

equality  
action

# **Business Plan**

**2018/2021**

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# 1. About EQUALITY ACTION

## Background

Equality Action is a registered Charity and a Company Limited by Guarantee, established in 1969 as a community relations council. We have continuously evolved to meet local need. In 2017, we rebranded to reflect our mission to:

**“Promote equality and diversity, dignity and respect through inclusion.”**

We strive to achieve this by:

- Working towards eliminating discrimination
- Campaigning for equality of opportunity
- Promoting good community relations

### Our values are:

- Respect for the person
- Confidentiality in services provided to clients, individuals or groups
- Transparency in the operation of our business
- Accountable for monitoring change and the positive impact of our services
- 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

## 2. Governance & Management

### Board of trustees

We have a Board of Trustees to govern the work of the organisation. The management and oversight of all our work/projects ultimately rests with the board of trustees and its sub committees. Through their outside lives, they have training, skills and experience in governance, finance, health & safety, managing projects, human resources and mentoring. They come from diverse cultural and faith backgrounds.

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

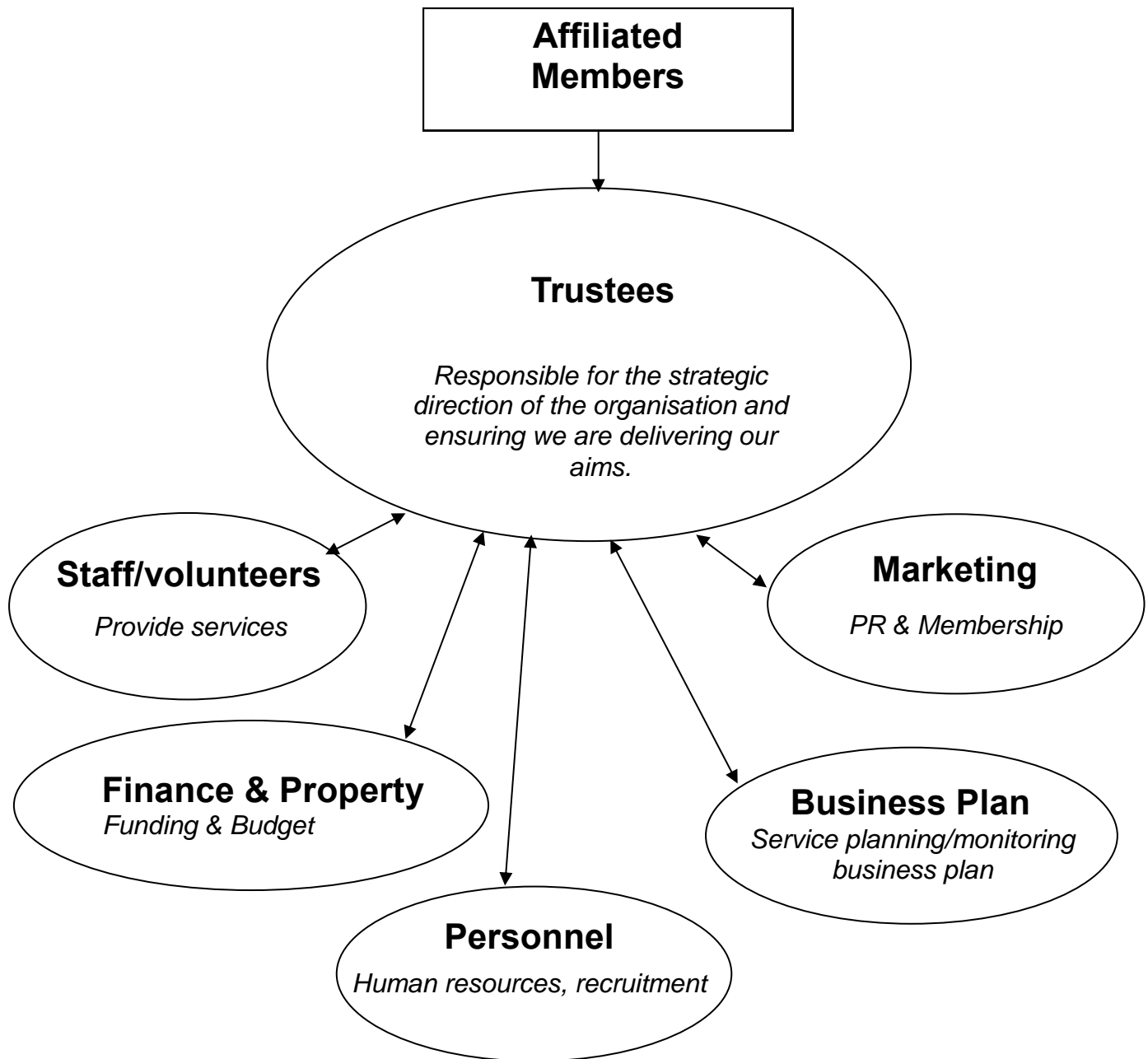
We use the discipline of being a registered charity, a company limited by guarantee and being regulated by the Office of the Immigration Services Commissioner.

