

Our Roadmap

**PARENTAL
ADVISORY**
EXPLICIT CONTENT

E***Y: OUR STRATEGIC PLAN 2015-20**

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AN INTERESTING THING ABOUT WORDS

Some words take on different meanings depending on the context.

WHAT YOU SAY	WHAT YOU MEAN	WHAT PEOPLE UNDERSTAND
I hear what you say	I disagree and do not want to discuss it further	She accepts my point of view
With the greatest respect	You are an idiot	She is listening to me
That is a very brave proposal	You are insane	She thinks I have courage
Quite good	A bit disappointing	Quite good
Oh, incidentally/by the way	The primary purpose of our discussion is	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I only have a few minor comments	Please rewrite completely	She's found a few typos

STARTING POINT

Let's face it – for many people 'equality' is a dirty word.

For the public sector worker, 'equality' means being told off for not knowing the right term to use. For businesses, it means paperwork, endless pay audits, and collecting employee data they're never going to use.

When people hear the word equality they think it means preferential treatment for particular groups. They think it means banning piggy banks or saying 'Winterval' instead of 'Christmas'.

Equality resonates with people in the same way 'efficiency savings' resonates with a worker who's been made redundant. It may sound good, but the actual implementation can be very painful.

No more.

We need to give equality a good name again. We have to become at ease with equality. We have to be a society that remembers all that the fight for equality has achieved, and can achieve again if we're brave enough.

This won't be easy and we all have our part to play. This five-year strategic plan sets out the role we see for brap. As you can see, we have big ambitions – but that's because we face big challenges. We live on a much

smaller planet than we did a few years ago. Not only are we more connected globally but we live and work together in different countries, with different languages and cultures, and with different and changing communities. Whilst some of us might find this disturbing, we can't reset the clock back to a time when we felt more 'comfortable'. Greater connectivity is a fact: the question is how we address the challenges it raises:

1. how we can live together equally
2. how we can work together equally
3. how we can get the best for everyone

To do all this equally means everyone is included; that no one is left behind. It means we all have a say in decisions that we can live with (even if they're not decisions we're happy with). But since this isn't what people understand by equality, we face a fourth challenge – to claim back the word. We need to make people enthusiastic about equality; to show them that equality isn't just about benefits for other people, but about protecting their own rights on a day-to-basis. We need to show them that equality is more than just lip service to the latest fad. Instead, when done properly, equality *works*. When done properly equality is a tool that can help teachers, lawyers, shopkeepers, nurses, doctors, policy makers – in fact, most people – in their day-to-day roles.

Put simply, we have to make our practice in this area relevant and impactful. Put simply, we have to transform the way we think and do equality.

Here's how we intend to do it. What role can you play?

ABOUT BRAP

brap is transforming the way we think and do equality. We support organisations, communities, and cities with meaningful approaches to learning, change, research, and engagement. We are a partner and friend to anyone who believes in the rights and potential of all human beings.

In 2020 brap will be 21 years old. We were established in the late 1990s to help public agencies engage with Black and minority ethnic communities. We realised very quickly there are serious issues with traditional approaches to consultation and engagement: our research, for example, showed us a focus solely on 'race' was limiting and reinforced the idea that people from different communities are somehow different. We didn't deny that discrimination and disadvantage are caused by the labelling and treatment of groups of people from all walks of life, but we also wanted more recognition that human beings are complex individuals. To help offer more meaningful support to a wider range of people, we began pioneering a human rights based approach to equality. This has allowed us to understand to a greater degree what entitlements people have in terms of service delivery and when and how these can be denied.

HOW WE WORK

One of our greatest strengths is the way we work. We believe by following a simple three-step process we can help everyone recognise their shared humanity:

- keeping our ear to the ground: we work on the frontline of service delivery, in communities and organisations, to understand the key issues people are facing. This might be discrimination in the workplace, barriers to accessing healthcare, strained community relations – anything that affects people’s rights and wellbeing
- being part of the solution: we use this knowledge to refresh equalities thinking and skills – either in organisations or in the types of project we deliver. We show organisations how they can change their organisation’s culture, embed human rights practice, and resolve conflict fairly. We also monitor the impact of this support to better understand how and why what works
- spreading the knowledge: finally, we campaign and lobby national (and, increasingly, international) decision makers to get them to adopt the best practice we’ve identified. We attend meetings, write consultation responses, produce papers, give lectures, deliver seminars, and much more. In this way, progressive, innovative equality approaches become mainstreamed, leading to better, fairer services

