

# **FRIENDS, FAMILIES AND TRAVELLERS**



## **BUSINESS AND DEVELOPMENT PLAN 2009 – 2012**

## **1. Friends, Families and Travellers**

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## **2. Background**

Friends, Families and Travellers (FFT) is a national charity (no 1112326) based in Brighton, which provides a range of services on behalf of Gypsies and Travellers including free, independent and confidential advice, information, casework and advocacy services. It is the only national charity which works with all Gypsies and Travellers regardless of ethnicity, culture or background.

FFT was established in 1994 and has fifteen years of experience working on behalf of the Travelling communities. It is a democratically controlled charity run by a Management Committee of eight Trustees, five of whom are from a Gypsy/Traveller background.

## **3. The need for our services and projects**

There is a large and growing body of evidence to show that Gypsies and Travellers are the most socially excluded and discriminated against of all minority ethnic groups within UK society today. Measured against any equality indicator these groups fare worse – often shockingly worse – than any other.

Life expectancy for a Gypsy or Traveller was thought to be 10 -12 years shorter than that of people in the settled population (Parry 2004) but more recent work in the Leeds area puts the disparity at more like 25 years with only 2% reaching the age of 65. A Gypsy mother is nearly 20 times more likely to experience the death of a child than a mother in the settled community and perinatal mortality is three times the national average.

Romany Gypsies and Irish Travellers are the only minority ethnic groups where educational attainments have been falling over the past five years and bullying and racism in schools is still a major issue.

Of the estimated 100,000 Gypsies and Travellers who live in caravans and trailers about a quarter have nowhere where they can legally place their

home but are continually evicted from one unauthorised site to another in and endless, and joyless, merry-go-round that costs the country £18 million per annum just to move people around.

Because Friends, Families and Travellers is the only national charity that works on behalf of all Gypsies and Travellers it has an unique role in seeking to tackle the chronic exclusion, discrimination and racism experienced by Gypsies and Travellers. FFT is qualified to undertake this role as it has worked with the Travelling communities for some 15 years, gaining the trust and confidence of the communities in a way that is impossible for mainstream service providers. Although FFT is a service providing organisation (made up of people from the settled community as well as from Gypsies and Travellers) rather than a representative organisation, it has identified that there has been no effective single representative voice for the all the Travelling communities at national level and that, for this reason, Gypsy/Traveller issues have not previously been at the forefront of equality and human rights agendas. FFT seeks to remedy this whilst also building the capacity of grass roots organisations to develop such a voice.

#### **4. FFT's aim**

We seek to end racism and discrimination against Gypsies and Travellers, whatever their ethnicity, culture or background, whether settled or mobile, and to protect the right to pursue a nomadic way of life.

#### **5. Core objectives**

Our core objectives are built on the three pillars of **Casework**, **Capacity building** and **Campaigning**. The delivery of **casework** to individual Gypsies and Travellers on a one-to-one basis is a core element of our business and we do this through a telephone helpline and through our outreach services across Sussex. We are working to build the **capacity** of mainstream organisations to deliver appropriate and culturally sensitive services to Gypsies and Travellers so that the need for us to deliver direct casework becomes reduced. We are also **campaigning** for changes in the law to bring about justice, social inclusion and equality for Gypsies and Travellers.

The three pillars of our core objectives support the following areas of work

##### **Casework**

- We offer free, independent and confidential advice, information, casework and advocacy support to all Gypsies and Travellers who need our help.
- We work with partners in the public, voluntary and private sectors to facilitate the delivery of appropriate and culturally sensitive health, accommodation, social care and education services to Gypsy and Traveller individuals and communities.

- We work with individuals, families and communities through our local outreach services to ensure that the health, social care, citizenship and community empowerment needs and aspirations of Gypsies and Travellers are addressed.
- We work with children and young people to build their self esteem and confidence to participate in the activities of wider society, and to help them access appropriate education, training and development opportunities.

