



Service through Partnership

Achievements

24th August 2013-23rd August 2014



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Outline of the StP Project

The Service Through Partnership (StP) project is a five year project designed to provide the opportunity, leadership and resources to enable at least 60 voluntary and community sector Black and Minority Ethnic (BME) led organisations to expand, modernise, sustain and enhance their service delivery and increase their influence and, through this, the influence of their communities across the four sub regions of the West Midlands in which the project will be delivered – namely, Dudley, Wolverhampton, Telford and Sandwell. The project is delivered in partnership with Rights & Fairness Telford, Ethnic Minority Council & Smethwick Youth & Community Centre. The StP project aims to achieve 4 key outcomes:

Project Outcome 1:

By the end of the project 60 BME led organisations will have been supported and will as a result of this support have improved management systems enabling them to deliver services to local people more effectively. This will be achieved through intensive one-to-one support, a targeted training programme and peer group mentoring.



Project Outcome 2:

By the end of the project 50 volunteer mentors matched with honorary officers or chief staff will raise mentees aspirations and confidence. This will be achieved through recruiting suitably qualified mentors, up skill them and provide on going technical support.

Project Outcome 3:

By the end of year four the partnership will build a sustainable platform for the continuation of peer mentoring. This will be achieved through highlighting best practice, demonstrating the effectiveness of mentoring and the differences it has made to BME organisations.



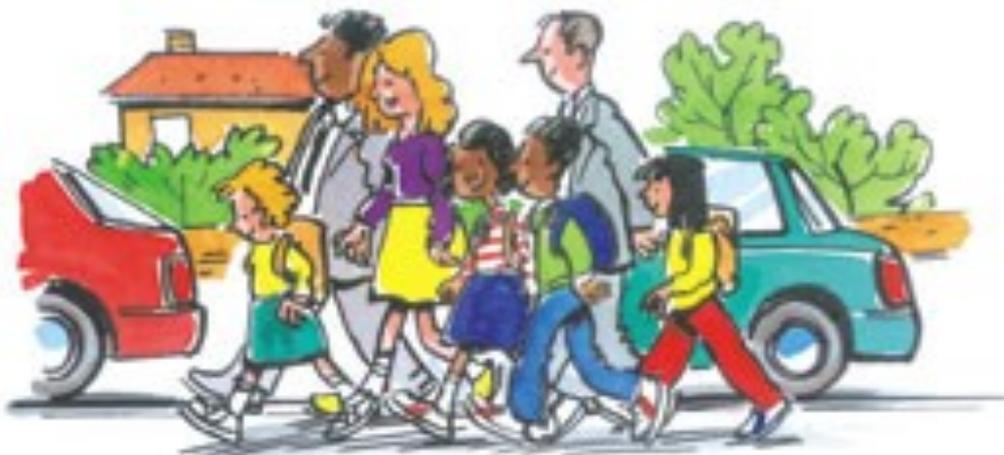
Project Outcome 4:

By the end 150 staff or trustees will have accessed training workshops/learning opportunities delivered by experienced facilitators and as result will have improved business planning, leadership and management skills, thereby increasing their capacity to local needs and deliver sustainable projects.



Project Outcome 1

By the end of the project 60 BME led organisations will have improved management systems enabling them to deliver services to local people more effectively.



One to One Activities

The final year of the StP project saw the focus of the project shift towards peer mentoring support and as such the level of one to one support activity was reduced. In total 15 organisations received one to one support over the year. Of that number 6 had not been previously been supported. This brings the total number of organisations supported on a one to one basis during the life of the project to 64.

The following organisations benefitted from continued one to one support in 2013—2014:



CultureKind (Telford)

Divine Onkar Mission (Wolverhampton)

Dudley African Caribbean Befriending Service (Dudley)

Dudley African Caribbean Carers and Disability Support Group (Dudley)

Ek Onkar Asian Ladies Group (Wolverhampton)

Ekta Sangat Asian Ladies Group (Wolverhampton)

Heath Town Senior Citizens Welfare Project
(Wolverhampton)

New Testament Welfare Association (Dudley)

Public Health Information for Life (Telford)

The following organisations received one to one support from the StP project for the first time in project year 5 (a number of these organisations also benefitted from peer mentoring support.)

Emerging Communities Network

(Wolverhampton / Birmingham)

Gloucester Street Community Centre

(Wolverhampton)

Moreland Trust

(Wolverhampton)

Nissa Womens Support Group

(Wolverhampton)

Seventh Day Adventist Community Centre

(Wolverhampton)

Tameer Nau Youth Club

(Wolverhampton)



One to One Activities

Information and advice work

For some organisations in this project year, as has been the case in previous years, StP support has not gone beyond the initial organisational health check, information and advice stage. This has either been because the organisation has not requested further support or due to time constraints both with the project nearing an end and the difficulties staff and management committee members face in finding time and resources to take on the organisational development tasks required by StP.

Although in many cases StP would have loved to have engaged further with these organisations and undertaken more concrete pieces of work with them we recognise that information and advice is important in its own right and that many of the organisations we have worked with just on this level (often through numerous meetings) have benefitted significantly from it.

The following organisations benefitted from information and advice work with no or limited other support:



CultureKind, Telford
Gloucester Street Community Centre, Wolverhampton
Seventh Day Adventists



Bid Writing Support

As has been the case throughout the project bid writing support has been in high demand especially amongst the smaller community groups many of whom struggle with the level of English language required by most grant funders. The following groups have been supported primarily with writing funding bids (many have also benefitted from mentoring support and in the case of the Seventh Day Adventists with information and advice support).



Ekta Sangat Asian Ladies Group
Ek Onkar Asian Ladies Groups
Nissa Women's Support Group
Seventh Day Adventists
Tameer Nau Youth Club



Moreland Trust



The StP project supported the Moreland Trust in the initial stages of developing a business plan for a CiC trading arm aimed at making the organisation sustainable in the long term. We were able to provide in depth advice about the steps needed to be taken to ensure that the CiC was viable as well as providing a template business plan suited to a domiciliary care CiC with which to begin the planning process.

One to One Activities

Heath Town Senior Citizens Welfare Project



In project year 4 StP supported Heath Town Senior Citizens Welfare Project in Wolverhampton to develop a business plan to provide the organisation with clear strategic direction but it was apparent that with the organisation facing significant cuts in council funding further support was needed to help secure the organisation's future.

In the last year StP has worked intensively with the organisation providing support primarily focused on financial matters. This has included:

- Facilitating numerous working group meetings and supporting the development of a finance sub-committee.
- Preparing a financial review report, presenting it at board level and facilitating discussion around it.
- Giving recommendations on redundancy and pensions and human resource issues.
- Providing information about relevant funding streams and assisting with the completion of an Awards for All bid.
- Facilitating an away day / training session for board members looking at finances, trustee roles and responsibilities and the strategic direction of the organisation.
- Providing individual support to the Centre Manager.

It's been a pleasure working with Heath Town and I'm delighted that the Centre for Equality & Diversity is able to continue to work with the organisation once StP has come to an end through its PROACT project.

Caribbean Day Centres, Dudley



The StP project has been working for a number of years on agreeing some form of partnership working between with three African Caribbean groups in Dudley: Dudley African Caribbean Befriending Service, Dudley African Caribbean Disability and Carers Support Group and the New Testament Welfare Association. Progress has been slow but steady and in

September 2013 an away day facilitated by the StP project led to an agreement between the groups to work collaboratively together in delivering some services.

StP supported the groups in October 2013 to submit a 'My Community Rights' application to help the groups move as one to become tender ready as a consortium so that they could compete in applying for council and other funding. This bid was successful and the North West Birmingham Development Agency has been driving this forward ever since.