All our work is monitored and evaluated by the trustees and steering groups both for the funders and for internal information. Regular reports are produced. We monitor for impact and change and are accountable and transparent.

### Staff/volunteers

All staff have annual appraisals carried out by trustees. Where appropriate staff work to Continuing Personal Development (CPD) and regularly identify and access training. We are accredited to level 2 of the Office of the Immigration Services Commissioner (OISC), ref. N200100221 for our immigration work.

## Organisational Structure



### Officers

**Chair - Policy and direction**

**Vice Chair - support Chair**

**Company Secretary - probity**

**Treasurer - budget & finance**

**Assistant Treasurer – support Treasurer**

**Health & Safety Officer – oversee health and safety**

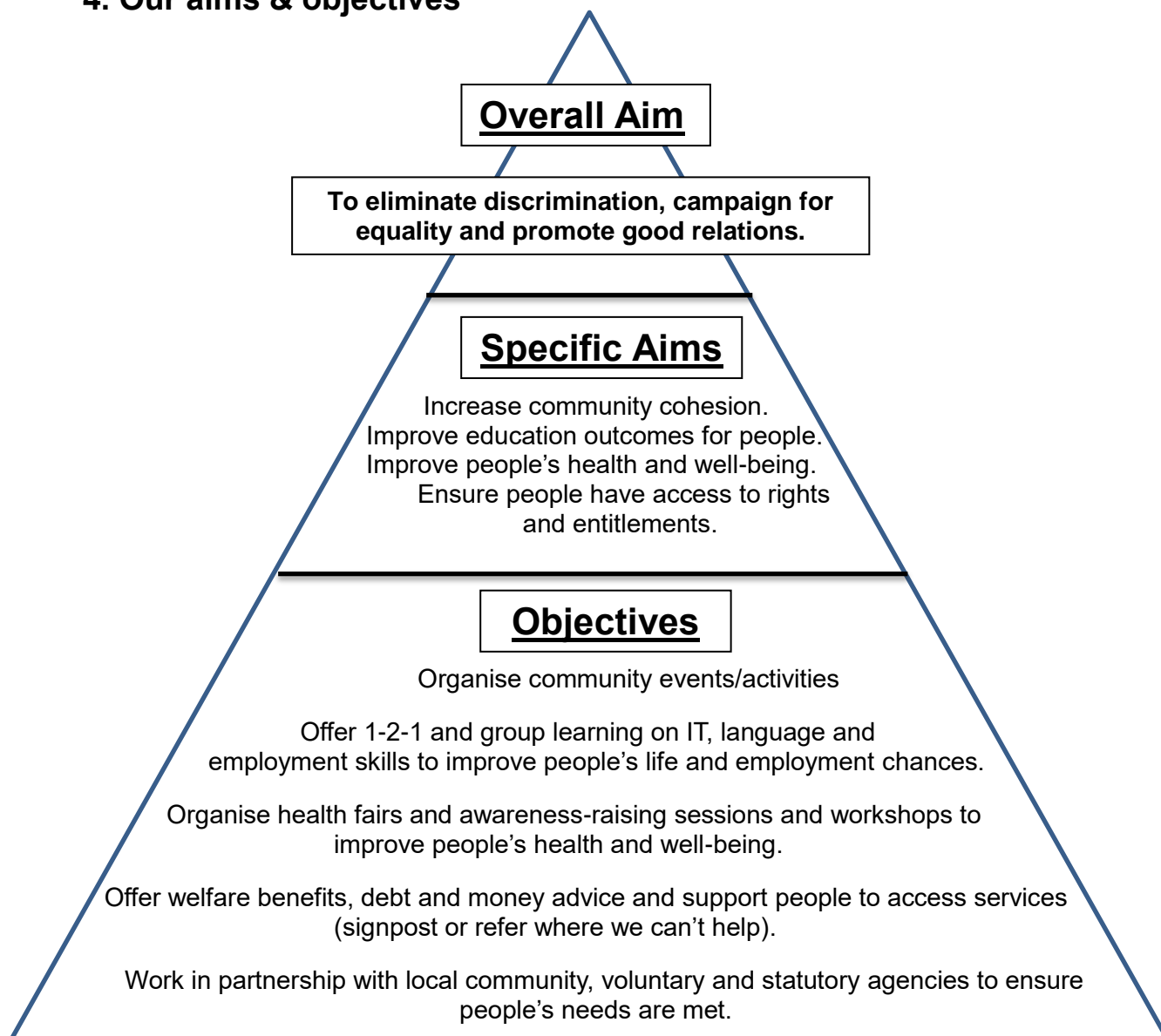
### 3. Past achievements

We are recognised as an organisation which has a track record of delivering successful projects. These include work for funders such as Equality & Human Rights Commission, Big Lottery Fund, Awards For All, British Council (Erasmus Plus Programme), Lloyds Bank Foundation, Henry Smith Trust, Charnwood Borough Council, Skills Funding Agency and Leicestershire County Council.

We have successfully delivered projects on hate crime, employment rights, forced marriages, Government's Prevent agenda, pre-ESOL and IT learning. We are a key partner in delivering community cohesion work in Loughborough including the annual Loughborough Mela and work closely with relevant partners to promote community cohesion.

Recently, we completed 'Chances for All' (funded by the Big Lottery Fund). This 5-year project employed two PT Development Officers to work with women of South Asian background to build their confidence and skills and play a fuller part in society. The project ended in March 2018 and we are seeking to continue this much needed work.

### 4. Our aims & objectives



## 5. Evidence of need

<u>Name</u>	<u>County / District</u>	<u>Population Census 2001</u>	<u>Population Census 2011</u>	<u>Population Estimate 2016</u>
