



Uni NETWORK STRATEGIC PLAN 2010 – 2013

March 2010

1. BACKGROUND

1.1 Creation of this Plan

1.1.1 This Plan has been created to define the way in which the network plans to develop its work over the coming three years.

1.2 Vision

1.2.1 UNI has defined its vision as follows:

'UNI champions the development of the South East, actively promoting and pursuing the equalities agenda by enhancing the participation by the Black and Minority Ethnic Voluntary Community Sector and their communities in the social, economic and cultural life of the region.'

1.3 Mission

1.3.1 UNI's mission is 'To work as the regional body to promote, advocate for and support the development of the Black and Minority Ethnic (BME) Third Sector in the South East of England; supporting the development of local capacity.'

1.4 Values

1.4.1 The core values which underpin the way UNI will undertake its work in terms of its day to day operations, its working practices and its relationships with others are as follows:

Equality & Inclusion - we will ensure that we operate in a way which provides equality for all whether internally or externally with other stakeholders

Accountability & Transparency - we will ensure that all of our operations are clear, visible and honest and that we can be held to account by all our stakeholders

Innovation & Enterprise – where necessary we will seek to work in ways which are new and different in the pursuit of our objectives

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1.5 How will UNI excel

1.5.1 UNI has defined how it will excel in all of its work as follows:

- By engaging with the community
- By being membership driven
- By engaging in partnership and collaboration
- By being knowledge driven
- By engaging in active consultation
- By undertaking service provision including professional consultancy, training, commissioning, research and so on
- By being social enterprising in areas such as new business opportunities

2. PURPOSE AND OBJECTIVES

2.1 Organisation overview

2.1.1 UNI Network is a South East England-wide network of local organisations working on BME issues and with BME communities. This partnership of organisations aims to build the capacity of Third Sector front-line organisations and groups working with BME communities and to enable BME communities and their organisations to influence public policy *at local and regional levels*.

2.2 Legal status

2.2.2 UNI Network was originally established as network of 19 BME organisations in the South East of England. In 2009 it became a registered charity (number 1133358) and a private limited company (number 6895840).

2.2.3 UNI Network's objects as defined in its Memorandum and Articles of Association are:

a) *To promote social inclusion for the public benefit by working with people from Black and Minority Ethnic (BME) backgrounds in South East England who are socially excluded on the grounds of their ethnic origin, religion, belief or creed to relieve the needs of such people and assist them to integrate into society, in particular by:*

- *Providing a network group that encourages and enables people from Black and Minority Ethnic (BME) backgrounds to participate more effectively with the wider community;*
- *Increasing, or co-ordinating, opportunities for people from Black and Minority Ethnic (BME) backgrounds to engage with service providers, to*

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enable those providers to adapt services to better meet the needs of those people;

- *Raising public awareness of issues relating to the social exclusion of people from Black and Minority Ethnic (BME) backgrounds*

b) To promote Black and Minority Ethnic (BME) voluntary sector organisations in South East England in particular, but not exclusively, by:

- *Providing a network group that encourages and enables such organisations to participate more effectively at the regional level;*
- *Liaising between such organisations, government agencies and other groups on relevant issues;*
- *Seeking resources and building the capacity of such organisations; and*
- *Identifying the needs of such organisations and establishing projects or policies to address them.*

2.3 History

2.3.1 In 2002 HM Treasury produced a Cross Cutting Review, which was a pivotal document and detailed the role of the Voluntary/Community Sector in service delivery. The outcome of this was the commitment from the Government to strengthen the capacity of the VCS. In response to this came the ChangeUp programme which was published by the Home Office in 2004.

2.3.2 ChangeUp is a ten year vision of the Government to increase the support offered to Voluntary and Community Organisations to build their infrastructure. The main support needs identified under ChangeUp included: performance, workforce development and leadership, ICT, Governance, recruiting and developing volunteers and funding. In addition diversity is a core component of all standards of performance improvement.

2.3.3 The South East Region has Regional Consortium and in turn 19 local consortia were set up to help deliver the ChangeUp programme. The ChangeUp programme, channelled through the local consortia, aimed to map the infrastructure needs of VCOs to agree a local Infrastructure Development Plan. The Additional Support Programme (ASP) was funded through the ChangeUp programme and ran on exactly the same principles but was set up to acknowledge the gap in knowledge of the infrastructure needs of Black and Minority Ethnic front line VCOs and the wider community in delivering public services.

2.3.4 The South East region identified 19 local ASP lead organisations i.e. BME infrastructure organisations, RECs, or other umbrella organisations that would act as a conduit of information and representation for all of the BME VCOs in that local area. In addition each of the 19 organisations/networks nominated an ASP lead who would act as a catalyst of information and representation

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for their local area. The majority of these local networks produced a detailed ASP report for their local area, and either this report was added as appendices or was fully integrated into their local Infrastructure Development Plan. RAISE have championed the ASP work through its development and implementation. With the demise of the ASP programme the network re-named itself UNI.

