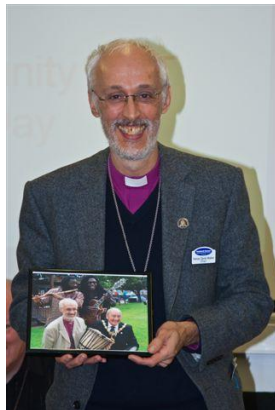


2012 – 2013

Operational Plan



lead... influence... change

Contents Page

1. Introduction	
2. Achievements 2011/2012	
3. Strategic Objectives	
4. Mission Statement	
5. Corporate Management	
5.1 Dates of board meetings 2012/2013	Page 5
5.2 Dates of Finance & Policies Sub-Committee meetings	Page 6
5.3 Dates of Human Operational & Resources Sub-Committee meetings	Page 6
5.4 Reporting process to Board meetings	Page 6
5.5 Performance Management	Page 7
5.6 Risk factors	Page 7
5.7 Financial Management & Fund raising strategy	Page 8
5.8 2012/2013 Challenges	Page 9
5.9 Public Benefits	Page 9
5.10 CfED's main user groups	Page 9
6. Organisational Structure 2012/2013	
7. Organisational action plan	

1. Introduction

Our annual operational plan set out some of the key activities for the organisation for the financial year 2012/2013. This year's plan will hopefully build upon the success we have achieved during year 2011/12 and introduce more ideas that's new and refreshing perhaps demonstrating our expertise and leadership role.

2012/2013 plan gives us the opportunity to examine and explore more innovative ways to promote CfED and activities both to the public and to public sector organisations across our areas of benefits.

From experience although we have and are continuing to contribute to the various regeneration and Big Society agenda recognition of our contribution has not been forthcoming either in terms of promotion or in financial contribution. This we are looking to change during the year by increasing the quality of our website and even enabling publishers and other external bodies the opportunity to promote particular products on the site. Locally we are also looking to undertake much more promotion across all our projects and corporate activities, using every available opportunity.

Reflecting on our progress during 2011/2012 we will see that working in partnerships has been an up and down experience and for the most part not been beneficial to CfED, financially. Some aspects of working in partnerships have been positive particularly around the hosting of Community Organisers and our Service through Partnership.

We acknowledge that we need to learn in 2012/2013 from both the positives and the negatives of partnership working particularly when it comes to partnerships where funding will be a major aspect of such partnership.

During 2012/2013 we intend to continue updating our day to day operational management processes to ensure that we remain resilient, effective and efficient in using available resources, making all inward investments, (grants, commission & contracts) value for money and CfED remains "fit for purpose."

We understand the times that we are living in and the reduction in public finances which may have a knock on effect for CfED. We certainly acknowledge the challenge to increase our fund raising activities over the next year. To support us

in meeting this challenge we are in discussion with external sources as it will be important to capitalise on external expertise.

We are still committed to using our internal skills and expertise however the task at hand is great thus the importance of partnership working and external support in bid writing. Indeed partnerships will enable us to make the best of the situation ensuring the sustainability of the CfED for many more years to come.

2. Achievements

- 200 pupils in schools engaged in a Holocaust Memorial Day event
- 5 Community Organisers successfully recruited, trained, inducted and placed in respective localities across the borough.
- 4 talks, presentation and discussion session held as part of our equalities and social justice series.
- 13 Service through Partnership (StP) training sessions held across, Dudley, Wolverhampton, Telford and Sandwell
- 126 attended StP training courses
- 2 interns recruited via Graduate Advantage
- 1 conference held for committee members of local Tenants and Residents Associations
- 25 victims of hate crime received 1 to 1 assistance and support
- 20 Secondary schools received Holocaust Memorial Day materials for use in classroom lessons
- 1 local voluntary sector organisation commissioned CfED to deliver Equality & Diversity training to its staff team
- 6,000 plus copies of CfED Update newsletter circulated via email and hard copies
- 2 placement opportunities created for year 11/12 pupils
- 1 young person given opportunity to undertake apprentice scheme placement
- 800 people directly benefited by using the Community resources facilities
- 12 press releases issued
- £20,000 plus secured by BME groups following support from CfED /StP.

3. Strategic Objectives

- i) 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
- ii) To develop partnerships which span sectors to improve services to communities of interest
- iii) 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
- iv) To develop and maintain a robust infrastructure enabling us to achieve our mission and create a stable financial base.

