

# Service through Partnership



# Achievements 2010 - 2011



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# 1. 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 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 StP project is intending to achieve 4 key outcomes for beneficiary organisations:

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.

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

By the end of the project 50 volunteer Mentors will have been recruited. Mentors will be drawn from across the public, private and voluntary sectors and will ideally have at least 5 years senior level experience and will offer at least 30 hours of time over the period of a year. In addition, 10 volunteers will be recruited to support office and administrative functions across the delivery partner organisations, who will be offered training and development opportunities and will agree to volunteer for a minimum of 1 day per week.

By the end of year 4 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 this has made to BME organisations.

The second year of the StP project has now come to a close and despite significant set backs over the life of the project so far it has made some notable steps towards achieving the objectives laid out above.

The purpose of this report is to document these successes, to look at lessons learnt and perhaps most importantly to celebrate the achievements of the groups and organisations that have benefited from the project.



# Management of the StP Project

The Service through Partnership project is delivered in conjunction with, and supported by, a consortium of specialist infrastructure agencies namely the Centre for Equality and Diversity (CfED) which is the lead agency and accountable body for the project. Rights and Fairness Telford (RAFT), the Ethnic Minority Council (EMC) and Smethwick Youth and Community Centre (SYCC). These delivery organisations form the core of the StP's Steering Group.

Wolverhampton Network Consortium and Rights & Equality Sandwell although not delivery partners also sit on the steering group for the project - their expertise and support is greatly appreciated at our regular steering group meetings.

## About our partners

The **Centre for Equality & Diversity** is a company limited by guarantee and a registered charity. Its mission is to be a leading agency in changing attitudes, challenging inequalities, influencing policy and building partnerships to bring about a fairer society.

**Smethwick Youth & Community Centre (SYCC)** is a multi-agency and cross sector resource centre offering a wide range of services and facilities for the local community with the intention of supporting the development of the following key areas:

- Education
- Employment
- Economic Prosperity
- Equality of Opportunity and
- Environment

The **Ethnic Minority Council** (formerly Wolverhampton Citywide BME Council) is a company limited by guarantee established in 2002. EMC is committed to ensuring that people from Ethnic Minority communities, including newcomers and refugees (many of whom experience disadvantage), are able to enjoy and achieve positive wellbeing and economic success.

**Rights and Fairness Telford** is a new charitable company that has developed from the work undertaken by Telford Race, Equality and Diversity Partnership (TREDP). The new company has been designed to build on the work done by TREDP and extend those successes across all of the newly protected groups as defined in the Equality Act 2010. RAFT incorporates an innovative governance structure that provides platforms for all equality groups to have their say in a safe environment and gives everyone the chance to serve on the Board of the new company. One of RAFT's key roles will be to work towards the elimination of all forms of discrimination and harassment perpetrated against individuals based upon their membership of an equality group. RAFT acts as the Equality and Human Rights infrastructure body for Telford and Wrekin, representing the needs of the equality voluntary and community sector and undertaking community development initiatives aimed at developing a vibrant and effective Equality and Human Rights voluntary and community sector.



# Case Studies

## DREEMZ



DREEMZ is a young people's singing group based in Sandwell. It was set up a number of years ago in order to provide a safe place for young people to get together off the streets and to gain confidence and learn team work through the medium of singing. The choir has proven to be very popular and in 2008 achieved a great deal of success in the BBC show 'Last Choir Standing'.

The popularity and success of the group has meant that it needs to expand and develop structures to enable it to do so. In March 2011 the group approached the StP project for support. Support to date has centred on getting the organisation ready to start applying for small levels of funding. This includes the development of a child protection policy and support in developing a project proposal for and assistance in writing an Awards for All bid which should be ready for submission in late 2011. An IT technician has also been identified to assist DREEMZ to develop their own website.

Two members of the DREEMZ management committee have benefited from StP training in Leadership and Management Skills for Trustees and Bid Writing training.