### **Capacity building**

- We promote greater awareness of the needs, requirements and aspirations of Gypsies and Travellers within the settled community and among statutory and voluntary service providers.
- We build the capacity and awareness of service providers to enable them to deliver appropriate and culturally sensitive services to Gypsies and Travellers.
- We work with Gypsies and Travellers, at individual, family, community and organisational levels to empower them, build their skills, confidence and capacity to participate fully in the social and economic life of the community, and to access justice and fair representation.
- We work to develop IT skills and opportunities for Gypsy and Traveller individuals and groups to enhance their development, empowerment and effectiveness.

### **Campaigning**

- We campaign for change to ensure that the needs, requirements and aspirations of Gypsies and Travellers are fully and appropriately taken into account in all Government agendas at national, regional and local levels, particularly in terms of meeting the accommodation, health, social care, education and other needs of the travelling communities.
- We work to ensure that the human rights of Gypsies and Travellers are fully recognised within the Equality and Diversity agendas of national, regional and local agencies.
- We campaign and work towards the elimination of direct, indirect, institutional and structural racism and discrimination against Gypsy and Traveller individuals and groups.
- We carry out research in our own right and in partnership with academic institutions and other organisations to increase the body of knowledge of issues affecting the travelling communities and to ensure that our campaigning is based on robust evidence.

## **6. Current service provision and resources**

The core activities of Friends, Families and Travellers are built around the frontline casework undertaken via the telephone helpline and through our outreach work in the Sussex area. (NB five of the eight staff delivering casework and outreach work are themselves from the travelling communities).

Through this we provide free, independent and confidential advice, information, casework and advocacy support to Gypsies and Travellers through face-to-face meetings and by telephone. Our caseworkers will negotiate with statutory agencies (particularly local authorities and the police) in respect of proposed evictions and will seek to assist Gypsies and Travellers to access all the mainstream services and benefits to which they are entitled.

FFT seeks to develop models of good service delivery to Gypsy and Traveller communities. Currently, it is working in partnership with health and social care agencies in respect of the Sussex Traveller Women's Health Project. This project, managed by FFT's Health Improvement Manager, employs a community outreach worker specialising in health and social care issues, a young persons coordinator, two mental health outreach workers and two community support workers. Its aims are to establish a model of Gypsy/Traveller participation in the promotion of health and social care services, to develop the skills of Gypsies and Travellers in providing community based health improvement and health promotion services, to facilitate dialogue between Gypsies/Travellers and health and social care service providers, and to reduce inequalities in existing services by highlighting gaps.

FFT is working across three Strategic Health Authority Areas to facilitate the participation of Gypsies and Travellers in the participative and consultative mechanisms being rolled out by the NHS, working with partner organisations in the South West and the East of England.

FFT seeks to use IT to raise awareness of Traveller issues and to provide resources to enable Gypsy and Traveller groups and individuals to improve and increase their computer and Internet skills and communication.

FFT works with a planning consultant to respond to the planning consultative processes of local authorities at local and regional level, focusing in particular on the South West, the East of England and the South East. FFT has been represented at the Examinations in Public of the South West and East of England Regional Spatial Strategies and will also be giving evidence at the South East EIP.

The strategic direction of the organisation is managed by FFT's Director who reports to the Board of Trustees, meeting 6 times per year. The business year of FFT runs from 1 April to 31 March.

Friends, Families and Travellers receives funding from a wide range of sources including the Big Lottery Fund, the Equalities and Human Rights Commission, the Department of Health, the Irish Government Emigrant Services, the Tudor Trust, the Woodward Charitable Trust, the Lankelly

Foundation, Garden Court Chambers, other local and central government sources, the Brighton & Hove Health Improvement Partnership and others. FFT also receives income from its Membership and from the sale of publications.