As part of the collaboration process an exercise in co-production was undertaken for 51 African Caribbean elders from across all the organisations. Co-production is a term used to describe providers and service users coming together to find shared solutions. The responses showed that "there is a strong feeling that the three organisations should work closer together, whilst still retaining their individual identities.



One to One Activities

Emerging Communities Network



In March 2014 Emerging Communities Network approached us to help support the development of their organisation. The organisation, which supports East European Migrants across the West Midlands into employment, had recently had a complete change in leadership and was struggling to re-establish itself. The StP project was able to provide the following one to one support (in addition to providing the manager with a mentor):

- Identification of potential funding streams
- Provision of fundraising strategy information
- Advice on volunteer recruitment
- Checking of policies and procedures
- Project planning and monitoring and planning information and guidance given
- Support to amend a successful Awards for All project
- Attendance at a board meeting
- Advice on networking opportunities

“We are sincerely thankful for this support and wish to say that now we are more confident, knowledgeable and positive that with continued cooperation from staff at StP we can survive and develop further.” Elena Jeanes, Managing Director,

Public Health Information for Life, Telford



With StP support Public Health Information for Life (P.H.I.L) was able to successfully secure Awards for All funding in 2013 to run a UK based project called One World UK working with the South East Asian Community in Telford. StP continued to work with P.H.I.L throughout 2013 and 2014 to ensure that all the reporting requirements of the project were met including the financial reporting.

StP was also able to provide information and guidance on the options available in setting up One World UK as an organisation in its own right as well as on business planning and trading.

Divine Onkar Mission



The StP project worked with Divine Onkar Mission to support them to develop a business strategy and organisational structure suited to setting up domestic (UK) service delivery products (current services are delivered in India). The primary piece of work undertaken was a StP facilitated workshop held on the 14th September for their trustees. The workshop had the following objectives:

1. To refresh board members' awareness of their responsibilities as company directors and charity trustees.
2. To develop a vision for DOM (UK)
3. To map DOM (UK's) capability and constraints
4. To develop business model for DOM (UK)
5. To develop an implementation plan for introducing the new business model.



Project Outcome 2

By the end of the project 50 volunteer mentors matched with honorary officers or chief staff will raise mentees aspirations and confidence.

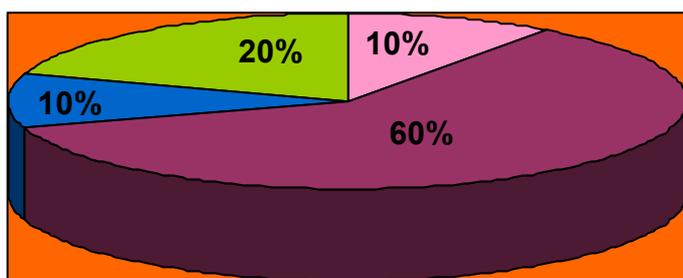


Mentoring

Our peer mentoring programme, which was launched in August 2012, enabled individuals within voluntary and community organisations and small businesses to develop their skills and confidence by matching them with experienced professionals drawn from the world of business industry and the public and third sectors.

Unfortunately due to staffing issues the start of the mentoring aspect of the project was delayed and as such it was not possible to meet the target of recruiting 50 volunteer mentors in the time allocated, however, the programme has been very successful none the less. 3 new mentors were recruited in the project year 2013-2014 bringing the total number of mentors to 30 but as many of the mentors were willing to mentor more than one individual the shortfall in mentors was rectified and 53 mentee / mentor matches were made overall with 38 of the matches made in project year 5 alone. In total mentees came from 46 different organisations.

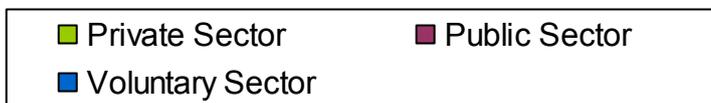
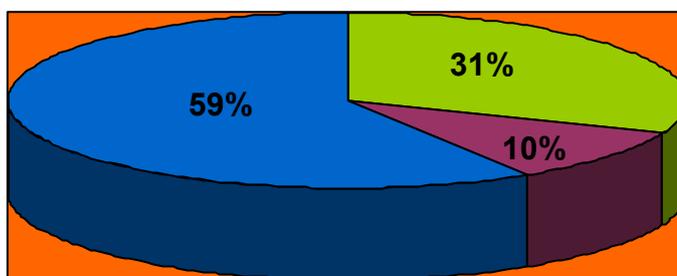
Ethnicity of Mentors



Our mentor recruitment process was fair and open with the aim of ensuring that our mentors came from a range of different social backgrounds and ethnic groups. Although we advertised widely we did have more success recruiting mentors from existing contacts within the black and minority ethnic voluntary and community sector and primarily as result of that 90% of our mentors were from black and minority ethnic communities themselves.

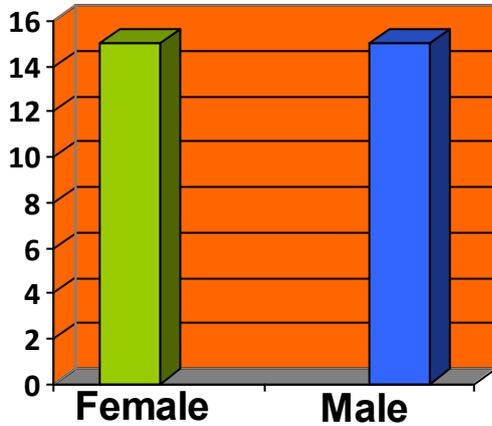
The programme successfully recruited mentors from the public, private and third sector. The programme recruited 9 mentors from the private sector, 3 from the public sector and 18 from the voluntary sector. The higher intake from the third sector was to be expected as we had existing good contacts in the sector to draw on and also simply due to the nature of the project which was targeted at supporting the third sector.

Mentors by Sector

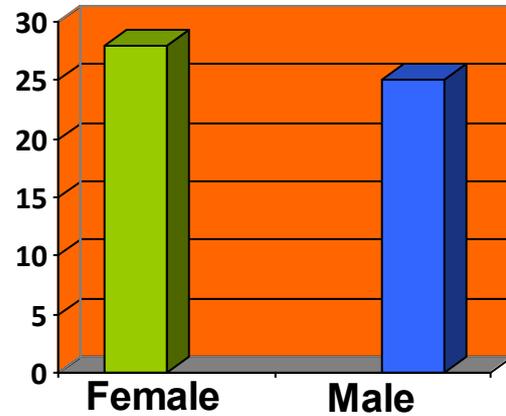


Mentoring

Mentors by Gender

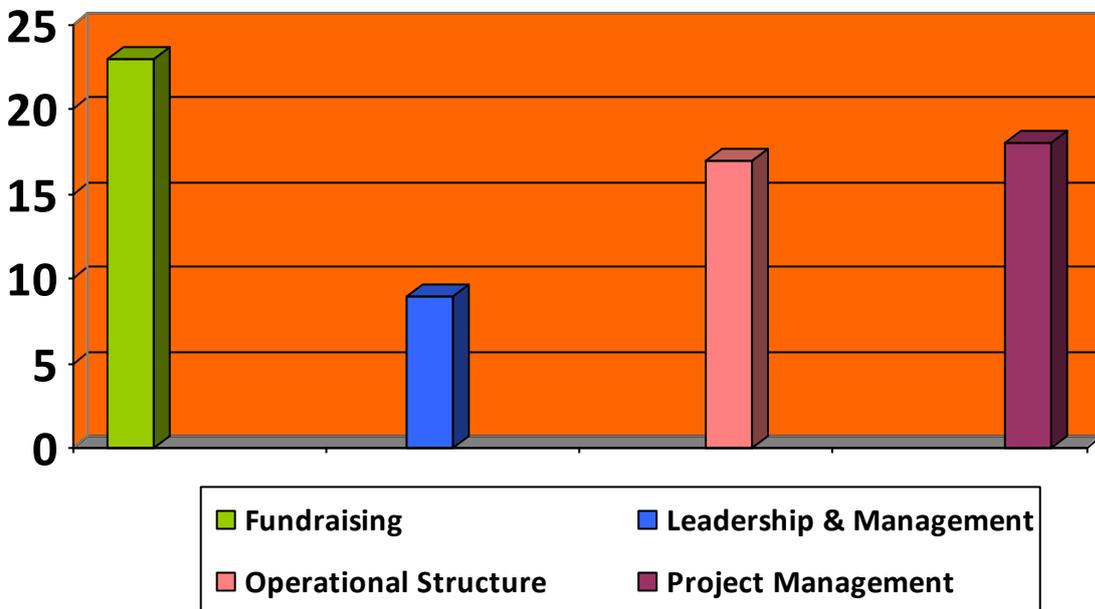


Mentees by Gender



The mentoring programme has been very successful in recruiting both male and female mentors and mentees to the project. Slightly more female mentees have been recruited than male but this reflects the sector which tends to employ more women than men in general.

