



lead... influence... change

Business Plan 2009-2012

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Executive Summary

Since its launch in 2006, CfED has taken steps to build on its reputation in the race arena to become more actively involved in other areas in the equality and diversity field. The last three years have also seen the organisation placing a greater focus on its work with young people and asylum seekers and refugees. However its work in building the capacity of groups from the BME sector remains a key element of its Mission.

This Plan has been based on discussions with Board members, staff and stakeholders including young people. Consequently, we have redefined our Mission and Vision Statements, rethought our Strategic Objectives and realigned our services to ensure we deliver activities which meet the needs of those we aim to serve.

We have considered the external operating environment in which we find ourselves and thought carefully about how our organisation should position itself in these changing times; we have critically examined our strengths and weaknesses as part of this process.

We have reflected on our achievements and noted our aspirations for the future.

We believe this Plan provides a practical approach to securing our future; we trust all those who read it will find it to be of interest.

1. Introduction

This Plan has used the Business Plan of 2006-2009 to reflect on the achievements of CfED in recent years. Whilst that Plan was aspirational and useful in steering CfED's activities, the 2009-2012 Plan takes a practical but strategic approach to developing CfED's response towards a rapidly changing environment.

The Centre for Equality & Diversity was established in 2006 and superceded the Dudley Racial Equality Council (DREC). CfED was established in response to the changing nature of the diversity and equalities field. Notably at that time the forthcoming launch of the Equality and Human Rights Commission (EHRC).

The aim of the EHRC, finally launched in October 2007, was to "*reduce inequality, eliminate discrimination, strengthen good relations between all people and promote and protect human rights, ensuring that everybody has a fair chance to participate in society*" The EHRC brought together the work of three previous equality commissions – the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission. This major shift in policy was one of the primary reasons for CfED realigning its activities to embrace the wider diversity agenda.

Whilst the EHRC implemented an "interim" programme of 12 month grant funding which finishes in March 2009, it is currently consulting on future priorities with the next grant round due September 2009. This hiatus, whilst useful in some respects to allow organisations to be part of the consultation process, is difficult in terms of future planning. Hence this Business Plan is written in the full knowledge that the external environment needs to be kept firmly under review and speedy action taken to address opportunities as they arise. CfED believes it has the core staff with the expertise and skills to take advantage of such opportunities.

The Business Plan process commenced in November 2008 with a Board session held to review the previous Business Plan and put forward proposals to form the basis of the 2009-2012 Plan; all staff of CfED were invited to participate in the session. This resultant draft Business Plan was "tested" with stakeholders, either by asking them to respond via a questionnaire or by attendance at a stakeholder event to offer comments. An additional session was held with young people to gain their views on Dudley as a place to live, their concerns and what they would like to see available in terms of activities and services to address issues important to them. A further staff meeting was held where further comments were welcomed. This Plan is the result of the various responses which have been received, for which we are grateful; it will be supported by an annual Operational Plan which will build on the themes contained in this Plan.

Lessons from the 2006-2009 Business Plan

Over the period of the Plan, youth related activities became a far more significant aspect of our work; this is reflected in our achievements noted later. Similarly, we saw considerable growth in our work with refugee and asylum seeker communities. We also noted that, whilst requests for training in equality and diversity issues continued, we experienced difficulties in securing funding to meet the costs of offering such training. Therefore, whilst training will remain a part of CfED's portfolio of services, the level of training offered will be dependent on the level of income secured, from clients, to meet delivery costs. The foregoing has led us to redefine our service areas which are noted at Section 8 of this Plan.

CfED achievements: 2006-2009

Whilst CfED has retained its reputation of offering effective support to the BME sector, it has also taken steps to broaden its partnership activities into other areas of the diversity arena. Thus it has worked with the Dudley Primary Care Trust in its gender equality scheme and has also worked with Disability Rights Commission and become a member of Dudley MBC's Equality & Diversity Advisory Group.

CfED's particular strength is in developing the infrastructure of BME groups in the community. This has been especially successful and remains a major part of our work. The increasing importance of CfED's role in youth work in Dudley has become noticeable, particularly around conflict resolution and its inter-generational work. As part of our inter generational work, we led a number of workshops where young people and elders from communities came together to discuss issues of interest. Various points were raised and discussions were wide ranging allowing attendees to have their say. Positive feedback was received with comments such "*I now see things from the older person's point of view*" and "*All youngsters are the same. All we need is good communication with them*".