2.4 The nature of UNI's work

2.4.1 UNI delivers a wide range of activities in support of its objectives including:

- a) Developing effective relationships and maintaining a close dialogue with regional organisations, such as GOSE and SEEDA, and other regional bodies
- b) Championing, supporting and monitoring the development of 19 local BME networks and the engagement of BME organisations in Local Area Agreements (LAA)
- c) Engaging in Government policy processes, including responding to consultations and key policy documents
- d) Building the capacity of BME support services in order to support frontline organisations that cater to the interests of disadvantaged BME communities
- e) Expanding and deepening the network to ensure that it reflects the interests of the region's BME voluntary and community sector
- f) Linking with BME networks in the other English regions and supporting the work of Voice4Change

2.5 Organisational objectives

2.5.1 UNI has defined its strategic objectives for local & regional level as follows:

- *Combatting racial discrimination by reducing inequality and social exclusion*
- *Identifying, researching and finding appropriate solutions to the root causes of exclusion*
- *Improving the quality of infrastructure for BME 3rd Sector organisations within the South East*
- *Accessing appropriate skills, knowledge and resources to enhance the efficiency, effectiveness and quality of service provided by BME 3rd Sector organisations*
- *Articulating the viewpoint and voice for the BME VCS and communities in South East England that influences local and regional public policy and opinion on issues affecting minority ethnic communities*

3. PESTLE AND SWOT ANALYSIS

3.1 The following analysis seeks to define the external factors that the organisation will need to bear in mind over the period of the Plan:

Political

- *Global political trends*
- *Change in government*
- *Change in government policies*
- *Stakeholders –GOSE, BLF, Capacity Builders, SEEDA, EHRC, etc*
- *National, regional, local changes*

Economic

- *Funding and access to finance*
- *Ethical trading , fair-trade*
- *Changing business models*
- *National, regional, local economy*
- *Impact of the recession*
- *Fuel and energy poverty*
- *Change in fiscal and monetary policies*
- *Employment/ Unemployment figures*
- *Living wages and disposable income*
- *Inflation*
- *Debts*

Social

- *Public attitude and opinions*
- *Media views*
- *National security and major international and local events and incidents*
- *Extremism and the PREVENT agenda*
- *Hate Crimes*
- *Inclusion and the Community Cohesion agenda*
- *Single Equality Act*
- *Demographic changes*
- *Migration and Immigration patterns*
- *Aging population*
- *Health and social care inequalities*
- *Anti Social Behaviour Orders*
- *Teenage pregnancies*
- *Educational achievement/ underachievement*

Technological

- *Innovation and new technologies*
- *Information and Communications Technologies*
- *Digital Age*

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- *Effects of automation on human interactions and job opportunities*
- *E-learning*
- *Effect of technology on work-life balance*
- *Social media and networking: the Twitter & Facebook age*
- *Mobile technology*

Legal

- *Current legislation*
- *Future legislation*
- *Regulatory bodies*
- *Employment law*
- *Immigration law*
- *EU directive*
- *Charity law*
- *Criminal and Civil law enforcement*
- *Educational rights and entitlements*
- *Misinterpretation of legislation*

Environment

- *Global, National, Local*
- *Climate Change*
- *Migration*
- *International environmental regulations and treaties*
- *Carbon footprint and recycling*
- *Quality marks (green mark)*
- *Culture change*

3.2 This second analysis seeks to define the Network's Strengths, Weaknesses, Opportunities and Threats over the period of the Plan:

Strengths

- *There is a gap and real need for a regional network that can bring BME Third Sector together from the local areas in South East England*
- *Experienced, diverse and committed*
- *Unity of memberships' aims*
- *Good links and accessibility to decision makers and key stakeholders*
- *Openness to learning, sharing and understanding*
- *Openness to inclusion and diversity of various minority ethnic communities*
- *Diversity of different types of organisations and community groups represented*
- *Strength in diversity*
- *Giving people, organisations and communities a voice*
- *New regulation opens up Uni Network's membership to more BME communities*

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- Has a contact database of frontline groups across the region
- Lobbying and advocacy

Weaknesses and Development Areas

- New organisation- lots to achieve
- Does not have an effective communications strategy in place
- Will need to manage a diversity of views and opinions and inclusive of minority views within communities
- Possibility of minority voices within the network not getting their say
- Legitimate representation will be a key issue
- Enormously large geographical area covered
- Lack of adequate capacity
- Front line groups will be looking to UNI Network for resources and a solution to all problems
- Lack of funding/ resources for members may prevent effective participation
- Lack of active representation from all segments of minority ethnic communities such as Gypsy and travellers and other communities
- Existing structure could be diluted and could disappear
- The sense of history and the ASP background could be lost or diluted

Opportunities

- Knowledge sharing, peer reviews and transfer of best practice
- UNI Network can support and inform government and general public on minority ethnic issues
- A bigger collective will have more impact
- UNI Network can push minority ethnic issues up governments' agenda
- Opportunity for smaller groups to be empowered and have their voice heard
- Opportunity to pool skills, infrastructure, and other resources
- To explore new creative alternatives to service delivery
- Uni Network can strive for political power- to influence and be recognised as a key regional partner
- To promote a vibrant minority ethnic third sector
- To establish strong local minority ethnic network in each local area
- To educate people and break down stereotypes about different communities
- Can train and help minority ethnic communities develop the necessary skills
- To penetrate minority ethnic communities that are not engaged
- Advocate for more resources and funding for minority ethnic groups
- Leading on Culture sensitive and personalisation of services such as education and health and other issues affecting communities –that are not being adequately not being addressed by generic providers
- To conduct grassroots research