## **7. Key Issues**

The Trustees of Friends, Families and Travellers have identified the following key issues that will inform service planning and development over the next three years –

- FFT will seek to consolidate and expand its operations in order to remain sustainable in the longer term.
- FFT will seek to ensure that it is fully joined into national and regional Equality, Diversity and Human Rights fora, networks and initiatives.
- FFT will seek to ensure that the Government's agenda of fixed site provision does not undermine the right to pursue a nomadic way of life.
- FFT will seek to widen and increase its sources of core and project funding based on priorities and identified need.
- FFT will seek to develop its services within other regions of the UK, particularly the South West and the East of England.
- FFT will continue to deliver first tier advice, information, casework and advocacy services to individual Gypsies and Travellers, whilst seeking to build up the capacity of other organisations to deliver first tier services.
- FFT will continue to seek to build the capacity of Gypsy and Traveller individuals, families and communities to enable them to realise their potential, take more control over issues that affect them and achieve a better quality of life.
- FFT will seek to build on the successes of existing projects and work with other agencies to secure the mainstreaming of accommodation, health, education and other services.
- FFT will fully involve service users in the design, development and delivery of all its services, projects and programmes.
- FFT will continue to take an active role in policy development, particularly on issues that are not being addressed by other organisations or agencies.

## **8. Service delivery aims and objectives over the next three years**

Over the next three years–

- We will continue to provide advice, information, casework and advocacy services through the Advice and Information Unit, seeking to expand the Unit to meet demand for services, and will record, monitor and evaluate casework in a way that –

- (i) is able to feed into and inform national campaigning and policy making, particularly through the mechanism of the Traveller Law Reform Project.
  - (ii) is consistent with the standards and processes required by Quality Mark.
  - (iii) Identifies the outcomes and impact of FFT's work.
- We will utilise the contacts that we make through specific casework to identify opportunities to work with individuals, families and communities to build their capacity and resources so that they become empowered to tackle future issues for themselves. This will include –
  - (i) Supporting the development of local self-help and residents groups.
  - (ii) Providing resources such as model constitutions, information on local funding and other support networks etc.
  - (iii) Accessing clients into appropriate training.
  - (iv) Providing appropriately designed literature about mainstream services available in the local area.
  - (v) Assisting clients to link in with other local agencies and networks.
  - (vi) Supporting clients to become joined into local programmes of participation and empowerment.
- We will work with victims of hate crime within Gypsy and Traveller communities in the SE Region to support victims and to encouraging reporting.
- We will continue to address issues of Domestic Violence and Violence Against Women within the Travelling communities in partnership with other agencies such as Victim Support, Women's Refuges and the Police through –
  - (i) Organising and servicing a national multi-agency Steering Group on Domestic Violence.
  - (ii) Training mainstream agencies to enable them to provide more appropriate, culturally sensitive services to Gypsies and Travellers.
  - (iii) Planning and organising a second National Conference on Domestic Violence.
- We will seek to ensure that our physical location within Brighton and the South East region does not result in the organisation placing too much emphasis on its activities within this region, to the detriment of other areas. In particular we will seek opportunities to roll out good practices that have been developed locally in the South East to other regions of the UK.
- We will work with partners in the South West and East of England to facilitate the inclusion of Gypsies and Travellers in the various participative and consultative mechanisms being rolled out by the NHS e.g. LINKs and Commissioning Fora. This will include –

- (i) Mapping areas of good practice where there is already good engagement of Gypsies and Travellers with Primary Care Trusts.
  - (ii) Identifying, recruiting, mentoring and training volunteers from within the Gypsy and Traveller communities to participate in the programme.
  - (iii) Identifying and building relationships with specific Primary Care Trusts and Local Involvement Networks with whom we will work.
  - (iv) Delivering appropriate training to Primary Care Trust and Local Involvement Network representatives.
  - (v) Supporting Gypsy and Traveller volunteers at meetings
  - (vi) Facilitating and assisting community feedback.
- We will work with partners in other Regions to develop centres of excellence for the provision of information, advice, casework and advocacy services to Gypsies and Travellers. We will work in partnership with Citizens Advice, Shelter, EHRC, Advice UK, other national mainstream agencies and Regional Equality Networks in order to achieve this outcome.
  - We will continue to provide holistic Health and Social Care outreach services to Gypsies and Travellers across Sussex including –
    - (i) Casework and empowerment work with Children and Young People.
    - (ii) Bridging adults into adult social care services.
    - (iii) Bridging individuals and families into healthcare services including mental health services and dentistry services.
    - (iv) Providing general community support services and supporting individuals and families to access the help agencies best suited to meet their needs.
  - We will continue to provide an effective policy response in respect of the planning consultation processes carried out by local, regional and national Government, particularly within the South West, South East and the East of England, and to appear as expert witnesses at Examinations In Public and other Public Inquiries.
  - We will seek resources to work with Registered Social Landlords, local authorities and Gypsies and Travellers to help them to identify, develop and manage sites for Gypsies and Travellers. We will seek to act as an appropriate and effective conduit between providers of accommodation, new to the issues affecting Gypsy and Traveller site provision, and the Travelling communities themselves.
  - We will work with local partners within the public, voluntary and private sectors to develop further models of excellence that can be rolled out regionally or nationally.
  - We will seek to disseminate information, and raise awareness, about key issues affecting Gypsies and Travellers through



