

PUTTING RACE BACK ON THE AGENDA

rota

Race on the Agenda

2013-2016

Business Plan

ROTA is working in a challenging policy and funding environment. In order to further our charitable objects the trustees have taken time to strategically plan for a sustainable future for our organisation. This business plan outlines our vision and how this will be delivered over the next three years.

Putting Race Back on the Agenda

BUSINESS PLAN 2013-2016

EXECUTIVE SUMMARY

ROTA is the leading strategic and policy second tier organisation focused solely on tackling race inequality in London. Our work has national implications is led and directed by our membership of organisations and individuals concerned about issues of race and their impact on policy, legislation, service delivery and inclusion.

At any time we have a range of programmes running all fit within our policy priority areas. Through engagement and consultation with our members, our priority policy areas for the next three years are: -

- Education
- Health
- Criminal Justice

Our board of trustees, staff and volunteers have taken time plan strategically for the future of the organisation. We recognise that the current economic climate and changing demographics of London require ROTA to become more responsive and resilient in order to be sustainable.

We are an ambitious and forward thinking organisation and therefore have set ourselves a challenging vision for the medium term.

Sustainable and coordinated race equality work in London that has influence and impact

This business plan outlines how we will achieve our vision and respond to the changing operating environment, the trustees of ROTA have identified 4 strategic priorities for the next three years: -

- (i) Maintain and further our policy priorities
- (ii) Develop innovative new approaches to putting race back on the agenda in London
- (iii) Identify and develop new projects filling gaps across London
- (iv) Organisational resilience and sustainability

Our corporate strategy to achieve our vision and address these priorities relies on ensuring as much investment goes into service delivery and we reduce our management and back office costs. We need to be management 'light' to increase our sustainability but at the same time recognise the value of effective leadership, financial probity and the need to have capacity to fundraise and tender in the future.

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DETAILS OF OUR ORGANISATION

Business Name: Race on the Agenda (Trading as ROTA)

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Charity Number: 1064975

Company Number: 3425664

Trustee/Directors: Ali Ahmed (Chair)
Gifford Sutherland (Vice Chair)
Dr Tele Amuludun
Dr William Bradley Ackah
Lina Parmar
Lorraine Dongo (Treasurer)
Rosita Caspersz

Patrons: Lord Victor Adebawale CBE
Dr Richard Stone OBE

Accounting Period: April – March

Company Secretary: Andy Gregg

Auditors: Field Sullivan Limited

Bank: Unity Bank PLC

ABOUT OUR ORGANISATION

Race on the Agenda (ROTA) was established in 1984 as Greater London Action for Racial Equality (GLARE) and based at the London Voluntary Sector Resource Centre in North London as a membership organisation. Our original functions were to provide infrastructure support to London's Race Equality Councils (RECs) and work closely with the Commission for Race Equality (CRE) to ensure that the Race Relations Act 1976 and the principles underlying it were implemented in public authorities and beyond.

In 1997 we widened our remit in response to increasing demand for our services beyond our existing beneficiary groups. As a result we rebranded and changed our name to ROTA and reached out to communities from London's Black, Asian and minority ethnic (BAME) groups who identified gaps in policy development, voice, advice and representation.

In 2002 MiNet, the regional Minority Network moved to ROTA to work side by side with the policy team to provide an evidence base for policy making and a means to disseminating information and increasing awareness. Through MiNet, ROTA's policy work reached almost 3,000 BAME organisations working in the diverse localities of London Boroughs. Unfortunately, MiNET was unable to secure funding to continue and, as a result has not operated since March 2011.

Since its inception, ROTA's aims have been policy development, information, training and research with an exclusive focus on issues affecting BAME communities. One of our key policy areas has been focused on education and the need to encourage more BAME people to become school governors plus the under-achievement of African-Caribbean boys in the education system.

We revised our governing documents and refreshed our Board with 12 Trustees new in 2009 to help us respond to the changing policy and funding environment. We also set up a new network, the Transformative Justice Forum bringing together key criminal justice organisations from across sectors to work together at a strategic level to provide policy support and representation of issues affecting groups that are highly victimised.

Over the last three years we have experienced substantial change in our funding environment with the repatriation of London Council's funding to local authorities. There has also been a dramatic shift in the value placed on second tier and equalities organisations by local, regional and national Government. This business plan is our response to the changing environment and a strategic approach to ensuring that race remains on the agenda, especially in London.

ROTA is a membership organisation and our members are important in all the work we produce. Without their input our publications, events and networks would lack accuracy and depth. All of our priorities, data gathering and evidence based research is led or supported by our membership organisations and individuals.