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- To links up to other equality networks in other regions and other organisations working on other equality strands and CVs

Threats and Challenges

- *Changing priorities (external and internal) – UNI Network will need to keep vigilant and react to an ever-changing and dynamic environment*
- *Single Equalities agenda may dilute the race equality agenda*
- *Impact of government's spending cuts*
- *High expectations from grassroots organisations*
- *The challenge of finding continued funding for minority ethnic projects*
- *Need to be seen to be fully inclusive of all opinions*
- *Disunity caused by tensions between communities and dissimilarity of purposes*
- *Intense competition for funding and resources between members*
- *Long term sustainability of UNI Network*
- *Can Uni Network be a specialist and still be able to meet the needs of different communities*
- *Deterioration in relations with partners, and bad turn of events with national, regional and national players*

4. ACTIVITIES

The targeted outcomes of Uni Network's current 2-year Step Up project (2008-2010) are as follows:

1. Strategies have been developed and implemented to meet the development needs of local BME networks in the region that will result in an increased pool of skilled and competent representatives and a robust framework to support on-going internal and external communication.
2. There is an improved level of BME representation at the local levels by inputting into initiatives like the LAAs via LSP's, review of LIDP's, thereby influencing stakeholders and policy.
3. A training programme was designed and delivered in consultation with frontline groups using the findings generated via skills audits with an assessment of the impact of the programme completed.
4. Firm links and consultation with local and regional stakeholders are established, thus placing UNI in a stronger position to deliver the voice of the local sector with both regional and local networks benefiting from training opportunities created and those signposted.

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5. Cross partnership linkage and work programmes are established with the equalities and diversity bodies with training programmes, joint events held with regional and local stakeholders.
6. BME community needs and priorities are discovered across a set of themes/issues and the information collated and completed in a report, culminating in a regional dissemination event, action plans and targets set to address key priorities.

Below are a breakdown of project activities the Step Up team implemented to actualise these outcomes and objectives.

Fundraising and project/ business planning support

Uni has provided a substantial amount of fundraising support to some of its members and to other BME voluntary and community organisations. The team has submitted 15 funding applications to donors in the 4 sub-regions. Uni also worked closely with 3 local organisations/groups (BME Community Champions in Oxfordshire; BMECS in West Sussex and NHCAN in Hampshire) to develop campaigns-related projects, which Uni then nominated for Capacitybuilders' campaigns research programme. All 3 projects were awarded funding; however this was later withdrawn as a result of change in Government policy.

Local Area Networks building

Although, not all local BME networks have been fully developed as originally envisaged, several local areas have benefited from the Step Up team's support to build BME and in some cases, equality and diversity networks (e.g. in Hampshire, Surrey, Oxfordshire, West Sussex, East Sussex, and Brighton and Hove). For these areas, stronger business cases for networks have been established and support was also given to other areas where local networks exist, such as Reading, Milton Keynes, Bracknell Forest, Portsmouth and Wokingham.

Training workshops and roundtable learning meetings

A number of training workshops and roundtable meetings at both local and regional level have taken place as a follow up to region-wide skills audit carried out in year one. Uni also 'sign-post' training and funding information to BME voluntary and community organisations. Between 2009 and 2010, the Step Up team produced 12 training e-bulletins and bi-monthly funding e-bulletins, which were emailed to key stakeholders and also posted on the Uni website. Uni organised a series of roundtables to facilitate links between BME Third Sector organisations and statutory and local authorities. These roundtables took place in Reading, Oxford, Aylesbury and Crawley.

Uni organised a regional roundtable event on "the state of race equality in the wake of the new Equality & Human Rights Commission (EHRC)", in June at the Reading Town Hall. The keynote speakers were Lord Ouseley, former

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chairman of the Commission for Racial Equality, Dr Richard Stone, panel member of the Stephen Lawrence Inquiry, Tim Wainwright, director of the English Regions in the EHRC, and Rajinder Sohpil, director of RCRE. Dev Sharma, Chair of Uni Network facilitated the event. The round table looked at the role of the government, including local authorities, the media, the EHRC, the racial equality councils (RECs) and the larger voluntary sector in tackling racial inequality and improving race relations. A short report, or communique, was produced, which was circulated and posted on the Uni website.

Sub-regional meetings and networking events

Sub-regional meetings and networking events have taken place on a regular basis enabling local lead agencies and local groups to become aware of what's happening in neighbouring local areas and in some cases these local areas have come to work together for specific work. These meetings have helped Uni members to shape Uni's regional policy work and also to strengthen ties between Uni members in neighbouring areas and build relations with local partners.

Uni co-organised a regional conference on BME mental health with Reading-based 'Nesta Care Support'. The aim of the well attended conference was to bring people together in order to highlight inequalities in the mental health service and to support service providers to engage the BME community; to ensure communities have relevant information that supports them to access services; and to improve race equality in mental health services. The conference report was posted on the Uni website.

Policy Influencing and Advocacy

LIDP matrices were produced summarising key priorities for each of the 19 local areas. Work has been completed on reviewing the state of additional support available to BME VCS in each Local Infrastructural Development Plans (LIDPs). In order to influence LIDPs across the 19 local areas, Uni joined the Regional Strategic Cross Sector Partnership's (RSCP) Local Area Agreement Working group, and is now chairing this group, as part of Uni's efforts to increase BME representation in LSPs, BME engagement in local area agreements (LAAs) and ensure that BME frontline organisations were getting support from the LIDPs.

