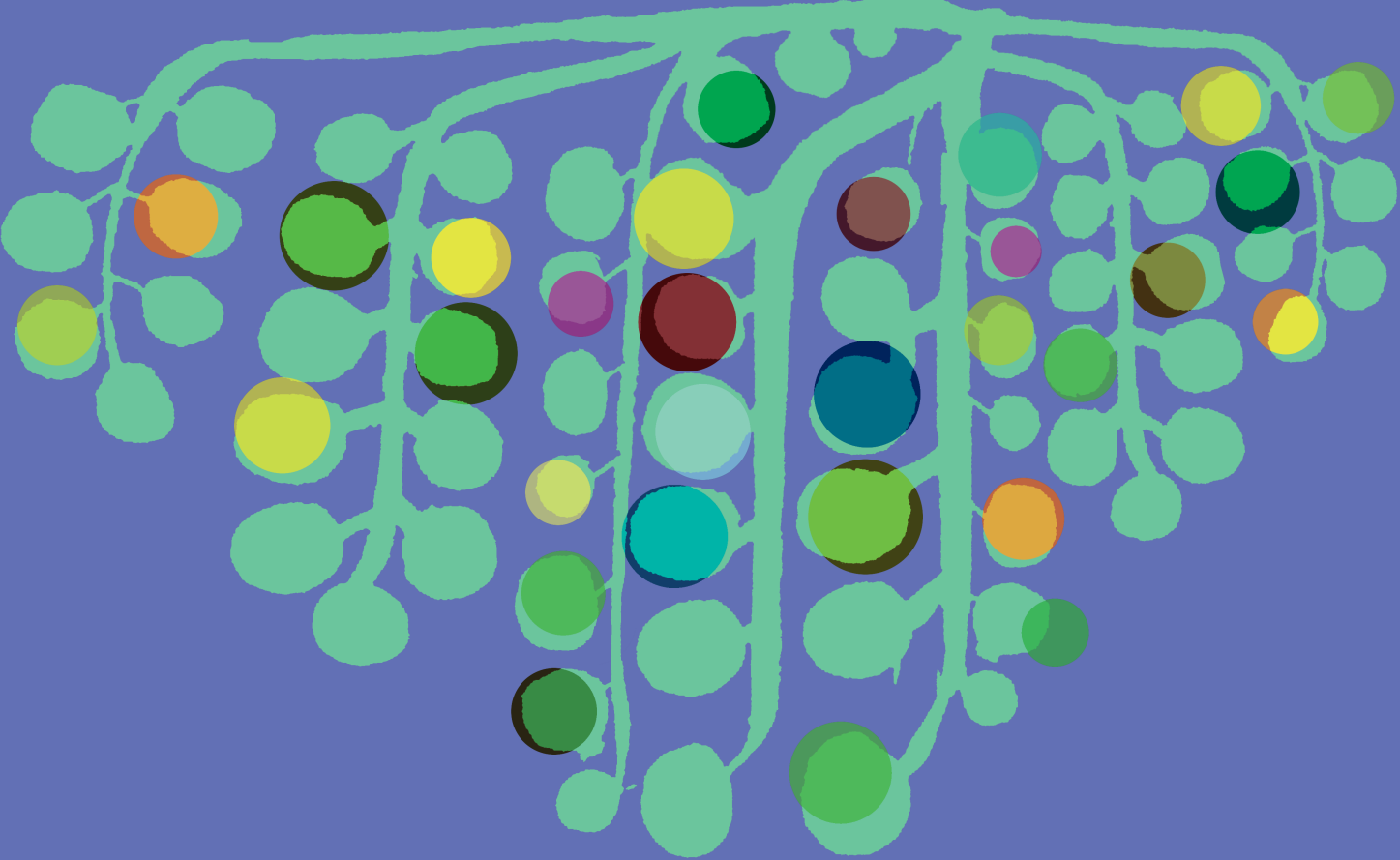


BHA for equality
in health
and social care



Our Corporate Plan

2011–2016



**A summary of our
strategic tasks for the
next five years**

**continue to provide – and expand
sexual health, healthy communities
and community involvement services
that we specialise in**

BHA will...