Although the majority of work is in London, we always try to ensure it has national relevance and implications. Therefore we do occasionally conduct work that covers a greater geographical reach than Greater London, where we feel it has merit and add value. This is normally in collaboration with other organisations in those localities.

Our Mission

ROTA exists to create a more equal society for people who experience race inequality

ROTA's definition of race encompasses all the protected characteristics under equality legislation including:

- colour
- nationality
- ethnic or national origin

We use the term BAME to refer to all groups who are discriminated against on the aforementioned grounds. This definition includes but is not exclusive to people of African, Asian, Caribbean, European and Eastern European, Irish, Greek, Turkish, Jewish, Roma and South East Asian descent, as well as refugees and asylum seekers.

We achieve our mission by delivering a range of core services and activities: -

1. Conducting research
2. Policy development
3. Piloting new ideas to demonstrate equality led models
4. Working with Government and other bodies to influence policy and delivery
5. Brokering relationships & facilitating networks
6. Building capacity of BAME voluntary organisations
7. Strengthening voice of BAME communities
8. Representation of issues affecting BAME communities
9. Publications
10. Training

Our Values

As part of the business planning process, the staff and trustees have developed a new set of organisational values that we feel best reflect the standards we adhere to within the organisation.

Diversity	ROTA promotes the diversity of our communities, members, staff and volunteers and challenges stigma and discrimination
Quality	ROTA is committed to ensuring professionalism and best practice in all we do
Inclusive	ROTA aims to be accessible putting members and BAME communities at the heart of all we do
Dignity	ROTA is committed to treating everyone with dignity, promoting and upholding their human rights
Responsive	ROTA is committed to creativity, innovation, change and development proposing new methods where appropriate to ensure the best service for our members and communities

- Integrity** ROTA aims to be consistent, accountable, open, honest and transparent in our relationships with members, partners and funders
- Trusted** ROTA is committed to excellence aiming to be knowledgeable in all our activities
- Supportive** ROTA provides a supportive environment for our members, staff and volunteers and promotes personal development and team work in all we do

Our Core Business

We have identified three areas of priority that will be the focus of our activity over the next three years:

- Education
- Health
- Criminal Justice

As well as priority areas of work, ROTA has a range of products we have developed that are well respected and in demand across the country: -

Equalities Training

The Equality Act Training aims to support frontline organisations to understand and use the Equality Act 2010. It will do so by supporting frontline organisations to comply with equality law; and supporting frontline organisations to hold public authorities to account under equality law (health, education and criminal justice).

Female Voice in Violence

Since 2006 ROTA has developed work on the impact of serious youth violence, gangs and serious group offending on BAME communities. In order to create an evidence base from which we draw recommendations, ROTA has developed two research programmes and one coalition which looks at these issues; these are the Building Bridges Project (2006-2008), the Female Voice in Violence (FVV) National Research Programme (2009-2011) and the Female Voice in Violence (FVV) coalition (2008-2013). As a result we are seen as a national expert and resource to other organisations on the subject.

Our Current Programmes

We have a range of programmes running at any time that all fit within our policy priority areas. These programmes are used to pilot new ideas and ways of working to demonstrate equality led models. Our approach to pilot new ideas and core to our model is community mobilisation and supporting communities to influence policy and practice at a local level. Whilst doing this, ROTA draws on the learning and gathers evidence to use in our policy influencing work.

Funding and the policy environment in which we work means some of these programmes may be amended, added to or cease over the lifetime of the business plan.

Healthy, Mobilised and BAME Programme

Healthy, Mobilised and BAME is a three year project funded by the National Lottery through the Big Lottery Fund (Reaching Communities) that started in September 2012. Healthy, Mobilised and BAME aims to increase

the capability of BAME communities to improve their mental health and well-being, by being actively engaged in defining and meeting their needs and to develop sustainable improvements in the ways that mental health services understand and relate to BAME users.

ROTA is delivering Healthy, Mobilised and BAME with three key partner organisations: Equals CIC, Helplink and Tamil Community Centre.

Tamil oral history project

Through the generations: Tamil oral history project is a one-year oral history project narrated and conducted by different generations of Tamils in London. The project uses oral history, documentary film and social media to capture and communicate the stories of the Tamil-speaking people of the island of Sri Lanka, and their descendants, who migrated to London between 1958 – 2009.

Criminal justice and mental health

Discrimination and inequality in health and criminal justice are key policy areas for ROTA and despite numerous reforms BAME communities continue to face a number of issues from disproportionality in treatment of prisoners, access to services and workforce representation. In June 2011, following extensive consultation across each London borough, ROTA decided to focus part of its policy work on looking at issues at the intersection of criminal justice and mental health. ROTA will continue to carry out scoping and sustainability activities and work with frontline organisations to develop a package of capability to ensure BAME communities' voices are being heard in this key area.