Mentees supported by subject area



- 23 mentees have received support with fundraising
- 9 mentees have received support with leadership and management
- 17 mentees have received support with operational structure
- 18 mentees have received support with project management

Mentoring workshops

In November 2013 the StP mentoring co-ordinator, Trishna Burke, ran a networking session for StP mentees. The purpose was two fold: firstly to provide an opportunity for the mentees to network with each other and secondly to provide them with the opportunity to feed back on how well StP mentoring was meeting their needs and where improvements could be made.

The session was attended 10 mentees representing 8 different organisations. The session was very beneficial in highlighting the need for training tailored specifically to the needs of mentees on the programme which mentors could also benefit from. It was from this session that the mentoring training programme for 2014 was developed and subsequently delivered.

Mentoring Training workshops held in StP project Year 5

24th August 2013—23rd August 2014

Held at the Ethnic Minority Council, Wolverhampton

Training Course Title	Date held	No. of Attendees
Mentees Networking Session	7th November 2013	10
NLP Confidence building workshop	30th January 2014	12
Presentation skills, leadership & management	27th February 2014	17
How to prioritise workload	27th March 2014	8
How to develop a marketing strategy	10th April 2014	9
Bringing out the leaders in others	24th April 2014	8
The art of networking	1st May 2014	12
Total number of attendees		76

Mentors and mentees from 30 different organisations were represented at the training workshops with representatives from 12 organisation attending 2 or more of the workshops.



NLP Confidence building

The NLP (Neuro Linguistic Programme) personal development system workshop was attended by 12 people representing 10 different organisations. The following feedback was given:

The training met my expectations	
Strongly Agree	Agree
4	7
The trainer was knowledgeable	
Strongly Agree	Agree
10	1
The quality of instruction was good	
Strongly Agree	Agree
11	2

Class participation and interaction were encouraged	
Excellent	Good
6	5
How do you rate the training overall?	
Excellent	Good
6	5

“Very interesting session, big subject”

Presentation skills, leadership & management



The training was facilitated by Michael Don Smith, an entrepreneur in the personal development field and an StP mentor. It was designed to help aspiring leaders and managers understand the importance of effective leadership and management. The workshop also looked at how to present yourself and your organisation so as to increase your chances of securing funding, attract new volunteers and key personnel to your organisation as well as potential partners.

Workshop Content

1. The purposes of the activities of management and leadership
2. The practice and distinctions of management and leadership
3. The challenges of organisations in times of uncertainty, change and healing
4. How technology can hurt or heal
5. Effective presentation skills
6. How to present yourself and your organisation in the best light

17 people attended the workshop representing the following 15 organisations:

Gloucester St Community Centre
 Chat Room
 ESL Group
 Ek Onkar Group
 The Inspirational Ladies Group
 BOFCAN
 Yoga with Lenka
 CfED
 Catch 22
 KGCC
 SADSCA
 Unique Women
 Eden to Eden
 TN Youth Club
 Nissa Women's Support Group

How to prioritise workload

Facilitated by Spence Cater, an StP Mentor and successful business owner, the training was attended by 8 people representing 7 different organisations.

Workshop Evaluation

100% of people who completed the evaluation forms agreed or strongly agreed that they would be able to apply the knowledge learned from the workshop

❧❧❧

100% agreed or strongly agreed that adequate time was provided for questions and discussion

❧❧❧

3 people thought the workshop was excellent, 4 thought it was good and one person thought it was average.



How to develop a marketing strategy

Also facilitated by Spence Cater, this training was designed to help participants learn practical tools and strategies for developing a successful marketing plan for their organisation or business. The workshop was attended by 9 people representing 8 different organisations.



The training objectives for each topic were identified & followed	
Strongly Agree	Agree
5	4
The handouts distributed were pertinent and useful	
Strongly Agree	Agree
5	4
The trainer met the training objectives	
Strongly Agree	Agree
5	4

Organisations represented:

Ethnic Minority Council, Youth Coaching Co, The Inspirational Ladies Group, The Urban Retro Workshop, Danster189, HPH, Tameer Youth Club, Nissa Women Support Group

Bringing out the leaders in others

The training was attended by 8 people representing 6 different organisations.



The art of networking

The training was attended by 12 people representing 11 different organisations. 11 evaluation forms were returned.

“More of these workshops needed”

“Gave me some new ideas and inspiration”

“Very useful information and broken down into sections really well”



How do you rate the training overall	
Excellent	Good
8	3

Organisations represented

Nissa Women Support Group, TN Youth Club, Spence Cater, Yoga with Lenka, ESL Group, HATSH BREAKZ, Ethnic Minority Council, African Women of Substance, SADCSEA, Chat Room, Youth Coaching Company.

Simone & Tonia



Simone Stewart, founder of Wolverhampton's Youth Forum 'The Chat Room', approached the StP Mentoring programme to seek support with the development of her organisation.

Simone set up Wolverhampton's Youth Forum with the aim to empower young people and encourage them to actively participate in the decision making process which affect their lives through a forum which will debate issues on Wolverhampton Local Radio. Simone's innovative approach alongside the support and networking opportunities provided by her mentor, Tonia, has afforded her, alongside other members of the forum, with a unique opportunity to travel to Spain in July 2014 as part of a Youth Action Campaign to not only represent the forum but also Gloucester Street Community Centre and the wider UK.

Simone is proud of her achievements so far and has expressed gratitude to her mentor for all the support, knowledge and expertise that were passed on including support with developing her organisation's policies and procedures. As part of the preparation work carried out by Simone and members of the youth forum they were supported by their mentor to coordinate and organise an event targeted at young people to raise awareness of the upcoming election and also encourage young people to exercise their right to vote. The event took place at the University of Wolverhampton on Friday 2nd May 2014 and was a huge success.

"I am so thankful to my Mentor for all her support, without her expertise, skills and knowledge shared all this would not be possible"

Lenka & Spence

Lenka Pagan was mentored by Spence Cater who assisted her with setting up a new business venture 'Yoga with Lenka'. The support given was as follows:

- Development of ideas
- Focus on priorities and setting out clear goals
- Confidence building
- Marketing support
- Website Development

Christopher, Manjeet & Trishna

Christopher Fry of BOFCAN (Bushbury Oxley and Fordhouses Network) was mentored by Manjeet Cheema & Trishna Burke. He received support with the following:

- Community consultation
- Project plan development
- Successful Awards for All bid
- Support planning a board away day
- Support with planning and co-ordination of 3 community events
- Support with developing and marketing publicity materials.

