

STATES OF JERSEY



JERSEY COMMUNITY RELATIONS TRUST: STRATEGIC PLAN – 2007 TO 2011

**Presented to the States on 27th March 2007
by the Chief Minister**

STATES GREFFE

JERSEY COMMUNITY RELATIONS TRUST
STRATEGIC PLAN – 2007 to 2011

FOREWORD

The Jersey Community Relations Trust (JCRT) was incorporated in the Royal Court on 3rd September 2004, following on from a proposal to form the Jersey Community Relations Trust being lodged au greffe on 12th August 2003.

The need for such a body had been identified from the findings of the Racial Discrimination Forum 2000; a forum of working groups established under the auspices of the Policy & Resources Committee to research racial attitudes and cultural integration in the island.

The JCRT submitted its first Business Plan, covering the eighteen months from initial funding to 31st December 2005, to the old Policy and Resources Committee during 2005. This plan was approved and the JCRT has been working hard within that plan toward achieving its aims and objectives.

In that time we have made steady progress, and although not every initiative that we tried worked out exactly as we had expected we have learnt lessons on the way which can only serve to enhance the rigour of our future initiatives

The JCRT now submits its Five-Year Strategic Plan for consideration.

This Strategic Plan sets our agenda for the next five years; showing the areas of activity which we intend to focus upon together with the funding implications as far as we can judge them at this time.

The recent States Strategic Plan, and the promised raft of legislation therein, shows that the Island authorities are committed to many objectives that are shared by JCRT.

We are enthusiastic about the road ahead and our ability to contribute to real, sustainable progress.

Nick Hutchinson
Chairman
Jersey Community Relations Trust

**JCRT – PROMOTING EQUALITY OF TREATMENT AND
OPPORTUNITY FOR ALL**

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EXECUTIVE SUMMARY

A listing of the activities undertaken since the trust began, running up to the end of 2006, is included as appendix A, as is a comparison of our achievements against our existing business plan in appendix D. In addition draft financial accounts for the same period are included as appendix B, and a comparison to the original budget at time of establishment is in appendix C.

Highlights:

Island Events

- Anne Frank Interactive Exhibition
- Live 8 Jersey
- Refurbishment of Prison Visitor's Centre
- Anti-Discrimination Promise
- Public awareness on draft Anti-Discrimination Legislation

Outreach \ Implementation

- Supported 11 small scale projects
- Flag raising
- Raised public profile
- Contributed to inter-agency work
- Researched database of active parties and began to extend into this network
- Designed our website

Organisational Development \ Performance Monitoring

- Stabilised our corporate affairs
- We achieved the majority of our targets from our original business plan.
- Originally funded £100k by the States for 18 months.
- We have in fact been going for 30 months.
- In that time we have brought in £48k ourselves over and above the original funding.
- Income exceeds expenditure by £21k
- Liquid assets stand at £20k.

Future Plans:

- Our initiatives for the next five years are listed in this document
- For 2007 we have five main objectives;
 - o Discrimination Conference – set for 7th September at RJAHS
 - o Anti-Discrimination Promise – further rollout
 - o Resource the business plan
 - o Resource administrative infrastructure
 - o Increase public contact and profile
- We are seeking funding of £50k in 2007 in order to achieve these aims.

OUR VISION

Our Aim

To seek to eliminate discrimination on any ground including, but not limited to, grounds of colour, race, nationality or ethnic or national origins, gender or sexual orientation, disability or age, by promoting good relations between all members of society, and seeking to achieve equality of treatment and opportunity within our community.

Note: The above is our Aim as defined in our constitution. We consider we should include the word "religion"

Our priorities over the next five years will be to network and liaise with all the agencies and initiatives working for the well-being of the community. In this respect our efforts will be seek to be both positive and creative in sharing best practice in meeting public expectation and needs with respect to discrimination. In doing this we would wish to work in harmony with the States in providing the most effective programme of personal involvement in island life.

OUR OBJECTIVES

Our Constitution lists eleven objectives. After much consideration we have distilled these down to just three key objectives, together with two critical success factors.