OUR VISION

The board of trustees, staff and volunteers have taken time to review our old business plan and the changing environment in which we work. We recognise that the current economic climate and changing demographics of London require ROTA to become more responsive and resilient in order to be sustainable.

We are an ambitious and forward thinking organisation and therefore have set ourselves a challenging vision for the medium term.

Sustainable and coordinated race equality work in London that has influence and impact

This business plan outlines the steps we will take over the next three years working towards our vision.

OUR BUSINESS ENVIRONMENT

The environment for our organisation is a very challenging one at the moment as a result of the economic climate and cuts to public spending. We therefore expect some changes over the next three years that may impact on our work and relationships with statutory agencies and other funders.

With every council having to make over 25% cuts in their expenditure over the next few years as part of the austerity measures, and London Councils repatriating the majority of their commissioning pot back to local authorities, we anticipate changes and reductions in our funding. We have been successful in

bidding for London Councils funding as part of a larger partnership with Womens Resource Centre, Lasa, REAP and led by London Voluntary service Council. This is one indicator of how working in collaboration with other voluntary organisations needs to be at the heart of our business strategy for the next three years.

The reduction in public expenditure has led to pressure for prioritising investment into frontline services. As a result second tier, policy and infrastructure organisations are politically less favoured. There has been a loss of many policy and representative organisations at borough level in London, making the need for our work more vital to fill the void left by their closure.

The coalition government is focusing on the need for generic services rather than specialist services around race equality. Similarly with consultation and engagement for BAME communities, ROTA notes a lack of regional and national voice but most importantly a diminution in the influence of BAME voluntary organisations. ROTA trustees have developed the aspiration of getting race back on the agenda by 2016, especially in London.

As part of realigning the public sector, there are massive reforms to statutory agencies and their services, including: -

- ▶ Criminal justice reform
- ▶ Welfare and legal aid reform
- ▶ Education reform
- ▶ NHS reform
- ▶ Policing reform
- ▶ Remodelling of local government

Along with the impact of the recession this could potentially have a disproportionate impact on BAME communities and voluntary organisations. Again, another reason that demonstrates the need for ROTA and its work is required more now than in recent times.

ROTA recognises the need to reform our organisation in order to respond to the businesses environment, we must be more flexible and responsive to increase our resilience. Over the last twelve months we have explored potential merger opportunities but the trustees feel this would dilute our mission and would not ensure the furtherance of our objects.

Although a merger is not planned, ROTA's recognises there may be a need to explore merging back office functions and co-location in order to make efficiency savings. We also aim to develop a set of criteria for use when collaboration is explored, so trustees are confident it is in the organisation's best interest and is robust enough to manage risk.

OUR STRATEGIC PRIORITIES

In order to achieve our vision and respond to the changing operating environment identified above, the trustees of ROTA have identified 4 strategic priorities for the next three years: -

- (i) Maintain and further our policy priorities

- (ii) Develop innovative new approaches to putting race back on the agenda in London
- (iii) Identify and develop new projects filling gaps across London
- (iv) Organisational resilience and sustainability

Our corporate strategy to achieve our vision and address these priorities relies on ensuring as much investment goes into service delivery and we reduce our management and back office costs. We need to be management 'light' to increase our sustainability but at the same time recognise the value of effective leadership, financial probity and the need to have capacity to fundraise and tender in the future.

OUR BUSINESS PLAN OBJECTIVES

<p>Strategic Priority 1.</p> <p>Maintain and further our policy priorities</p>	<p><i>As a result of our strategic review, trustees feel our current policy priorities are still current and valid and they have agreed to further this work for the next three years. All our priorities have been identified by our membership, adhering to our bottom up approach.</i></p> <p>What we will do:</p> <p>Secure funding to sustain our criminal justice work by September 2013</p> <p>Convert Minet into full members - Completed</p> <p>Refine and repackage our Equalities Act Training and assess feasibility of launching as a self financing service by December 2013</p> <p>Secure funding to sustain our health work after March 2015</p>
<p>Strategic Priority 2.</p> <p>Develop innovative new approaches to putting race back on the agenda in London</p>	<p><i>A void has developed in a cohesive voice for race equality in London and nationally. ROTA's vision is to put race back on the agenda in a meaningful and constructive way over the next three years. We have set ourselves the goal of being the enabler of this vision, facilitating the development of a collaborative approach in London.</i></p> <p>What we will do:</p> <p>Identify and evaluate historic approaches to race equality work and publish findings by September 2013</p> <p>Organise and lead on a conference for London to develop a common strategy to collaboratively increase influence and impact on local, regional and national government on race issues by</p>