## Dudley Senior Citizens Forum

The Dudley Senior Citizens Forum (DSCF) is located within the Wellington Road Community Centre, near the centre of Dudley town. The organisation aims to "provide or assist in provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their age, infirmity or disability with the object of improving their conditions of life".

Previously known as the GNSS (Guru Nanak Singh Sabha Senior Citizens Forum) the DSCF have been receiving STP support for the past 18 months. 12 months ago a new committee was formed and the decision was made for the forum to become independent from the Gurdwara. The StP supported the committee in looking to the future.



The committee saw being independent as an important part of the future and StP officers guided them through the process of being formally constituted from adopting a constitution to applying for charitable status. The organisation gained charitable status in June 2011.

In speaking about StP support Amrick Singh, chair of the Forum says that "Charity status and independence will enable us to apply for funding in our own right. Through the StP project we are more empowered to develop a wide range of activities for our members who are senior citizens over age 55. The StP support will have a positive impact upon the lives of 100s of elderly people".

# Training



## StP Outcome

By the end of the project 150 individuals who can be either staff or trustees will have accessed training workshops/learning opportunities and as result will have improved business planning, leadership and management skills, thereby increasing their capacity to meet local needs and deliver sustainable projects.

Over the course of year two of the project we delivered ten training courses aimed at improving the confidence and skills of individuals working or volunteering within the BME voluntary and community sector.

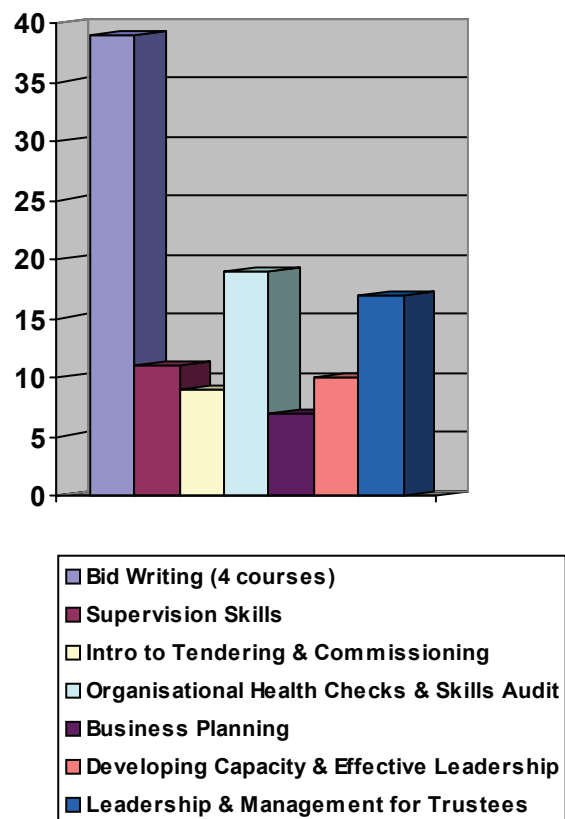
The subject area of the courses run reflected the needs expressed by our beneficiary organisations as well as perceived local needs suggested by our partner organisations.

The attendance figures at individual courses ranged from 7 to 19 attendees with 84 individuals representing 55 organisations benefiting. Of those individuals 17% accessed two or more courses.

Attendance records indicate that organisation staff made up the highest number of attendees (39%) followed by trustees (27%) and volunteers (7%). 27% did not provide information on their position within the organisation they represented.

It is difficult to determine why some courses were better attended than others. Some were advertised more widely than others although this did not always equate to higher attendance figures. The level of promotion, the location, the subject area and the timing of the courses all appear to have contributed to the numbers attending to various extents.