OUR TRACK RECORD

Since our last strategic plan we have achieved a lot. brap has:

- delivered training to over 4,500 people
- mentored over 50 young people at risk of becoming involved in gang crime
- written over 20 research reports, policy responses, and guides for organisations including the Law Society, the Equality and Human Rights Commission, and the Joseph Rowntree Foundation
- successfully completed workplace disciplinary investigations for six different organisations
- completed cultural audits for three different NHS trusts
- worked in Spain and Austria to promote intercultural approaches to inclusion and representation
- developed new training programmes around unconscious bias, psychologically informed parenting, and process work
- delivered an oral history project that collected stories about people and organisations that challenged discrimination
- held events bringing practitioners together to discuss issues such as the Trojan horse affair, new NHS equality initiatives, and council spending cuts
- engaged 30 South Asian women over the age of 50 on a peer support project around cardiac rehabilitation

- worked with local youth agencies to deliver a project helping young people develop the words and skills to communicate with one another about their mental health
- provided dozens of young people with the skills to set up their own online business
- seen Macmillan Cancer Support introduce the values-led standard brap produced in trusts across the country as a means of reducing cancer inequalities

This is just a flavour of what we've been up to. For more information, or to access our publications, visit our website, www.brap.org.uk.

STRATEGIC AREA 1

HOW WE LIVE TOGETHER

Up until now, we've meshed along quite well as a society (most of the time). But the challenge has changed. We're now living in a society that's hyperdiverse – in every sense of the word. It's not just that one in eight of us was born in a country outside the UK. It's not just that 'multiple heritage' is the fastest growing ethnic group. It's that we are increasingly diverse in the values and beliefs we hold. Britain is a complex web of different generations, cultures, and ethnicities, all of whom have a legitimate stake in our society. Current strategies for cohesion – with their focus on food (meet and eat), sport (stay and play), and religious knowledge (stay and pray) – may once had their place, but are now increasingly ineffective when it comes to navigating this complexity. Instead, our goal should be to create a society which is comfortable having tricky conversations about conflicting rights. Rather than striving for an artificial harmony we need to develop the skills to exist with different attitudes, beliefs, and wants whenever and wherever they might occur.

FOCUS FOR THE FUTURE

- How do we live across the boundaries we have created between one another?
- How do we live with the differences in our society – as opposed to artificially believing that we can make everyone the same?
- How do we have difficult conversations about whose rights should be prioritised in situations where these come into conflict?

WHAT WE PLAN TO DO

- we intend to create projects (both by ourselves and in partnership with others) that can help us to understand more about the experiences we have of living with each other
- we want to be able to use this information to create a clearer understanding of what matters most to people, and what, if anything we can do about it
- we want to be really clear about meaningful approaches to addressing 'liveability' (sorry, we're fed up with the term 'cohesion') and how we can measure and support better relationships

IMPACT

We want to use more informed approaches to create expectations of how we should live together.

This doesn't mean that we should all get on, but it does mean we need greater clarity about how we 'fit' together as a society and the responsibilities we have towards one another.

STRATEGIC AREA 2

HOW WE WORK TOGETHER

Creating fairer workplaces can help solve a lot of problems. Just equalising employment rates for different equality groups could add £30bn to the economy every year, for example. There is also a wealth of evidence showing happier employees are more productive. But work isn't just about pounds, shillings, and pence. It should be a place where people are able to fulfil their potential, free from the fear of bullying and discrimination. Yet, 1 in 10 of us will be bullied this year. Women, particular ethnic minorities, and disabled people are underrepresented in senior leadership positions. Ultimately, we can't grow as a society if so few of us continue to reap the benefits of success. That's why we have a clear vision to create more inclusive work spaces. This isn't just about how they look, but how they allow people to mesh together, how they can be places where old and young, rich and poor, black and white, men and women can expect that their talents will be well used and rewarded.

FOCUS FOR THE FUTURE

- How do we get closer to recognising and rewarding talent?
- How do we function with greater relationship productivity?
- How do we make leadership more responsive to equality issues – and strive for equity?