As part of our work in conflict resolution, a "Street War 'n' Peace Out Conference" was held. We worked with Black Country Connexions in organising the event which included a series of workshops. People attending were not just young people but police officers, community workers and community support officers. The work shops which elicited most comments were the gang affiliation and guns and gangs. Young people said the event had "*Changed my perception about guns*" and that "*Today was good. I learnt a lot. I think it is a good way to learn about gang culture and gun and knife crime*". We have established a youth advisory group which has been helpful in providing the research evidence base for funding applications to support this service area. Our award winning mentoring work has also been a successful aspect of its activities. Our experience gained in these fields of work will allow us to take a far more in depth approach to our community cohesion work in the forthcoming three years.

We have also established a reputation as an effective organisation to disseminate information on behalf of others. Examples here include our links with Ethnic Britain and that we distributed “A Guide to Equality and Diversity in the Third Sector” on behalf of Olmec, to 150 organisations in the third sector across the Black Country.

Looking ahead

In March 2009, CfED was successful in securing BASIS 2 funding which will enable the organisation to deliver infrastructure support for the forthcoming 5 years. It is planned as time progresses that CfED will become more active in other diversity strands e.g. age, gender, religion and sexual orientation as resources allow.

As reflected in the PESTLE analysis (at Section 6 of this Plan), the voluntary sector is facing serious threats to its income, not least due to the current economic downturn. The need for a comprehensive fundraising strategy is obvious; the ability to produce and submit ongoing funding applications apparent. CfED has had some success over the period of the 2006-2009 Business Plan, however it is recognised this level of intensity will need to be maintained to secure our future. Whilst responsibility for implementing CfED’s fundraising strategy will remain with the Chief Executive, it is planned that CfED’s wider staff team will begin to become increasingly involved in these types of activities.

Working towards, and achieving, recognisable quality standards is also vital to our future. As CfED moves towards its next stage of development, we are implementing the Practical Quality Assurance System for Small Organisations (PQASSO) standards. This self assessment tool is enabling us to identify what we are doing well and where we could make changes to improve our services and overall performance. We are subject to several external “examinations”, meeting not only regulatory requirements in terms of our finances but also welcoming evaluations of our project activities, all of which adds to our knowledge and experience thus aiding future delivery of services.

Similarly, we are intent on fully implementing our staff development policy as we recognise it is vital to retain the services of a well trained and committed core team. We have many examples in recent years of how staff have progressed within the organisation and we are delighted when able to promote from within the team.

2. Mission Statement

To be a leading agency in changing attitudes, challenging inequalities, influencing policy and building partnerships to bring about a fairer society.

3. Vision Statement

Our vision is of communities where all people are recognised as having a positive contribution to make towards the creation of a fairer society.

4. Strategic Objectives

1. To build the skills and capacity of communities of interest, empowering them to engage actively in decision making processes and develop confidence in supporting their own communities.
2. To develop partnerships which span sectors to improve services to communities of interest.
3. To work towards the creation of a one stop shop for equality, diversity and human rights activities, where the organisation can be a centre of excellence in all that we do.
4. To develop and maintain a robust infrastructure, enabling us to achieve our mission and create a stable financial base.

5. Organisational Structure (Board and Staffing)

Board

Board members are drawn from a range of organisations across the Dudley borough; CfED enjoys good support from a core group of committed Trustees. There is a useful range of skills and interests available to the CfED's Chief Executive.