4 easy-to-read leaflets or 'rough-guides' LAA rough guides for Oxfordshire, Reading, East Sussex and Hampshire were produced and widely distributed in each area. The rationale for producing the rough guides was that they would help to engage BME communities and BME community and voluntary organisations with the LAA process, and to demystify the LAAs. With regard to representation, we held a regional workshop in Reading in February, and a local workshop in Brighton in November. These roundtables have helped to

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increase the conversations and interactions between the Public/ Statutory and BME VCS sectors.

Uni produced a policy briefing on BME child poverty in SE England, called "Down in the Dumps: Minority Ethnic Child Poverty in South East England". It was launched on 2 July, and featured in the July-September 2009 edition of the Uni newsletter. Although we did not organise an event to launch the paper, we produced a press release and contacted key local newspapers in the region, some of whom covered the story. The policy briefing was also distributed to key stakeholders in local and regional government and the voluntary and community sector. A second policy briefing paper on mental health resources for the BME community is in its final stages of completion.

Links to strategic stakeholder institutions

Uni set up a meeting in March for its members with Jonathan Shaw MP, Minister for the South East. The purpose of the meeting was to introduce Uni to the Minister and to allay Uni's concerns about the impact of the recession on BME communities in the region.

Uni's links with EHRC is now well established. Uni organised a learning round table in Reading in June on the EHRC, to explore how the EHRC could work in partnership with RECs in the region. It was attended by Tim Wainwright, head of programmes and EHRC's regional staff based in Guildford. Uni, working with EHRC and NCVO ran a joint workshop in September in London on strategies for racial equality councils. Uni had hoped to engage fully with RAISE's SEEN (South East Equalities Network), but because of funding difficulties this network has not developed. On the other hand, Uni has supported equality and diversity network initiatives at the local level.

Uni Network Communication Strategy

Uni commissioned the South East ICT champion to produce a feasibility study on the training and use of new ICT to improve communications between members. In regards to information and communication with local communities, Uni network has continued to successfully publish a quarterly newsletter, which has been widely circulated and well received. A website was created and has continued to provide invaluable resources and information, and there has been a monthly training e-bulletin produced and circulated as well as a funding e-bulletin.

5. PEOPLE

The Uni Network will be governed by a membership open to organisations in the region. Members will elect a Board of Trustees which will meet both the requirements of the Charity and the not-for-profit company. The Board will appoint staff as required and as resources allow. In particular, the Board have plans to appoint a Chief Executive Officer and Administrative Officer. The

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draft job descriptions for these two positions are ready. In its early stages of development, the Uni may need to appoint a specialist fundraiser to support the effort for sustainability. Meanwhile, the Board of Trustees has some very experienced and active members who will see through the development.

Board of Trustees

In its transition period until the inaugural general meeting, Uni Network is led by an interim board of trustees made up of key regional leaders who come from a variety of BME backgrounds and are skilled, knowledgeable and experienced in steering BME third sector organisations. The board comprises of the following individuals:

Dev Sharma, MBE

Current Chair of Uni Network, Dev is a graduate from Poona University and Director of North West Kent Racial Equality Council for the last 21 years. He represents the voluntary sector on Kent Strategic Partnership and Dartford and Gravesham Strategic Partnership. He is a board member of KentCan (Umbrella organisation of Voluntary Sector in Kent), and Chair and Director of North West Kent Council for Voluntary Organisations. Dev has over 20 years experience campaigning on equality issues and managing voluntary sector organisations. He has been a member of Lions Club International for over 35 years.

Rajinder Sohpal, Fellow of the CIPD

Known nationally and internationally for his work with minority communities, Rajinder is Director of Reading Council for Racial Equality. He is a Human Resources professional with over 25 years experience management experience voluntary sector organisations. Rajinder has experience of setting up many voluntary organisations. He was a founder member and Chair of the National Association of Black and Ethnic Minority Councillor and currently a Non-Executive Director of the Royal Berkshire NHS Trust. A former Mayor, he has 16 years experience as an elected Reading Borough councillor, and serves on Reading's local strategic partnership.

Tunde Bright Davies

Manager of Portsmouth Race Equality Network Organisations (PRENO), Tunde is a seasoned fundraiser with long-standing experience managing government-funded projects. She has steered PRENO into developing strong links with minority ethnic communities in the Portsmouth area. A few of the initiatives she has spearheaded include the Portsmouth Interfaith Forum, a local BME Carers Project and a Prisons Race Equality outreach.

Patrick Tolani

Director of the Oxfordshire Equality and Human Rights Council, Patrick holds three Masters degrees in Law (International Economic Law) with a distinction and best graduating student award; A graduate of the University of

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Cambridge – Postgraduate Certificate in Cross-Sector Partnerships, he was Legal Advisor (Internship) at the Secretariat of the Africa, Caribbean and Pacific (ACP) in Brussels. He served at the UNDP as the Principal Advisor for the Government of Timor-Leste, in charge of Trade and Commerce in the Directorate for Commerce, Ministry of Development. He is Vice Chair of the Board of Trustees of the Oxford Citizens Advice Bureau. Patrick also pastors a parish of the Redeemed Christian Church of God (Christ's Love Assembly) based in Barton, Oxford.