**involve service users, their carers,
families and communities fully in
the work we do**

**deliver work of high
quality, underpinned by an
effective quality
management system that
ensures continuous
improvement**

**continue to develop a
competent and
workforce - including
whose work is driven**

**develop and maintain the relationships
and partnerships we have established
and use these constructively and
imaginatively. We will also seek to
develop new ones particularly with the
business sector**

– the
ties
vices

become a more widely recognised
organisation regionally and nationally
with a clear and distinct brand

expand the ways in
which we share the
learning, knowledge and
policy proposals which
come from our work

a highly skilled,
committed
volunteers -
by our values

develop a stable and
sustainable funding
base to ensure we can
continue to provide and
develop our range of
services

ensure there is a sound evidence-base for
the work we do and demonstrate its value
by showing its impact on the lives of the
people we work with

ensure that all our services are
cost-effective and supported by the
right level of central support

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Introduction

- 1.0** The BHA corporate plan will act as a foundation, a strategic document which will:
- *Provide a vision and direction*
 - *A framework for decisions*
 - *Act as a lever for securing support and approval*
 - *Explain what BHA does, informing, motivating and involving*
- 1.1** The corporate plan will provide detail in terms of the 5 year tasks that BHA aims to achieve.
- 1.2** The plan is built around three key areas without which BHA would not exist:
- *Its Services*
 - *Its Staff*
 - *Its Funding*
- 1.3** BHA wants to be known and recognised for providing quality services designed and delivered in ways which communities and individuals feel are appropriate and personal to them.
- 1.4** BHA's aim is to be an organisation that engages with groups and individuals within Black and Minority Ethnic (BME) disadvantaged and marginalised communities to identify their experiences of health inequalities. This is demonstrated in health outcomes, access to services and their experiences of discrimination, and stereotyping in the way that services are delivered.
- 1.5** BHA aims to be an organisation that will seek to influence commissioners and service providers to ensure that there is an equitable health and social care system.
- 1.6** BHA will work to create employment opportunities, through working with a diverse paid and volunteer workforce to achieve community cohesion.



Part 1

Who we are

Identity

- 2.0** BHA is a health and social care equality charity that exists to challenge health inequalities and support individuals, families and communities to improve their health and well being. We enable people from marginalised and diverse backgrounds to improve their health and well-being through a range of unique services. We are a registered charity, a company limited by guarantee, working on initiatives at local, regional and national level.
- 2.1** In 1990 when the organisation was first established it was known as Black HIV and AIDS Forum and in 2001 developed into the Black Health Agency. Over the years we have become a key voluntary sector provider working on a broad range of health issues for people from other disadvantaged and marginalised communities as well as people from black and minority ethnic communities.
- 2.2** For over twenty years, we had a well known brand and it played a significant and vital role in promoting and publicising our contribution in championing health equality. However, in the last two years we have been on a journey to identify a brand that will reflect our current work in all its diversity, and enable us to be a stronger force for the next five years and beyond. Our changing service profile, and the diversity of the people and communities we serve, has necessitated a rebrand and a name change from 'Black Health Agency' to simply 'BHA' – The Health and Social Care Equality Charity. We now provide services across the North West and invest in formulating policy nationally for many more groups of diverse people who are marginalised and disadvantaged.

Organisation and structure of BHA

- 3.0 BHA is a registered charity with a board of trustees responsible for the overall strategic direction of the organisation encompassing corporate governance and risk management.
- 3.1 We have a senior management team which comprises the chief executive, and directors who are responsible for overseeing and managing the delivery of the organisational objectives. They are accountable to the board of trustees and are responsible for the overall management and development of a range of projects and initiatives.
- 3.2 Many of our services provide volunteering opportunities as well as student placements.

Context

- 4.0 The coalition government has set out a long term vision for reforming the delivery of public services. This is underpinned by a major reduction in spending and a focus on structural changes in how services will be delivered.
- 4.1 The financial crises, that brought about the economic downturn, has meant a reduction in spending and cutbacks in the charity sector with far reaching consequences especially as the demand for frontline services is increasing.
- 4.2 The world BHA works in is changing. This plan aims to promote and place BHA in a new context for the future. We are operating in a rapidly changing landscape in what will be a complex commissioning environment. Even though the government has pledged its commitment to the voluntary and community sector, the expectation to continue providing quality services with limited resources is challenging.
- 4.3 Financially there will be less money available for public services and we will need to ensure that the funding we receive is used efficiently and effectively, and is made transparent to our board and the organisations that will commission our services.