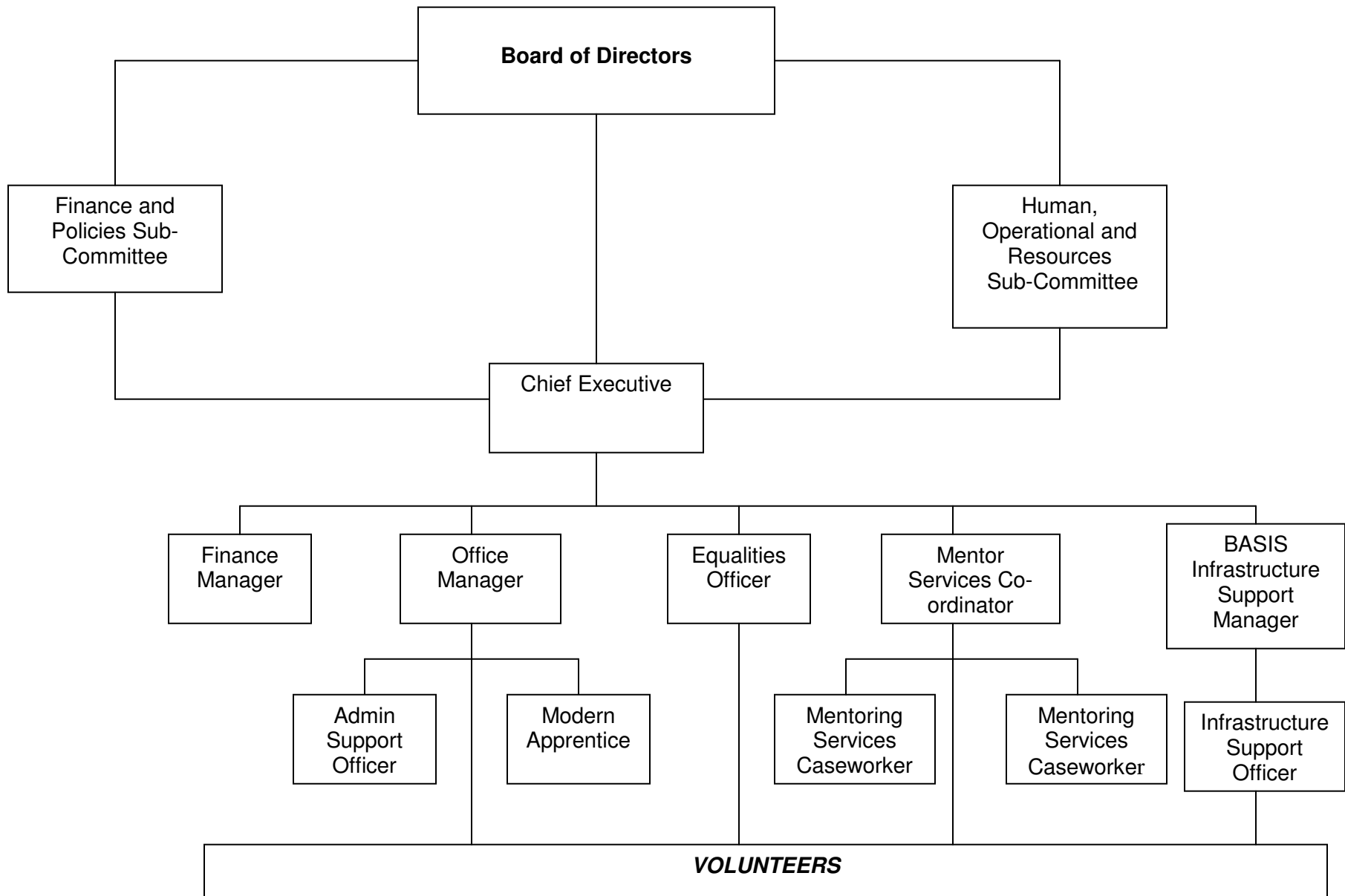
Two sub committees have been established: the Finance & Policies Sub Committee which assists in providing an overview on day to day financial management issues and the Human and Operational Resources Sub Committee which assists in all staffing issues. There are clear terms of reference available for sub committees and a document detailing "Duties and Responsibilities of Board Members"

The Board meets 6 times per year with sub-committees meeting every 6 weeks.

CfED current staffing as at March 2009 is as follows:

Chief Executive	Provides strategic leadership Works with the Board to formulate, monitor and evaluate strategies and risk assessment Ensures maintenance of quality standards Drives forward SMART objectives Supports the treasurer and Board in setting and maintaining the annual budget Directs the income generation strategy Forges relationship with key partners and stakeholders Represents the organisation to external audiences Manages the financial, personnel and legal functions of the organisation
Finance Manager	Work with the Chief Executive to prepare and monitor forecasts/budgets Deal with day to day financial matters including invoicing, grant claims, expenditure, payroll and banking Prepare regular financial reports for presentation to Board of Trustees Liaise/consult with Treasurer on a regular basis Prepare statutory accounts and liaise with auditors Ensure compliance with Charity Commission and company law regulations