OBJECTIVES

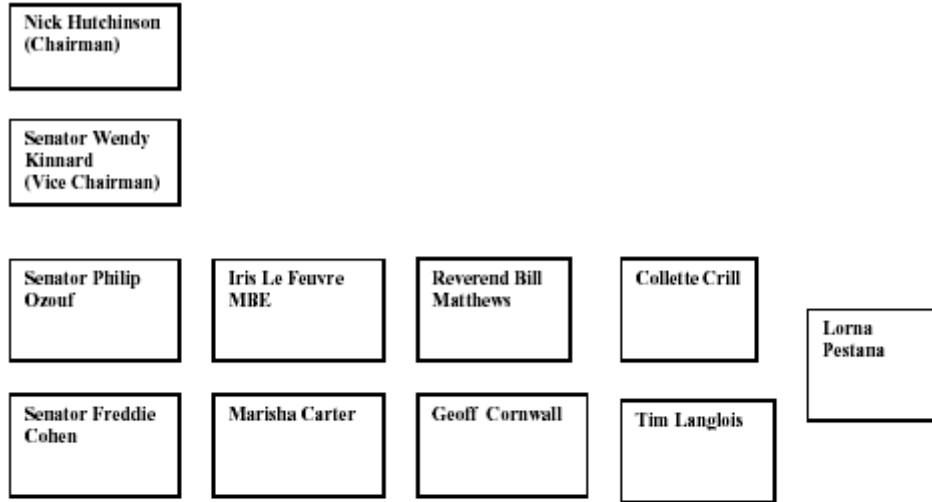
- 1) Promote Good Relations
- 2) Promote Equality
- 3) Eliminate Discrimination

CRITICAL SUCCESS FACTORS

- 4) Promote Education and Training
- 5) Establish a programme of Sustainable Progress.

TRUSTEES

The members of the Trustees Committee are:



Five Trustees have been appointed by States bodies as required by the Constitution:

- The States have appointed the independent Chair and one other trustee.
- The Policy and Resources Committee has appointed one trustee.
- The Home Affairs Committee has appointed one trustee.
- The Education, Sport and Culture Committee has appointed one trustee.

The original five trustees so appointed, have in turn appointed the remaining four independent trustees. The cycle of initial appointment periods is staggered across the trustees ranging from one to three years, so as to ensure continuity. After the initial appointment periods have been reached, all trustee appointments will be for a three year duration. We intend to operate with a maximum of twelve trustees, co-opting expertise as needed. Some trustees are approaching the end of their term.

There are four posts fulfilled by nominated trustees: the Chair, the Vice-Chair, the Honorary Treasurer and the Honorary Secretary.

We need to devise a simpler mechanism for appointing and replacing trustees in order that we maintain the spirit of the representation intimated above, but in a more flexible framework. Our interests are aligned with the States Strategic Plan and there is much to be gained by staying in close contact. Nevertheless we need to balance our independence with representation and accountability (through annual reports and financial accounts).

Areas of Focus of the Jersey Community Relations Trust:

AREAS OF FOCUS – 2007 to 2011	
EFFECTIVE WORKING PRACTICE	
1.	Develop five-year strategic plan <ul style="list-style-type: none"> • Deliver and communicate the strategy to stakeholders • Monitor progress on six-monthly cycle
2.	Identify island issues which need addressing <ul style="list-style-type: none"> • Identify issues through liaison with contacts and through website • Research the issues – obtain quantifiable data where possible • Spot the gaps • Avoid duplication • Prioritise effective actions • Statistics User Group
3.	Infrastructure, procedures, disciplines <ul style="list-style-type: none"> • Recruit and maintain a full complement of Trustees • Amend constitution in the light of changes to Ministerial Government • Allocate responsibilities amongst Trustees
4.	Administration <ul style="list-style-type: none"> • Build network of helpers and associates • Establish office base • Recruit part-time co-ordinator/administrative infrastructure
5.	Manage our resources and attract appropriate financial support <ul style="list-style-type: none"> • Focused attention on funding of specific projects/events • Attract funding for general expenses
ISLAND EVENTS	
6.	Provide stimulating educational exhibitions and resource. <ul style="list-style-type: none"> • Hold Discrimination Conference (7th September – RJAHS) • Exhibition on our Immigration History (Similar to the new Paris Museum – 2007)