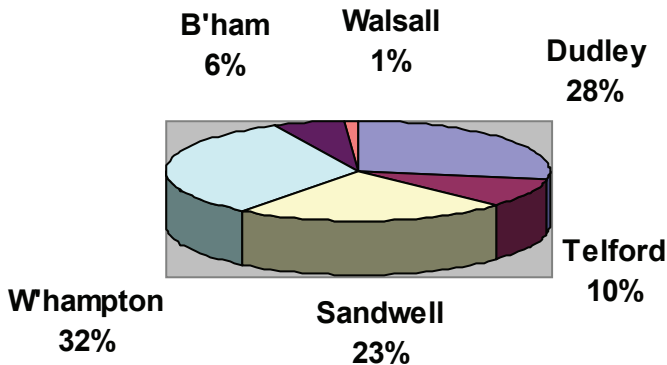
**Number of individuals trained by subject area**



There was positive feedback from all of the courses held and many attendees expressed interest in attending future StP courses. Requests for future course subjects include project development, managing finances, employing and managing staff and volunteer management.

# Training – a few statistics

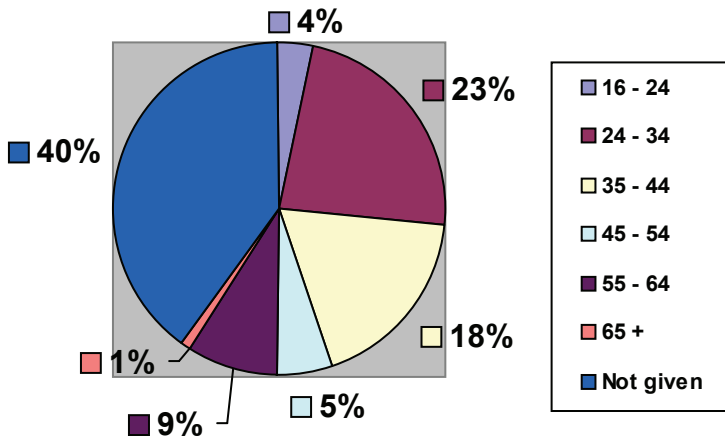
Percentage of attendees by area



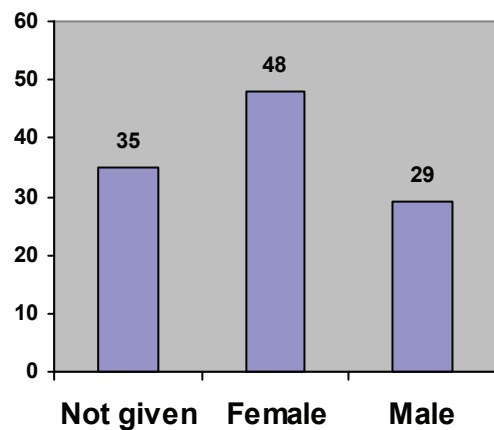
At each training course attendees were asked to fill out monitoring information. Not all forms were completed fully but from those that were it is possible to draw a snapshot of the ethnic background, gender and age of those attending the courses and the geographical location of the organisations they represent.

It is not the purpose of this section to provide a commentary on the results or to draw any conclusions from them, however, all the information obtained will feed into a more detailed report later in the life of the project which will seek to do so.

Percentage of attendees by age

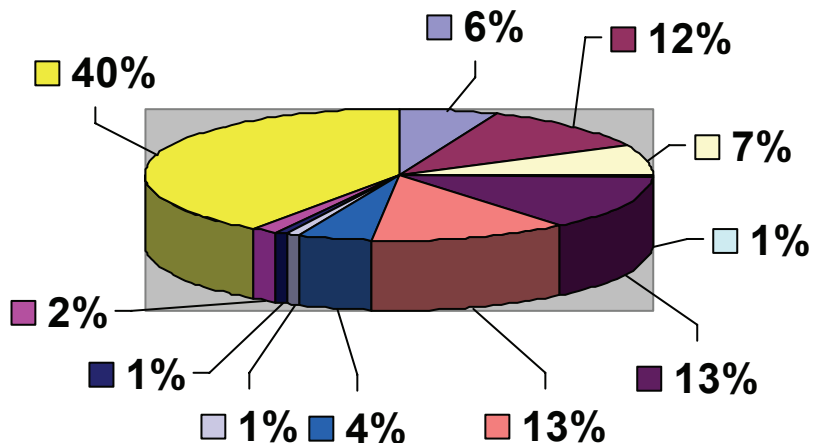


Number of attendees by gender



- Indian
- White British
- Pakistani
- Black African & White
- Black African
- Black Caribbean
- Black Caribbean & White
- Asian Other
- Yemeni
- Bangladeshi
- Not given