participation in appropriate networks and fora at national and regional levels.

- We will, in liaison with our partners the Irish Traveller Movement in Britain and the London Gypsy and Traveller Unit, review the purpose and role of the Traveller Law Reform Project to assess whether the focus of the TLRP should move away from the narrow area of law reform and towards securing a stronger and more strategic voice on Gypsy and Traveller issues generally.
- We will work with appropriate partners on specific research projects to gain a better understanding of issues affecting Gypsies and Travellers. These include –
  - (i) Research commissioned by EHRC on the inequalities faced by Gypsy and Traveller communities (now completed and published).
  - (ii) Research in partnership with Brighton University to examine the use of Accident and Emergency services by Gypsies and Travellers (now completed, report to be published in 2009)
  - (iii) Research in partnership with the Irish Traveller Movement in Britain into the Financial Exclusion of Gypsies and Travellers (research commenced August 2009).
- We will seek to strengthen our links with other Gypsy/Roma/Traveller organisations overseas to assist our service development and provision and to contribute to the development of an international voice on behalf of Gypsy/Roma/Traveller communities.

## **9. Operational plan**

The Service Delivery Aims and Objectives set out in the previous section of this Business Plan refer to a number of quite distinct and separate, but to some extent inter-related, projects. Each individual project is supported by its own separate Work Plan of outcomes, milestones and out-puts as agreed by our respective funders.

This section of the Business Plan provides an overview of how the organisation will manage the delivery of our projects to ensure that targets are met and out-puts delivered on time, within budget and to a high quality.

The overall responsibility for managing all the projects rests with the Director of FFT assisted by the members of the Management Team. The Management Team currently comprises –

Chris Whitwell	Director
Zoe Matthews	Health Improvement Manager
Emma Nuttall	Advice and Policy Manager
Sarah Mann	Training and Capacity Building Officer (seconded to the Management Team pending appointment of a new Team Manager post).

The Director will retain an overview of all the projects, including financial management, and will meet regularly with the individual Project Managers. The Project Manager for all Advice and Policy projects is the Advice and Policy Manager, and the Project Manager for Health, Social Care and outreach projects is the Health Improvement Manager. The Management Team will meet quarterly to review the progress of all current projects and any significant slippage on agreed timescales will be reported to the following meeting of the Trustee Board. In the unlikely event of any serious inability to meet the targets or timescales agreed with the funding body, the Director will be instructed to discuss the issues with the funder as a priority.

All projects will be delivered within the framework of FFT's Quality Assurance standards and the various policies and procedures that FFT has adopted to maintain a high quality of service delivery. These are consistent with Quality Mark standards, although as the Legal Services Commission no longer offers Quality Mark at the General Help level it has been decided to apply for PQASSO quality assurance status. The Director will be undertaking PQASSO training in November 2009 with a view to making a formal application in 2010.

FFT will continue to deploy a range of techniques to ensure effective monitoring and evaluation of all its projects, including retaining detailed client records, collecting anonymised data on all casework undertaken, client perception and satisfaction surveys and delegate feedback from training courses. FFT will continue to commission independent Evaluation Reports of major projects undertaken or projects involving learning to be shared with other agencies.