	<ul style="list-style-type: none"> • Exhibition on the Jersey Identity
	OUTREACH \ IMPLEMENTATION
7.	Provide a sustainable forum for debate and contact <ul style="list-style-type: none"> • Launch website – information and communication • Hold public meetings on hot topics • Office, email and telephone
8.	Establish realistic links with local groups and connect with relevant persons. <ul style="list-style-type: none"> • Targeted Programme of sandwich lunches • Targeted agency/network ventures • Give talks to relevant groups • Support parties with related aims • Strengthen engagement with all elements through a developing spectrum
9.	Create a momentum of awareness <ul style="list-style-type: none"> • Anti-Discrimination Promise • Media articles • Provide training
10.	Awareness of and involvement in legislative change <ul style="list-style-type: none"> • Public meetings and smaller targeted groups to aid consultation • Anti-Discrimination Legislation and rollout of Regulations • Human Rights • Immigration
11.	Pursue liaison with official bodies and leverage international experience <ul style="list-style-type: none"> • Desktop research – finding resource and best practice • United Nations and EEC • Commission for Racial Equality • Equal Opportunities Commission • Disability Rights Commission • Commission for Equality and Human Rights (2007) • Leverage precedents

12.	Focus on Young People <ul style="list-style-type: none">• Link into education, schools, youth clubs, groups (including 1-3 year olds)• PHSE curriculum• Provide skills training• Include youth within the Anti-discrimination conference.
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The following schedules structure our areas of focus across timelines

KEY ACTIONS, LINKED TO OBJECTIVES

Ref	ACTION	OBJECTIVE	STEPS	07	08	09	10	11
1	Amend Constitution Office costs Part-time Administrator Maintain office procedures Trustees insurance	Equipment, phones, website. Control environment	Constitution to Court Maintain core Data Protection Insurance	1,000 5,000	5,000 20,000	5,000 20,000	5,000 20,000	5,000 20,000
2	Prepare 5 Year Strategic Plan	Plan in light of feedback and experience Monitor and update	Finalise Strategy Present Strategy 6 monthly cycle					
3	Fundraising	Specific events Projects General overhead	Self-funding Hypothecated funds Programme events Sell products					
4	Identify Issues	Baseline active players, spot gaps and overlaps.	Targeted contact					

5	Research the issues	Quantify the issues	Define scope Hire skills Conduct research Report Determine actions		2,000	2,000	2,000	2,000
6	Engage in Statistics User Group	JCRT has a seat on this forum.	Attend meetings Monitor statistics Suggest measures					
7	Support small scale projects and Multi-ethnic events	Integrate into ground-level activities. E.g. Amnesty International or Madetrain visit	Identify maximum 10 projects of approximately £1k.	5,000	12,000	7,000	12,000	7,000
8	Raise Awareness	Educational events	Discrimination Conference Jersey Identity Immigration Exhibition 21 st Century – 10 Years In Update Conference	15,000	7,000	15,000	7,000	15,000
9	Anti-Discrimination Promise	Promote awareness	Rolling Training	1,500	1,500	1,500	1,500	1,500

10	Leverage International Experience	Learn from others who have trod this path before	Desktop Research Research UK Research EEC					
11	Monitor legislative developments	Provide input, influence final documents	Immigration Human Rights Anti-Discrimination Public Meetings	1,000	1,00000	1,000	1,000	1,000
12	Link into the Schools and Pre-schools	Get the message across, and eliminate any discrimination	Monitor Education Outreach Monitor Pre-School report Link into school PHSSE Establish dialogue with relevant representatives Rollout teaching literature actors		2,000	2,000	2,000	2,000
13	Environmental community statements	Utilise public places to promote positive community messages to wider population	Flag Raising Road – naming Advertising hearings					

CASHFLOW PROJECTIONS

COMMENTS:

The JCRT was granted initial funding of £100,000 from the States of Jersey in September 2004. This was intended to see the JCRT through the first 18 months of its establishment – i.e. through to March 2006. The funds were drawn down in two tranches; £20,000 in October 2004, and £80,000 in July 2005 after approval of the Business Plan.

