

Strategic and Operational Priorities 2021-2022

As a result of the COVID19 Pandemic we have had to shift our ways of working and our priorities. At first, we did not know how long the situation would last. We now anticipate ongoing disruption throughout the financial year 2021/22. The following priorities for 2021/22 take into consideration this situation and also what we believe is most needed by our service users at this time. We will continue to be led by our ways of working and our current Strategic Plan 2019-2022: Early Action; Empowerment; Advocacy. We are also in the process of developing a new Strategic Plan for 2022 onwards.

Organisational priorities

Our priorities for 2021/22	Success will look like...
<ul style="list-style-type: none"> ➤ To ensure the sustainability of the organisation. ➤ To protect our staff, volunteers and members in so far as it is possible from contracting and spreading COVID19 and from adverse impact on their mental health and wellbeing. ➤ To apply for emergency/recovery COVID19 funds and ensure all deadlines are met for funding bids planned and funding reports. 	<ul style="list-style-type: none"> ✓ Policies, procedures and risk assessments maintained and up to date. ✓ Funding in place for all services for 2021-22. ✓ Sufficient unrestricted funding available to fund 3 month reserve.

Participation – Everyone will have the opportunity to take part

Our priorities for 2021/22	Success will look like...
<p>Member services:</p> <ul style="list-style-type: none"> ➤ To increase opportunities for members to access services within the organisation whilst balancing this with the limits of our capacity. ➤ Continue the Tech Poverty Project (subject to funding) as a means of promoting equality of access and opportunity including access to member volunteering. ➤ Support our members with interpreters and translations so that they can access support in their own language. Work collaboratively with partners on written information being available in own language and/or through digital project. ➤ Ensure members are consulted on service design post lockdown and as the rules on social distancing are eased. <p>Volunteers and staff:</p> <ul style="list-style-type: none"> ➤ Take opportunities to design/recruit posts specifically aimed at people with lived experience. ➤ As COVID19 restrictions ease, increase opportunities for members or others with lived experience to volunteer. <p>Strategic:</p> <ul style="list-style-type: none"> ➤ Review the Member Participation Strategy and Equality, Diversity and Inclusion (EDI) Policy taking into consideration Anti-Racism work and views of members. ➤ Explore our model of participation in the organisation and our volunteering model through Eligibility/Membership research project. ➤ Create opportunities for members to be involved in the development of BRR's new Strategic Plan. 	<ul style="list-style-type: none"> ✓ Through Member Survey, members do not report lack of tech / lack of interpreter as a barrier ✓ 10% increase in volunteer/staff applicants from migrant / BAME background ✓ 50% increase in number of members volunteering ✓ Member Participation Strategy and EDI Policy reviewed including by MCG and updated ✓ Eligibility/Membership Research project complete and findings shared with Trustees for decision

Quality – A hub of high quality and specialised services

Our priorities for 2021/22	Success will look like...
<p>Member services:</p> <ul style="list-style-type: none"> ➤ As the pandemic continues, be proactive and focus on what we are confident we will be allowed and able to do. Prioritise safety and consistency for members, staff and volunteers over being responsive to changes in Government approach to COVID19. 	<ul style="list-style-type: none"> ✓ Members report positive advice outcomes through Member Survey ✓ A service delivery plan proactively developed for the

<p>➤ Develop a post COVID19 service delivery plan which is rooted in need.</p> <p>Volunteers and staff:</p> <p>➤ We will invest in our staff structure and staff development in ways which fit the work we are doing and which ensures information is available and accessible to all.</p> <p>➤ Achieve Advice Quality Standard (AQS) and use process to introduce peer file review model which supports staff doing similar work but in different teams.</p> <p>Strategic:</p> <p>➤ Develop a model for involvement of Trustees in monitoring impact.</p>	<p>year and which takes into consideration possible changes in the pandemic</p> <ul style="list-style-type: none"> ✓ Systems developed to ensure consistency of service offer across all projects ✓ Staff trained on case recording ✓ AQS achieved; OISC maintained ✓ Trustees approve model for involvement in monitoring impact
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Partnership – We will work together to achieve the best outcomes