<a href="#">Loughborough</a>	Leicestershire	55,260	59,932	65,104

	<b>Charnwood</b>	<b>Leics.</b>	<b>England</b>
	<b>2011</b>	<b>2011</b>	<b>2011</b>
Black and Minority Ethnic Population	12.6%	8.6%	14.6%
Population whose ethnicity is other than "White UK"	15.7%	11.1%	20.2%
Cannot speak English well or at all	1.1%	0.7%	1.7%

Charnwood has a mixed urban and rural population, with

wide variation in socio-economic status. In Loughborough, the areas from which our clients come are least advantaged. Our BAME clients are clustered in neighbourhoods that are classified as among the most deprived nationally, including Hastings and Lemyngton Wards.

### Health inequalities

Some BAME communities are increasing due to a higher birth rate. There is an ageing population in all communities as people live longer, but some have less access to pensions, health and support services. The increasing health and care needs of our ageing BAME clients present particular challenges to provide relevant and accessible services. Mental health and complex associated problems are a hidden but important issue.

### Lack of IT, language and other skills

Many of our clients face barriers in accessing services, such as language skills and lack of computer literacy, making them vulnerable and unable to access and understand crucial information and advice. Already, government information is 'digital by default'; as Universal Credit is rolled out here in June 2018, this will add to the barriers our clients face as it will need to be done using IT and digital skills.

From our continuing casework we know that many local people face difficulties associated with immigration status and citizenship and therefore there is continuing demand for our advice services. This work will increase due to concerns and uncertainty experienced by people because of Brexit.

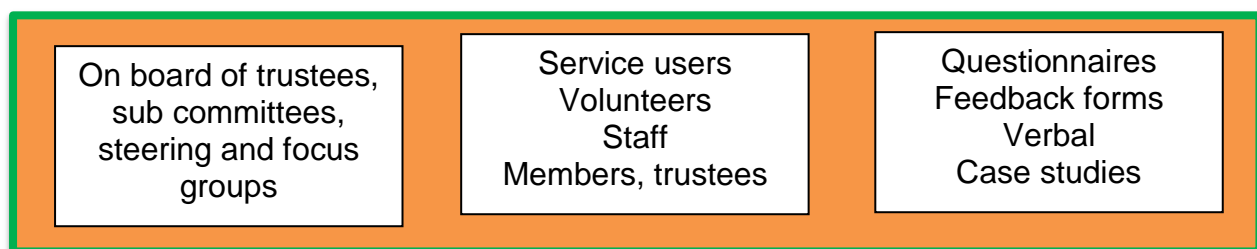
### Community cohesion/integration

We believe it's important to encourage all people in our town to come together as a community. We are a key partner in promoting community cohesion.