Through a combination of a prudent approach to expenditure, adhering to the principle of attracting funding for large scale events, and the receipt of several small donations, we have finished January 2007 with liquid assets of approximately £21,000. At this point we have made the initial funding last a full 12 months further than was anticipated when the funds were granted.

PLANS 2007:

We are planning one key high-profile event: a Discrimination Conference in September. If we are unable to attract further funding then we might only just be able to manage this, will cut our cloth accordingly and branch out again when we do have funds.

FUNDING REQUIREMENT:

The cashflow projections on the next page show the following decreasing requirement profile:

2007	-	£ 50,000
2008	-	£ 47,500
2009	-	£ 45,000
2010	-	£ 42,500
2011	-	£ 40,000

CAVEATS:

- (1) The costs of the proposed conferences, exhibitions and multinational events could be significantly reduced if sponsorship can be obtained.
- (2) Our current premises are kindly utilised rent-free. Should we have to move to alternative premises this cost could significantly increase.

	2007	2008	2009	2010	2011
	£	£	£	£	£
Cash	20,000	41,000	35,450	26,350	17,700
Requirement	50,000	47,500	45,000	42,500	40,000
	70,000	88,500	80,450	68,850	57,700
Administration	6,500	25,550	25,600	25,650	25,700
Research		2,000	2,000	2,000	2,000
Small Projects	5,000	12,000	7,000	12,000	7,000
Conferences/Exhibitions	15,000	7,000	15,000	7,000	15,000
Anti-Discrimination Promise	1,500	2,500	1,500	1,500	1,500
Public meetings	1,000	1,000	1,000	1,000	1,000
Youth projects		2,000	2,000	2,000	2,000
Environment schemes		1,000			
	29,000	53,050	54,100	51,150	54,200
Carried forward	41,000	35,450	26,350	17,700	3,500

JCRT - Bullet Point History

2005

Major Projects:

Anne Frank Interactive Exhibition
Live 8 Jersey

Small Projects:

Flag-raising at the harbour (Liberation Week)
Children's wartime play to London
Grand Vaux Youth Club - Madeiran workshops and visit
Story Time Dads
Arts Trust play to Germany

2006

Anti-Discrimination promise
Launch in April
Deloitte - TV and Business Brief
JEP - publicity re Guiton Group

Public Meeting:

Discussion of proposed Anti-Discrimination Regulation - 50 attendees

Projects:

Started working on our own website
Maderian Delegation visit
Highlands College Special Needs Group to the theatre (play presented by disabled artists)
The Bridge - financed creche worker
JCCT - sponsored Portugese and Polish interpreters
Community Savings & Credit Bank
Amnesty Film Festival - co-sponsors and publicity
Refurbishment of visitor's room at the prison
UK Race Conference - sponsored attendance by Melanie Cavey

Publicity:

Numerous radio interviews -
- ADP, Same Sex Age draft, Draft Regulations, Hoodies, Football Violence, Polish, Portugese, etc
Five TV Interviews - CTV and BBC
Published Article re Discrimination
Saturday spread

Liason and exploratory meetings:

YES website - participating in groups with Mark Renouf
Youth Fact Book - participating with Ted Parfitas
BASS initiatives - Ian Rogan
Community Savings Bank - via Marisha and Nick
Statistics Unit
Health Strategic Plan - via Sam Bollam
The Bridge
Jersey Child Care Trust
Education - meetings via Iris and Bill
David Kennedy - involvement through sport initiative
Centre Point - idea of summer schools
Skateboarders Association
Indians in Jersey - and their Diawli celebrations
Imam - discrete meeting
Deaf Group workshops
Caspar Wimberley re potential art based projects
Rod McCloughlin's unit - 2 meetings - Daniel & Christine
Hilary Jeune - re EU and access to it youth initiatives and resources

2007

Safer St.Helier - workshop beginnings

ADP - further signups and presentation event

Anti-Discrimination Conference

Submission of Business Plan

Fund-raising

Speak at Schools

Balance Sheet - 31st January 2007**DRAFT**

	£	£
Fixed Assets		1,642
Current assets:		
Bank	18,167	
Debtors	<u>2,000</u>	
	20,167	
Creditors	(548)	
Net Current assets		19,619
Total Assets		<u>21,261</u>
Profit & Loss	<u>21,261</u>	
Total Liabilities		<u>21,261</u>