Office Manager	<p>Work with the Chief Executive to take responsibility for human resources functions, operational resources and ICT internal support</p> <p>Ensure development and regular updating of website</p> <p>Develop and maintain an efficient and effective office system with clear policies and related matters</p> <p>Supervise staff, placements and volunteers with administrative duties</p>
Equalities Officer	<p>Responsible for providing an efficient and effective casework and support service to victims of racial harassment and hate crime.</p> <p>Organise campaigns and events such as Holocaust memorial Day and Refugee week activities.</p> <p>Support the chief executive in working with young people and participate in CfED's functions in delivering DMBC's SLA outcomes</p> <p>Liaise with local multi agency structures</p>
Mentor Services Co-ordinator	<p>Responsible for the day to day activities of the RIES Mentoring Service and liaising with all external partners and funding agency</p> <p>Responsible for recruiting mentors, arranging matches, providing training, maintaining networks and servicing project engagement group and supervise case workers.</p>
2 Mentoring Services Caseworkers	<p>Supporting mentoring relationship, undertaking monitoring functions, supporting co-ordinator in training of mentors and mentees and undertaking promotional activities.</p>
Administrative Support Officer	<p>Provide administrative support to specified community groups and CfED.</p>
Infrastructure Support Manager (as from September 2009)	<p>Take strategic lead and co-ordinate the activities of the Service through Partnership project</p> <p>Ensure monitoring and statistical data are collated and analyse</p> <p>Maintain good relationship with consortium members</p>
Infrastructure Support Officer (as from September 2009)	<p>Responsible for giving practical advice and one to one support to beneficiaries of the Service through Partnership project</p> <p>Provide a practical information service using various media email, web pages, printed materials etc to beneficiaries of the Service through partnership project</p> <p>Organise training, groups sessions for beneficiaries and provide report to project steering group.</p>
Modern Apprentice	<p>Undertake frontline reception duties</p> <p>Provide administrative support to all officers across the organisation</p> <p>Answer all incoming telephone calls</p> <p>Be responsible for opening and logging of all incoming post</p> <p>Manage diaries of designated officers</p>



6. Overview of External Operating Environment (PESTLE ANALYSIS)

Political

- Religious discrimination which appears to be getting worse
- Ongoing tense environment of fear leading to Islamophobia
- International environment and events
- Employment legislation
- The impact of the EHRC on service delivery, strategic direction and funding
- National policies such as the duty to promote community cohesion
- Local political developments, including the rise of far right parties
- The statutory duty to engage – White Paper Communities in Control refers
- Ever increasing emphasis on L.A's to have means to understand community needs
- The tensions created in Dudley by the far right around the Pride of Dudley project
- Dudley Community Strategy details the need to increase awareness of equality and diversity issues. This is not just around race it's across the diversity strands.
- New Equality Bill is due out in the Spring – there are links to social mobility

Economic

- The global economic crisis and therefore the knock on effect in terms of the organisation's ability to fundraise.
- Government (both local and central) spending to the voluntary sector may be reduce
- The collapse of the housing market could lead to reposessions and a subsequent impact upon housing associations/local people mainly those from BME communities
- Rising unemployment – there is evidence to suggest that it is the relatively affluent people who are losing their jobs at this early stage of the economic downturn.
- The narrowing the gap agenda will continue to gain in importance as unemployment rises – again there are links to social mobility.

Sociological

- Demographic changes – growing numbers of older people; increasing numbers of young BME people aged under sixteen
- Attitudes of individual and communities – the ongoing issue of tensions between different community members.
- Ongoing inflow and outflow of migrants; numbers of refugees seeking asylum, the return of economic migrants to their countries of origin
- The impact of the media – a seeming reduction in editorial control or a lack of responsibility in terms of media content
- The changing expectations of younger people leaving school which may not be met by the current economic climate – whilst young people are becoming increasingly successful in terms of qualifications gained there may be large numbers of young people with little option but to work in low paid jobs – this may affect people from BME communities which may in turn exacerbate community tensions.
- Rising unemployment may well lead to tensions amongst white communities; previous race riots have been seen elsewhere in the UK with similar population demographics as Dudley

Technological

- There is ever greater access to technology in homes and public places
- The ability to use such technology appears to be growing amongst young people but remains an issue for older people
- Positive and negative impact (e.g. wider access can lead to positive and negative messages)
- Use of storage and retrieval of data
- Use of technology to ensure all have a voice within wider debates – e.g. working people who are unable to participate personally, young mothers
- The need to ensure the right technology and skills are available to the organisation and therefore its customers
- Schools are now providing laptops for school children
- The increasing range of equipment available to disabled people to access learning and employment opportunities if CfED is interested in this field.