4. Mission Statement

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

5. Corporate Management

5.1 Dates of board meetings 2012/2013

Monday 14th May 2012 @ 6.00pm

Monday 9th July 2012 @ 6.00pm (AGM)

Monday 9 July 2012 @ 7.00pm

Monday 10th September 2012 @ 6.00pm

Monday 19th November 2012 @ 6.00pm

Monday 14th January 2013 @ 6.00pm

Monday 18th March 2013 @ 6.00pm

5.2 Dates of Finance & Policies Sub-Committee meetings 2012/2013

Monday 23rd April 2012 @ 5.45pm

Monday 25th June 2012 @ 5.45pm

Monday 20th August 2012 @ 5.45pm (only if required)

Monday 15th October 2012 @ 5.45pm

Monday 10th December 2012 @ 5.45pm

Monday 25th February 2013 @ 5.45pm

5.3 Dates for Human Operation & Resources Sub-Committee meetings 2012/2013 TBC

5.4 Reporting process to board meetings

- 5 Estates Project Plus 14th May 2012
-
- Corporate Operational Plan 9th July 2012
- West Midlands Police 9th July 2012
- PQASSO update 9th July 2012

- StP 10th September 2012
- Dudley MBC 10th September 2012
- CfED's Corporate plan 10th September 2012

- Start of 2013 – 2016 Business planning process 19th November 2012
- Community Organisers 19th November 2012
- West Midlands Police 19th November 2012
-

- | | |
|------------------------------|-------------------------------|
| • 5 Estates Plus Project | 14 th January 2012 |
| • Corporate Operational Plan | 14 th January 2012 |
| • StP | 18 th March 2013 |
| • West Midlands Police | 18 th March 2013 |
| • Corporate 12 months review | 18 th March 2013 |

Additional project reports will be added to appropriate board meeting as necessary throughout the year.

5.5 Performance Management

The board of directors will continue to have overall responsibility to manage the performance of the organisation and everything we do, albeit sometimes through delegated authority. Board members will continue to provide strategic leadership and vision plus ensuring the maintenance of our adopted quality assurance system PQASSO.

Each project will have its respective monitoring and evaluation processes which will dovetail in staff reports and corporate achievement reports.

5.6 Risk factors

The issue of risk and its mitigation will be a standard item on both Board and F&P meeting agendas. The 5 main areas of risks are

1. Governance:

- Maintaining a strong & effective board
- Being able to recruit new board members

2. Operational:

- Over reliance on small team of care staff

- Expanding into new geographical areas and new areas of activities

3. Financial:

- Continuing low level of care funding
- Inability to access new funding streams particularly through working in partnership.

4. External Influences

- Impact of economic climate & environment for 3rd sector organisations
- Inability to promote and market CfED's activities to a wide range of external bodies
- Involved in an over competitive market
- Local public sector organisations unwilling to support CfED even when the support of the organisation is required.

5. Compliance with new and existing law/regulations

- Need to remain up to date with Equality Act 2012 implementation
- Ensure continuous compliance with the charity Commission and Companies House legislation

5.7 Financial management and fund raising strategy

The core financial objectives for 2012/2013 are

- To end the financial year in March 2013 with a surplus equal to at least 3 months operational cost.
- To deliver all outcomes agreed with respective funders in the most financial efficient ways possible, avoiding overspend
- To maintain timely and accurate financial reporting to both board of directors (including F&P Sub-Committee and funders)
- To improve on our internal financial system ensuring better management of all income and expenditure
- To ensure good cash flow at all times
- To demonstrate value for money for every £ invested in projects and activities.

- To review the management of day to day accounting procedures and agree long term plan at most cost effective price.

