



Human Rights & Equalities Charnwood

Business Plan

June 2015



LLOYDS BANK FOUNDATION
England & Wales



Community
Legal Service



CONTENTS

1. About HR&EC	2
2. Our Mission	2
3. Our Values	2
4. What we do	2
5. Partnerships	4
6. Quality assurance and Monitoring	5
7. Organisational Structure.....	6
8. Funding	7
9. Evidence of need.....	8
10.The Future.....	9

1. About HR&EC

Human Rights & Equalities Charnwood promotes justice and equality of opportunity among individuals and groups of people from different backgrounds. Our targeted services are developed to achieve community cohesion, integration and a life free from discrimination and prejudice.

We have a Board of Trustees to govern the work of the organisation. When possible we support volunteers, students and placements from local schools and colleges. We are a voluntary organisation with individual and organisation members.

We are a Registered Charity, and a Company Limited by Guarantee. Our website www.hrec.org.uk gives further details.

We were established as Charnwood Community Relations Council in 1969 and in 1996 we became Charnwood Racial Equality Council to reflect our commitment to racial matters. In 2008 we became Human Rights & Equalities Charnwood (HR&EC), to reflect the widening brief to work on all equalities (Race, Age, Gender, Sexual Orientation, Disability and Religion & Belief)..

2. Our Mission

We will:

- Work towards eliminating discrimination
- Campaign for equality of opportunity
- Promote good relations between all persons in the Borough of Charnwood, in the County of Leicestershire

3. Our Values

- Respect for the person
- Confidentiality in services provided to clients, individuals or groups
- Transparency in the operation of our business
- Integrity in our relationships with funders
- Mutual responsibility between trustees
- Sharing of knowledge and experience amongst members, staff and trustees
- Trust and co-operation with partners

4. What we do

4.1 Heart of the community

We act as a focal point and source of expertise on matters of equality and diversity for individuals, groups, communities and organisations, drawing upon the experience and knowledge of our staff, trustees, volunteers and partners. This includes active contribution to civic life through various policy and partnership groups, project development and delivery, specialist local knowledge, casework, co-ordination of events that aim to improve community cohesion, such as the Mela, Feast of Faiths, One World Week and Europe-wide Youth Conferences, and facilitating Loughborough Council of Faiths.

4.1.1 Events and raising awareness

The attendance and interest generated by our general meetings and Public Lectures on topics of local and national importance shows that there is demand for us to continue holding these events. There is also a need for events to promote community cohesion and we continue to work in partnership with key agencies to deliver these.

4.1.2 Work in deprived areas of Charnwood

Some places in Charnwood are identified as 'pockets of deprivation' and people living in these areas experience multiple deprivation. We work in partnership with a wide range of agencies and with identified groups to help these communities respond to the challenges they are facing.

4.2 Strategic work

We work strategically with statutory service providers. Local agencies and partners including Charnwood Borough Council and the Police consult us for advice and assistance with aspects of their strategy documents. We work to expand our remit to include all equalities and broaden and strengthen the partnerships of the organisation.

4.3 Promoting human rights

We are working towards the promotion of Human Rights in order to empower individuals and communities with Human Rights language and tools. This consists of raising general awareness of Human Rights amongst the general public, staff of partner organisations and internal staff/trustees through talks and events.

4.4 Advice work

From 1st April 2014, we lost funding from Leicestershire County Council that paid for this service (both office based and outreach). We have continued to provide a limited advice service and at present are able to offer some appointments through staff volunteering. We are asking for any donations for this and also offer immigration advice at a charge.

4.5 Work with South Asian women (Chances for All)

Our 5 year project funded by The Big Lottery Fund to work with South Asian Women is in its 3rd year. This project employs two part time Development Officers to encourage and engage women's groups and individual women to build their confidence and skills to play a fuller role in society.

4.6 Conferences/training courses for young people

We have an established track record of organising and delivering a series of successful youth conferences, training programmes and exchanges bringing together young people and youth work leaders from across and beyond the EU. Funded by the British Council (Erasmus Plus programme), most of the events have involved representatives from up to 15 different countries and have been held in a range of different countries on a wide range of issues. Young people from Charnwood, representatives of local communities, agencies and partners have contributed to these events, especially those held in Charnwood.

4.7 Raising awareness of topical issues

The attendance and interest at our general meetings and Public Lectures on topics of local and national importance shows that there is demand for us to continue

holding them. There is a need for events to promote awareness, understanding and community cohesion and we continue to work in partnership with key agencies to deliver these.