Legal

- Claim culture
- Contract culture
- Employment legislation
- Equality legislation
- Skills and resources
- Campaigning on issues of asylum seekers and refugees – complexity of issues
- The Children’s Act 2004

Ethical

- Relationships with others in the same sector
- Internal relationships
- Employee satisfaction
- Relationships with clients

Environmental

- Competition with other agencies, 7,200 new charities registered per annum
- 82% of voluntary agencies operate on a local level
- The BME sector, when compared to the “mainstream” sector, lacks capacity in terms of people, finances and influence
- Increasing incident of joint working between agencies
- Mergers within the sector, “encouraged” by Government policy
- Price demands from purchasers
- Competition for funding
- 41% income in the voluntary sector is from donated or voluntary income; 37% from the public sector (NCVO survey)
- Quality assurance requirements, climate of accountability, quality outcomes and performance improvement
- Lack of people with required skills in the sector

7. S.W.O.T Analysis (STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • a good reputation, particularly in the race strand of the equality and diversity agenda • developed good working relationships with a diverse range of funders • expanded its range of partners so, whilst still being focused on issues relating to BME communities, is involved in other areas of the equality/diversity field. • worked with a refugee and asylum seekers communities • a strong working relationship with Dudley MBC as a core partner, however there is a note of caution that the organisation should not be overly exposed to one funder. • a core of committed Directors who are active on behalf of the organisation • a good track record of delivery and accountability • an experienced and long standing Chief Executive • a committed staff team, at all levels, eager for the organisation to succeed • gained useful experience of bid writing and fund raising • a good profile locally and capable of competing for funds • the ability to develop its IT skills still further • used innovative ways to reach hard to reach groups, particularly young people, via social networking sites such as facebook, myspace etc. • has established strong IT based storage/retrieval systems • developed broader staff expertise in dealing with the media in terms of issuing press releases • begun to work in areas outside the Dudley Borough, its traditional base • proven skills in offering services to excluded groups • town centre premises in Dudley being close to public transport systems 	<ul style="list-style-type: none"> • CfED is still a relatively new organisation in the wider equality and diversity field and is working towards repositioning itself in the market place. • CfED finds it difficult to secure a substantial core funder given the nature of its mission and tends to be driven by funding streams. • There are a limited number of funders/donors and therefore a lack of unrestricted funds with which to develop the organisation. • The organisation is overly reliant on the Chief Executive within a small staff team; there may be a need for a staffing restructure. • The small staff teams makes it more difficult to expand into other areas • Whilst there is a core of committed Directors, time pressures on serving Directors need to be recognised. • There is a need for a communications plan which details CfED's use of various promotional tools to assist in "adjusting" its market position, particularly with regard to activities in Dudley and those elsewhere.

Opportunities

- The economic downturn could result in levels of community unrest which may lead to the skills of CfED being in demand in terms of community cohesion work.
- The changing demographics of the Dudley Borough (older people and younger people in BME communities) may create a demand for CfED's skills in inter generational work.
- Other areas of the Black Country may require the skills offered by CfED
- CfED may be able to work with organisations such as the British Refugee Council
- The growing skill base of CfED vs. the changing needs of external environment provides the opportunity to build a portfolio of work to sell into the market place – this said in relation to current educational work.
- There may be untapped Charitable Trusts which specifically support BME, youth and children activities.
- The privatisation of housing stock in three of the four Black Country boroughs may lead to demand from Arms Length Management Organisations (ALMO's) for CfED type activities in relation to community cohesion.
- There may be opportunities to develop the membership base of CfED which, whilst not adding to the income generation of the organisation, could enable the organisation to be seen as a "big player" in terms of funding partnerships in the area.
- Delivery of Race Relations (Amendment) Act 2000
- The time limited nature of the building in which CfED is currently housed – therefore a chance to relocate in more suitable premises

Threats

- The worldwide economic downturn reducing potential funding
- There are limited funds available from central Government or leading agencies to support equality and diversity work at the local level.
- There may be a lack of awareness of the value of CfED's work at the local level.
- The change in Government policy towards funding/support being channelled via larger organisations in the Third Sector could lead to CfED being "squeezed" in bidding rounds.
- The merger of bigger charities may adversely affect CfED
- There is a competition from other more established organisations
- The current unknown position of EHRC – its view may be there are regulatory bodies in place in all areas of equality & diversity thus lessening the need for CfED's services. There may not be "preferred" partners for delivery of services as seen previously under the CRE.
- There are plans to redevelop the town centre area where CfED has its offices, thus there may be a need to move the operational base.
- Changing political agendas
- Demographic changes
- Pressure groups
- External pressure