5.8 2012/2013 Challenges

- further staff changes to core team
- The need to capitalize on partnership with Birmingham University, the Hope Centre and many of our current partners.
- Increase/resurgent of far right activities within the borough
- The need to capitalise on Big Society initiatives, Community Organisers, Community 1st etc.
- The need to raise at least £100,000 of new core funding and approximately £500,000 of new project funding
- The need to ensure full compliment of directors on board
- The need to increase CfED's internet presence

5.9 Public benefits

Need to refer to Charity Commission general guidance

5.10 CfED's main user groups

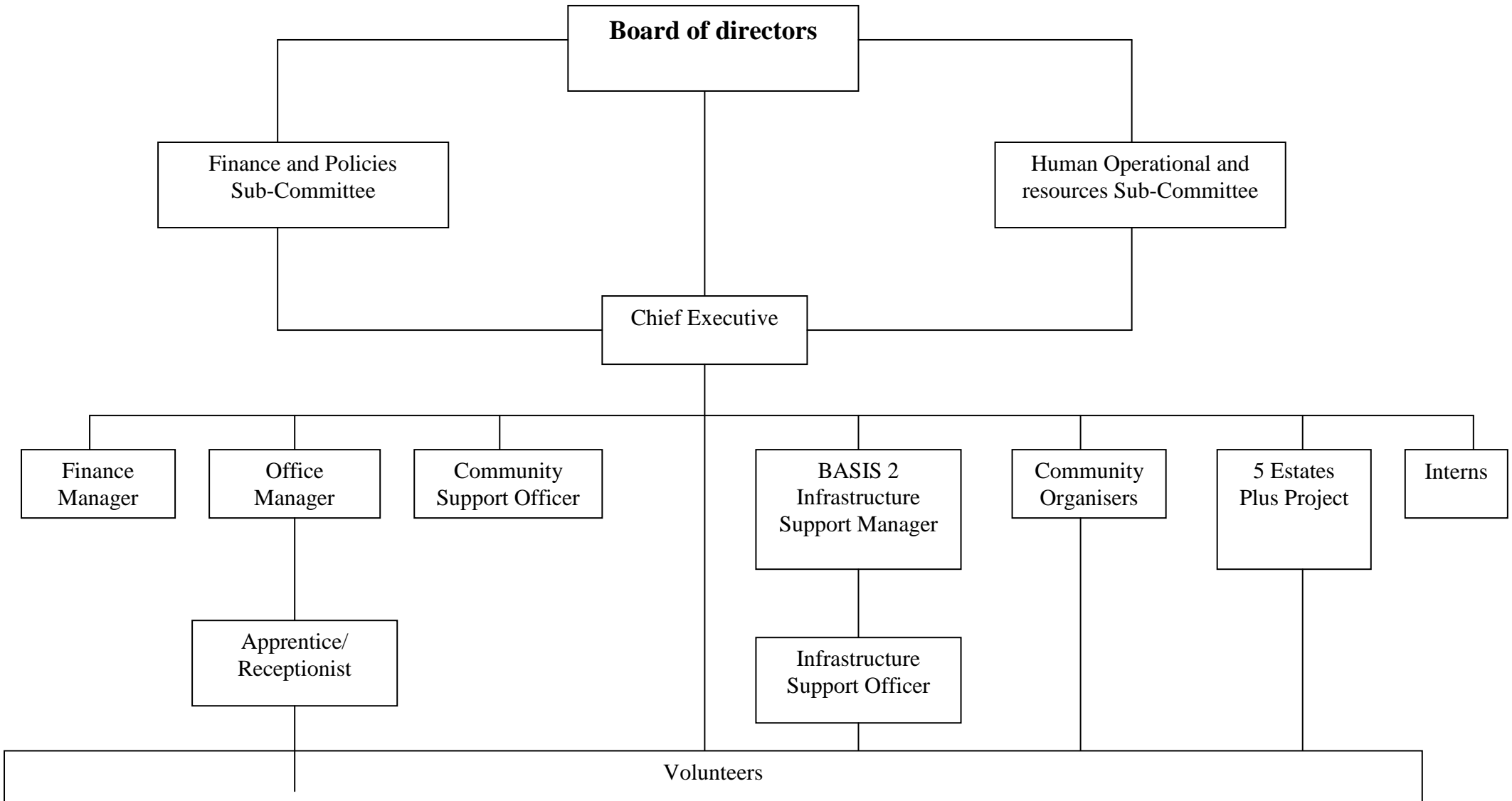
CfED value its reputation as being a user and friendly organisation across all aspect of activities and communications with external sources. Our aim in 2012/2013 is to ensure that we deliver the best service in all that we do and as resources would permit us, to all our service users, individuals, organisations or groups of users.

The following list is therefore regarded as our main but not exclusive users of our services.

