

PUTTING RACE BACK ON THE
AGENDA

rota

Race on the Agenda

2018-2021

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 2018-2021

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 and 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 of these fit within our policy priority areas. Through engagement and consultation with our members, our priority policy areas for the next three years are: -

- Education
- Mental Health and Well-being
- Promoting and campaigning to improve the Equalities Act and the Public Sector Equalities Duty
- Special projects to address race disparities and discrimination in Housing and Employment

Our board of trustees, staff and volunteers have taken time to 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.

Business Canvas Analysis¹

The Business Model Canvas is a strategic management template for developing new or existing business models. It is a one-page tool composed of elements describing a company's value proposition, infrastructure, customers, and finances. It provides a useful tool for awaydays and it enables a range of team members to contribute to the discussion and maximises everyone's insight.

The following table provides a summary of the contributions recorded by the four small discussion groups at our Board and Staff Away in July 2019.

Key Resources	Key Activities	Types of Intervention
<ul style="list-style-type: none"> ▪ Staff- cliff edges ▪ Finance – forward planning lacking ▪ Time – stretched ▪ Trusts and foundations ▪ Volunteers ▪ Partnership with 3 other organisations 	<ul style="list-style-type: none"> ▪ Porticus exclusions ▪ Comms project (Rota/BTEG/Runnymede) ▪ Active Lives, Healthy Minds ▪ Avocado – capacity building and 	<ul style="list-style-type: none"> ▪ Workshops and training ▪ Capacity building ▪ Research ▪ Awareness (networks, policy and online) ▪ Campaigning

¹ See Appendix for template

<ul style="list-style-type: none"> ▪ Tamil Community ▪ Big Lottery (3 years of which 2 weeks left) 	<ul style="list-style-type: none"> ▪ Mentoring young people A4A & BBC Children in Need) ▪ React Project – Online hate crime ▪ Supporting smaller communities ▪ Equality Act training 	<ul style="list-style-type: none"> ▪ Communications support
Channels (to reach clients)	Segments (client groups)	Value Proposition
<ul style="list-style-type: none"> ▪ Social media ▪ Through projects and partnerships ▪ Volunteers 	<ul style="list-style-type: none"> ▪ Mental health ▪ Hate crime ▪ Education ▪ Equality ▪ Capacity building 	<ul style="list-style-type: none"> ▪ Expose and reflect social and structural inequalities ▪ Community work – improvement in service delivery ▪ Capacity building
Impact Measures	Key Partners	Revenue
<ul style="list-style-type: none"> ▪ Resourcing organisations ▪ Research 	<ul style="list-style-type: none"> ▪ Tamil Community Centre ▪ Runnymede ▪ YOTs and youth centres & parents ▪ Family Care ▪ Accent Trust ▪ Statutory sector partners ▪ HEAR 	<ul style="list-style-type: none"> ▪ Trusts and BIG Lottery ▪ Fundraising £300 p.m. average ▪ Consultancy? ▪ Training?
Cost Structure	Surplus	
<ul style="list-style-type: none"> ▪ Staffing ▪ Accommodation 	<ul style="list-style-type: none"> ▪ There isn't any! 	

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 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 3 strategic priorities for the next three years: -

- (i) Improve the organisational resilience and sustainability by 2023
- (ii) Focus on key areas of policy priorities
- (iii) Increase influence and impact at a local and regional level

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)

Address: c/o Resource for London
356 Holloway Road
London N7 6PA

Telephone: 020 7697 4093

Email: rota@rota.org.uk

Contact: Andy Gregg - Chief Executive

Website: www.rota.org.uk

Charity Number: 1064975

Company Number: 3425664

Trustee/Directors: Ali Ahmed (Chair)
Gifford Sutherland (Vice Chair)
Dr Tele Amuludun
Gurpreet Virdee (Treasurer)
Dr Karim Murji
Lorraine Dongo
Keiko Okawa
Jasber Singh
Ethel Tambudzai

Patrons: Lord Victor Adebawale CBE
Dr Richard Stone OBE
Baroness Meral Hussein-Ece

Accounting Period: April – March

Company Secretary: Andy Gregg

Auditors: Augustus & Co Chartered Accountants

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.

Over the last three years we have experienced substantial change in our funding environment with the ending of London Council's funding for capacity building. There has also been a dramatic downward 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 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 and includes European partnerships as well as those throughout the UK

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 current 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 and 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.

Fairness	ROTA is committed to treating our communities, members, staff and volunteers fair and equally
Respect	ROTA is committed to respect the views and opinions of all is members, staff and volunteers
Equality	ROTA promotes equality for all and is committed to ensuring it treats everyone equally in all is work and recruitment.
Dignity	ROTA is committed to treating everyone with dignity, promoting and upholding their human rights

Our Core Business

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

Education

Mental Health and Well-being

Promoting and campaigning to improve the Equalities Act and the Public Sector Equalities Duty

Special projects to address race disparities and discrimination in Housing and Employment

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 does 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).

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.

Active Lives, Healthy Minds

ALHM is a three year project funded by the National Lottery through the Big Lottery Fund (Reaching Communities) that started in September 2016. ALHM 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 ALHM with four key partner organisations: Ilay Somali community association, Network of Eritrean Women, the Account Trust Nepali Group and Tamil Community Centre.