8. CfED Services

CfED service areas are:

- i. Maintaining a case work service and supporting victims of race and other hate crime – covering all equality strands.
- ii. Increasing CfED’s involvement in community cohesion activities, consultation and community empowerment through working directly with socially and economically disadvantaged groups and relevant partnerships at local and sub regional level. This represents some 60-70% of our activities.
- iii. Continuing to provide a mentoring service to refugees across the West Midlands as commissioned under the UK/BA RIES programme and maintaining our activities to build bridges between refugees and indigenous communities.
- iv. Continue working with public, private and voluntary sector organisations to promote equality of opportunity and eliminate discrimination in policies and processes as part of our core activities.
- v. Maintaining activities which bring young people and youth groups together to resolve conflict, defuse tensions and create an atmosphere of joint working.
- vi. Providing a range of equality and diversity training programme on demand and undertaking consultancy commission where opportunities arise particular in partnership with other organisations.

The following grid identifies how services will address strategic objectives

	Service i	Service ii	Service iii	Service iv	Service v	Service vi
Strategic Obj. 1	√	√	√		√	
Strategic Obj. 2		√		√		
Strategic Obj. 3						√
Strategic Obj. 4						

9 Delivering Strategic Objectives

STRATEGIC OBJECTIVE 1:

“To build the skills and capacity of communities of interest empowering them to actively engage in decision making processes and develop confidence in supporting their own communities”

Service areas delivering this Strategic Objective

1. Maintaining a case work service and supporting victims of race and other hate crime – covering all equality strands
2. Increasing CfED’s involvement in community cohesion activities, consultation and community empowerment through working directly with socially and economically disadvantaged groups and relevant partnerships at local and sub – regional level.
3. Continuing to provide a mentoring service to refugees across the West Midlands as commissioned under the UK / BA RIES programme and maintaining our activities to build bridges between asylum seekers / refugees and indigenous communities.
4. Maintaining activities which bring young people and youth groups together to resolve conflict and defuse tensions and create an atmosphere of joint working.

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Supporting victims of hate crime	Victims of hate crime across equalities field Refugees Asylum Seekers	Continue with existing caseload of clients Develop additional resources in line with need e.g. in appropriate languages Develop knowledge to refer clients to appropriate services as necessary	Equalities Officer	Safer Partnerships Local Police EHRC
Increasing CfED's involvement in community cohesion activities and empowerment	BME groups Other community led organisations i.e. Refugee Communities Organisations	Develop menu of services to cover infrastructure support e.g. developing management committees/holding meetings/simple budgeting/monitoring activities etc.	Project Officers	Dudley MBC BASIS 2 Charitable Trusts Local groups CLIO
Continuing to provide a mentoring service to refugees	Refugee communities in 5 geographic areas	Identifying likely opportunities to increase integration within refugee communities by developing services	Mentoring Service Co-ordinator plus 2 Caseworkers	Refugee Council UK BA
Continuing to provide activities to build bridges between asylum seekers and indigenous communities	People from specific geographical communities in Dudley	Work with partner agencies to identify likely beneficiaries DOSTI/DMBC/DCP/TRA Offer support services as necessary	Project Officers	Dudley MBC DCP Sport England Charitable Trusts

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Maintaining activities which bring young people together to resolve conflict and defuse tensions.	Youth groups Local schools Faith communities	Understand needs/aspirations of young people from all communities. Develop services to fully meet the Every Child Matters agenda to ensure all have the opportunity to achieve	Youth groups/schools/faith groups/police officers all of whom could deliver activities – however CfED would need to offer capacity building/facilitation support to enable this to happen	Lottery funding LEA Funding LSPs EHRC Children’s Services Sport England Charitable Trusts
Developing leadership skills programmes within specific communities of interest	Interest groups e.g. BME residents Gender (women) Faith	Delivery of CfED’s leadership programme which can be customised based on participant needs	Project Officers	NLDC via DMBC/LSC

STRATEGIC OBJECTIVE 2:

“To develop partnerships which span sectors to improve services to communities of interest”

Service areas delivering this Strategic Objective

- ii. Increasing CfED’s involvement in community cohesion activities, consultation and community empowerment through working directly with socially and economically disadvantaged groups and relevant partnerships at local and sub regional level. This represents some 60-70% of our activities.