Profit & Loss - to 31st January 2007**DRAFT**

	£	£
Income:		
States Funding		100,000
Donations		24,347
Live 8 Donations		15,540
Tax Covenants		7,160
Bank Interest		1,502
		<u>148,549</u>
Expense:		
Live 8	29,705	
Anne Frank	20,155	
Prison Refurbishment	20,064	
Small projects	18,142	
Staff costs	12,978	
Set-Up project	8,937	
Website	4,375	
Research project	3,540	
AD Promise	3,190	
Advertising/publicity	2,595	
Public meetings	1,879	
Stationery	648	
Telephone	616	
Petty cash	390	
Assocs/Memberships	74	
	<u>127,288</u>	
Profit(Loss)		<u>21,261</u>

Small Projects - to 31st January 2007

		£
2005		
July	Children's wartime play to London	2,600.00
July	Grand Vaux Youth Club - Maderia	1,100.00
July	Story Time Dads	500.00
Dec	Arts Trust Play to Germany	1,250.00
2006		
Jan	Community Savings & Credit Bank	5,000.00
Apr	A I Film Festival	1,000.00
June	Publicity	250.00
June	Special needs group to see play	56.00
Aug	JCCT - interpreters public meeting	1,000.00
Sept	Creche worker - The Bridge	4,040.00
Oct	Madeiran Deelgation event	1,000.00
Nov	Race Conference - London 1 delegate	346.63
		<u>18,142.63</u>

	ORIGINAL BUDGET (2003\2004)	ACTUAL
	£	£
INCOME:		
Voted Funds	100,000	100,000
Donations and tax relief		39,887
Tax relief		7,160
Bank interest		1,502
	100,000	148,549
EXPENDITURE:		
Staff costs	67,500	12,978
Office rent and rates	14,000	
Legal costs, fees	5,000	8,937
Fit-Out, refurbishment	3,000	
Telephone and IT	2,500	616
Printing and publishing	2,500	3,243
Furniture and equipment	2,000	
Establishment	2,000	464
Maintenance, repairs	1,500	
Live 8		29,705
Anne Frank		20,155
Prison refurbishment		20,064
Small projects (11)		18,142
Website		4,375
Research project		3,540
A D Promise		3,190
Public meetings		1,879
	100,000	127,288
RETAINED RESERVE	NIL	21,261

- This is the very high-level budget circulated, as a memorandum item only, at the time of initial and early discussions re the formation of the Community Relations Trust, and prior to the appointment of any trustees.
- The donations figure of £39,887 represents £35,540 of hypothecated donations and £4,347 of general donations.
- We were scheduled to have Nil reserves after 18 months, and in fact we have £21k after 30 months.

KEY PLANNED ACTIONS 2005/2006 – MONITORED AGAINST RESULTS

Ref	ACTION	OBJECTIVE	STEPS	BUDGET	STATUS	ACTUAL
1	Establish statutory structure	Attend to legal set-up Engage temporary staff	Constitution to Court Data Protection Insurance Bank Accounts Plan and implement	£10,500	Completed Completed Ongoing Completed Ongoing	£ 8,937
	Establish office procedures	Provide reliable control environment		£1,500	Completed Ongoing	
2	Public Meetings/Workshops Outreach	Raise profile, encourage involvement, increase participants, expand skills and contact base	Initial Workshop Public meeting Relaunch More public meetings	£ 500 £2,500	Completed Completed	£1,879
3	Enlist all Trustees	Comply with Constitution	Appointed trustees Independent trustees One remaining position		Completed Completed Ongoing	£400
4	Prepare a Directory of Organisations Involved in Community Relations Issues	Baseline active players, spot gaps and overlaps.	Define scope Conduct research Further research Report Determine actions	£4,000 £1,000	Completed Completed Completed Completed Ongoing	£ 3,540

