

Bristol Refugee Rights

Safety • **Solidarity** • **Action for Change**



Strategic Plan

2027-2032

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Strategy on a page

Our goals

These goals are all of equal importance:

1. Deliver impactful **services** that meet the needs of the asylum seekers and refugees we work with.
2. Influence **system change** to tackle the root causes of the problems faced by asylum seekers and refugees.
3. Ensure **lived experience** is at the heart of everything we do.
4. Be **sustainable** and invest in the wellbeing and resilience of staff, volunteers and the **organisation**.

Our ways of working

Ensure that all our goals are met in a way that's **inclusive, empowering, and collaborative**.

Our vision & aspiration for the future

A society where refugees, asylum seekers and migrants are welcomed, feel safe, live free from poverty and are able to positively build their lives. A society where everyone's rights and entitlements are respected.

Our values

Our values shape what we do and how we do it.

Respect: We are committed to equality and treating everyone fairly.

Shared humanity: We are all human beings; we are all global citizens.

Integrity: We have strong moral principles and act in the interests of people we work with.

Innovation: We are adaptable, respond to the changing world around us and strive to be the best we can.

Collaboration: We build, support and encourage partnerships between individuals, teams and organisations.

Empowerment: We encourage people to be stronger, more confident and to claim their rights.

Inclusion: We work in a way that ensures all people are included, taking into account different barriers and proactively working to remove them.

BRR is committed to tackling inequality, discrimination and to being anti-racist.

A note on our language

Members: we call people who access our services “members” as it is more inclusive with less power imbalance.

Lived Experience: includes people with direct experience of forced migration, of being a refugee, asylum seeker or migrant with insecure immigration status; we also use the language of **Experts by Experience** to include anyone who wants to use their lived experience for the benefit of others.

Stakeholders: we use this to refer to all who work with us i.e. staff, volunteers, trustees, members, partners and funders.

About Bristol Refugee Rights

Bristol Refugee Rights (BRR) is a charity and a company limited by guarantee. BRR was formed in 2006 by asylum seekers, refugees and professionals with the aim of filling a gap in services, being a place of welcome and safety. Since 2006, BRR has developed into the largest local provider of services to asylum seekers and refugees in Bristol and continues to grow in size and capacity in response to need.

What makes Bristol Refugee Rights unique?

- **Longevity and size:** We are the largest refugee and asylum seeker charity in Bristol and were one of the first organisations to be set up in the sector, with over 20 years history. This gives us knowledge and means we are trusted.
- **Unique services:** Many of our services are unique, including being the only accredited IAA advice service for asylum seekers in the city and offering unique bespoke support such as our LGBTQ+ project.
- We opened the **first Welcome Centre in Bristol** and have worked in partnership to develop a model that meets the needs of new arrivals.
- We were the **founding partner of BRASP** (Bristol Refugee Asylum Seeker Partnership) which is a network of around 14 partners in the city. The partnership ensures collaboration and joined-up working.

Our 5 year strategy

Our last 5 year strategy was delivered successfully in the context of political and media hostility. This hostility spread to communities, impacted the community response to newcomers, and led to policies that directly impacted the rights of asylum seekers. Bristol has a strong history of welcome and for every negative event, there was a stronger positive response. However, we continue to work in a challenging socio-political environment.

This 5 year strategy focuses on continuing to deliver the services that really meet the needs of newcomers in the city and recognises the need for stability, whilst also being flexible and agile to change in the face of challenges and new opportunities. We anticipate 70% of our time and effort will be focused on our stable core services and 30% will be dedicated to working flexibility with agile responses to the presenting context. We will explore developing our system change work, particularly asylum seeker led campaigns and those focused on tackling the root cause of the issues. We will continue to ensure that lived experience voices are at the heart of everything we do.

This strategy was created by members with lived experience of the asylum system, trustees, staff, volunteers and partner organisations.

Running the organisation

- BRR has a Board of Trustees of up to 12 elected Trustees; we aim for 50% of our Trustees to have lived experience of forced migration.
- Trustees are elected from and by legal members of the charity – people who have completed a legal member form and paid an annual subscription.
- A Member Voice Group guides the priorities and advises on governance and operational issues.
- BRR has a comprehensive list of policies which are an active part of governance and running of the organisation.
- BRR is a Living Wage Employer.
- BRR is run by a Chief Executive Officer who is supported by a Senior Management Team. A staff and volunteer deliver front line services.
- Policies are drafted in consultation with staff and, where relevant, with members and volunteers. Policies are reviewed and approved by the Board of Trustees at least every 3 years.
- A Lived Experience Participation Strategy sets out how we meet our aim to be lived experience-led.
- Risks are managed through BRR's Risk Register which is regularly reviewed by Trustees.

Our Charitable Objects

To support refugees, asylum seekers and migrants through:

- The provision of information, advice and support
- Helping and protecting those with physical and mental health conditions
- Public education about the issues facing our members
- The provision of recreation or leisure activities
- Education and training
- Promotion of human rights

Our services are designed inline with our objects, taking a broad range of factors into account, including context, member needs, priorities, gaps in service provision, socio-political climate and funding opportunities.