- iv. Continue working with public, private and voluntary sector organisations to promote equality of opportunity and eliminate discrimination in policies and processes as part of our core activities.

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Challenging public policy	Statutory agencies Trade Unions	Understanding policy drivers/local tensions/acting as a conduit/advocator on behalf of communities – this to commence in Dudley then to elsewhere in the Black Country	Chief Executive Equalities Officer Project Officers	DMBC EHRC Public Sector agencies Trade Unions
Forming strategic alliances	Leading agencies from within the diversity/ inequalities field Public/Private/Voluntary Sector agencies	Working with Dudley Community Partnership Working with DOSTI to understand common issues which need attention in Dudley Working with WNC/WVSC in Wolverhampton Working with Walsall VA	Chief Executive – attendance at meetings Equalities Officer Project Officers	DMBC EHRC

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Working with the private sector	Financial Sector Retail Sector Hotel/Leisure Sector	Bring to their attention changing policy towards diversity issues	Chief Executive	EHRC Private sector
Raise the profile and reputation of the Centre for Equality and Diversity	Engaging with media sources (press/radio/TV/partner publications in all sectors)	Determine message, use appropriate channels, develop newsworthy stories: campaigning for change/CfED successes	Trustees Chief Executive Office Manager Project Officers	Respective projects

STRATEGIC OBJECTIVE 3:

“To work towards the creation of a virtual one stop shop for equality, diversity and human rights where the organisation can be a centre of excellence in all that we do”

Service areas delivering this Strategic Objective

- vi. Providing a range of equality and diversity training programmes on demand and undertaking consultancy commissions where opportunities arise, particularly in partnership with other organisations.

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Ensure ongoing and updated information is available on equality & diversity issues	Members of the public/Third Sector groups	Further develop CfED website to ensure it is fully accessible and is updated to reflect changes in the	Project Officers	DMBC
Provide basic equality & diversity information to local agencies	Schools	Act as a conduit on behalf of other agencies to disseminate information	Project Officers	DMBC
Developing the skills and expertise of CfED staff	Current staff	Implementing staff development programme	Chief Executive/core team	DMBC
Working with partner agencies to build knowledge	Lead agencies in diversity fields	Identifying appropriate agencies with whom to liaise on common issues	Chief Executive/core team	DMBC
Sharing best practice in appropriate forums	Lead agencies in diversity fields	Proving CfED offers quality support to groups/ individuals as a means to enter alliances	Chief Executive/core team	DMBC

STRATEGIC OBJECTIVE 4:

“To develop and maintain a robust infrastructure enabling us to achieve our mission and create a stable financial base.

This objective relates to improving our internal processes; activities are noted below

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Keep under review the membership of the Trustees	Scan partner agencies for interested candidates	Complete skills audit to identify strengths/gaps Ensure there is an induction process in place	Chief Executive Board of Directors	
Establish a core team of staff with skills and experience to enable CfED to meet objectives	Ensure vacancies are advertised and filled by competent staff. Build on central team by regular team meetings	Review staff processes on an ongoing basis including recruitment/ induction/ development/appraisal Ensure communication channels are in place and effective Establish financial planning procedures to understand the resource needs of CfED including replacement of equipment/resources	Chief Executive Board of Directors Senior staff team	
Ensure PQASSO standards are implemented	Staff to take ownership of implementing standards	Use self assessment to fully understand requirements vs organisational position	Chief Executive Senior staff team	

Service area/activity	Target market	Actions (How)	Resource (Who)	Potential Funders
Develop service portfolio which is attractive to funders	Public sector: DMBC DCP PCT LEA Charitable Trusts	Keep abreast of changing needs	Chief Executive Senior staff team	
Develop a fundraising strategy which draws on the skills of the wider staff team	Staff to take responsibility as necessary.	Regular review and updating of progress/achievements	Chief Executive Senior staff team Project Officers	

10. Competitor Analysis/ Potential for Development Key Partnerships

Contributors to this Business Plan were asked to comment upon the range of partner organisations with whom CfED either currently work or who should be working to form strategic alliances. As part of the same discussion it was recognised that whilst some organisations could be classed as partners they could also be competitors in certain areas of work.

The list below, whilst not exhaustive, does provide an overview of the range of organisations with whom CfED may wish to work and therefore the resources which may be required to make this a reality.