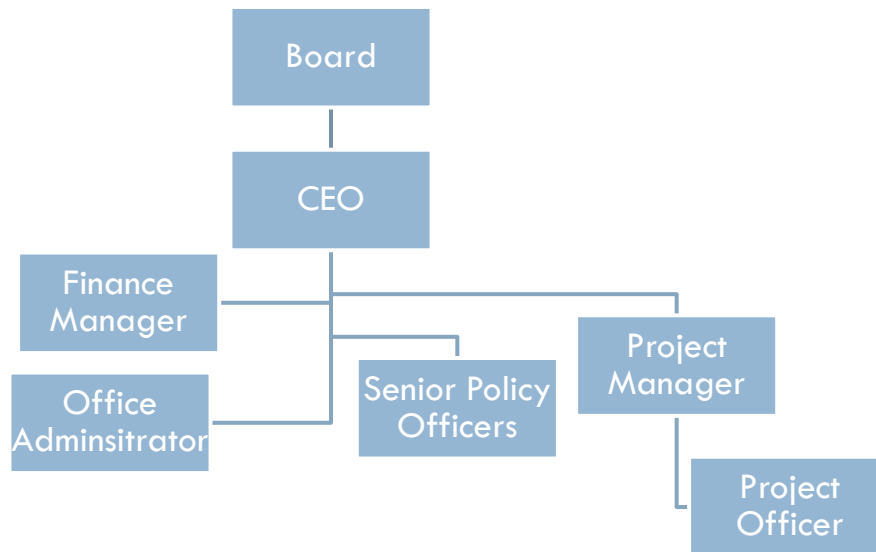
	<p>November 2013</p> <p>Develop a programme of seminars/debates on issues around race equality with corporate sponsorship to launch in January 2014</p> <p>Conduct research into the state of black London engaging with young people and publish findings by July 2014</p> <p>Develop a model to use digital media to communicate issues around race inequality (VoxPops etc) by October 2014</p>
<p>Strategic Priority 3.</p> <p>Identify and develop new projects filling gaps across London</p>	<p><i>In light of the financial and political environment it would be easy for ROTA to focus on consolidation over the next three years. We have identified a few priority areas we want to develop new initiatives in, subject to securing funding.</i></p> <p>What we will do:</p> <p>Develop a classroom resource for teaching race issues and pilot its use by December 2015</p> <p>Develop and secure funding for 2 new educational research programmes by December 2013</p> <p>Expand our educational research programmes by one more between January 2014 and December 2014</p>
<p>Strategic Priority 4.</p> <p>Organisational resilience and sustainability</p>	<p><i>We have seen our core funding base reduce in recent years and this trend is likely to continue for the foreseeable future. We therefore need to realign our funding base and operational model to ensure our charitable objects are furthered.</i></p> <p>What we will do:</p> <p>Develop a comprehensive funding and fundraising strategy and secure additional funding by September 2013</p> <p>Bid for London Council's Strategic Funding in collaboration with other voluntary organisations by January 2013 - Successful</p> <p>Secure pro bono marketing, publicity and media support by October 2013</p>

	<p>To launch a new campaign for donations to support our work by December 2013</p> <p>Increase and improve our engagement with communities across London by January 2014</p> <p>To identify options for sharing premises and back office functions with other voluntary organisations by March 2014</p> <p>Generate £20,000 a year through donations by March 2016</p> <ul style="list-style-type: none"> - £5,000 2013/14 - £12,500 2014/15 - £20,000 2015/16
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OUR PEOPLE

Due to loss of funding the staffing structure of ROTA was reviewed and restructured in April 2013. The Board agreed to invest some of its reserves in sustaining the organisation whilst a fundraising campaign to diversify ROTA's funding base was developed. Our success with the partnership bid to London Councils ensures that we now have a flexible and responsive team in place that includes project and policy officers as well as the Chief executive and finance/administrative functions. We are convinced that, as a result of the restructuring, we have a flexible and responsive team in place that is not too top heavy.

As well as the employees, ROTA has a diverse range of volunteers and associates who support our work, research and service delivery. Their contribution to the organisation is invaluable, organisationally and intellectually.



Secured for 2013/2014:

Total secured funding	
London Councils (31)	47,000
Reaching Communities	53,893
City Bridge	27,082
Total	127,975

Total Target for 2013/2014 (with the aim of contributing some funding to reserves) would be about £450,000.

ROTA could aim for raising this funding in the following way:

£390,000 in project grants from trusts and statutory funders

£60,000 in unrestricted funding from the following sources:

Small unrestricted grants - £30,000

Events - £25,000

Consultancy – earned income - £5,000