Tendayi, Gilbert & Dawn

Tendayi Chieza & Gilbert Washwaya of South African Development Community Support Agency were mentored by Dawn Takura. Their support focused on:

- Action planning & goal setting
- Increased motivation and self confidence
- Support developing project plan

Michael & David



Michael Don Smith volunteered as a mentor on the StP programme to support aspiring entrepreneurs to achieve their goals. Michael has worked in the personal development field for over a decade and has a wealth of experience and skills. Reflecting on his own mentor, Michael realised the positive influence of his mentor and his own desire to make a positive impact on the world. He has the passion to give that value to someone else, and having a mentee was the perfect opportunity.

Michael was matched with David Thompson utilising strength-based mentoring, which calls upon mentors to work with their mentee to identify, develop and cultivate their already-present strengths. Aside from seeing David regularly, Michael made a point to expose his mentee to different styles of management and has since involved David in the running of his own organisation. They have forged a mutually beneficial relationship where they both exchange skills and expertise.

Since being matched Michael has offered David regular office space to conduct his business as well as work experience and shadowing activities. David was delighted with his match and was pleasantly surprised to learn how experienced and knowledgeable his mentor was. With a great deal in common their mentoring relationship is going from strength to strength. David States, 'Michael has really increased my confidence in my own abilities and has exposed me to his wide network of associates, which has been great. I joined the programme as I was looking for a mentor who could support me to bring my business idea to life, I am getting that and a whole lot more, so thank you StP it's amazing what a difference a mentor can make. One-to-one mentoring has the power to bring about positive change through friendship and consistent support, but even more so through intentional skill-building activities.'

Lucinda & Trishna



With the support of the StP project the Inspirational Ladies group last year celebrated their 7th Year Anniversary, however with the recent council cuts the groups good cheer dwindled as their core funding which they had been receiving for the last 7 years was cut in April 2014. Lucinda Dell project coordinator once again sought the support of the StP mentoring programme to help source funding for the groups sustainability.

The Inspirational Ladies group was established in 2006 and is a registered charity which provides activities and programs that motivate and enrich the health and wellbeing of all women, with a focus on women mainly over 50.

We are pleased that through the StP mentoring programme the Inspirational Ladies group were supported with funding and have since secured a small pot of money (£900) from the Heart of England Community Foundation which will enable them to continue their weekly exercise classes. Lucinda has also been supported by her mentor to improve her bid writing skills and has since submitted another funding bid to Barchester Foundation. We would like to wish the Inspirational Ladies all the best in the future and hope the support from their mentor will have a long term impact on the sustainability of their organisation.

Mentoring Programme Feedback

Many of our mentees and mentors have provided us with excellent feedback on the Mentoring programmes. We have shared some of their comments below:

What our Mentees have said

“Knowing that someone is at the end of the phone to contact for guidance, advice and support has been most helpful; although I have only met with my mentor on two occasions I have been able to contact her in between official meetings”. Hazel went on to say “Since being matched with my mentor, Mel Brown, I have built into my Social Enterprise business plan a marketing strategy and we have some robust time-scales and targets that we have mapped out”.

Hazel Munroe, Keys Family Network



“Having a mentor is more important than ever before and that’s because in many ways running a successful voluntary community organisation is more difficult than ever before.”



“My mentor really helped me to clarify the visions and aims and objectives of our organisation as well as continually sharing her expertise, knowledge and experience to help me make my own decisions.”



“Thanks to my mentor who is always happy to talk and offer sound advice regarding my organisation”

Gilbert Washwaya, SADSCA



“It has been very useful having someone to work alongside us, making me feel more comfortable and confident in completing funding applications.”

Sharon Bains, Ekta Sangat Ladies Group

What our Mentors have said

“I want to help out my community more and share my experiences. I had a mentor many years ago myself and really know the value of having a mentor and the one-one support they provide. It can be crucial to a person’s success”.

Mentor from Wolverhampton



“StP is a great project to get involved in if you want to make a difference in your local community, for me it was all about giving back!” Jay Pannu



“I just wanted to say a big thank you for the opportunity to mentor clients through this project and the workshops that I was able to deliver, I have really appreciated the support and experience that this project has given me.” Spence Cater



In the StP DVD “Mentors commented on the value of mentoring to themselves. Some said being part of the mentees journey, being able to see how they had grown in skills and confidence was very rewarding. Others said it was good to “feel” the enthusiasm of mentees who were keen to gain from mentor experience and knowledge. This, for some, had refreshed their own outlook and had enabled them to bring new insight to their own jobs.”

Excerpt from the StP Final Evaluation by RHCS



“It’s a win-win situation. I get something from it and the Mentee gets something from it” Marcia Williams, Gloucester Street Community Centre



Project Outcome 3

By the end of year four the partnership will build a sustainable platform for the continuation of peer mentoring.



Sustainability

It became apparent over the two years in which the Peer Mentoring programme was running that it was unlikely to be sustainable in the long term given the difficulties that were encountered in trying to recruit volunteer mentors. As was noted in the 2012—2013 StP Achievements report “many people no longer have the time or the resources to commit to volunteering perhaps due to the changing climate of the 3rd sector but also fears, concerns and even economic barriers.”

What has become clear, throughout the five years of StP, is that the one to one support and training aspects of the project were and still are very much needed within the third sector. Using this knowledge we undertook a process of business planning to look at the feasibility of setting up an StP Community Interest Company (CiC) offering bespoke business support packages and training at a charge to organisations primarily but not exclusively within the civil society sector (voluntary and community sector).

The business plan gave a strong case for the establishment of an StP CiC and the Centre for Equality and Diversity is moving the enterprise forward with support from its Board Members, Staff and Volunteers and the new StP CiC will soon be in operation.



Service through **Partnership**

StP CiC Business Objectives

To provide support mainly to Civil Society Organisations, their staff, volunteers and management structures, in particular:

- (a) to improve the support available to employees, unpaid volunteers and employers.
- (b) to deliver training in the improvement of governance, organisational development, policies, practices and procedures including equality and diversity.
- (c) to offer a consultancy and training service that improves strategic planning, sustainability and business development.
- (d) to provide information, advice and guidance for people and trustees who work or are in management in the Civic Society sector.
- (e) to develop care contracts working in partnerships with other Civil Society organisations



Project Outcome 4

By the end 150 staff and trustees will have improved business planning, leadership and management skills, increasing their capacity to local needs and deliver sustainable projects.



Training

Training workshops held in StP project Year 5 24th August 2013—23rd August 2014

Training Course Title	Area held in	No. of Attendees
Managing & Supervising People	Dudley	25
Getting to Grips with Governance	Sandwell	7
What is a Social Enterprise?	Sandwell	9
Setting up a Trading Arm	Sandwell	9
How to Develop your Project	Wolverhampton	23
Introduction to Business Planning	Dudley	9
Social Media Action Workshop	Wolverhampton	8
Introduction to Bid Writing	Wolverhampton	14
Total number of attendees		104

StP Year 5 Training Figures



As shown in the table above the StP project ran 8 training workshops in its fifth and final year of operation with an overall take up rate of 104 attendees. This brings the total take up rate of all StP workshops to 435 attendees. The number of individuals who benefitted stands at 267, 57 of whom accessed 2 workshops and 30 who accessed 3 or more workshops. 131 organisations from across the West Midlands and Telford were represented overall.

The average number of attendees across all workshops in Year 5 was 13 which is down slightly on Year 4 where it stood at 13.7 persons per workshop.

The percentage of completed evaluation forms is up 3% on last years figures with an 88% rate of return.