Organisation	Current Partners	Potential Partners	Competitors
BME voluntary sector	√	√	
Birmingham Racial Attack Monitoring Unit		√	
Birmingham Race Action Partnership		√	√
Citywide BME forum, Wolverhampton		√	
DACHs (Community Health team, dept of DMBC)	√		
DOSTI	√		√
Dudley CAB		√	√
Dudley Community Partnership	√		
Dudley MBC	√		
Dudley CVS	√		√
Dudley College	√		
Education Sector		√	
Equality & Human Rights Commission	√	√	
Faith Communities	√	√	
Halesowen College		√	
Health Sector (including PCTs)		√	
Interfaith network		√	√

Organisation	Current Partners	Potential Partners	Competitors
Local disability groups		√	√
Public sector agencies		√	
Regional Action West Midlands		√	
Race Equality West Midlands	√	√	
Race Equality Sandwell		√	
Refugee and Migrant Centre (RMC)	√		
Sandwell Council of Voluntary Organisations	√		
Sandwell MBC		√	
Sandwell Volunteer Bureau		√	
Searchlight		√	
Stourbridge College		√	
Telford Race Equality & Diversity Partnership		√	
Tenants & Residents Associations		√	√
Trade Unions		√	
Walsall MBC		√	
Walsall Voluntary Action		√	
Wolverhampton City Council		√	
Wolverhampton University		√	
Wolverhampton Voluntary Sector Council	√		

11. Risk Management Plan

CfED has developed a comprehensive document entitled “A Strategic Framework for Risk Management within Centre for Equality and Diversity” which was agreed by the Board of Directors in September 2008. It should be read in conjunction with this section of the Business Plan.

Type of Risk	Description of Risk	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Action/Responsible Party
Governance	Maintaining a strong Board	M	L	Board & Chief Executive
	Ensuring functioning sub committees to support the Board	M	L	“ “
	Time pressures on serving Trustees	H	M	“ “
	Lack of successor to the Chair	M	H	“ “
Operational	Over reliance on the Chief Executive	L	H	Board – ensure Employment conditions good, maintain dialogue with Chief Executive
	Reliance on small staff team (9 staff with some part timers) – spreading selves too thin	M	H	Chief Executive - Ensure Employment conditions good, maintain open communications
	Expanding too quickly into geographic areas and other diversity areas	M	H	Chief Executive/wider staff team
Financial	Lack of core funding	H	H	Board/Chief Executive – Work with partners/potential partners to establish opportunities for core funding

Type of Risk	Description of Risk	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Action/Responsible Party
Financial	Specific grants are activity based which demand wider skills within the team	H	M	Chief Executive – ensure availability of internal /outsourced skills to meet demand created by grant funding
	Loss of grant income	M	H	Chief Executive and Staff – ensure meet requirements of grant funding, maintain search for ongoing grant/core funding
External	Impact of Current Economic Climate	H	H	Chief Executive & staff - ability to access grant funding in competitive market, impact on beneficiary groups and need for more support for individuals.
	Mergers by other charities/groups leading to greater competition for resources and services	M	M	Chief Executive – ensure strong partnerships and communications maintained
Compliance with Law /Regulation	Need to remain up to date and compliant with Equality and Diversity legislation and guidance	L	H	Board & Chief Executive
	Need to comply with Charity Commission regulations and requirements	L	H	Board & Chief Executive
	Companies act and Companies House requirements	L	H	Board & Chief Executive

12. Future Developments

CfED has a series of aims to which it aspires, as noted below:

- We recognise the need to build the organisation, not least in its funding base but also to achieve quality standards. This will place us on a sound footing to act as an umbrella body, representing groups in the third sector. As our reputation grows so may opportunities to act in an Accountable Body role for funding streams.
- We know the world in which we operate continues to change: procurement and commissioning are becoming ever more important, particularly to our public sector partners. The need to meet increasingly stringent requirements means we must continue to improve our services. We are confident we can meet this challenge.
- We intend to continue to develop our expertise and widen our staff team as funding and vacancies allow: we know a competent and committed staff team is vital to our success.
- Whilst our current premises provide us with a base from which to offer services, we know that we must continue to invest in web based technology to make our services more freely available. In turn, should the opportunity arise, we would welcome the chance to re-locate elsewhere in the Dudley Borough, recognising the need to provide “shop front” premises.
- We will keep under review CfED activities and note developments, particularly in terms of social enterprise, which may provide opportunities for CfED to create a trading arm to increase income generation.