Theory of Change

The Need	Activities	Outcomes
<p>Asylum seekers and refugees experience the following barriers:</p> <ul style="list-style-type: none">• accessing services• social isolation• wellbeing• meeting basic needs/ poverty• knowing their rights• accessing opportunities for growth• facing oppressive systems	<p>Welcome Services to provide a warm welcome to new arrivals such as a Welcome Centre and help desk.</p> <p>Advice Advice and specialist services to provide advocacy and information on a range of topics such as housing, immigration, finance etc.</p> <p>Building Futures Services to support growth such as volunteering, leadership roles through our Member Voice Group, and English classes to improve prospects.</p> <p>System Change Influence systems to prevent the root cause of barriers faced.</p>	<p>People feel welcomed, safe and empowered.</p> <p>People are able to access services and know their rights.</p> <p>People are able to overcome barriers, access opportunities and thrive in their lives and in community.</p> <p>A fairer system for asylum seekers and refugees, led by their voices and experiences.</p>

Our goals – 2027-32

Our **four goals** and **three ways of working** set out the sort of organisation we want to be and our framework for designing and delivering services.

Goal 1: Deliver impactful services that meet the needs of the asylum seekers and refugees we work with.

We will know we've achieved this goal if:

- Services offer welcome, advice and opportunities to build futures.
- Services are shaped by input from members/ service-users.
- Services are delivered in a trauma-informed way.
- 90% of people feel welcomed and connected to community.
- 90% of people feel more confident to access services.
- 90% of people who volunteer will share and gain skills.
- 90% of people feel safe and respected at BRR.
- 90% of people say that services match their needs.
- 8 case studies per year demonstrate the impact of the services delivered.

This goal will be achieved according to the ways of working:

Empowering: Services are shaped by input from members, evidenced by each project and work area.

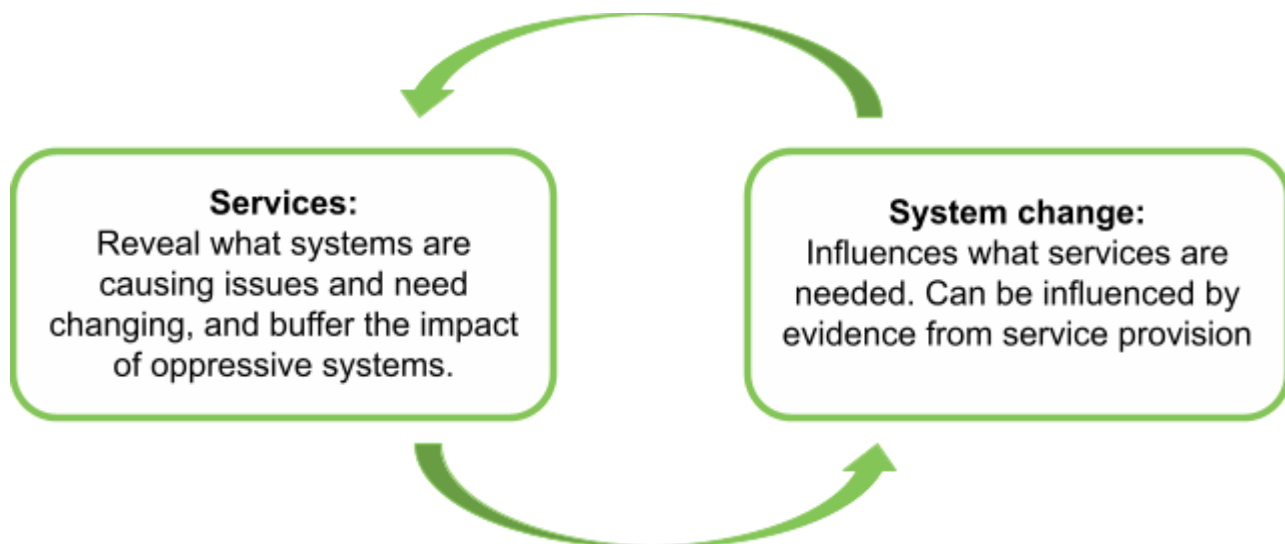
Inclusive: We proactively remove barriers, and with this aim we conduct an annual review of all services using an intersectional anti-racist lens.

Collaborative: Members report smooth referral pathways between organisations.

Goal 2: Influence system change to tackle the root cause of the problems faced by the asylum seekers and refugees

We will know we've achieved this goal if:

- We have secured funding to grow our system change work.
- We work on one local and one national campaign per year to influence systems that cause barriers to those we work with, led by their voices and experiences.
- We contribute to strategic litigation and policy consultations that impact the lives of people we work with.
- There are tangible changes in policy/ practice related or attributable to our advocacy and interventions.
- We use data from our services to influence system change, which in turn influences our services, producing a circular model of interaction.



This goal will be achieved according to the ways of working:

Empowering: We will set up member led campaigns. 90% of people involved in influencing work will report gaining skills, knowledge, confidence and/or feel empowered.