Percentage of attendees by ethnic origin





# Training – photos & quotes



**Training packed full of ideas. Very useful training session... These courses are excellent and should be continued.**  
(Bid Writing, Sandwell)



**“Very informative & an eye opener. Brilliant discussion and brainstorming session”**  
(Leadership and Management Course, Sandwell)

**“A much needed workshop for voluntary organisations and group**  
(Health Check & Skills Audit, Wolverhampton)

**Excellent useful info. Thank you**  
(Supervision Training, Dudley)





# One to one work

## StP Outcome

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.

The StP project offers tailored one to one support to BME voluntary and community groups and organisations based in the four participating areas of Dudley, Sandwell, Telford and Wolverhampton.

Interested organisations are asked to complete an initial registration form and an organisational health check in order to firstly assess whether the organisation is eligible for the project and secondly to highlight areas of developmental need within the following organisational subject areas:

- Leadership & Governance
- Management Committee
- Organisational Development
- Management of Staff
- Management of Volunteers
- Financial Management
- Funding Management
- Project Management
- Community Engagement

Utilising the information gained from the health check StP staff help the organisation develop and implement a tailored action plan designed to improve the effectiveness and sustainability of the organisation as a whole.

Although organisational health checks are a useful tool they are not always appropriate particularly for new or under developed organisations. In these instances action plans are developed using available information provided by the group.

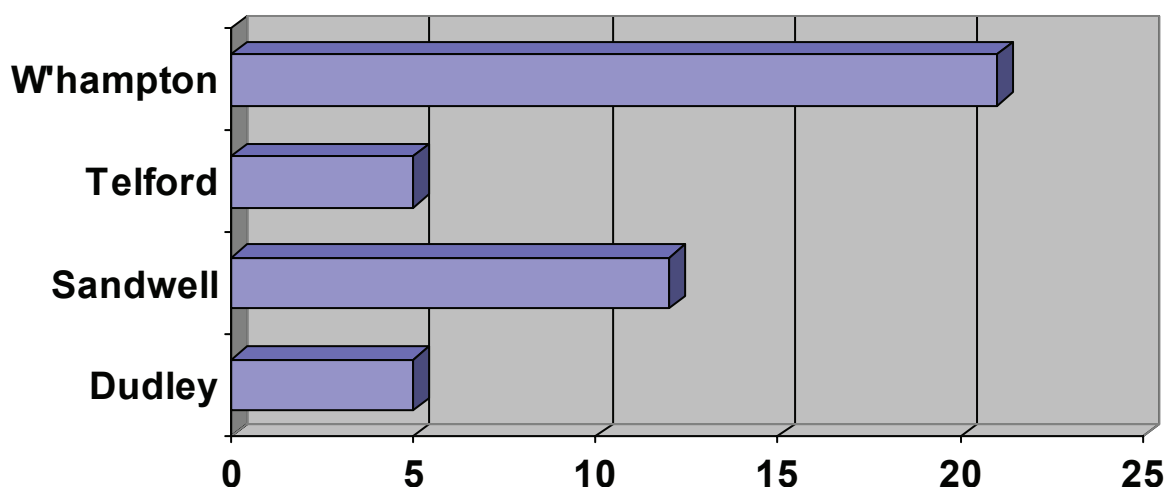
In Year Two 43 organisations engaged with the one to one support aspect of the STP project. The level of engagement varied with 58% being actively engaged meaning they have received or are in the process of receiving identified support. 14% are recently registered or are in the process of registering and awaiting one to one support. 4% have left the project due to organisation closure or because the project is unsuitable for their needs.

The remaining are organisations that registered with the project more than two months before the year end but have not received and are not in the process of receiving any one to one support. The primary reasons for this are lack of response to contact made by the project after initial registration, inability of organisations to give the necessary time commitment and belief by the organisation that they do not have any development needs at the current time.