Doris Ndebele

With over 15 years experience in the Voluntary and Community Sector, Doris is Team Leader at Black and Minority Ethnic Community Partnership; an organisation that works with and supports black and minority ethnic communities across Brighton & Hove. A Registered Mental Nurse, She holds a BSc (Hon) degree in Health Studies; MSc degree in Professional Studies (Managing Voluntary Organisations), and a Graduate Certificate in Social Enterprise. She has helped steer a number of voluntary organisations; by functioning as a trustee of Sussex Interpreting Services, Brunswick Community Development Project, and Sompriti – a Lewes based Charity. She is a member of MOSAIC –a Black and Mixed Parentage Family Group.

Azhar Mahmood

Azhar has over 15 years experience in the Voluntary and Community sector in Medway. As the Director of the Medway Racial Equality Council, He supported the establishment of the Medway Ethnic Minority Forum (the Forum) and has been Company Secretary from 2004- 2008. He has project managed the organisation's ChangeUp 'Improving Reach Programme' from inception in 2005 and continues to guide the Forum as Coordinator of the current CapacityBuilders funded project. He is a Trustee Director of the Council for Voluntary Services Medway (CVS), the Medway Citizens Advice Bureau (CAB) and a leading advocate for the interests of minority ethnic communities in Medway. He is also a Non-Executive Director for the Medway NHS Primary Care Trust.

Ruwan Uduwera-Perera

A Community Cohesion specialist and Consultant on Equality and Diversity, Ruwan is the General Secretary at West Berkshire Minority Ethnic Forum. A former Police Officer, and General Secretary of the National Black Police Association, Ruwan served as Policing Diverse Communities Manager at Centrex, The Central Police Training & Development Authority. He was a Steering Group Member at Police Diversity Trainers Network. (PDTN) and Chairs the Reading Refocus; a multi-ethnic and interfaith network.

Jacqui Burnet

An elected councillor in Luton, and the Manager of the Aylesbury Vale Equality and Human Rights Council, Jacqui's experience spans both

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Voluntary and Statutory sectors. She has a strong background on mental health issues having worked as an Equality and Diversity lead for the NHS trust. A school governor for over seven years, Jacqui is a strong member of the African-Caribbean Community Development Forum, a group that recently worked with the Borough Council in Luton on the commemoration of the Bicentenary of the end of the Slave Trade. She comes from a musical family with all of them being members of the Luton Community Gospel Choir - which recently won funding in the ITV Fortune programme.

Inaugural meeting of Uni Network Limited in May 2010

The first task the Uni Network limited will undertake is to hold its inaugural general meeting scheduled for May 2010 where it will elect a new board of trustees that will steer the organisation into its future.

Staff resources

The structure that we propose for staffing may seem complex but has a good rationale. We know that there are several key roles required. Setting these roles into just one or even two jobs carries some risk for a small organisation (sick leave, annual leave etc) and also can be more expensive. For example, it would not make sense to pay the CEO or deputy CEO to do minutes of meetings, routine correspondence etc. The most cost-effective way is to split these roles, which is what we propose for the Capacity Builders grant aid support.

Chief Executive Officer, about 22 hours per week based on £40k per year pro-rata including NI

Subject to it securing initial funding from Capacity Builders, the Uni Network Limited Board of Trustees shall appoint a new Chief Executive Officer soon after its formation. Accountable to the Board, the Chief Executive will lead the development of the organization by working closely with the Board, members and partners. In particular, the CEO will help develop a robust business plan and implement delivery programmes;

- To provide effective leadership to achieve Uni's strategic goals and objectives
- Effective management of the organisation's resources.
- To Implement the strategic goals of the organization
- To safeguard the implementation of Uni's governance function.

Deputy CEO (Marketing and membership relations) about 15 hours per week based on £26,000 per year pro-rata, including NI

The early years of the organisation will require significant attention to communicating with the outside world. We have seen the benefits of, for example, the Uni newsletter. This should continue. However, in the new model, there will be significant demands to service membership, beyond the

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19 members. we hope our membership will be well beyond 50. Both to get to those numbers and then to ensure that we have a good dialogue with them, we propose to invest the time of one of the two key members of staff.

Administrative support, about 10-12 hours per week based on £18k per year pro-rata, including NI

Uni will appoint an experienced part-time Administrative officer to take care of day to day administrative and clerical work. The officer will support the Chair, the CEO, Company Secretary and the Finance officer to ensure a smooth flow of communication and record-keeping.

Fundraiser

If resources allow, the Board will appoint a consultant to support fundraising to ensure sustainability beyond the initial Capacity Builders support. In the event resources are not available, the Board (with or without a CEO) will maintain responsibility for the financial strategy. No budget provision is made for this role and this will be subject to additional income.

Financial Management

Uni Network Board will consider the option of using an external financial management consultant.