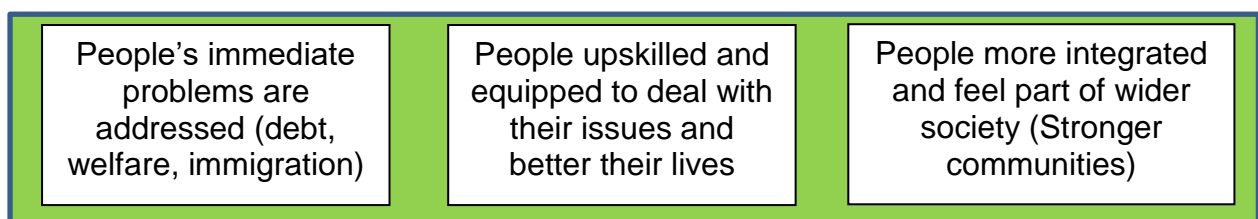
## 6. What we do



### Stakeholders involvement/capturing impact



### Impact on beneficiaries



#### 6.1 Heart of the community

We endeavour to 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, and casework. In partnership with key organisations we help co-ordinate events that aim to improve community cohesion, such as the Mela, Feast of Faiths, One World Week and Europe-wide Youth events.

## **6.2 Events and raising awareness**

The attendance and interest generated by our meetings and events on various topics of local and national importance shows that there is demand for us to continue holding them. They include workshops on the Government's Prevent Agenda, hate crime, cohesion and diversity.

## **6.3 Work in deprived areas of Charnwood**

Some places in Charnwood are identified as 'pockets of deprivation' as the people living in these areas experience multiple deprivations. These include Hasting and Lemyngton wards where much of our work is concentrated. 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.

## **6.4 Strategic work**

We work with voluntary and statutory service providers and are a strategic partner of Charnwood Borough Council. We are a reporting centre for Hate Crime.

## **6.5 Advice work**

We provide an advice service through volunteers on welfare benefits, health, housing, debt, money matters, and immigration.

## **6.6 Improving Lives Project (funded by the Big Lottery Fund)**

We are in Year 3 of a 5-year project working with men from South Asian background. This came about from our women's project where we identified a need for men to become more health aware, learn key skills to improve their employment chances and help build community resilience towards extremism and radicalisation. We use sports and other innovative methods to engage the men.

## **6.7 Short term projects**

From time to time we deliver projects to meet community needs. Recent examples have been debt and money advice funded by Charnwood Borough Council and English My Way classes funded by The Good Things Foundation.

## **6.8 Training events for young people**

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

## **6.9 Beneficiaries**

- People from minority backgrounds, particularly South Asian community.
- Individuals in the Borough who are at risk of discrimination through race, gender, gender reassignment, sexual orientation, religion & belief, pregnancy and maternity, marriage and civil partnership, 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, including faith groups;



- Local statutory agencies e.g. Charnwood Borough Council, Leicestershire. County Council, Leicestershire Constabulary;
- Local schools, colleges and Loughborough University;
- Deprived socio-economic groups;
- Young people engaged through our work in UK and across Europe;
- Victims of hate crime/incidents, their families and communities affected by hate incidents; and

## **7. Partnership Working**

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 have delivered work on hate crime in partnership with Charnwood Borough Council and the Police funded by the Equality & Human Rights Commission. We are a reporting centre and work with partners on issues on hate crime.

We are a key partner in promoting cohesion and work with John Storer Charnwood, Charnwood Borough Council, Charnwood Arts, Loughborough Council of Faiths to co-ordinate events during the year to bring people of different backgrounds together to promote and celebrate diversity.

We have delivered short term debt and money advice work for Charnwood Borough Council in partnership with Charnwood Citizen's Advice Bureau (CAB) whereby we supported clients facing severe debts to access specialist advice from CAB.

Loughborough University are working on a Partition Project "Migrant Memory and the Postcolonial Imagination". The project explores cultural memories of the 1947 Partition of British India as they are performed and circulated in South Asian communities in the UK. Two of our staff are employed as research assistants and are working alongside the team to help reach the local community in the Loughborough area and collaborate with non-academic partners to support data collection and analysis. They will liaise with the project team at Loughborough University to facilitate data collection in the form of ethnographic interviews / focus groups and community activities.

We are an active member of Reaching People, a consortium of advice agencies that work in partnership to meet the needs of our local communities.