- Educational establishments
- Tenants and Residents Associations
- Membership organisations
- 3rd Sector Organisations (including BME Groups)

- Dudley Health Sector
- Migrant Communities
- Dudley MBC (corporate and individual directorate)
- Asylum seekers and refugees
- Partnership organisations
- Faith Groups
- Parents
- Volunteers
- Dudley College
- Users of the Community Resource Centre

6. Organisational Structure 2012-2013



Strategic Objective 1: To build the skills and capacity of communities of interest, empowering them to engage actively in decision making processes and developing confidence in supporting their own communities.

No	Key actions	Responsible person	Timescale	Outcome for beneficiaries/ users of service	Progress Report
1.1	Continue to build bridges between migrants and indigenous communities through the activities of the 5 Estates Plus project	<ul style="list-style-type: none"> • 5 Estates Plus project co-ordinator 	2012/2013	<ul style="list-style-type: none"> • Better informed communities 	
1.2	Ensure that the work of CfED is informed by close contact with BME / Migrant communities and to assist them in building community capacity through relevant programmes	<ul style="list-style-type: none"> • Chief executive • 5 estates project coordinator 	2012/2013	<ul style="list-style-type: none"> • New migrant to Dudley becomes aware of CfED and willing to engage with us 	
1.3	To strengthen the links with tenants and residents groups (TRAs)	<ul style="list-style-type: none"> • 5 estates plans project coordinator 	2012/2013	<ul style="list-style-type: none"> • TRAs more trusting of CfED and motive to work with them 	
1.4	Strengthen the ability of community organisers to carry out duties in line with host agreement.	<ul style="list-style-type: none"> • Board of directors • Chief Executive • Community Organisers 	2012/2013	<ul style="list-style-type: none"> • CO's have necessary tools and internal support to undertake task required 	

1.5	Ensure community organisers undertake 5,000 contracts, undertake relevant training and recruit volunteers to offer placement support.	<ul style="list-style-type: none"> • Chief executive • Community organisers • re:generate locality 	2012/2013	<ul style="list-style-type: none"> • COs are clear about respective patch • Co attend further RSLM training 	
1.6	CfED encourage community organisations to think more strategically about future and sustainability	<ul style="list-style-type: none"> • Chief executive • StP project 	2012/2013	<ul style="list-style-type: none"> • Community organisations better informed • Community organisations have better • Internal processes 	
1.7	Organisation of a capacity building conference information day for BME groups	<ul style="list-style-type: none"> • Chief executive • StP project • Intern 	End of September 2012	<ul style="list-style-type: none"> • Clear view of what infrastructure support as available • Access to written information on how to build capacity within an organisation 	
1.8	To increase the effectiveness of the STP ensure that benefits are long term.	<ul style="list-style-type: none"> • Chief executive • STP staff • STP steering group • STP partners and 	2012/2013	<ul style="list-style-type: none"> • Better training programme • Activities delivered are of the highest standard 	

		delivery agencies			
1.9	Strengthen the ability of BME groups to build their structures, systems people, skills so that they are better able to define and achieve their objectives	<ul style="list-style-type: none"> • Chief Executive • Community support staff • STP staff 	2012/2013	<ul style="list-style-type: none"> • Receive more quality information • Made more aware of opportunities 	
1.10	Seek appropriate funding to support the delivery of an award ceremony	<ul style="list-style-type: none"> • Chief executive • Other CfED staff 	By end of February 2013	<ul style="list-style-type: none"> • Community members recognise for good work • CfED demonstrates its ability to attract funding 	
1.11	Complete financial inclusion project funded by Britannia Foundation	<ul style="list-style-type: none"> • Chief executive • Volunteer • Other staff • Pennysmart 	By end of September 2012	<ul style="list-style-type: none"> • Communities are more skilful in managing debt and are more aware of financial management systems. 	
1.12	Complete financial inclusion project funded by the Nationwide	<ul style="list-style-type: none"> • Chief executive 	By the end of July 2012	<ul style="list-style-type: none"> • Communities receives financial 	

	Foundation.	<ul style="list-style-type: none"> • Volunteer • External provider 		appropriate advice	
1.13	Complete countryside project funded by West Midlands Police	<ul style="list-style-type: none"> • Chief executive • Volunteer • BME community groups 	By end of September 2012	<ul style="list-style-type: none"> • BME communities have an opportunity to explore English countryside 	
1.14	Ensure CfED's engagement with Holocaust 2013 subject to funding	<ul style="list-style-type: none"> • Chief executive • Volunteer • Interns • Other staff • External partners 	By end of January 2013	<ul style="list-style-type: none"> • Continue to inform communities of racism and various forms of discrimination • Participate in a national focused event 	

CfED Business/ Operational Plan 2012/2013

Strategic Objective 2: To develop partnerships which spans across sectors to improve services to communities of interest.