- 4.4 Therefore, BHA must learn to consolidate what it has achieved and work within this changing environment quickly and easily. It needs to make new relationships with the people who will be commissioning and providing care in the future. BHA's staff and board members must be able to build relationships within the new environment and look for opportunities to develop services that are needed.

BHA's vision, mission and purpose

- 5.0 BHA's vision is that individuals and families, in our diverse communities, will have equal access to the opportunities and services which can improve their health and wellbeing, in ways which meet their personal needs.
- 5.1 BHA's mission and purpose is to promote health and social care equality. We do this by:
- *engaging and involving people from our communities to identify the barriers to improving health and wellbeing, and working in partnership with communities and statutory services to overcome them.*
 - *raising awareness of ways to improve health and wellbeing in communities through education and support to access services.*
 - *providing innovative and responsive services that meet the diverse needs of people from different backgrounds who are marginalised or excluded in ways that empower them to improve their own lives.*

BHA's values

- 6.0 We are an outward-looking organisation – seeking new ways to meet the changing needs of communities we work with. We value the opinions we receive on services and are committed to acting on them. We are honest and transparent about the limits we face in changing existing services, or developing new ones. These limits may be organisational or financial. We work locally, regionally and nationally and are committed to working in partnership with other organisations including statutory bodies, academic institutions, the private sector as well as those in the voluntary and community sector – sharing knowledge, experience and

best practice. Formal partnership arrangements, including sub contracting of work, exist with many organisations. We are involved in a range of policy groups, and networks and would consider potential alternative working arrangements including merging.

6.1 **Our core values are:**

6.1.1 **Appropriateness**

We aim to provide high quality services that are focussed on community needs and to commit to continual development, improvement in services and quality assurance.

6.1.2 **Equity**

We believe in the entitlement of all communities to receive adequate services and to contribute to their community.

6.1.3 **Transparency**

We aim to be honest, trustworthy and reliable, and use all resources sensibly. To demonstrate transparency to commissioners, service users, stakeholders and the general public. Commit to internal and external monitoring of all revenue and outflows.

6.1.4 **Involving**

We aim to consult and encourage feedback from service users. Work alongside other agencies to improve knowledge, understanding and the standards of care to our communities.

6.1.5 **Choice**

We believe that individuals have a choice and we can offer a choice in terms of services.

6.1.6 **Diversity**

We value the contribution that every person and community makes irrespective of personal differences, and have standards and practices that facilitate equal access to opportunities.

Part 2

What we deliver



Current services

7.0 BHA provides a wide range of health related projects and services for disadvantaged and other marginalised communities. These operate at a local, regional or national basis. Currently services are being provided in a range of fields and BHA is committed to ensure that these services continue and develop.

7.1 Sexual health services

7.1.1 BHA provides support services for people living with or affected by HIV infection in Leeds and Manchester. Our integrated HIV services provide support for individuals and families from a wide range of BME and diverse communities including young people, gay/lesbian/bisexual, refugee and asylum seekers and other disadvantaged community groups.

7.1.2 Our HIV prevention services in Leeds and Manchester are based on our successful long term work in engaging with disadvantaged community groups spanning 20 years. This work builds on, and complements, our work in the community with individuals at risk of HIV infection, and our strong links and effective partnership working with other groups and organisations. We will be providing HIV prevention services for Africans living in the Wirral. This is a partnership initiative with THT.

7.1.3 We provide mental health support and also a therapeutic skills-building environment in one-to-one and group settings for people living with HIV, through our Manchester and Leeds HIV projects. We aim to improve health and well being and increase the knowledge, understanding, confidence and motivation to enable service user's to make informed decisions and increased control over their well being.

7.1.4 BHA provides tailored structured and peer support for young people aged 13-18yrs who are living with, or affected by, HIV enabling them to create social networks and reduce isolation caused by stigma and discrimination of HIV.

7.1.5 BHA is the lead organisation of the Northern Forum which delivers the *National African HIV Prevention Programme* (NAHIP) across the North West, Yorkshire, Humber and North East of England. It works with African communities to minimise the transmission of HIV infection.