4.8 The political scene

National trends suggest the growth of influence and electoral success of politically divisive attitudes particular associated with organised political parties, which, while legitimately constituted and recognized, specifically include within their policies discrimination against groups on grounds of race, or faith, or personal lifestyles. . This has caused real concerns and we need to be alert to the continuation of such attitudes. These are closely monitored by us, other political parties and the police. We will also play a constructive and active part in any on-going discussions regarding reform in the field of Human Rights legislation nationally in the UK and in the wider European contexts.

4.9 Website and Facebook fan page & Twitter

We actively engage people using our Website, Facebook Fan Page and Twitter.

4.10 Beneficiaries

- Individuals in the Borough who are at risk of discrimination through race, gender, sexual orientation, religion & belief, age and disability, or because they are newly arrived immigrants, refugees or asylum seekers or visitors residing in the country;
- Vulnerable people and those who lack understanding of how systems work for benefits, housing, education, social services, health services or employment;
- Local voluntary, community organisations and groups, especially those representing all the equality strands;
- Local statutory agencies e.g. Charnwood Borough Council, Leics. County Council, Leics Constabulary;
- Local employers and businesses through Loughborough's Business Improvement District;
- Local schools, colleges and Loughborough University;
- Local Faith groups;
- Deprived socio-economic groups;
- Young people through our work in UK and across Europe;
- Victims of hate crime/incidents, their families and communities affected by hate incidents; and
- Women from minority backgrounds, particularly South Asian and Muslim.

5. Partnerships

We recognise that organisations must work in association, as each contributes to the whole. We maintain active and strong partnerships with a wide range of organisations and continue to identify new partners in the Borough and beyond. We are an active member of Charnwood Connect, a consortium of advice agencies in Charnwood.

6. Quality assurance and Monitoring

6.1 Community Legal Services Quality Mark

We have achieved the CLS Quality Mark for its provision of legal information and help under the General Help with Casework level. Our Treasurer is the Quality Mark Representative and has oversight of an annual review of quality processes.

6.2 Quality assurance

All our projects are monitored and evaluated both for the funders and for internal information. Regular reports are produced.

6.3 Change control

Should Quality Assurance indicate that a project is not performing as agreed, funders and partners will be promptly informed with a view to re-negotiating targets and outcomes.

6.4 Support for staff/volunteers

Trustee mentors and appraisers are appointed for each member of staff. Annual Continuing Personal Development (CPD) and appraisal meetings are held, and training provided as appropriate.

6.5 Support for trustees/directors

A skills audit is conducted annually for Trustees/Directors; training is provided as needs are identified; and an induction pack with procedures and policies has been developed for new Trustees/Directors.