No	Key actions	Responsible person	Timescale	Outcomes for beneficiaries/ users of service	Progress Report
2.1	Develop a partnership arrangement with B'Ham University on 3 areas of activities <ul style="list-style-type: none"> • Research project • Seminar Series • Capacity building conference 	<ul style="list-style-type: none"> • Board of directors • Chief executive • B'Ham University contracts 	2012/2013	<ul style="list-style-type: none"> • CfED to learn from a major • A more qualitative approach to publication from CfED • Activities supported by academics and professionals 	
2.2	Capitalise on 2 new partnerships across the Black Country while strengthening role on TLIF in Sandwell	<ul style="list-style-type: none"> • Chief Executive • Board of directors 	2012/2013	<ul style="list-style-type: none"> • Partnerships support the sustainability of CfED • Financially viable 	
2.3	Complete Walsall Mental Health project with the DWMHP funded by Awards for All.	<ul style="list-style-type: none"> • Chief executive • CDWs 	By end of May 2013	<ul style="list-style-type: none"> • Communities in Walsall made more aware of mental health issues 	

2.4	Seek to strengthen local partners, including the Hope Centre with a view of influencing activities and management of respective organisations	<ul style="list-style-type: none"> • Board of directors • Chief executive 	2012/2013	<ul style="list-style-type: none"> • Increase influence across wider voluntary sector • CfED demonstrate leadership in voluntary sector 	
2.5	Seek to develop a partnership programme with Strengthening our Communities involving a youth project with young people during summer 2012.	<ul style="list-style-type: none"> • Board of director • Chief Executive 	By end of September 2012	<ul style="list-style-type: none"> • Work with an organisation that has firm links with young people • Raise the local profile of CfED 	

CfED Business/ Operational Plan 2012/ 2013

Strategic Objective 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.

No	Key actions	Responsible person	Timescale	Outcome for beneficiaries/ users of service	Progress report
3.1	Develop a series of mini E&D training sessions aimed primarily at voluntary and community sector organisations	<ul style="list-style-type: none"> • Chief executive • Specialist external support 	2012/2013	<ul style="list-style-type: none"> • Voluntary community sector more skilful and knowledgeable about E&D matters 	
3.2	Continue to attend DMBC's corporate leadership group and participate in other E&D issues	<ul style="list-style-type: none"> • Chief executive 	2012/2013	<ul style="list-style-type: none"> • DMBC continue using CfED's skills and expertise 	
3.3	Use every opportunities to highlight issues around protected characteristics	<ul style="list-style-type: none"> • Chief executive 	2012/2013		
3.4	Seek opportunities to raise funding or to work in conjunction with another agency to undertake 3 specific pieces of work on specific protected characteristics	<ul style="list-style-type: none"> • Board of directors • Chief executive • External support 	2012/2013	<ul style="list-style-type: none"> • Respective protected groups more aware of CfED and trust appropriate support available 	

CfED Business/ Operational Plan 2012/ 2013

Strategic Objectives 4: To develop and maintain a robust infrastructure, enabling us to achieve our mission and create a stable financial base.

No	Key actions	Responsible person(s)	Timescale	Outcome for beneficiaries/ Users of service	Progress report
4.1	Develop a fund raising strategy that is SMART related and draws on the expertise of staff and external sources.	<ul style="list-style-type: none"> • Chief Executive • F&P Sub-committee • Intern • External Source 	End of April 2012	<ul style="list-style-type: none"> • Fund raising strategy increase opportunities for sustainability 	
4.2	A review of PQASSO level 1 is carried out prior to starting work on level 2 ensuring compliance.	<ul style="list-style-type: none"> • Quality and performance group 	31 st May 12	<ul style="list-style-type: none"> • Up to date review and staff more informed 	
4.3	Hold bi- monthly staff meetings ensuring more structured opportunities are created for sharing and learning across the organisation and teams.	<ul style="list-style-type: none"> • Office manager • Chief Executive 	2012/2013	<ul style="list-style-type: none"> • Staff are more informed of internal systems 	
4.4	A centralised staff training programme to develop with appropriate budget and to maintain accurate records of staff who have attended training	<ul style="list-style-type: none"> • Office manager 	13 th April 12	<ul style="list-style-type: none"> • Utilisation of budget giving more for money • Better trained staff team 	