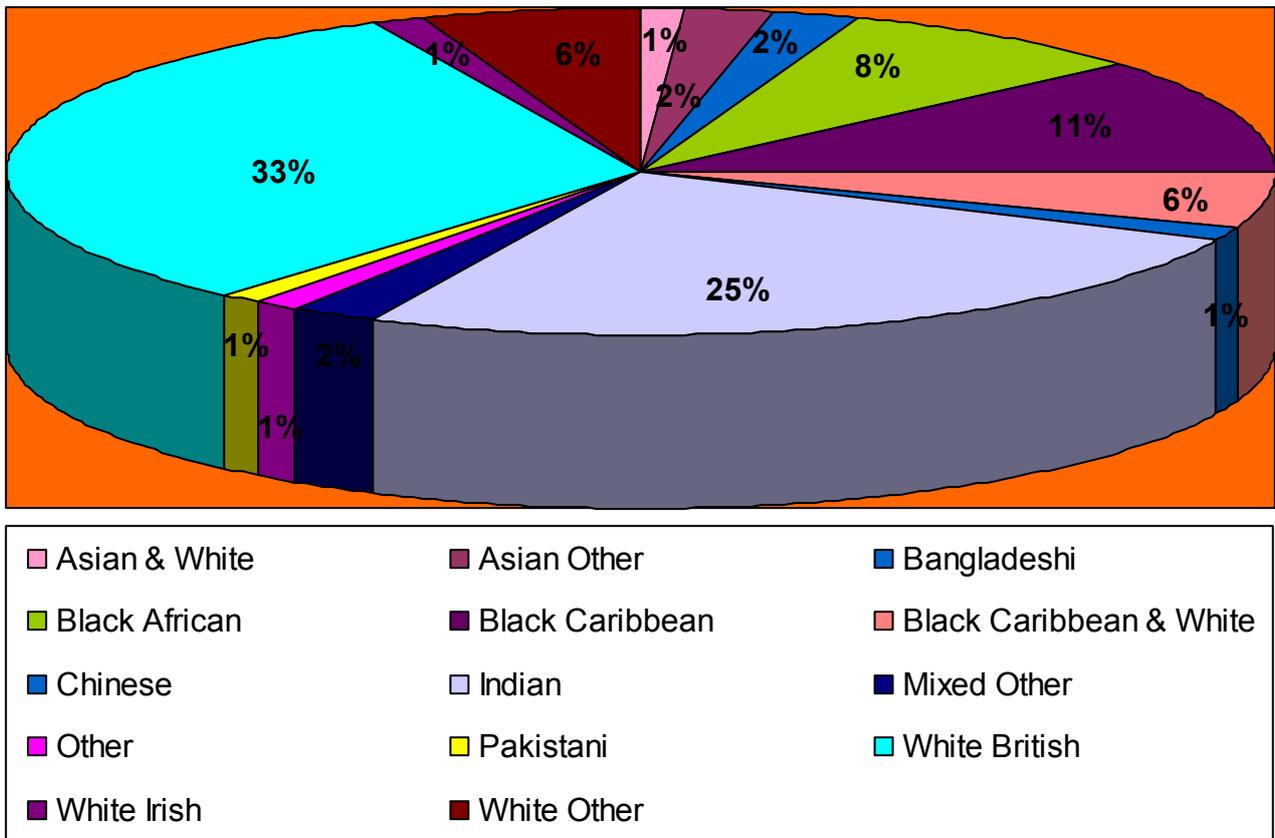
StP Training Packages

A notable difference this year has been the development of two StP training packages: 'Introduction to Business Planning' & 'Introduction to Bid Writing'. These packages were designed and delivered by the StP Infrastructure Support Officer to meet the needs of the groups the project has been working with. Both were very well received and are an asset which can be used in any future development of the StP project.

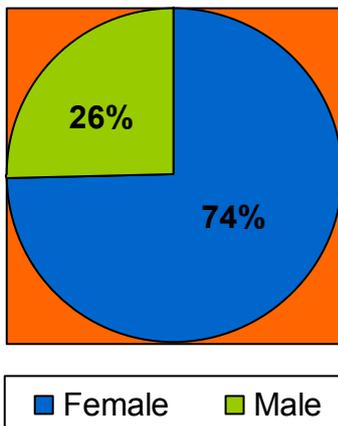
Year 5 Training Statistics

The following graphs provide a breakdown of the ethnic origin, gender and age of attendees at StP training workshops in year 5 of the project. 67% of attendees were from an ethnic minority background a positive statistic as the project was designed specifically to support the black and minority ethnic voluntary sector. The workshops have continued to attract far more women (74%) than men (26%) probably due to a higher proportion of women involved in the voluntary sector generally. 97% of participants were aged between 24 and 64 with most (49%) falling into the 45-54 age bracket.

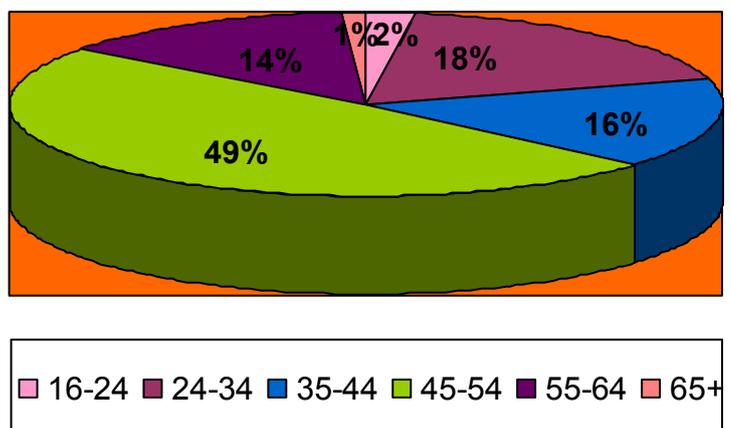
Ethnic Origin of Participants



Gender of Participants



Age of Participants



Managing & Supervising People



Due to high demand this is the third course addressing the subject of supervision run by the StP project bringing the total number of individuals trained in the supervision of staff and volunteers to 47. This particular course held in Dudley on the 22nd October 2013 was attended by 25 individuals representing 11 different organisations.

Course Objectives

- Understand the value of good management and supervision.
 - Have a framework for managing and supervising people.
- Develop skills, techniques and strategies for managing people.
 - Deal with difficult behaviours.

Participants feedback

The feedback from this workshop was generally very positive with 92% of participants giving the training an overall rating of 'excellent' or 'good'. The main criticism of the session was that there was too much information to cover in the time allocated and that a full days training would have been preferable to the half day given. It was also felt by some that too much time was dedicated to supervision and not enough to the management of people.

"Very interesting and thought provoking—hopefully have taken away useful information and advice."

"Perhaps a one day course that dealt with how to develop the skills required to be a good manager and supervisor. Lots of what makes a good supervision session and not enough on how to conduct one."

"Group was very large but the trainer handled it really well."

"Worthwhile, I learnt something from others."

"I thought it was very good. Well done on delivering it in the time allowed."

Karen, the workshop facilitator from Merida Associates felt that "The group interacted very well and made the most of the opportunity to on approaches to supervision and management that they might try out for themselves."

Participants profile

Female 68% Male 32%

Aged 24-34 16% 35-44 28% 45-54 52%



Getting to Grips with Governance

Trustees, boards of directors of charities and associations are essential to the effectiveness of their organisations. It is the role of these governing bodies to ensure that the organisation is administered effectively, can account for its activities and delivers on its promises. Governance is not necessarily about doing, it is about ensuring things are done. This short and fast moving workshop, held in Smethwick on 6th November 2013, was designed to drill down into a range of technical knowledge and soft skills needed by any board member or trustee.



“I thought the workshop was excellent & thought provoking. The facilitator was very knowledgeable—I could listen to him all day”
Quote from participant

Workshop Evaluation

71% of participants gave the workshop an 'excellent' rating with the remaining **29%** rating it as 'good'.



6 out of the 7 participants strongly agreed that they would be able to apply the knowledge learned in their roles.