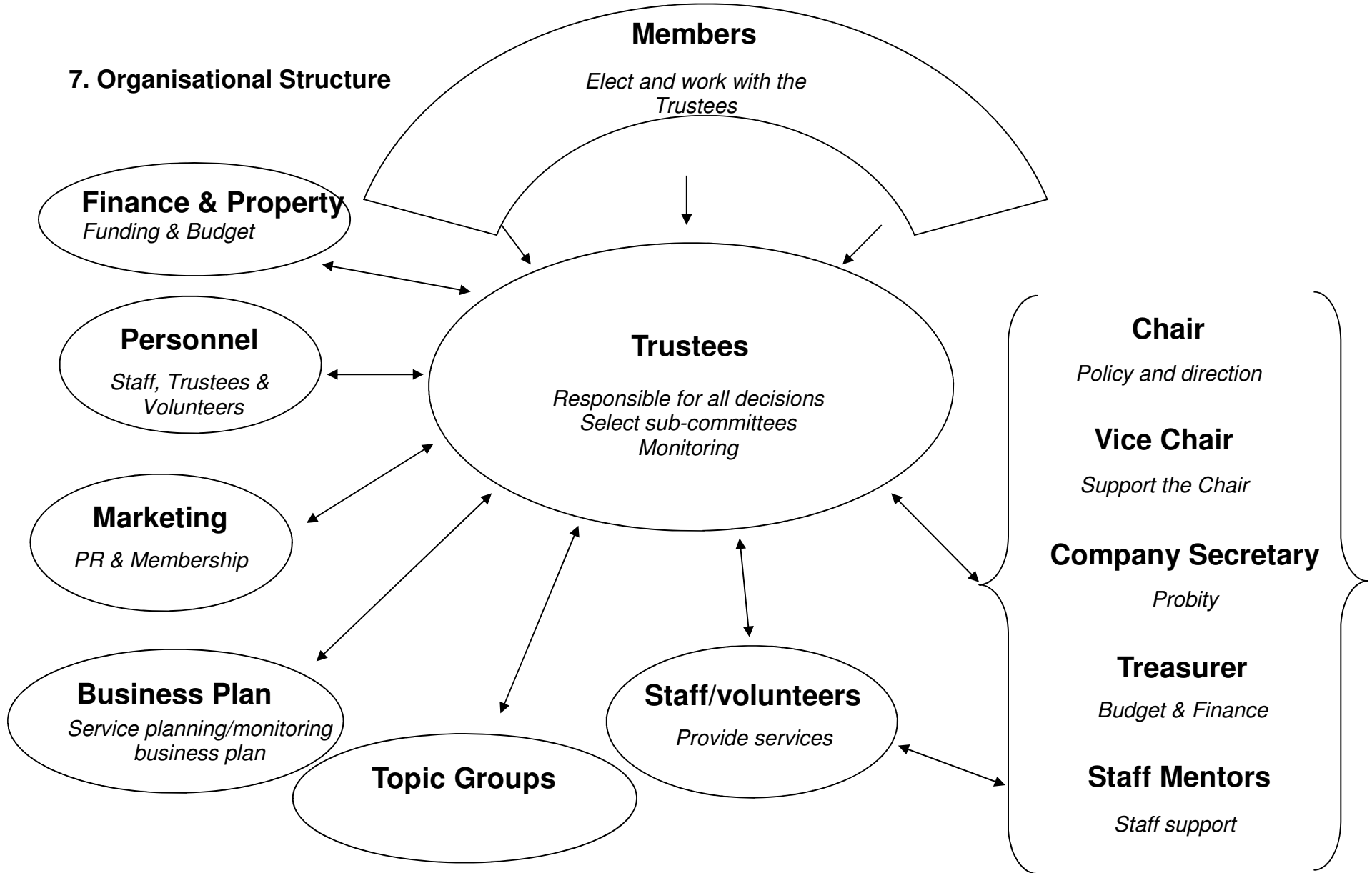
6.6 Quality measures

We

- are accredited to level 2 (working towards Level 3) of OISC, Ref. N200100221
- are accredited by CLS Quality Mark, Ref. NOTT0149
- use Practical Quality Assurance System for Small Organisations (PQASSO)

The Company Secretary ensures that all our legal requirements are met with the Charity Commission and Companies House.

7. Organisational Structure



8. Funding

8.1 Background

Our core funding is from Charnwood Borough Council's strategic partnership budget. We continue to secure funding for various projects. We seek to be innovative in our approach to funding for needs in the community as they are identified.

8.2 Fundraising plan

The Finance & Property Committee is charged with securing funding for our current and planned services.

8.3 Funding

We maintain a rolling three-year fundraising plan for our core work and a two-year plan for future projects.

CORE WORK

Service	Funder	Past year 2014/15	Current Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Comment
Strategic Grant	Charnwood Borough Council (CBC) - main grant	18,725	16,548			2014/15 includes a 7.5% one off top up.
Development work	Lloyds Foundation	12,000	12,000			Towards development work of HR&EC.
Development work	The Henry Smith Charity	9,500	10,000			Towards development work of HR&EC.
General activities	HR&EC fundraising		3,000	3,500	4,000	By a variety of fundraising means.
Advice & Information	Client charging and donations	1,500	2,000	2,500	3,000	Charging structure introduced, mainly for immigration advice.

CURRENT/PAST PROJECTS

Project	Funder	Past year 2014/15	Current Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Comment
Chances for All South Asian Women's Project	Big Lottery Fund	41,000	42,000	43,000		5 year project commenced January 2013
Stepping into Work	European Social Fund (Enable)	10,000				6 month project to improve employability
Debt & Money Management	Charnwood Borough Council	6,000	6,000			

FUTURE
PROJECTS

Project	Potential funder	Current Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Comment
South Asian Men's Project	Big Lottery Fund	£50K	£51K	£52K	We have been successful at stage 1, stage 2 submitted June 2015.
Employment and Digital/ Financial /Holistic Social inclusion	European Structural Investment Fund (ESIF)	To be determined	To be determined	To be determined	Funding partnerships being explored.

Following the loss of our County Council funding for our advice and information service in 2014, we exploring innovative ways of obtaining future alternative funding and are aware that we will have to expand the range of the services we can provide.

During the year the needs of people seeking to gain employment but lacking many of the necessary skills became apparent. Trustees secured a six-month European Social Fund project to meet this need which trained 14 people and helped 8 learners get into employment. This is a clear need in the communities we work with and new direction for the charity. Other initiatives are being explored including social enterprise. We have launched a training package for business, voluntary and statutory agencies on a variety of equality and diversity topics.

