

**BEMWG
Summary
BusinessPlan
2009-2012**

Our mission and vision

Our mission describes our BEMWG's purpose and what we do.

Mission

Advocate for and support the improvement of quality of life and well being for black, Asian, minority ethnic and refugee (BAMER) communities locally in City and Hackney and London wide; reduce inequalities in health and social care services for BAMER communities; ensure services are accessible and culturally appropriate.

Our vision describes the type of organisation that BEMWG aspires to be and how we go about providing services.

Vision

As an equality support organisation we work in partnership with others locally in City and Hackney and London wide enabling the region to be a better place for all people to enjoy equal access to first-rate health and social care services.

Terminology: We use the term BAMER to refer to black, Asian, minority ethnic and refugee communities.

Our role and accountability

1. We make local and regional policy makers aware of the health and social care needs of BAMER communities.
2. We make sure the voice of BAMER communities is heard and acted on by local and regional policy makers.
3. We enable BAMER health and social care organisations to campaign effectively for change.
4. We build BAMER health and social care organisations' capacity to contribute to sustainable communities.

We focus on BAMER organisations working in the health and social care field that do not have the resources to speak up on their own. They are our core members.

We are primarily accountable to our core members. But we are also accountable in specific areas to our partners and funders without whom we would not be able to fulfil our mission.

Strategic aims and objectives

In order that we can deliver our mission and work towards our vision BEMWG has agreed its strategic objectives for 2009-2012 and these are grouped according to four overall strategic aims.

Aim 1. To improve the voice of BAMER communities in local policy and planning.

We will do this by meeting these objectives:

- Represent BEMWG members on key strategic bodies.
- Network and liaise with relevant bodies.
- Carry out lobbying and advocacy activities.
- Disseminate information and share good practice.

The ways in which we will deliver these objectives are by sharing information with members and making strategic links so they can influence where decisions are made that affect their service users' health and well being.

Aim 2. To increase grassroots participation of BAMER communities in decision making.

We will do this by meeting these objectives:

- Build stronger relationships with our members so that we understand their needs better.
- Increase members' knowledge about the decision making structures and processes.
- Do outreach work.

- Facilitate community consultations and community engagement activities.

Ways in which we will deliver these objectives are by enabling communities to become active agents and engaged in new approaches to public involvement and community empowerment. We will work in an inclusive way and retain their engagement by giving them real influence to sustain their motivation. Our objectives are aligned with the objectives of the government for a fully engaged public, the NHS for patient involvement and local government for healthier communities.

Aim 3. To help improve local services so they are more responsive to BAMER needs.

We will do this by meeting these objectives:

- Produce cultural competency toolkit.
- Design and delivery cultural competency training programmes.
- Promote the adoption of race equality standards amongst mainstream service providers and partners.

Ways in which we will deliver these objectives are by improving partnership working to achieve shared targets and developing awareness and information to support the introduction of new services, e.g. training and

consultancy. We will develop a cultural competency toolkit and training programme as an income generating stream to create stability for the organisation.

Aim 4. To increase the capacity and sustainability of BAMER organisations to deliver health and social care services.

We will do this by meeting these objectives:

- Investigate and adopt a quality assurance standard for BEMWG.
- Build relationships with statutory and charitable funders to diversify our income streams.
- Identify and promote funding opportunities in partnership with other 2nd tier agencies.
- Recruit a sustainability officer to support the development of BAMER health and social care groups.

Ways in which we will deliver these objectives are by fundraising and recruiting a sustainability worker, strengthening our governance and organisational structure, building partnerships to develop innovative ways of supporting the sustainability of BAMER health and social care groups. The sustainability worker will be responsible for providing one-to-one support to BEMWG members, assistance with health campaigns,

managing PCT contracts, technical assistance, e.g. business planning.

Our strategic aims reflect the needs and preferences of our members – meeting their needs is our main purpose. Throughout delivery of our objectives we will engage with people who use our services to constantly check and refine our action plans. Working with partners will also be an essential part for achieving all these strategic aims and objectives, not only with statutory partners but also our relationships with voluntary sector organisations.