WHAT WE PLAN TO DO

- raise awareness of what an inclusive workplace is and the benefits it has for organisations
- help organisations use evidence to respond to inclusion issues
- pioneer new approaches to dealing with unconscious bias

IMPACT

- less distress between staff and teams
- greater cooperation and recognition of talent
- more flexible and responsive organisations
- better services/organisational performance

STRATEGIC AREA 3

HOW WE GET THE BEST FOR EVERYONE

Too many people don't feel they have a stake in society. They don't expect anything from the school they go to, the police who serve them, or the organisations that might employ them. But, please, don't get us wrong: we're not saying these organisations don't make an effort. We're not saying these organisations haven't tried. Countless hours have gone into producing equality plans and undertaking community engagement, into thinking about how to create more responsive, inclusive services. The problem is our organisations are let down by the tools they have. They rely on mechanisms and means that were created when society was less complex, when it was assumed disadvantaged groups were somehow different and therefore needed separate, different services. Today's society is very different. To reflect this, we need new tools that will allow public bodies to better understand individuals and create more responsive, inclusive services as a result. That way, no one gets left behind.

FOCUS FOR THE FUTURE

- How do we really find out about our needs and when they matter?
- How can our services respond and make good on their promises?
- How can we help people use what they 'count' rather than just see counting people and plotting trends as the end result?

WHAT WE PLAN TO DO

- continue supporting organisations to address issues of service planning and service delivery by using human rights as a tool to inform entitlements
- devise ways of understanding 'needs' that move away from the stereotypes society creates – and encourage 'quiet' voices to be heard
- work with communities to understand how people are disenfranchised from public services and develop projects in response that can act as a model to public sector organisations

IMPACT

- we will have a more comprehensive and evidence-based understanding of how we need to think and plan for a hyperdiverse society
- people will see that inequality can be addressed by understanding and addressing entitlements

STRATEGIC AREA 4

HOW WE RAISE OUR GAME

Don't take this the wrong way, but if you're reading this you're a little strange. Most people find equality boring. We know it, you know it – it's a simple fact of life. But have you ever considered why? Could it be because, collectively, we haven't done enough to show people equality is relevant to their day-to-day lives? Could it be because people are fed up of mechanically implementing a scheme or policy they know won't work? Could it be because we have sucked all the passion, and energy, and fun out of what should be one of the most thrilling topics you can work on, argue about, and fight for? For too many people equality isn't relevant or effective. But without people believing in it, we can't achieve all the other things we've set out in this plan.

FOCUS FOR THE FUTURE

- How do we infuse the inclusion agenda with a renewed sense of purpose?
- How do we disseminate information about what works?
- How do we move away from negative, punitive approaches to equality to approaches that are proactive in promoting fairness?

WHAT WE PLAN TO DO

- become a site of excellence, when it comes to both the understanding and implementation of equality, diversity, and human rights
- continue to evaluate our work so that we can respond to the 'real' needs of individuals and encourage all people to get involved in tackling inequality
- challenge ourselves to design and deliver what people need and use innovative methods (which further growth and understanding), such as process work, unconscious bias, and stuff we haven't thought of yet!

IMPACT

- More individuals clear and confident about how they address discrimination as part of their work.
- More people enthused about promoting equality and human rights



YOUR ROLE MAKING THIS HAPPEN

We know you believe in the rights and potential of every human being – you wouldn't be reading this if you didn't. So now you've seen where the battle lines have been drawn the only question is: what are you going to do?

If you recognise the challenges we face living together equally

Speak to us about intercultural approaches to cohesion, engagement, and conflict resolution.

If you recognise the challenges we face working together equally

Ask for a free organisational needs diagnostic.

If you recognise the challenges we face ensuring everyone can contribute equally

Talk to us about developing entitlement-based, human rights-focused approaches to service delivery.

If you recognise the challenges we face raising our game

Attend one of our training sessions – if you don't leave feeling enthused and informed we'll give you your money back (or tweak the course... in all likelihood it'll be the tweak: we're not the Bank of England).

We're looking for curious and courageous organisations to partner with us. We can help whether you're looking to improve:

- the way you engage the public, with fewer meetings but more answers
- the way you engage staff, helping to create 'safe' and meaningful spaces to share
- how you use evidence to respond to inclusion issues
- how you recruitment and retain staff, to help them get in and get on
- how you manage staff, to create happier workplaces

We also deliver innovative on-the-ground projects dealings with some of the most pressing issues facing communities today – issues like gang crime, youth unemployment, poverty reduction, political participation, and improving health outcomes. Whether you're a funder, volunteer, or potential partner, give us a ring if you think you can help improve people's lives through this work. There's more information on our website, www.brap.org.uk.

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The logo for brap, featuring the lowercase letters 'brap' in a bold, yellow, sans-serif font. The 'b' is slightly larger and more prominent than the other letters.

making equality work for **everyone**

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