high quality digital support for service users.
- We will increase and diversify our income to enable us to respond to the needs of the people.
- We will give our service users with lived experience of mental health problems and/or poor emotional wellbeing a voice to help co-design our services through consultations, forums and feedback.

Challenges

We cannot achieve everything we want to achieve without consideration to the barriers and hurdles we may face. We will give consideration specifically to the following:

- How to bounce back from the ending of significant funding contracts.
- How to overcome the loss of skilled, knowledgeable and dedicated staff with a plethora of organisational knowledge.
- How to thrive within an increasingly competitive funding environment with fewer financial resources.
- How to support our staff to adapt to, and embrace, changing internal structures.
- Recognising and redressing discrimination both internally and for our service users.



People & partnerships

- We will put people at the centre of our organisation and embed client involvement, ensuring that people using our services are part of shaping and developing our organisation.
- We will continually recognise the importance of our blossoming relationship with Mind in Greater Manchester, a partnership of 5 Greater Manchester Minds, with a shared vision of supporting those with mental health problems and emotional wellbeing issues.
- We will strengthen our wider networks and actively seek to develop new partnership opportunities including grassroots and small organisations to provide a wider offer that will benefit the mental health and emotional wellbeing of our community.
- We will be challenging and redressing stigma and discrimination of all marginalised groups, who both work for and access Rochdale and District Mind to ensure our services promote and foster social inclusion.

We cannot do this alone...

- To achieve our ambition, we will work in partnership with a broad range of individuals and organisations, across the mental health sector and the wider world.
- We value the commitment of our staff and volunteers who work hard to ensure our services are delivered in a way that enables people to feel heard and involved.
- Our society is evolving rapidly, we want a workforce that is capable, confident, skilled, feels valued and reflects the diverse community that we serve. We believe a well workforce is essential and we are committed to promoting our staff's wellbeing, growth and development and to providing a positive place to work where all are ambitious for themselves and feel appreciated. This will enable us to meet the visions and priorities of the organisation, and to provide safe and high quality services to a diverse community. Underneath this strategic plan, our organisational and services plans will sit driving forward the work we do on a daily basis.



V2 08/20

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