It is worth noting that a significant number of the inactive organisations are amongst the 47% of participating organisations who have accessed StP training so although they are not receiving active one to one support they are still actively engaged with the project.

# One to one work

No. of orgs who engaged with STP in Year Two



As the above table shows nearly half (49%) of participating organisations are based in Wolverhampton with 28% in Sandwell and the rest spread evenly between Dudley and Telford.

The differences in numbers can be explained due to the different circumstances and delivery capacity operating in each area.

In Wolverhampton successful promotion of the StP project and training through our project partner the Ethnic Minority Council and our steering group member Wolverhampton Network Consortium led to a high level of interest in registering for the project.

In order to meet the need for quality support to a large number of organisations the delivery of one to one work is shared by the StP project support officer and our project partner the Ethnic Minority Council (EMC). This level of delivery support is not available in other areas at the present time so to maintain quality numbers in these areas have been kept to manageable levels.

In Sandwell, Smethwick Youth and Community Centre (SYCC) takes the lead in delivering one to one support services

with occasional support from the StP support officer. Due to local knowledge SYCC staff were able to identify organisations that they felt were most suitable for and would therefore benefit most from the project. Initial numbers of registered organisations were increased following some successful and well attended StP training courses at the centre.

In Dudley the Centre for Equality & Diversity (CfED) is the primary deliverer of one to one support with occasional assistance from the StP support officer. The number of groups participating in the project in the area is relatively small but the level of activity and support given is very high due to the time intensive and complex needs of the organisations active in the project in Dudley.

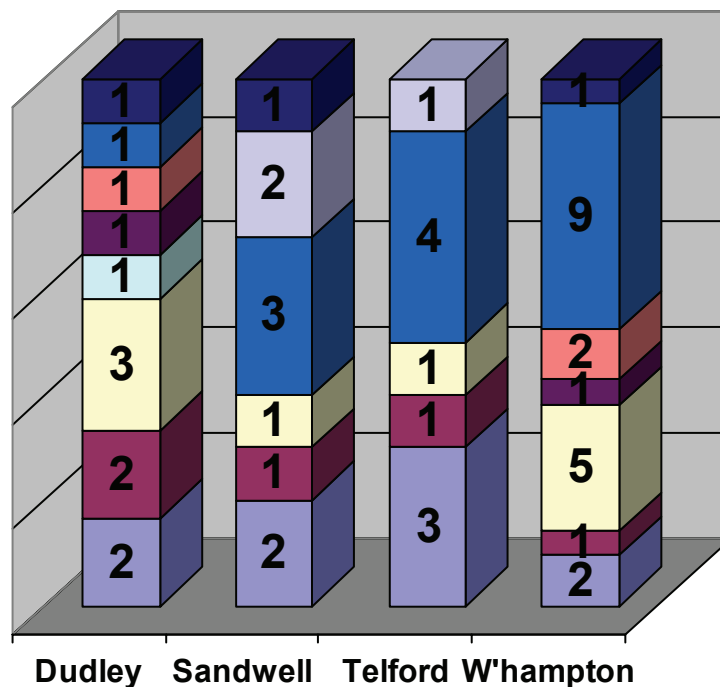
In Telford one to one work is carried out by the StP support officer. The project has struggled to engage with BME groups in the area and numbers of registered organisations are presently low. However, an increased number of enquiries suggests that numbers will rise in the coming months.

# One to one work

The table below highlights the subject areas where the StP project has been able to offer one to one assistance to participating organisations in each of the geographical areas that it covers (these statistics do not include attendance at related training courses).

A more in-depth breakdown of the exact types of support given within the main subject areas is provided overleaf.

**No. of orgs assisted by subject and geographical area**



# One to one work

An analysis of all the StP Organisational Health Checks completed with our beneficiary organisations revealed that the primary areas where support is needed are funding management, organisational development and leadership and governance; this mirrors the actual one to one support given by the project to date as shown in the preceding chart.