## **10. Service standards and key performance indicators**

The following are aspirational, but achievable, targets based on the current level of resources –

Number of clients given information and advice	500 per annum
Number of clients receiving ongoing advocacy support	200 per annum
Number of clients sign-posted to other agencies	500 per annum
Percentage of cases with beneficial outcomes	75% +
Number of beneficiaries helped through casework	1,000 per annum
Level of client satisfaction with our services	90% +
Number of people accessing the web-site	2,000 per annum
Number of Travellers participating in FFT projects	2,000 per annum
Number of beneficiaries of FFT projects	8,000 per annum
Number of subscribing members of FFT	300

N.B. All individual projects will have Work Plans to include project specific outcomes, milestones and out-puts that will be regularly monitored. Independent evaluation reports will be produced in respect of major projects, and other projects where there are wider learning points to be shared with other agencies.

We will monitor all our casework on the basis of geographical location, ethnicity and category of casework undertaken. In addition we will seek qualitative information regarding the outcomes achieved from casework.

## **11. Funding Strategy**

The responsibility for maintaining an ongoing and sustainable Funding Strategy rests with the Trustee Board which will be advised on strategic issues by the Director. The Board will hold a strategic planning meeting on at least an annual basis to review the Business Plan and Funding Strategy, facilitated by the Director, and may invite other FFT staff to participate in joint strategic planning.

Fundraising activities are undertaken by a fundraising team comprising three members of FFT staff under the leadership of the Director.

Friends, Families and Travellers will review its funding strategy during 2009/10 to ensure that it –

- Seeks to secure additional core funding to maintain the stability of the organisation in the longer term.
- Reviews the responsibilities and the accountabilities for fundraising activity.
- Provides a basis to secure the long term viability of the organisation.
- Broadens its funding base to make it less reliant on any single source of funding.
- Seeks to achieve status as a Strategic Partner of central Government and/or other statutory agencies in recognition of its unique role as the only national organisation providing services of this kind to Gypsies and Travellers.
- Builds up the level of reserves to the point where they represent three months operating costs.
- Takes into account the specific risks posed by the world-wide financial recession and contains appropriate mechanisms for addressing those risks so that the impact on the organisation's sustainability is minimised.
- Seeks to maximise income from social marketing, particularly the opportunities to build up FFT's capacity to meet increased demand from mainstream organisations for awareness raising and capacity building training.

Day to day financial control will be maintained through budget monitoring reports to the Trustee Board on at least a quarterly basis. Such reports will set out the budget agreed before the start of the financial year, with details of proposed income and expenditure in respect of every budget head. Individual budgets will be maintained for each project so as to ensure that restricted and unrestricted income are separated. Each budget monitoring report will show the year's income and expenditure to date, and an end of year out-turn projection. The out-turn projection will be based on knowledge of actual income and expenditure plus informed expectations for the remainder of the year. It will be the responsibility of the Director of FFT to produce such reports in liaison with the organisation's finance officer.

## **12. Risk Management**

The Director will report to the Trustees on at least an annual basis in accordance with FFT's adopted Risk Management Policy, and risk assessments will be carried out at the appropriate level in accordance with the requirements of the policy. The Risk Assessments will have regard to the risks that would be posed by a change in political leadership and direction after the next General Election.

### **13. Staff and Organisational Development**

Friends, Families and Travellers will seek to ensure that it is a learning organisation with staff and organisational development at the forefront of all its activities. In order to do this we will continuously assess and seek to meet to training needs of the staff and Trustees. We will also continue to ensure that our clients and other members of the Travelling communities remain central to the design and delivery of all our services, projects and programmes.

The training and development needs of staff will be addressed through regular supervision, annual appraisals and the production, implementation and review of personal training plans. The training and development needs of Trustees will be met through the production, implementation and review of a Board training plan and through Board away-days.

### **14. Service User Involvement**

Service user involvement and participation will continue to be at the heart of all FFT's work, and community members will be centrally involved in the identification, planning, design and delivery of all services and projects. The detailed approach is set out in the FFT Service User Policy.