6.1 Work Programmes

UNI's work programme over the life of the Plan will have a number of distinct strands:

- *Strand One: Equality and social inclusion programmes*
- *Strand Two: Research, policy and advocacy programmes*
- *Strand Three: Infrastructure development and capacity building programmes*
- *Strand Four: Resourcing and organisational development programmes*
- *Strand Five: Marketing and Communication Programme*

6.2 A detailed workplan for each strand of activity is included on the following pages:



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STRAND 1: Increasing Equality and Social Inclusion in South East England Programme

Outcome	Project Output	Project Activities	Resources	Monitoring and Evaluation
<p>Outcome 1: By 2014, there will be an increase in access to services and life chances of people from Minority Ethnic backgrounds leading to a reduction in inequalities suffered by the communities in South East England</p>	<ul style="list-style-type: none"> • BME Compact code with Government, local authority and other regional agencies in place • Lobby meetings with heads of regional and government departments and stakeholders • Education and awareness raising events at local area levels on service providers • Produce information guides on equality and diversity 	<ul style="list-style-type: none"> • Training for community groups on equality issues • Arrange lobby meetings with heads of regional and government departments and stakeholders 	<ul style="list-style-type: none"> • Membership volunteer time • Travel expenses • Management fees 	<ul style="list-style-type: none"> • Ensure Government's programmes, projects and schemes are impact assessed from onset and monitored for compliance • Accreditation to run training courses on equality and diversity • Training feedback and evaluation forms • Number of events and evaluation of event impact • Number of lobby meetings with heads of regional and government departments • Comments & complaints policy and procedures

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<p>Outcome 2: By 2014, There will be better, equitable engagement with mainstream, statutory and voluntary bodies</p>	<ul style="list-style-type: none"> • UNI membership training on Equality and Diversity Equality impact assessment & governance • Local community groups are training on equality and diversity • Uni to develop an archive and resource centre for information on legislations on equalities 	<ul style="list-style-type: none"> • Quarterly workshops • Quarterly conferences • Run Focus groups for community groups • Seminars • Publications 	<ul style="list-style-type: none"> • A base and office space • Websites • Newsletter • Use of Information Technologies • Production of guides on equality themes, issues • A library and resource centre • Printing facilities • Staffing posts 	<ul style="list-style-type: none"> • Quarterly report to the board and funders • Structured interviews • Number of events and evaluation of event impact • Record of engagements with beneficiaries and volunteers • Annual review of engagement with key partners
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STRAND 2: Research, Policy and Advocacy Programme

Outcome	Project Output	Project Activities	Resources	Monitoring and Evaluation
<p>Outcome 1: By 2011 BME regional and local third sector networks are better able to demonstrate influence over regional and national policy affecting the third sector.</p>	<ul style="list-style-type: none"> • Raise awareness of the issues of ethnic unemployment with key regional agencies (SEEDA, GOSE, LSC, DWP etc) • Highlighting the benefits and risks to minority ethnic 	<ul style="list-style-type: none"> • Training on policy and Advocacy • Press releases and Media advocacy • Undertaking needs analysis of issues affecting Minority ethnic communities • Open Dialogue and 	<ul style="list-style-type: none"> • Employment of Policy and Media Officer • A base and office space • Websites • Newsletter • Use of Information Communication 	<ul style="list-style-type: none"> • Increased information in the public arena of the ethnic employment gap in SE England through a stakeholder survey • Archived library of resources

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	<p>communities of the Single Equalities Bill and development of the Equality & Human Rights Commission</p> <ul style="list-style-type: none"> • Highlight the gap in the government's understanding of the ethnic employment gap and suggest ways to address the gap • Improved understanding amongst regional agencies and institutions of issues affecting people from minority ethnic backgrounds and ways to tackle race-related inequalities • Ensuring race equality remains a key part of the broader equalities agenda 	<p>Roundtable engagements Regional and national political and statutory players</p> <ul style="list-style-type: none"> • Advocacy and lobby meetings on issues of ethnic unemployment with key regional agencies (SEEDA, GOSE, LSC, DWP etc): • 	<p>Technologies</p> <ul style="list-style-type: none"> • Production of guides on equality themes, issues • A library and resource centre • Printing facilities • Library facility • Having a contact point for research, policies and information gathering • 	<ul style="list-style-type: none"> • Monitoring use of websites, and other resources • No of Policy paper published • Number of Press releases • Number of guides and leaflets produced • Local policy influencing meetings and feedback •
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<p>Outcome 2: By 2011, regional third sector networks are able to demonstrate improvements in their leadership, income diversity, and efficiency</p>	<ul style="list-style-type: none"> • Proper governance structures in place in member organisations • More community groups are registered with the Charity Commission • Leadership of community groups are trained in governance 	<ul style="list-style-type: none"> • Conduct skills audit exercises for local groups • Training workshop on leadership and governance • Mentoring support across membership • Training on volunteer management • Fund raising strategy workshops 	<ul style="list-style-type: none"> • Training facilitators • Presentation equipment • Meeting room costs • Logistic and admin support • Travel costs 	<ul style="list-style-type: none"> • Quarterly report to the board and funders • Structured interviews • Number of events and evaluation of event impact • Bi-annual review of training • Feedback and evaluation forms
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STRAND 3: Improving the quality of infrastructure and capacity building for BME Third Sector Programme