## 8. Funding

Our core funding is from Charnwood Borough Council's strategic partnership budget. We continue to secure funding for various projects as the needs are identified.

### CORE WORK

Service	Funder	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	Comment
Strategic Grant	Charnwood Borough Council (CBC) - main grant	19,152	20,200	20,200 + inflation +1%		2 year Strategic grant secured 2018/19 & 2019/20
General activities	Fundraising		500	600	700	Fundraising
Advice & Information	Client donations	2,500	3,000	3,500	4,000	Donations

### CURRENT/PAST PROJECTS

Project	Funder	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	Comment
Chances for All South Asian Women's Project	Big Lottery Fund	22,000				5 year project ended March 2018
Improving Lives (men's project)	Big Lottery Fund	54,926	56,629	59,585		5 year project ends Jan 2021
Debt & Money Management	Charnwood Borough Council	3,000				Advice work – ended March 2018
English My Way	Good Things Foundation	8,750				One off grant to deliver 26 weeks teaching pre ESOL
European Training events	Erasmus Plus (Ecorys)	27,300				We apply for these each year.
Positive Minds (5-year mental health project)	Big Lottery Fund	64,792	46,547	45,136	45,977 2021/22 48,355	2nd stage application submitted. Waiting result.
University Partition Project	Loughborough University					No funds but in kind contribution including staff based with us.

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. We will seek to employ a professional fundraiser in 2018.

## 9. Monitoring and evaluation

<b>Overall Aim:</b>	<b>To eliminate discrimination and inequality in Charnwood.</b>			
<b>Aims:</b>	Improve quality of life of individuals in poverty and hardship	Reduce the polarisation experienced by individuals and communities who face disadvantage as a result of their protected characteristics.	Raise awareness about global and national issues which impact lives locally.	Enable greater community cohesion.
<b>Outcomes:</b>	<ul style="list-style-type: none"> <li>• Reduced Debt</li> <li>• Housing?</li> <li>• Increased income/benefit</li> <li>• Education/ qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Increased opportunities to participate</li> <li>• Increased confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge</li> <li>• Greater awareness of help and support available</li> </ul>	More people engaging in cross cultural activities, getting to know people of different faiths and cultures.
<b>Indicators:</b>	Income generated Number of people move into employment	Numbers attending events Numbers getting involved in wider society	Numbers engaging in events, Public Lectures, workshops etc.	Number of people engaging in cross cultural events, Interfaith activities.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Offer appointments for general and welfare advice</li> <li>• Signpost and support to individuals to access specialists help relating to debt.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for disadvantage d groups at local panels/forum s/ meetings/ events</li> <li>• Deliver new projects/activities targeted at specific communities</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver training to individuals and organisations</li> <li>• Organise awareness campaigns/ev ents</li> </ul>	<ul style="list-style-type: none"> <li>• Organise/ participate in community events</li> <li>• Support other VCS organisations with their development and growth</li> <li>• Develop projects and activities in partnership with other organisations.</li> </ul>
<b>Outputs:</b>	<ul style="list-style-type: none"> <li>• Weekly appointments</li> <li>• Referrals to other organisations</li> <li>• Translation or interpretation services</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Charnwood Disability Forum</li> <li>• Chances for All (South Asian Women)</li> <li>• Improving Lives (South Asian Men)</li> </ul>	<ul style="list-style-type: none"> <li>• Erasmus Plus Programme</li> <li>• Equality and Diversity Training</li> <li>• Health and Safety Training</li> <li>• Prevent Training</li> </ul>	<ul style="list-style-type: none"> <li>• Loughborough Mela</li> <li>• One World Week</li> <li>• Interfaith Week</li> <li>• Refugee Week</li> <li>• Hate Crime Awareness Week</li> <li>• Public Lectures</li> </ul>