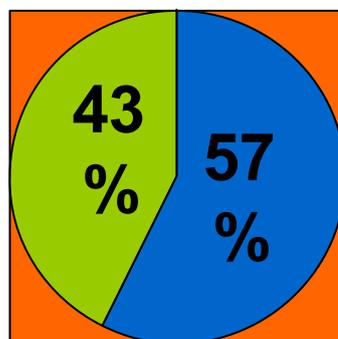
100% of participants strongly agreed that the trainer was knowledgeable in the subject area.

“From the outset of the training course, and sustained throughout, there was both a clear thirst for new knowledge and a determination to contribute with ideas, questions and examples of best practice. This was a ‘switched on’ training audience and one with which it was very easy to engage. The venue support staff were first rate”
William, Workshop Facilitator, NAVCA

Profile of Participants

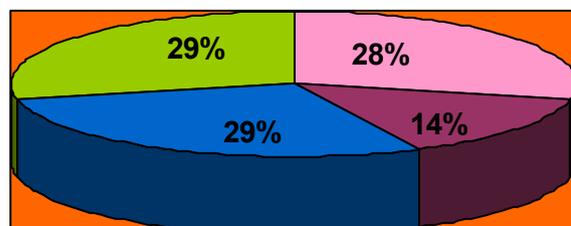
This workshop was attended by 7 participants representing 4 different organisations based in Wolverhampton and Telford.

Gender of Participants



■ Female ■ Male

Ethnic Origin of Participants



■ Black African ■ Black Caribbean
■ Indian ■ White British

What is Social Enterprise?

Workshop Outline

- Putting the social into enterprise: what makes social enterprise different?
- Changing communities; what can social enterprise do? Some real-life examples.
 - Types of social enterprise and legal structures for trading.
 - Sustainability and income generation for social enterprise.
 - Opportunities and challenges ahead.

The workshop was attended by 9 people representing 6 different organisations.

Organisations represented:

- ⇒ AWAAZ, Wolverhampton
- ⇒ Dudley Centre for Equality & Diversity
- ⇒ Black History Working Group, Telford
- ⇒ Mainns Consultancy, Wolverhampton
- ⇒ Polish Expats Association, Wolverhampton

What will you do differently as a result of this training?

Participants from two organisations in attendance indicated that they would look into setting up a Social Enterprise / Community Interest Company / Trading Arm as a result of the training.

Two other organisational representatives stated that they would take the information gained back to their respective organisations and look at their future development options.

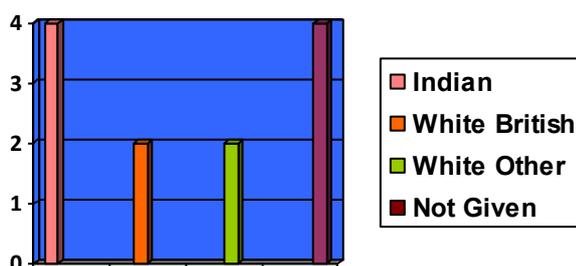
Setting up a Trading Arm

This workshop was designed to compliment the above mentioned morning session on 'What is Social Enterprise' and was held in the afternoon immediately following it enabling participants to stay on for a full day of training. All participants chose to attend both workshops.

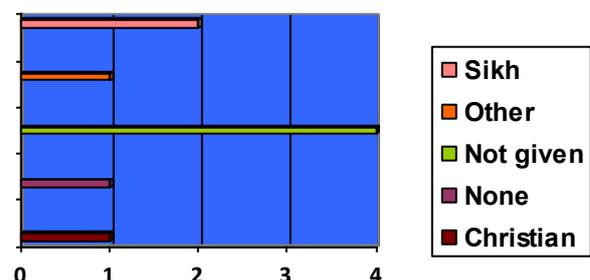
Workshop outline

- What is a social enterprise trading arm and why set one up?
 - Benefits of a trading arm to charities
- Types of trading arms: what is out there and what works
 - Legal structures and governance

Ethnic Origin of Participants



Religion of Participants



How to Develop your Project

This interactive workshop, held in Wolverhampton on the 28th November 2013, was facilitated by Michael Brown, a trainer with more than thirty years of project development experience within the voluntary sector.

Designed to give participants the basic tools to be able to develop projects that they have confidence in, it attracted **23 individuals** representing **16 organisations** from across the Black Country and Telford.



Workshop Content

1. Introduction to 'What is a project?'
2. Developing project objectives
3. Understanding Needs
4. Generating project ideas
5. Project delivery planning
6. Monitoring & review
7. Risk analysis

Organisations represented

Asian Women's Adhikar Association
 Black History Working Group, Telford
 Dudley Age UK
 Emerging Communities Network
 Floating Support & African Health Promotion
 Gloucester Street Community Centre
 The Haven, Wolverhampton
 Healthwatch Wolverhampton
 Hope Community Project
 Mainns Consultancy
 Mothers Together
 Streams Supportive Housing
 Terrence Higgins Trust
 Walsall Black Sisters
 Walsall Community Chaplaincy
 Wolverhampton City Council

Workshop Feedback

The training met my expectations

Strongly agree	3
Agree	15
Neutral	3
Disagree	2

Class participation & interaction were encouraged

Strongly agree	7
Agree	12
Neutral	3
Disagree	1

Comment from workshop facilitator: *"I felt the course went well. It was very well attended...but there wasn't quite the level of interaction... that I might have expected. That said, there did appear to be enthusiastic engagement in the group activities."*

Introduction to Business Planning

This workshop, held on the 28th February in Dudley, was developed and delivered by Lydia Sharland the StP Infrastructure Support Officer after it was noticed that many of the smaller voluntary groups engaged with the StP project were struggling to know how to write a basic, useable and effective business plan.



Workshop Evaluation

7 out of the 9 participants at the workshop completed and returned the workshop evaluation forms. Out of those:

86% stated that they would be able to apply the knowledge learnt from the workshop



71% strongly agreed that the trainer was knowledgeable and the quality of instruction was good.



86% strongly agreed or agreed that the content of the workshop was organised and easy to follow and that the handouts were pertinent and useful.



71 % gave the workshop an excellent rating overall

Workshop statistics

- * **8** organisations were represented
- * **67%** of participants identified themselves as being from an ethnic minority background
- * **56%** of attendees were female



"This workshop was built around a simple business plan template which was tailored to be applicable to voluntary organisations and small business enterprises alike. The workshop examined

each section of the plan through a range of presentations and facilitated activities and discussion. As it was the first time this package had been delivered I was unsure of how the activities would be received but the level of interaction was excellent and all the feedback on the day was overwhelmingly positive. This training package was a definite success and I believe a very useful resource to built on by StP in the future."

Lydia Sharland, StP Infrastructure Support Officer

Social Media Action Workshop



This workshop, held on the 20th March 2014, aimed to provide individuals with the practical knowledge and skills to improve the social media strategy and activity of their organisations. Held in one of the computer rooms at TLC college in Wolverhampton each of the 8 participants has access to their own computer enabling them to create and begin to use their own Facebook, Twitter and YouTube accounts.

Workshop Content

Facebook:

- Design and populate your own business Fan Page
- Actions to attract the right followers
- Strategy to ensure engagement with key players

Twitter:

- Design and populate your own business Twitter Account
- Key reasons to attract the right followers
- Culling unproductive connections and Strategy to find your targets

YouTube:

- Creation of YouTube Channel
- Content management

"Great training but would have been greater if each section was longer. Really enjoyed it!"

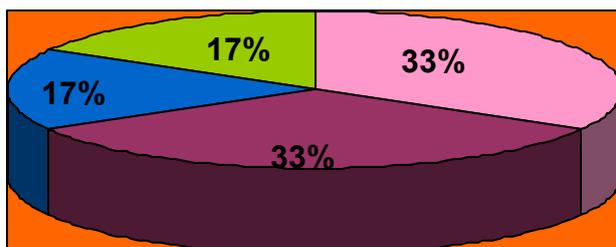
Mark Northall (Dauben HR Business Consultancy) the workshop facilitator gave the following feedback:

"I enjoyed the course immensely the attendees were very participative and it was a most interactive course. I have noticed that everyone who attended has increased their Social Media Activity and is really putting what they learned into action."