Outcome	Project Output	Project Activities	Resources	Monitoring and Evaluation
<p>Outcome 1: Development of sustainable and effective grassroots minority ethnic organisations * 2011-13</p>	<ul style="list-style-type: none"> • Community groups have developed effective business plans* • Community groups have submitted funding bids and secured funding* • Conducting Skills audits and orgs health checks 	<ul style="list-style-type: none"> • Supporting BME organisations to submit funding applications • Supporting BME organisations in business and project planning • Direct community engagement, interventions and 	<ul style="list-style-type: none"> • Training facilitator • Printing and publicity materials • Presentation equipment • Meeting room costs • Logistic and admin support • Travel costs 	<ul style="list-style-type: none"> • Number of skills audits carried out • Number of organisations supported • Number of business and project plans developed and executed • Number of funding

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	<ul style="list-style-type: none"> Specialised capacity building training held 	<ul style="list-style-type: none"> support Specialised minority ethnic community training workshops on governance, volunteering and fund raising Scrutiny of Projects and plans 		<ul style="list-style-type: none"> applications submitted How many organisations are sustained Feedback and evaluation forms Quarterly report to the board and funders
<p>Outcome 2: Improved local infrastructure for the development of frontline minority ethnic organisations</p>	<ul style="list-style-type: none"> Mapping of minority ethnic communities and their issues Review of infrastructural support available to minority ethnic organisations Consultancy services to statutory and infrastructure , CVSS organisations on BME issues 	<ul style="list-style-type: none"> Mapping of minority ethnic communities and their issues Review of infrastructural support available to minority ethnic groups Consultancy to statutory and infrastructure , CVSS organisations Mentoring and coaching small organisations 	<ul style="list-style-type: none"> Local area hot desk stations for minority ethnic community organisations Office space and Equipment Admin support 	<ul style="list-style-type: none"> Records of any assets acquired for use of community groups Number of referrals to infrastructural service providers Number of specialised capacity building training held Quarterly report to the board and funders
<p>Outcome 3: Creating platforms for a strong voice for minority ethnic organisations</p>	<ul style="list-style-type: none"> Creating and strengthening local minority ethnic Third sector networks in each local area 	<ul style="list-style-type: none"> Arranging meetings for groups Developing terms of reference and governance for local 	<ul style="list-style-type: none"> Network Coordinator Logistic and Admin support Printing and publicity materials 	<ul style="list-style-type: none"> Quarterly meeting of minority ethnic network Quarterly report to the board and

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	<ul style="list-style-type: none"> Governance structures are in place for local minority ethnic networks 	<ul style="list-style-type: none"> networks Mentoring and coaching small organisations 	<ul style="list-style-type: none"> Volunteer time and travel costs 	<ul style="list-style-type: none"> funders Meeting minutes and notes
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STRAND 4: Resourcing and organisational development programme for BME Third Sector organisations

Outcome	Project Output	Project Activities	Resources	Monitoring and Evaluation
Outcome 1: A pool of skills in equality and diversity area is developed and exploited with the cross fertilisation of these skills among member organisations	<ul style="list-style-type: none"> Internal skills development Coaching and shadowing programme instituted Skills development workshops for leadership of local community organisations 	<ul style="list-style-type: none"> Internal skills audits Organise skills audit for BME organisations across the region Organise skills training workshops and events across the region Signposting of training workshops and events in the region 	<ul style="list-style-type: none"> Training facilitators Training budget Training publicity Printing materials Presentation equipment Computers Website Database 	<ul style="list-style-type: none"> Skills Survey report Monitoring through activity analysis with regard to demand Feedback and evaluation Number of training attendants Skills audit review Feedback evaluations Training reports Number of Training e-bulletins Skills Database collated
Outcome 2: Organisations are savvy and able to adapt and change in	<ul style="list-style-type: none"> Change management training Quality mark training programme 	<ul style="list-style-type: none"> Change management training event Peer reviews Organise quality mark 	<ul style="list-style-type: none"> Library Knowledge database Archive of training 	<ul style="list-style-type: none"> Record of training courses attended by members Number of Peer

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a changing environment	<ul style="list-style-type: none"> • Development of knowledge management process 	<ul style="list-style-type: none"> • training courses • Recording of skills gaps and available to fill gaps 	<ul style="list-style-type: none"> • materials and journals 	<ul style="list-style-type: none"> • reviews conducted • User surveys • Feedback and evaluation forms • Members attaining quality mark
Outcome 3: A one stop resources for consultation and consultancy on issues concerning minority ethnic communities	<ul style="list-style-type: none"> • Uni holds periodic consultations on issues affecting minority ethnic communities • Issue responds to public consultations 	<ul style="list-style-type: none"> • Admin and Logistic staffing • Consultancy services • Documentation and archiving resource materials 	<ul style="list-style-type: none"> • Library • Knowledge database • Archive of training materials and journal 	<ul style="list-style-type: none"> • User surveys • Emails, Feedback and evaluation forms • Number of hits and visitors to sites and library • Library archive

STRAND 5: Marketing and Communication Programme

Outcome	Project Output	Project Activities	Resources	Monitoring and Evaluation
Outcome 1: To be recognised as the foremost minority ethnic network within the South East England	<ul style="list-style-type: none"> • Marketing and Communication Strategy and protocol is in place • Media relations and policy advocacy in public/ mass media • Updated Uni Network website 	<ul style="list-style-type: none"> • Marketing and campaigns and information dissemination events • Produce info Leaflets • Website update and maintenance • Advertising in media • Social network 	<ul style="list-style-type: none"> • Policy and Media Relations Officer • ICT infrastructure • Radio and other media presence • Printing and Publication 	<ul style="list-style-type: none"> • Uni Network is now a recognised brand to the public, the Government and the Third Sector • Bi-annual review of Marketing and Communication Strategy