No	Key actions	Responsible person(s)	Timescale	Outcome for beneficiaries/ Users of service	Progress report
4.5	A review is undertaken by the Board into capacity of CfED to delivery current programmes consider future activities and where initiatives can be joined up.	<ul style="list-style-type: none"> • Board of directors 	31st October 12	<ul style="list-style-type: none"> • Board members away day 	
4.6	Seek to ensure that CfED's website is used as a strategic tool to promote corporate activities and explore avenues for fund raising	<ul style="list-style-type: none"> • Chief Executive • Office manager • Intern 	2012 / 2013	<ul style="list-style-type: none"> • Website presence likely to enable greater awareness of CfEDs activities across the UK. 	
4.7	Seek to ensure that the StP's website is fully functional with the ability for regular weekly updates ensuring rapid response to good news stories	<ul style="list-style-type: none"> • StP Support Officer • Intern • StP partners / Steering group 	Initially by 1 st May 2012 2012 / 2013	<ul style="list-style-type: none"> • StP's activites and information more readily available to beneficiary groups 	

4.8	Communications strategic to be refreshed with the aim of generating widespread public understanding of CfED's mission and position.		By end of May 2012	<ul style="list-style-type: none"> • Communication strategy important internally and externally for better understanding of CfED's mission 	
No	Key actions	Responsible person(s)	Timescale	Outcome for beneficiaries/ Users of service	Progress report
4.9	Ensure that there is a consistent approach across all projects to work with the media to increase coverage across areas delivery particularly sections of the media traditionally uninterested in our work.	<ul style="list-style-type: none"> • Board of directors • Chief Executive • Intern • Staff team 	2012/2013	<ul style="list-style-type: none"> • Media willing to contact CfED for news items 	
4.10	CfED's Update newsletter to be refocused and redesigned giving a more modern and user friendly look while continuing to be informative with 4 publications through out the year.	<ul style="list-style-type: none"> • Office manager • Chief Executive • Intern • Staff team 	Revamp designs by end of June 2012	<ul style="list-style-type: none"> • Newsletter more appealing to readers 	
4.11	In developing 2013 / 2016 business plan hold focused groups meetings to seek views from stakeholder on so that policy and strategy development is appropriately formed.	<ul style="list-style-type: none"> • Board of directors • Chief Executive • External Support 	End of November 2012	<ul style="list-style-type: none"> • Stake holders feel connected to CfED and willing to contribute to future plans 	

4.12	Review of the CfEDs data base of BME organisations in Dudley to ensure that it is useful, accessible, appropriately maintained and updated.	<ul style="list-style-type: none"> • Office manager • Clerical staff • Intern 	End of June 2012	<ul style="list-style-type: none"> • Enable more easier contact with community organisations • Reduction in postal returns 	
No	Key actions	Responsible person	Timescale	Outcome for beneficiaries/ users of service	Progress Report
4.13	Review of the CfEDs data base and register of members to ensure correct information and appropriately maintained	<ul style="list-style-type: none"> • Office Manager • Clerical staff • Intern 	End of July 2012	<ul style="list-style-type: none"> • Register and data base 100% up to date ensuring better contacts with members 	
4.14	Ensure publication of 2011/12 annual report published prior to AGM on 9 th July 12	<ul style="list-style-type: none"> • Board of director • Chief executive • Clerical staff 	End of June 2012	<ul style="list-style-type: none"> • Members receive report and papers prior to meeting 	
4.15	Ensure continuation of CfED's transformation and modernisation strategy – via <ul style="list-style-type: none"> • Intern programme • Improve accountability to funders • More work on PQASSO • Client/ service user orientated 	<ul style="list-style-type: none"> • Board of director • Chief executive • All other staff • Internal quality and performance group 	2012/2013	<ul style="list-style-type: none"> • More responsive to service users • Services are accessible, efficient and effective 	

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