Workshop Feedback

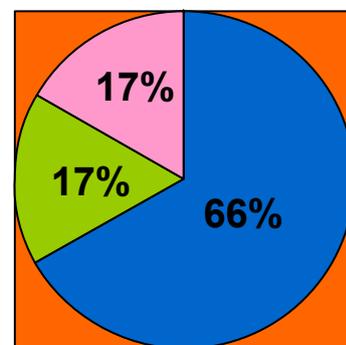
6 people returned workshop evaluation forms of those 3 strongly agreed and 2 agreed that the training met their expectations and 100% strongly agreed or agreed that they would be able to apply the knowledge learned.

Ethnic Origin of Participants



Black Caribbean Indian
 Pakistani White British

Age of Participants



45-54 55-64
 65+

Introduction to Bid Writing

Throughout the five years of the StP project there has been a continually high demand for bid writing / funding workshops. Having run 8 previous workshops in this subject area it was decided that the StP project would benefit from having its own 'Introduction to bid writing' training package which it could amend and alter to suit the needs of workshop participants.

This package was developed and delivered in Wolverhampton on the 7th May 2014 by Lydia Sharland the StP Infrastructure Support Officer. This particular workshop had an added bonus of including an additional bid writing surgery run on the 15th May which offered all workshop attendees the opportunity to discuss a funding bid on a one-to-one basis with an StP staff member. 5 attendees took up this opportunity.

Workshop Evaluation	
The workshop was attended by 14 people representing 14 organisations. A total of 13 evaluation forms were completed and returned which contained the following feedback:	
The training met my expectations	
Strongly Agree	Agree
10	3
I will be able to apply the knowledge learned	
Strongly Agree	Agree
10	3
The content was organised and easy to follow	
Strongly Agree	Agree
10	3
The handouts distributed were pertinent and useful	
Strongly Agree	Agree
10	3
The trainer was knowledgeable	
Strongly Agree	Agree
12	1
Class participation and interaction were encouraged	
Strongly Agree	Agree
11	2
How do you rate the training overall?	
Excellent	Good
11	2

"This workshop was very well received and the participants interacted well as a group.

There were definite improvements that could be made including as one person suggested sending out an Awards for All application (which the workshop focused on) beforehand so that people were more familiar with the form and had a chance to complete it using their own ideas in advance.

Other suggestions included providing examples of the type of questions asked by other funders as a comparison to the Awards for All questions; increasing the number of activities and opportunities for interaction and shortening the length of the session slightly.

These suggestions will be taken into account if the workshop is run in the future.

Overall the feedback given was extremely positive.

*Lydia Sharland
StP Infrastructure Support Officer*



5 years of StP Achievements 2009—2014



StP Achievements 2009—2014

64 organisations supported on a one to one basis

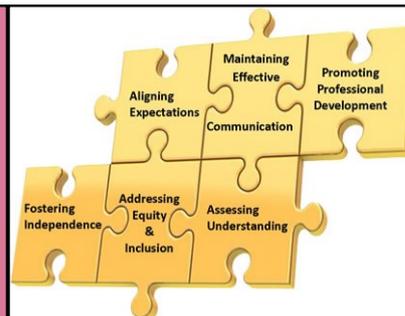


30 volunteer Mentors recruited and trained.

53 Mentees from 46 organisations matched with volunteer Mentors



7 training workshops held for StP Mentees and Mentors with 76 attendees in total.



34 free training workshops held with 267 individuals trained overall

End of Project Event

On Thursday 10th July at the Workspace in Wolverhampton we held our StP End of Project Event. The event was an opportunity for us to showcase the achievements of the project over the last 5 years, to recognise and thank the organisations and individuals that helped make the project a success and to raise and discuss issues relevant to the future of the BME voluntary sector.

The StP DVD

One of the highlights of the day was the showcasing of the StP DVD; filmed in June 2014 by Vernon Caisley the DVD gives a 25 minute overview of the work of the StP project over the last five years featuring StP mentees and mentors, one to one group beneficiaries and StP staff.



The DVD can be viewed online at <http://youtu.be/8Xsx5qA2mAc>



Round table discussions

As part of the session we held round table discussions looking at some of the issues 3rd sector BME organisations face as well as asking for suggestions on how to resolve them. The discussions were extensive but we have picked out some of the points of note that emerged from the session:

- Everyone recognised that the BME sector has much to offer to the third sector as a whole as well as offering excellent much needed services.
- Many of those present felt that the BME third sector was largely failing to act at a strategic level.
- It was felt that although large infrastructure and delivery organisations recognised the contribution of the BME sector they were failing to proportionately distribute resources to them.
- It was felt that the BME sector did have the skills and innovation to make a difference to their communities but that barriers exist to them doing so including a lack of experience, over reliance on funding, structural and racial discrimination, governance issues and a lack of young people entering leadership positions.
- It was felt that the BME third sector should work more closely together through partnerships, mergers and collaboration but it was recognised that this is a very challenging proposition.
- It was also felt that the BME third sector should market itself more cohesively and positively as a whole to raise its profile and combat any negative images of the sector.
- Following on from the above two points it was noted that the BME third sector would be stronger generally if BME organisations acted together and spoke with one voice.

End of Project Event

The event was attended by 32 individuals from 18 different organisations that vast majority of whom had benefited from the StP project in some way. All those present were invited to complete an evaluation form to document their overall experiences of the StP project. 18 were completed and returned and the following feedback was given:

Overall I had positive experience of the StP Project

Strongly Agree	Agree
9	9

StP training was relevant and useful to my organisation

Strongly Agree	Agree	Neutral	NA
9	7	1	1

Having a volunteer mentor has been beneficial to the development of my organisation

Strongly Agree	Agree	Neutral	NA
9	5	2	2

The one to one work delivered by StP made a positive difference to my organisation

Strongly Agree	Agree	Neutral
8	9	1



The StP project was beneficial in terms of the networking opportunities it provided

Strongly Agree	Agree	Neutral
10	7	1

I would be willing to pay for StP services in the future, funds permitting

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
2	6	2	2	1	5

As can be seen the feedback was overwhelmingly positive. 100% strongly agreed or agreed that they had a positive experience of the StP project overall. Despite this only 44% said that would be willing to pay for StP services in the future with 28% saying that they didn't think it was applicable to their organisation. This may be due to be an unwillingness to accept or lack of understanding that voluntary sector support services of the standard offered by StP are unlikely to be obtainable free of charge in the future.

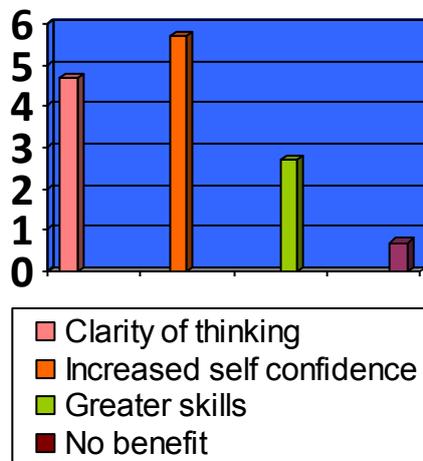


End of project report summary

In May 2014 RHCS (Rawlings and Heffernan Consultancy Services) were appointed by StP to undertake a focused piece of evaluative work, concentrating on the mentoring aspect of the project. The one to one and training aspects of the project had benefitted from being the focus of a mid point project evaluation in August 2012 and it was felt that, for the final two years of the project and for the final evaluation, the Mentoring aspect of the project needed to be at the forefront.