Inclusive: Through proactively removing barriers for people to understand policy changes and take action on them.

Collaborative: We will collaboratively choose campaigns with other BRASP partners to ensure we are joining forces, because many voices are louder than one.

Goal 3: Ensure lived experience engagement is at the heart of everything we do

We will know we've achieved this goal if:

- Lived experience will be represented at all levels of the organisation;

50% of trustees

40% of senior management

40% of staff

40% of volunteers.

Success will be measured by meaningful roles, which are more important than numerical targets, and will be demonstrated through staff and volunteer surveys.

- The organisation commits 2% of annual turnover to lived experience engagement and leadership.
- The organisation commits to an annual co-created action plan to ensure this goal is turned into action.
- Member surveys are completed each year and feedback is actioned to improve services inline with member feedback.
- Training and reflective practice is in place to support with shifting power and anti-racism work, coproduced or selected by staff with lived experience.

This goal will be achieved according to the ways of working:

Empowering: The Member Voice Group reports feeling empowered to influence change, both within the organisation and wider community and policies that impact them.

Inclusive: BRR will proactively remove barriers for people with lived experience to access meaningful roles in the organisation.

Collaborative: Members take advisory roles to shape services, influence local systems and take leadership roles influencing change.

Goal 4: Be sustainable and invest in the wellbeing and resilience of our people and organisation

We will know we've achieved this goal if:

- 90% of volunteers feel their roles are meaningful.
- 90% of staff enjoy their jobs/ feel valued in the workplace.
- The income meets the expenditure of the organisation, and fundraising targets are met each year.
- Develop learning and innovation through the monitoring, evaluation and learning framework.

This goal will be achieved according to the ways of working:

Empowering: Staff will co-create the operational plan of the organisation every year and collaborate on fundraising applications.

Inclusive: We will follow inclusive recruitment practices and regularly review and refine our recruitment procedures.

Collaborative: We will demonstrate how partnerships achieve the best results for our members, including an ongoing commitment to BRASP (Bristol Refugee and Asylum Seeker Partnership).

Our ways of working

Our **ways of working** are embedded across the whole organisation; they connect what we do and how we do things. All our goals will be delivered in accordance with our ways of working. Our ways of working are what creates BRR's unique offer, culture and identity.

Inclusive

We are anti-racist and commit to a practice of addressing power, privilege and racial disparities.

Services are accessible and inclusive, we proactively remove barriers.

Wellbeing is a priority: we consider the wellbeing of members, staff and volunteers in all decision making.

We value difference: we take active steps to ensure that difference is respected and celebrated in our spaces and aim to make sure that a range of different voices and experiences are heard and listened to.

Services are trauma-informed: staff and volunteers are trained and services designed with trauma-informed principles.

We work in solidarity - with warmth and openness.

We have a culture of learning and reflecting.

Empowering

Members are able to reclaim and rebuild their lives on their own terms.

We operate with 'Early Action' principles, preventing problems where possible.

We are member-led and proactively take steps to ensure members are the heart of what we do.

Collaborative

We value collaboration.

We work in partnership.

We prioritise coproduction.

Equity, diversity, inclusion, and anti-racism

We are committed to proactively taking action towards creating an inclusive organisation, removing barriers to equity and addressing power and privilege. Equality, diversity and inclusion is embedded throughout our strategic plan through our ways of working of 'inclusive, empowering and collaborative'. All our goals are delivered in accordance to these ways of working and have measurable outcomes set. Our commitment is to turn EDI policy into practice in the following ways:

- EDI is embedded in this strategy through our inclusive, empowering and collaborative ways of working.
- A cultural audit of the organisation undertaken to identify strengths and areas of growth.
- An action plan based on the recommendations from the cultural audit.
- An embedded training programme on EDI topics.
- Anti racism training that moves beyond conceptual to the bespoke BRR context.
- Reflective practice sessions that allow staff the time to grow and learn.
- Leadership and management training to strengthen inclusive management.
- Lived experience peer support network to provide safer spaces for staff with lived experience to reflect and share.
- Independent review of recruitment practices to ensure they are inclusive.

How we'll measure success

Our Monitoring, Evaluation and Learning (MEL) Framework sets out information about our outputs and methods used to monitor and evaluate our services. We regularly gather feedback from stakeholders through:

- Member Survey
- Volunteer Survey
- Member Voice Group monthly focus groups
- Partnership surveys
- Staff Survey
- Feedback at events
- Staff Away Day
- Trustee Away Day
- Focus groups
- Annual operational strategy planning.

We regularly produce case studies as a way of demonstrating our impact on individuals.

We ensure that this data collection has a real world impact on our organisation by adapting in response to feedback.

How our strategy turns into operations



5 year strategy - co-created with all stakeholders, including members.

Annual organisational action plan - outlines how the strategy will be operationalised for the year ahead, co-created with staff.

Team work plans - takes priorities from the organisational action plan and turns them into team actions.

Individual work plans - every staff member will have a work plan created from the team plans and which links to the strategy.