## 10. SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Well established and based in the heart of the community</li> <li>• Trusted in the community</li> <li>• Commitment of the trustees/members</li> <li>• Own our own premises</li> <li>• Previous work on strategies</li> <li>• Strong established partnerships</li> <li>• European connections</li> <li>• Continuity and loyalty and experience of staff</li> <li>• Trustees using skills and experience to provide hands on support on a regular basis</li> <li>• Website/social media accessible and updated regularly</li> <li>• Access to location, disability friendly</li> <li>• Wider equalities strong links e.g Council of Faiths</li> <li>• Strong involvement in community cohesion work e.g Mela, Inter Faith Week, One World Week</li> <li>• Good presence and involvement in East Midlands Racial Equality Consortium (regional level)</li> <li>• Close and strong partnership working</li> <li>• Equal gender representation on board of trustees</li> <li>• Successful projects delivering services according to needs of the communities e.g Hate Incident Action, Welfare Rights &amp; Immigration, South Asian Men &amp; Women's Project</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Fundraising is minimum</li> <li>• Lack of links with businesses</li> <li>• Perceived as only for Black and Ethnic Minority people</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Working with new partners</li> <li>• Expanding in areas of other equalities in partnership with local groups, agencies and individuals</li> <li>• More awareness/discussions on equality &amp; diversity issues</li> <li>• Working closer with community, voluntary and statutory partners</li> <li>• Involve young people</li> <li>• Equalities agenda</li> <li>• Publicity</li> <li>• EU funding links around young people – bids for training conferences, youth exchanges submitted and to try to replicate on local level with local youth involvement</li> <li>• Brexit</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Brexit</li> <li>• Loss of funding due to Government cuts</li> <li>• Competing for the same funds</li> <li>• Not involving young people</li> <li>• Skills not passed on</li> <li>• Possible changes in Equality Legislation (Equality Act 2010) in the next 2 to 5 years by successive Governments</li> <li>• Human Rights Act 1998 under threat to be repealed due to Brexit within the next two years.</li> </ul>

## 11. Publicity & Marketing

We promote our work through our Website, Facebook Page and Twitter. We produce regular newsletters which go out widely to our members, partners and beneficiaries. We send out press releases, use posters and social media to promote events. Word of mouth is another vital way that our services get promoted with service users telling friends and family. We have a Marketing, Publicity and PR subcommittee which oversees the promotion of our work.

## 12. Action Plan

Action	By When	By Who?	Resources needed	Review date	Outcome
Strengthen links with the Business sector (through trustee/links)	July 2018	Board/ Executive Officer	Recruitment drive, check with contacts/other Partners to identify suitable person.	Sept 2018	Better links with business sector and more opportunities to strengthen our work.
Employ a part-time professional fundraiser	Dec 2018	Board/ Executive Officer	Time/advert/ recruitment	Nov 2018	A professional fundraiser in post.
Identify ongoing training needs for staff, trustees and volunteers	Ongoing Throughout 2018	Staff Board Volunteers	Training budget (already in place), seeking appropriate training opportunities.	September 2018  December 2018	Staff, trustees and volunteers continuously get training on relevant skills and are kept up to date with changing needs.
General Data Protection Regulation (GDPR)	25 <sup>th</sup> May 2018 and ongoing	Board/ Executive Officer	Training/time commitment	September 2018	Being GDPR compliant
Continue to recruit a diverse board and ensure the trustees meet their obligations	Each year Feb/March	Board/ Executive Officer	Up to date recruitment pack and ensuring advert is circulated widely to reach people.	March 2019	A diverse and skilled board to reflect the work of the organisation.
Monitor changes to	Sept 2018	Board/ Executive	On-going monitoring of	Jan 2019	Health issues better met for

health strategies relating to needs of beneficiaries particularly with regards to health; physical and mental		Officer	emerging needs of our beneficiaries and resources to identify funders		our beneficiaries.
Monitor issues arising from Brexit, particularly hate crime & immigration issues	Ongoing throughout 2018/19	Board/ Executive Officer and caseworkers	Time of caseworkers and identify any funding to enable delivery	March 2019	Our beneficiaries supported with any issues they face due to Brexit
Continue strengthening our work in line with the Equality Act 2010	Ongoing throughout 2018/19	Board/ Executive Officer and staff	Update training, engage with relevant groups	Jan 2019	We are proactive in working to the Equality Act 2010.
Universal Credit and issues arising from this	June 2018 onwards	Board/ Casework staff	Training Monitoring clients' needs as this comes into place in June 2018	Ongoing	Clients that face barriers to meeting the Universal Credit are identified and supported.

Equality Action  
66 Nottingham Road  
Loughborough  
Leicestershire  
LE11 1EU

Tel (01509) 261651  
Fax (01509) 267826

Email: [contact@equalityaction.org.uk](mailto:contact@equalityaction.org.uk)

Website: [www.equalityaction.org.uk](http://www.equalityaction.org.uk)

Facebook:  
[www.facebook.com/equalityaction/](http://www.facebook.com/equalityaction/)

Twitter: <https://twitter.com/EACHarnwood>