As part of the evaluation 26 mentors and 53 mentees were contacted by an email questionnaire. The response rate was low at 14% with the following responses noted:

How Mentees benefitted



“As can be seen in the adjacent table there were notably positive responses to the question as to how Mentees felt they had benefitted from having a mentor with only one person feeling they had not benefitted. Clearly increased self confidence and a clarity of thought were common themes.

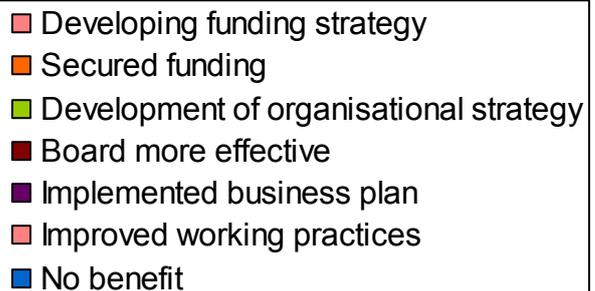
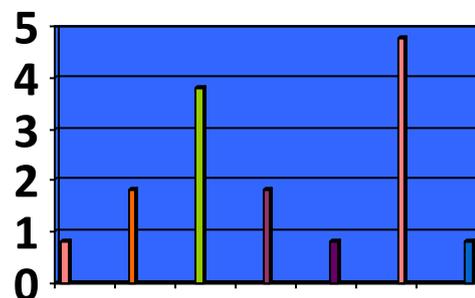
The Mentors response to this question was to say personally they had benefited through increased networking and also through fulfilment in sharing their skills. The organisation had also benefited through networking and gaining useful intelligence.”

“Mentees articulated how the StP mentoring relationship had enabled them to grow personally and directly benefited their organisations in ways shown in the adjacent table. All were grateful for the time given freely by their mentors.”

“The questionnaire asked respondents whether they would be prepared to pay for the mentoring - 37 confirmed that they would. This is a good indication of the value they placed upon the service and the supported received.”

“StP in its entirety, has clearly brought benefits to many groups in the Black Country. In terms of the mentoring aspect, it is not possible to calculate, in real terms, the monetary value gained by mentees and therefore their organisations. However, given evidence suggests that some were able to, following mentoring support, submit funding bids and develop business and marketing plans, implies that a fair proportion will have greater skills to become sustainable.”

How Mentee organisations benefitted



“The success of StP, in offering a variety of support activities, has clearly identified numerous BME organisations which may be interested in purchasing StP services... It has enabled CfED to strengthen its position in being well placed to support the BME sector to grow.”



Acknowledgements



Acknowledgements

Many people and organisations have worked together to make the StP project a success right from its conception as an idea to the final stages of delivering the project. The next few pages are dedicated to thanking all those who have contributed.

Our Partners, Steering Group Members and Staff

We would like to thank the board and staff members of all our project partners past and present who were involved in the development and delivery of the StP project including:

Our Partners

Centre for Equality & Diversity
Ethnic Minority Council (previously Wolverhampton citywide BME council)
Race Equality West Midlands
Rights and Equality Sandwell
Rights and Fairness Telford (RAFT) (was Telford Race Equality & Diversity project)
Smethwick Youth and Community Centre

Steering Group Members

Amir Kabul
Derrick Campbell
Diane Cuff
Frank Reeves
Geoff Boswell
Kenneth Rodney
Luke Darbey
Patrick Devine
Mahmood Khan
Michael-Don Smith
Sam Duru
Steven Brooks
Suffia Perveen
Surinder Singh
Zadvinder Padra



Project Staff Members

Geoff Boswell
Julie Symons
Kate Taylor
Kenneth Rodney
Lydia Sharland
Manjeet Singh
Patricia Wright
Trishna Burke

(and all the support staff at CfED and the partner organisations who contributed)

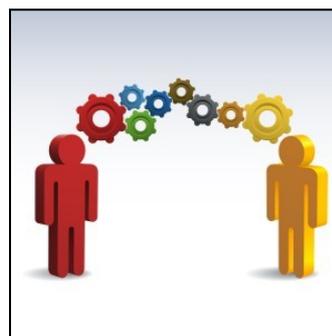
Special thanks to Kenneth Rodney who was one of the main driving forces behind the development of the StP project and dedicated a significant amount of his time to managing and working on the project to ensure its success.

Acknowledgements

Consultants

We were privileged to work with many talented consultants throughout the StP project. Some worked specifically on developing and evaluating the project itself others were commissioned to work with the groups supported by the project. Our thanks go out to the following:

Alison Richards (Centre for Equality & Diversity)
Andy Price (Amap Ltd)
Geraldine Brown
Graham Bould (Advantage Business Agency)
Hilda Bertie (Rights and Fairness Telford)
Karen Garry & Polly Goodwin (Merida Associates)
Keith Rawlings (Phoenix Business Solutions Ltd)
Michael Brown
Paul Grant
Roots HR Community Interest Company
Sue Rawlings and Pauline Heffernan (Rawlings Heffernan Consultancy Services Limited)
Wolverhampton Network Consortium



Workshop Facilitators

With thanks to all the facilitators who ran training workshops for us:

Andy Price (AMAP Ltd)
Betty Taylor (Wolverhampton Network Consortium)
Clare Edwards
Elizabeth Barker (iSE)
Geoff Boswell
Jane Gronow (Interface-NRM)
Jay Pannu (Arena Wolverhampton Social Enterprise Network)
John Dawson (NAVCA)
John Higson (Wolverhampton Voluntary Sector Council)
John Parman
Kim Payne (Wolverhampton Network Consortium)
Karen Garry (Merida Associates)
Louisa Edwards (Wolverhampton Network Consortium)
Lydia Sharland (StP Project)
Mark Northall (Dauben HR Business Consultancy)
Martin Hogg (Citizen Coaching CiC)
Michael Barrows (Matrix Marketing & Management)
Michael Brown
Michael-Don Smith (Perspectives 20/20 Ltd)
Rekha Shivam
Spence Cater
Suffia Perveen (Ethnic Minority Council)
William David (NAVCA)



Acknowledgements

Conference / Event Speakers

Thank you to all those who spoke at StP project events and conferences:

Angus McCabe (Third Sector Research Centre)
Arjumand Kazmi (Voice4Change England)
Bill Fryer (Oake Associates and Advantage Business Agency)
Kenneth Rodney (Centre for Equality & Diversity)
Kuldip Kang (The Big Lottery Fund)
Nadini Das (Voice4Change England)
Shane Ward (West Bromwich African Caribbean Resource Centre)
Sharon Palmer (Regional Action West Midlands)
Steven Brooks (Wolverhampton Citywide BME Council)
Surinder Singh (Capacity Builders)
Mike Barrows (Matrix Marketing & Management)



Service through Partnership

The StP project would also like to thank to all the organisations and individuals who engaged with the project either through one to one support, training or peer mentoring.

We would like to offer particular thanks to our volunteer mentors and other project volunteers who gave their time freely to support the project.

Without you all the project wouldn't have achieved what it has.

We greatly enjoyed working with you and wish you all success for the future.



Huge thanks to the Big Lottery Fund who funded the project and were flexible and understanding when the project was going through some difficult times. Thank you for supporting us throughout and helping us to make a real difference to the groups and individuals we worked with.



Service through Partnership

The StP Project Delivery Partners:

Centre for Equality & Diversity

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Tel. 01384 456166

Accountable body for the StP project.

Registered Charity Number.1114821 Registered Company Number. 5745005

Rights and Fairness Telford

Meeting Point House, Telford Town Centre, Telford, TF3 4HS

Tel. 01952 916100

Ethnic Minority Council

Stewart House, 18 Stewart Street, Wolverhampton, WV2 4JW

Tel. 01902 313052

Smethwick Youth and Community Centre

Trinity Point, 1 Trinity Street, Smethwick, B67 7AA

Tel. 0121 565 8870