Key influences on our business plan

There are key influences that shape BEMWG's strategic objectives. Some are external, reflecting government policy for the NHS and social care and others are BEMWG's own influences.

External influences include:-

- a) New laws have created statutory duties for health and social care agencies to engage with communities, e.g. Local Government and Public Involvement in Health Act.
- b) Reform in the planning and purchasing of adult social care services. Standards require equality and human rights to be met in all aspects of health and social care services.

- c) Race Relations (Amendment) Act 2000 places a general duty on all public authorities, including NHS organisations to promote race equality.
- d) Ethnicity still matters because BAMER groups experience poorer health and social care outcomes than others, i.e. health inequalities and also experience limited access to services.
- e) Tackling health inequality is a key priority locally and nationally. Two-fifths of BAMER people live in low-income households. Evidence exists that connects the deprivation experienced by a person with an increased chance of illness and shorter life.
- f) Three out of the five most deprived local authorities in England are in London. Local Area Agreements aim to deliver better outcomes for local residents. Government has placed the voluntary and community sector at the heart of its flagship initiatives in the health and social care field.
- g) Sustainability offers a strong framework for bringing about integrated and lasting change. This agenda entails tackling root causes and preventative action – rather than focusing on remedial action.

Some of the internal influences on BEMWG include:

- a) Our mission and vision require health and social care services to respond to the challenges of meeting the needs of BAMER communities, optimising service user choice and improving accessibility of services.
- b) Over the period of this business plan we will forge stronger relationships with agencies in order to increase our capacity and gain greater strategic support for our work.
- c) We recognise that our action plans must be flexible and responsive to the changing BAMER populations and their needs.
- d) Our ICT infrastructure requires significant investment and development to enable us to have an interactive platform from which to engage with our membership. With technology we will be able to improve our accountability and participation.
- e) As an equality support organisation we will need to play a more active role in the drafting of local race equality schemes prepared by our statutory partners. We also need to develop good practice toolkits to help partners achieve better service outcomes for

BAMER people, e.g. cultural competency toolkits.

Key challenges facing the organisation

We face a number of strategic challenges all of which are clearly identified alongside management actions to mitigate risk.

The key challenges are: -

- a) The new opportunities for BAMER communities to get involved in public services affecting their health and social care require the development of new approaches or processes.
- b) With the increased profile of community engagement the practice of community development needs to become more effective and focused on outcomes.
- c) The organisation is under-resources in terms of staffing and infrastructure capacity, e.g. ICT.
- d) The shift from grant funding to commissioning is having a disproportionately negative impact on small and BAMER organisations. The commissioning agenda favours large, mainstream voluntary sector organisations.
- e) We need to raise the profile of BEMWG as an equality support organisation actively

promoting its race equality expertise. BEWMG wants to be the preferred provider when statutory or voluntary sector agencies require better understanding of race equality issues in relation to health and social care services.

Financial Summary

Over the period of this business plan the most challenging financial obligation will be (1) to diversify the sources of income streams for the organisation and (2) to raise sufficient funds to cover the cost of a full complement of staff to deliver the strategic objectives.

BEMWG's income for 2008/2009 was £53,433.

Sources of income

- 1- CHPCT
- 2-CEN

Risk Analysis

In developing the Business Plan for 2009-2012 management analysed any risks associated with the plan and amended its risk register to take account of changes within and outside the organisation.

Service provision

BEMWG → reducing health inequalities; improving quality of life and well being of BAMER communities

REPRESENTATION
BAMER voice Dialogues Networking meetings and events Recording influence on policies, meetings, e.g. suggestions made/ recommendations take up, consultations on policy documents

GRASSROOTS PARTICIPATION
Open Days Website Newsletter and/or e-newsletters Community empowerment Feedback mechanisms/ reporting changes Recording influence on policies, meetings, e.g. suggestions made/ recommendations take up, consultations on policy documents

TRAINING & CONSULTANCY
Develop BEMWG brand Race equality and diversity Cultural competency toolkit & training

CAPACITY DEVELOPMENT
Quality assurance Support for BAMER health and social care groups Sustainability Contracting