- 7.1.6** We provide the national *African AIDS Helpline*, giving free, confidential and multi-lingual information and advice regarding HIV and sexual health to Africans across England. As of April 2011, the service will be expanded to include chat rooms, texting and emailing.
- 7.1.7** The Jeena Health Project works with South Asian woman of all ages to provide support, advice and information on sexual and reproductive health issues, in the community in Manchester, Salford and Trafford.
-

7.2 Healthy communities

- 7.2.1** BHA is maintaining and developing the Routes Project to provide support and advice to all international new families coming to Manchester enabling them to access mainstream services including health, housing and education. In addition, we are working with *Manchester Community Outreach Advice Partnership* and providing a holistic approach specifically to support migrants from Eastern Europe to access mainstream universal services including health, housing, education, employment, benefits and advice.
- 7.2.2** BHA has established a Thalassaemia Outreach project with the National Sickle Cell and Thalassaemia Screening Programme which has been extended because of its success in increasing screening uptake in Manchester.
- 7.2.3** In 2010 BHA secured a contract from Greater Manchester PCTs to provide a three year self help development programme for people living with hepatitis C.
- 7.2.4** The Sahara Project is providing mental health support for refugees and asylum seekers in North Manchester.
- 7.2.5** The main successes in our healthy communities work have been to involve a far wider range of people from diverse communities in our work which has enabled improvement the health of their communities and influence service provision.

7.3 Engagement and involvement

- 7.3.1** BHA currently supports four *Local Involvement Networks* (LINKs) in the North West. BHA also gives ongoing support to Manchester Race and Health Forum.
- 7.3.2** This work is built upon a successful track record in large areas of the North West, delivering patient and public involvement activity from 2003, building extensive networks involving individuals and community groups in Manchester, Lancashire and Warrington.
- 7.3.3** The main successes in this work have been to assist participants in the LINKs to focus on the health and care needs of marginalised and excluded groups. We have supported areas of work with well-evidenced reports on the health and care services received by different client groups. These have included: people receiving domiciliary care services in Lancashire, BME people accessing social care in Warrington, homeless people in Manchester, people with mental health difficulties, prisoners, and people prescribed methadone.
- 7.3.4** We have built a large and experienced staff team who concentrate on community engagement activity in line with best practice set out in the NICE Community Engagement Guidance issued in 2008. The work has been highlighted at a national level in impact reports on the role of LINKs published by the Department of Health and has contributed to policy development on the establishment of *HealthWatch* from 2012.

Central support to our work

- 8.0** In order to deliver high-quality services BHA needs to back up its front-line delivery with a sound infrastructure of support.
- 8.1** As an organisation with over 20 years of experience we have already developed the policies, procedures and infrastructure to help staff deliver the work. We have an established central core team which includes staff who provide: senior management support and training, finance planning and finance management functions, human resources support, information technology support, quality assurance, communications and events management support.
- 8.2** In order to be able to deliver this in a cost-effective way BHA reviews the central functions that our areas of work need. In preparation for the next 5 years of development BHA has reviewed its core functions and sought efficiencies to be able to meet the challenges that we expect to face. We have centralised our services to reduce rent costs, sought out cheaper centralised supplies and looked at the level of central staffing we need.
- 8.3** We are confident that we have the right basic structures to enable us to move forward.



Part 3

***Strategic tasks
for the next
five years***

9.0 In the context of economic and financial constraints we acknowledge it will be difficult for our funding envelope to grow over the next 5 years. Therefore, our aim is to make stable the funding base we have, seek new markets, whilst also having contingency plans in the event we may lose funding.

9.1 At the end of this next five year period we need to be a strong and vital part of the third sector and public service environment by adapting to meet the changing political, social and financial landscape. In order to achieve our vision we realise there are a number of five year development goals that we need to meet and within these clear, specific realistic and timely objectives. We will prioritise and focus on the following 10 tasks identified by our stakeholders which are:

9.2 **BHA will continue to provide – and expand – the sexual health, healthy communities and community involvement services that we specialise in.**

9.2.1 BHA wants to build upon and expand the services it currently delivers in the areas of Sexual Health, Healthy Communities and Involvement and Engagement. We also want to work with commissioners to develop other services which we believe there is a need for and would be of value to the communities we serve.

9.2.2 *We will do this because it builds on the expertise and specialist knowledge we have developed – of our communities and the issues they face – which we use to improve the lives of people from marginalised and excluded communities.*

9.3 **BHA will involve service users, their carers, families and communities fully in the work we do.**

9.3.1 BHA will involve, engage and consult users and communities to define the services we propose, tender for and provide.

9.3.2 Proposed services and the need for them will be checked against existing studies held by BHA, the relevant JSNA and other public health information.