5	Prepare Business Plan	Plan our activities P&R target 1s July 2005	Planning meeting First draft report Finalise report Present to P&R		Completed Completed Completed Completed Ongoing	
6	Encourage contact Establish Focal Point Prepare Website	Make it easy for people to contact us Mechanism for Communication	Consider email account Consider phone line Basic Build Content design Rollout Update content	£ 5,000	Completed Ongoing	£ 4,375
7	Research Project Collaboration with Highlands	Obtain understanding of issues facing this community	Define scope Conduct research Report Determine actions	£ 5,000	Completed Ongoing	
8	Promote an educational exhibition	Raise awareness and reach significant numbers	Select Exhibition High Level plan land contract Detailed Plan Hold exhibition	£ 20,000	Completed	£20,155 Exhibition provide by Anne Frank Centre Site provided by Jersey Heritage

			Feedback			Trust
9	Establish Rwandan link	Utilise recent experience	Contact Ambassador Plan involvement			
10	Monitor legislative developments	Provide input, influence final documents	Immigration Human Rights		Ongoing	
11	Leverage International Experience	Learn from others who have trod this path before May require temp resource	Research UK Research EEC Action plan	£ 5,000	Ongoing	
12	Link into the Schools and Pre-schools	Get the message across, and eliminate any discrimination	Monitor Education Outreach Monitor Pre-School report Link into school PSE Meet Mario Lundy Establish dialogue with relevant representatives Rollout teaching literature	£ 10,000	Ongoing	
13	Engage in Statistics User Group	JCRT has a seat on this forum. Monitors Stats statistics	Attend meetings		Ongoing	
14	Involve community statements in public events	Utilise public events to promote positive community messages to wider population	Flag Raising Road – naming Sculpture Postage Stamps	£ 5,000	Completed	

APPENDIX D

			Waterfront Development		Ongoing	
15	Promote Multinational events	Encourage working together with spin-off networking and knowledge	Find partners/promoters Plan Hold the event Feedback	£ 5,000	Ongoing	
16	Promote Participatory Event	Live/ Jersey – public screening	Plan and engage Contract Attract sponsorship Hold event Debrief	£5,000 Event budget £25,30k, before substantial sponsorship	Completed Completed Completed	£ 29,705
17	Support small scale projects	Integrate into ground-level activities.	Identify 10 projects in EU/UK range	£ 20,000	Ongoing	£ 18,142
18	Prepare 5 Year Strategic Plan	Plan in light of feedback and experience	Planning meeting First draft report Finalise report Present to P&R			

In addition to these planned activities we also:

- Launched the Anti-Discrimination Promise
- Refurbished the Visitor's Room at the prison

HOW WE CONDUCT OURSELVES

We intend to promote good relations, stimulate equality and eliminate discrimination.

In order to do this we will ally ourselves to other groups concerned about community relationships and human values. We will monitor developments in our community whilst also keeping abreast of current thinking and practice in other jurisdictions.

We will raise awareness and generate actions in support of our objectives. Some projects we will commission and manage ourselves, other projects will originate elsewhere and be supported and guided by us, whilst still others will be in the nature of joint ventures.

We shall endeavour to conduct ourselves in an appropriate manner in all our dealing and contacts, always acting according to the values which we hold, and the parameters of our Constitution.

It is obvious that we have to build networks and work with others to achieve our goals. Some of our initiatives will have high visibility whilst many will not. Our work is of a **long-term** nature, and having now established firm foundations, we are poised to spread our net wider, so that we may build broadly-based **sustainable** positive developments. In a changing society our work will always be ongoing.

OUR CRITERIA FOR SELECTING ACTION

We recognise that it is not sufficient for everyone to pursue “good ideas”, without being rigorous in our process of deciding which projects/activities we should pursue, how we engage in them, and how we monitor the benefits.

We will try to quantify proposals against the following criteria:

- 1 CONTACT
 - positive contact between communities/groups
 - fostering of longer-term contact
 - promote a culture of inter-agency working

- 2 PARTICIPATION
 - ownership by those involved
 - building self-esteem and civic capacity
 - positive and enjoyable

- 3 SCOPE
 - how many people are affected
 - what is the intensity, duration and quality of the relationships
 - how many different communities are involved

- 4 QUANTIFICATION
 - cost effective control
 - feedback