OUR VISION

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

be sustainable. Brexit has had a negative effect on levels of race and other hate crime which we seek to challenge through our European funded project REACT

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 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, austerity 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 substantial 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 3 strategic priorities for the next three years: -

- (i) Improve the organisational resilience and sustainability by 2023
- (ii) Focus on key areas of policy priorities
- (iii) Increase influence and impact at a local and regional level

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>To improve organisational resilience and sustainability by 2023</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> <ul style="list-style-type: none"> ▪ Refine impact systems using infographics and other digital systems ▪ Recruit new CEO by July 2020 ▪ Conduct trustee skills audit and maximise expertise and capacity ▪ Explore business model to use associates etc to provide more flexibility and support innovation ▪ Generate more funding through consultancy and charged for services
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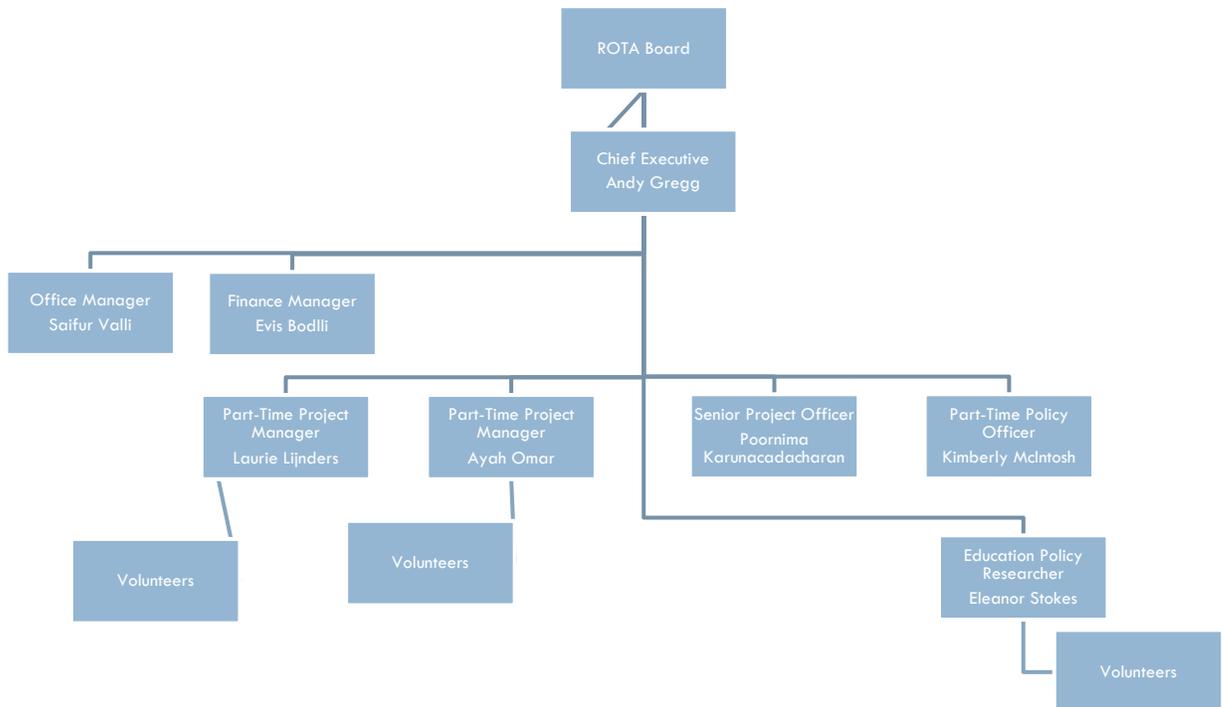
	<ul style="list-style-type: none"> ▪ Identify and explore Innovative skill development opportunities ▪ Improve networking and engagement of people of net worth ▪ Assess the opportunities/value of providing charged for policy briefings
<p>Strategic Priority 2.</p> <p>Focus on key areas of policy priority</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> <ul style="list-style-type: none"> ▪ Consideration of race in social prescribing ▪ Map the loss in race equality sector – event – group funding
<p>Strategic Priority 3.</p> <p>Increase influence and impact at a local and regional level</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> <ul style="list-style-type: none"> ▪ Better use of local VCS infrastructure to influence policy ▪ Informing commissioning policy and processes through engagement

OUR PEOPLE

Due to loss of funding the staffing structure of ROTA was reviewed and restructured in January 2019. 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.

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.



APPENDIX

Social Business Model Canvas		Social Innovator Lab	
Key Resources	Key Activities	Type of Intervention	Value Proposition
<p>What resources will you need to run your activities? People, finance, access?</p> <p>Partners + Key Stakeholders</p> <p>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</p>	<p>What is the format of your intervention? Is it a workshop? A service? A product?</p> <p>Channels</p> <p>How are you reaching your beneficiaries and customers?</p>	<p>Beneficiary</p> <p>Customer</p> <p>How will you show that you are creating social impact?</p> <p>Customer Value Proposition</p>	<p>Social Value Proposition</p> <p>Impact Measures</p> <p>What do your customers want to get out of this initiative?</p>
Cost Structure	Surplus	Revenue	
<p>What are your biggest expenditure areas? How do they change as you scale up?</p>	<p>Where do you plan to invest your profits?</p>	<p>Who are the people or organisations who will pay to address this issue?</p> <p>Break down your revenue sources by %</p>	

Inspired by The Business Model Canvas