Our priorities for 2021/22	Success will look like...
<ul style="list-style-type: none"> ➤ To collaborate with the asylum seeker/refugee sector in Bristol (BRASP) and other partner organisations to ensure needs are met effectively and efficiently and where it is of benefit to our members or the wider asylum seeker/ refugee/ migrant population. ➤ To support national and local campaigns led by other organisations which aim to secure rights and entitlements for asylum seekers, refugees and other migrants during and beyond the COVID19 pandemic. ➤ To update the Relationship Management Strategy for 2021/22 to include current priorities for partnership development. ➤ Explore partnerships with Wellspring Settlement and other neighbours/ tenants. 	<ul style="list-style-type: none"> ✓ Development of improved data sharing arrangements within BRASP ✓ BRASP Collaboration continues and achieves joint funding ✓ Relationship Management Strategy update approved by FF Committee ✓ New funding secured through partnership project

Inclusion – Asylum seekers, refugees and migrants will have improved opportunities in their communities and society

Our priorities for 2021/22	Success will look like....
<p>Member services:</p> <ul style="list-style-type: none"> ➤ Develop a Digital Strategy which includes consideration of how we keep members informed of non-BRR opportunities. ➤ Ensure that equity, equality and inclusion are central to planning post COVID19 services model. <p>Strategic:</p> <ul style="list-style-type: none"> ➤ Continue Anti-Racism working group and embed within other work streams on Member Participation and Equality, Diversity and Inclusion. ➤ Take part in / support local events which promote inclusion and seek to tackle inequality e.g. Race Equality COVID19 Working Group, Inclusive Cities, Bristol Refugee Festival. <p>*NB – Also see Participation priorities above.</p>	<ul style="list-style-type: none"> ✓ Digital Strategy developed ✓ Updated Anti-Racism statement published on website

Voice – Asylum seekers, refugees and migrant voices will be heard

Our priorities for 2021/22	Success will look like....
<ul style="list-style-type: none"> ➤ To continue to run regular Member Consultation Group meetings. ➤ Use delivery of external training as a way to ensure members' voices are heard. ➤ Use co-production approaches in our member participation work and develop work plan for new Member Participation Officer Role with co-production as its centre. 	<ul style="list-style-type: none"> ✓ Member views considered in planning service changes, reviewing policies etc ✓ At least 10 Member Consultation Group meetings per year

<ul style="list-style-type: none"> ➤ Support national and local campaigns led by other organisations which aim to secure rights and entitlements for asylum seekers, refugees and other migrants during and beyond the COVID19 pandemic ➤ Take opportunities to engage with decision makers/influencers and ensure member voices are always included. 	<ul style="list-style-type: none"> ✓ Co-production model of working developed ✓ Regular representation at Inclusive Cities, Race Equality COVID19 Working Group
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Rights and Entitlements – Services will be provided to those who need support

Our priorities for 2021/22	Success will look like...
<ul style="list-style-type: none"> ➤ To root service delivery plans in the meeting of need. ➤ To ensure that our members basic needs (food, accommodation, money, phone credit/data) are met throughout the crisis. ➤ To ensure that our members are safe from harm including through the provision of information about COVID19 and about staying safe from hate crime, domestic abuse. ➤ Continue to operate one-to-one support including Advice, Young People’s Project, Project CLEAR (Complex Needs), Asylum Guides, Family support (and prioritise these for fundraising if funding is not already in place) but with clear maximum limits (and waiting lists if necessary). ➤ An immediate recognition of the need during COVID19 to prioritise those pre-status (without waiting for outcome of eligibility/membership review). ➤ Setting of geographical limits for support and clarifying our offer to those who are not local; ensure all staff and volunteers are applying these limits fairly. 	<ul style="list-style-type: none"> ✓ At least 80% of active members report being able to access services which meet needs ✓ At least 80% of members who use the advice service report advice provision meets needs

Equalities and Anti-Racism Objectives

Our priorities for 2021/22	Success will look like...
<ul style="list-style-type: none"> ➤ Arranging a training on understanding racism. ➤ A facilitated workshop to think through internally in more detail about racism. ➤ Publish a statement, which says what our priorities are and the things we are doing to work in the right direction. ➤ Develop internal guidance on language we will all use both internally and externally. ➤ The Anti-racism working group will continue to work on this and will share minutes with staff and trustees as a way of keeping them informed and engaged. ➤ To improve our networks with black led / anti-racist organisations. ➤ That we will continue to work together on an action plan based around 3 issues: being lived experience led, equalities and anti-racism and that this will include updating our User Participation Strategy and Equality, Diversity and Inclusion Policy both of which should be linked to the action plan. 	<ul style="list-style-type: none"> ✓ At least 80% of staff and trustees attend training ✓ Statement published ✓ New relationship developed with at least 1 black led / anti-racist organisation ✓ Action Plan developed ✓ Equalities and anti-racism central to new strategic plan