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		presence		<ul style="list-style-type: none"> • Emails, feedback and evaluation forms
<p>Outcome 2: To have Uni network readily available to minority ethnic communities in South East England</p>	<ul style="list-style-type: none"> • Produce information leaflets • Set up and maintain a website • Run marketing campaigns • Adverts and press releases 	<ul style="list-style-type: none"> • Marketing campaigns • Distribution of publications and info Leaflets • Website update and maintenance • Advertising in media • Social network presence 	<ul style="list-style-type: none"> • Policy and Media Relations Officer • ICT infrastructure • Radio and other media presence • Printing and Publication 	<ul style="list-style-type: none"> • Bi-annual review of Marketing and Communication Strategy • Emails, feedback and evaluation forms
<p>Outcome3: Uni produces an educated, organised view and voice on issues affecting minority ethnic</p>	<ul style="list-style-type: none"> • Uni members are well linked through central ICT infrastructure and social media links 	<ul style="list-style-type: none"> • Installation of ICT and Video conferencing infrastructure • Produce info Leaflets • Website update and maintenance • Advertising in media • Social network presence 	<ul style="list-style-type: none"> • ICT infrastructure • Radio and other media presence • Printing and Publication 	<ul style="list-style-type: none"> • Bi-annual review of Marketing and Communication Strategy • Emails, feedback and evaluation forms

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8. BUDGETS

Experience of working with budgets

Most Board members extensive experience of managing finance, in some case, very substantial and complex budgets.

Earlier sections of the document describe the history behind the formation of Uni Network. All lead organisations managed their ASP budgets as independent organisations, and demonstrated how the ability to focus their separate resources around joint work to establish Uni. The next stage was when the Uni network (not yet a separate entity) was able to work with RAISE as the accountable body to get the best out of resources available for that phase of development. More recently, the Uni worked with and through the Reading Council for Racial Equality to get to a stage that the network is now a formally constituted organisation. The StepUp project, worth about £600,000 over two years has seen a very wide range of activities steered by the Uni members and the RCRE.

As part of the Step Up exit strategy, the Uni Network gave much attention to making best use of the limited resources on offer from the Capacity Builders and developed a careful balance of spend proposals to help consolidate and strengthen the new organisation. As well as meeting key outcomes required by Capacity Builders, the Uni will continue to give direction to future sustainability through establishing our systems, communication networks and income generating efforts.

We see two main routes for income generation;

- Applications to donors and funders for specific programmes
- Offer of our expertise and services, for example for consultation

We also see some potential for some income from membership subscriptions and subscribers to something like a corporate supporters club. However, these ideas need much more thought and development and we have not factored any income from these sources for two years.

Expenditure profile

The table below sets out our expenditure profile for the three years 2010-2013. Year 1 sets out considerably more detail and is based on projected income from the Capacity Builders programme. Year 2 projections have been moderated on the assumption that the income streams will have begun to flow, but not necessarily at their best. Year 3 contains a further modest improvement in the numbers as we expect to have more income flowing.



Expenditure profile 2010-2013

	Year 1				Total, year 1		Year 2		Total, Year 2		Year 3
	Q1	Q2	Q3	Q4			Q1-2	Q3-4			
Activity costs	600	2000	2000	2000	6600		5000	5000	10000		10000
Planning & Review					0		1000	0	1000		1000
commissioned work		1000	1000	1000	3000		2000	2000	4000		5000
Staff costs	6850	6850	6850	6850	27400		15000	15000	30000		45000
Subtotal	7450	9850	9850	9850	37000		23000	22000	45000		61000
Management	1000	1000	1000	1000	4000		2000	2000	4000		5000
Premises	1000	1000	1000	1000	4000		2000	2000	4000		4000
Total	9450	11850	11850	11850	45000		25000	26000	51000		70000

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Income requirements

The expenditure profile shows that we need an income stream as follows

2010-2011	2011-2012	2012-2013
45,000	51,000	70,000

The Year 1 income is projected to be sourced from support of the Capacity Builders. This resource will be applied to meeting the requirements of the project funding, but staff and Trustees will also devote themselves to income generation, as described above. We also anticipate an income of about £3,000 through the RCRE which is due to be claimed for management development in the last year of the StepUp programme.

The figures given are fairly modest and we hope to do better. We recognise that any grant-aid funding streams will involve meeting the requirements of such funding but expect to be able to continue the development of the network as well.

We have projected no income from membership subscriptions in years 1 and 2. However, the Board will review the application (or otherwise) of a subscription into year 3. Also, we plan to form a corporate supporters club. This will be a way in which regional organisations (and others, including the private sector) will be able to show their support for what Uni is doing by means of an annual subscription as well as giving in-kind support with our activities. Just 20 such club members might provide a significant part of our fundraising effort. We will aim to do better.

Clearly there are risks. We may not be successful in securing the Capacity Builders support and /or the income streams might not be as good as planned. We will manage these risks by ensuring that any commitments, especially staff costs, are only entered into when we are sure of income. The staff contracts in year 1 will be fixed term for a period of one year.