- 9.3.3 *We will do this because involving people – in the way that services are planned and run – makes them more effective, more responsive and better able to meet the diverse needs of the people we work with.*
-

9.4 **BHA will continue to develop a highly skilled, competent and committed workforce - including volunteers - whose work is driven by our values.**

- 9.4.1 In the next five years BHA will aim to be an excellent employer providing high quality learning and development opportunities to meet the needs of staff and the organisation. We will want to be offering competitive benefits and remuneration packages to our staff so that we can retain individuals with valuable skills and experience and promote BHA as the employer of choice.

- 9.4.2 *We will do this because our workforce bring their own knowledge, skills and experience to our work – knowledge of their communities, engagement skills, research skills – and a commitment to using and sharing those skills.*
-

9.5 **BHA will deliver work of high quality, underpinned by an effective quality management system that ensures continuous improvement.**

- 9.5.1 We will build on our work to achieve certification to ISO 9001 and the Information Standard through regular internal and external audit of the quality of our services - including feedback from service users and commissioners.
-

9.6 **BHA will develop and maintain the relationships and partnerships we have established and use these constructively and imaginatively. We will also seek to develop new ones particularly with the business sector.**

9.6.1 We will build on the relationships and partnerships with voluntary sector and statutory organisations that we have at a national, regional and local level – to develop stable and cost-effective services to reach people who are seldom heard.

9.7 **BHA will ensure there is a sound evidence-base for the work we do and demonstrate its value by showing its impact on the lives of the people we work with.**

9.7.1 *We will do this because it builds on the work we have already done to demonstrate the outcomes of our work - which allows us to highlight best practice that can be adopted by partners in the statutory and voluntary sectors.*

9.8 **BHA will expand the ways in which we share the learning, knowledge and policy proposals which come from our work.**

9.8.1 We have accumulated a vast amount of knowledge and information – some of which we share but some of which is simply held by our services. We will develop a range of research reports and regular magazine to share that learning and influence policy development.

9.9 **BHA will become a more widely recognised organisation regionally and nationally with a clear and distinct brand.**

9.9.1 In the next five years BHA aims to rebrand itself to become acceptable to a wider group of people.

9.9.2 We will build on the solid reputation we have in the areas where we work by showing that BHA is not just about a name but about a way of working that is open, inclusive, responsive, imaginative and cost-effective.

9.10 **BHA will develop a stable and sustainable funding base to ensure we can continue to provide and develop our range of services.**

9.10.1 We aim to be a stable organisation with secure long term funding that has a diverse funding base made up of a balanced mix of contracts and grants from a wide pool of commissioners. BHA will reduce its dependency on public income and all activities will be subject to internal financial monitoring and controls to ensure business probity. BHA will operate from a central base that will bring together the services in Manchester and we will strive to achieve income generation, partnerships with others to provide HR and payroll, whilst working with others to address tenders, CQC etc.

9.10.2 We have expanded and developed the range of contracts we have to provide services – we plan to consolidate these and develop a range of additional funding streams including funded research, support to statutory and voluntary sector groups to reach out to communities and through charitable donations.

9.11 **BHA will ensure that all our services are cost-effective and supported by the right level of central support.**

9.11.1 We will build on work already undertaken to ensure that our central support to services is regularly reviewed and is fit for purpose. We will provide cost-effective high quality, well supported services within a set budget where it is possible – but cease to provide services where it is not.

Key strategies

- 10.0** Underpinning BHA's tasks and objectives will be clear plans and strategies, including:
- *Strengthen relationships with key commissioners, improve knowledge of commissioning environment*
 - *Understand the changing and competitive nature of the sector*
 - *Build and strengthen relationships with potential partners*
 - *Performance management strategy*
 - *Training and Development strategy*
 - *Income generation and finance strategy*

Conclusion

- 11.0** Over the next five years we will aim to operate under our new brand of BHA – The Health and Social Care Equality Charity. We will continue to achieve our mission of promoting equality and deliver our services with the values that we hold important such as diversity, equity, choice and transparency.
- 11.1** We will seek to enhance our relationship with commissioners. To deliver quality services to our client groups, whilst developing new services that meet the needs of diverse communities as identified by commissioners.
- 11.2** The Corporate plan provides a direction and framework for our work over the next five years and we will work to implement, monitor and reassess it to ensure that we are using it as a planning tool for securing support for our services and our staff for the future.



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BHA is committed to environmental awareness and preservation. BHA endeavours to provide and procure ethical services at all times.

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