### **15. Key Partnerships**

We will seek to work with a range of partners in order to achieve our organisational objectives.

We will work within the Traveller Law Reform Project to campaign for positive change, respecting the role and remit of other Gypsy and Traveller organisations both within and outside those immediately involved as part of the Project.

We will work with local partners from the public, voluntary and private sectors to develop models of good service delivery that can be rolled out regionally or nationally.

We will seek to develop our partnership work with Citizens Advice and other mainstream advice agencies to promote the development of centres of excellence across the UK.

We will work with local Gypsy and Traveller groups to build the capacity of those groups to access mainstream services and to cascade information and help within their own communities.

We will seek to work with Registered Social Landlords and local authorities to assist them to identify, develop and manage new sites for Gypsies and Travellers.

We will continue to work with the Travellers Advice Team of the Community Law Partnership (Birmingham) and other legal providers to maximise the levels of services to Gypsies and Travellers.

We will continue to work with the Travellers Aid Trust to improve the quality of life and access to service for all Gypsies and Travellers.

We will work with partners in other Regions, particularly the South West and the East of England to develop joint projects and initiatives.

## **16. Equality, Diversity and Human Rights**

Friends, Families and Travellers will seek to ensure that everyone within the organisation has a good awareness of, and commitment to, FFT's equalities policy and the principles of equality and diversity, and we will constantly review the training needs of all individuals connected with the organisation.

We will ensure that all our services are delivered on an equal basis and that we do not preference any one group of Gypsies or Travellers over another in the design and delivery of our services. Should specific cultural or ethnic needs be identified, we will seek to ensure that these are met.

Further details of how FFT will ensure equal opportunities in recruitment and in service delivery are contained within the adopted equalities policies.

We will seek to ensure that the Human Rights of Travellers not protected under the provisions of the Race Relations Act are taken into account in decisions affecting them.

We will also campaign to raise the issue of the multiple discrimination that can impact on the lives of Gypsies and Travellers, for example the access difficulties for a physically disabled Gypsy living on a site.

## **17. Marketing plan**

Services delivered by Friends, Families and Travellers comprise a mixture of reactive services (e.g. casework and advocacy arising from the telephone helpline) and proactive services (e.g. working with organisations to help them provide better, more appropriate services to Gypsies and Travellers).

The current level of demand for our casework and advocacy services exceeds the resources available to meet that demand although it is hoped to extend the capacity of the casework and advocacy service in 2010.

We will continue to market our services to the Travelling communities in a variety of ways including –

- (i) Distribution of Traveller friendly leaflets (designed to take account of the low levels of literacy within some parts of the community).
- (ii) Through face to face outreach work when visiting individuals, families and communities on Gypsy/Traveller sites.
- (iii) Through attendance at Traditional Gypsy and Traveller Fairs and events.
- (iv) Through partnership work with other Gypsy and Traveller organisations.

We are seeking to expand our social enterprise work particularly in the area of training and capacity building mainstream organisations and plan to recruit a new Training and Capacity Building Manager to lead this work. Her/his priority task will be to produce a new Marketing plan to address –

- (i) The potential for training officers and Members of local authorities, including County, District and Parish Councils, in view of the community tensions that are arising over new site provision.
- (ii) Marketing of training packages to third sector organisations including Equality Networks and charitable trusts.
- (iii) Marketing of training to Registered Social Landlords and other housing providers.

## **18. Monitoring and Review**

We will ensure that performance against our targets and service standards is regularly reported to Trustees and that the Business and Development Plan is reviewed on an annual basis.

This Business and Development Plan has been amended to reflect the work carried out by Trustees and staff at a Strategic Planning meeting held in March 2009. The amended plan was formally approved at the Trustee Board meeting on 27th June 2009.

The Business and Development Plan was further amended in September 2009 to take into account the requirements of the EHRC Strategic Funding Programme. These changes were adopted at the Trustee Board meeting on 3 October 2009.

Date for next review – June 2010