Trustees are also aware that new demands are being made from our traditional advice type work. As a result, during 2013/15 we provided short term debt and money management advice in partnership with Loughborough Citizen's Advice Bureau. Debt and money issues are a rising need, particularly for people with lack of IT skills and those unable to understand the system and how to address financial issues. We are identifying potential funding to address this need.

We continue to actively identify, investigate and pursue funding, fundraising and social enterprise opportunities that enable the organisation's strategic aims and objectives to be furthered. This includes being open to new ways of working, new service developments and continuing to strengthening our partnerships and relationships with key stakeholder organisations. Do we bring in tendering opportunities/consortium bids especially with the European Structural investment Funds (ESIF).

9. Evidence of need

The local area from which our clients come has a mixed urban and rural population and is more affected by socio-economic deprivation than Leicestershire as a whole, with 2.8% of the population living in neighbourhoods that have been classified within the most deprived nationally including the Hastings Ward population 6,000 : 1,784 (30%) BME and Lemyngton Ward population 6,500 : 2,055 (32%) BME. These compare to 10% BME for Charnwood as a whole.

Many of our clients face barriers in accessing services, such as language barriers, not computer literate, making them vulnerable and unable to understand crucial information and advice.

From our continuing casework we know that many local people still face these barriers and therefore there is continuing demand for our advice services.

International and national events show the importance of engaging people of all faiths and of no faith in working with each other in the community. We need to continue to work with and support the Loughborough Council of Faiths and other partners in this necessary work.

10.The Future

10.1 The challenges we face

Services such as HR&EC continue to be affected by a web of events, some of which we have alluded to already. Here we bring together the main challenges we see:

10.1.1 Inequalities

Inequality across the diversity strands is experienced day to day within our communities; our evidence shows that the need remains and is increasing as austerity continues.

10.1.2 Reduced spending

The pressure on the public and third sectors to reduce spending is reducing the capacity in society to support those most at risk of experiencing unequal treatment, including support to access services and entitlements.

10.1.3 Support in times of change

Legislative changes, for instance affecting benefits, social care, health provision and immigration, continue and people in our communities need help in understanding how those changes affect them and what action they may need to take, support that is not available, not accessible or not trusted from other sources.

10.1.4 Commissioning

The adoption of “commissioning” by service funders offers challenges and opportunities for smaller third sector organisations like us – the opportunities are around being able to bid either alone or in partnership for new work while the challenges arise from a tendency to aggregate activity into large contracts where smaller organisations lack the breadth of experience (because they are specialists) and the capacity to respond.

10.1.5 Funding

As an organisation with a strong track record of local service delivery and achievements we are facing significant financial challenges over the coming years. Traditional funding from local authorities in the form of grant support is evidently coming to an end, while the continuing adoption of large scale commissioning creates significant barriers for us in retaining existing work or winning new work.

10.2 How we will address the challenges

Given these and other challenges, over the period of this Business Plan our priority will be ensuring survival of the organisation, so that it continues to represent and provide services to some of the most vulnerable in our communities.

Our “survival plan” will be based upon:

1. Continuing to focus on the particular needs of the communities we support and representing those needs to the wider community.
2. Developing our role as the primary source of information, advice and expertise about the communities that we serve.
3. Openness to new ways of working, including innovative approaches to existing activity and to meeting the needs of commissioning bodies.
4. Robust financial management so that we live within our means.
5. Seeking new sources of income either in our own right or in partnership with others.
6. Investing in relationships and partnerships that add value to our work.

In the short term we will:

1. Continue to work with our funders to endeavour to secure agreements that sustain our core activities
2. We will review our current activities; some activities may stop, for others we will seek to generate income from them.
3. We will consider the development of new services that will generate income.
4. We will actively engage bidding for relevant contracts either in our own right or in partnership.
5. We will continue to consider other funding opportunities, for instance in relation to advice and information, social integration, new communities etc.

In the medium to long term we aspire to be:

1. A well respected, trusted and professional third sector organisation at the heart of which are services to and representation of our local communities
2. To have further developed our profile at regional and national levels as an organisation that delivers.
3. To be offering a range of activities and services that underpins and enables our charitable aims.
4. To be financially independent and sustainable long term.

Human Rights & Equalities Charnwood
66 Nottingham Road
Loughborough
Leicestershire
LE11 1EU

Tel (01509) 261651
Fax (01509) 267826

Email: info@hrec.org.uk

Website: www.hrec.org.uk