Whilst the subject areas defined in the Organisational Health Check are fairly broad in reality the support that has been given has fallen into a relatively small number of sub-categories.

In regards to funding management the overwhelming need is to secure funding to enable organisations to continue to offer existing services as well as to expand and develop new services. Although the StP project has run a number of very successful training courses on bid writing over the year a small number of our groups still feel ill equipped to write their own funding bids without in some cases intensive one to one support. This is particularly noticeable in entirely volunteer led groups run by elderly volunteers and also those who are not confident in their written English language skills. The StP project has provided a significant amount of advice and support around bid writing including sending out information about relevant funds, helping to develop individual funding bids and offering a checking service for groups ready to submit a bid.

Another area where there has been significant demand for support has been in Organisational Development with the support given primarily being centred on the development of business plans and ensuring that the correct policies and procedures are in place. The StP project has provided numerous template policies to groups and provided guidance and support in adapting them to the needs of each individual group and the needs of their service users. In addition to highlighting policy gaps the Health Checks revealed that a large number of organisations did not have a business plan or if they did it was out of date. On-going support is being offered to a number of groups to help them develop effective business plans and to ensure that they are acted on once formulated.

Leadership and governance support has revolved around constitutional development, organisational structure and assistance with official registration processes. The StP project has assisted a number of new groups to write constitutions as well as helping others to adapt their current constitution to meet their changing needs. There have also been many enquiries about organisational structure development with many of our newer groups in particular wishing to move towards a social enterprise structure specifically Community Interest Companies rather than following a more traditional route of Charity and / or Company Limited by Guarantee registration. We are assisting a number of groups to assess which is the best structure for them and are helping them realise whatever structure they decide upon; this has included advising and helping with the Charity registration process for some groups.

The level of support and assistance required by each organisation to implement changes has varied dramatically with some just needing guidance and others needing intensive hands on support. The individual case studies provided in this report give a good overview of some of the work we have done with individual organisations.



# Case Study

## Ekta Sangat Asian Ladies Group

Ekta Sangat Asian Ladies group was established in February 2009 with the aim of improving the health and well being of elderly Asian women living in Bilston and surrounding areas through group activities. The group meets weekly in Bilston Community Centre and offers chair based exercise classes, healthy lunches, information and advice on a range of issues and social support to its 62 members.

The group had been operating in its current form since April 2010 when it received Awards for all funding but bad weather in the winter of 2010 had meant that the group had been unable to meet for a number of weeks and there was an under spend on the project. The StP project gave advice on applying to the funder for a project extension which was granted until July 2011 it then went on to assist the group with the end of grant evaluation report which received excellent feedback from the funder.

With intensive support from the StP project the group went on to successfully apply for funding from the Allen Lane foundation for £1,000 a year for 2 years to cover the costs of an exercise tutor for the group. Other funding is currently being pursued with the support of the StP project.

On going support and advice is been given to the group and includes assistance in updating and improving their Protection of Vulnerable Adults Policy, improving petty cash and volunteer expenses systems, improving the effectiveness and accountability of the management committee, helping ensuring accurate financial records are maintained and informing them of relevant training courses and funding sources in their area.



# Mapping Exercise

In Year 2 the StP project undertook a mapping report to look at the state of the BME sector across Dudley, Sandwell, Telford and Wolverhampton. The following observations were made:

Although it is increasingly recognised that the BME voluntary and community sector make a significant contribution to social and economic well being across the region in question obtaining detailed information about the developmental stages of and type of BME community groups and organisations in a given area is very difficult.

One of the primary difficulties is that many BME groups particularly smaller groups remain disengaged from mainstream infrastructure support organisations. So whilst they might be known within a local community they fall under the radar in terms of the wider voluntary and community sector. This failure to engage seems to be partly down to a lack of knowledge about support available, a mentality, more apparent in some areas than others, that support won't be forthcoming if sought and also an unwillingness to seek help from those outside of the community in which they work. In the case of the latter this unwillingness may partly stem from the belief that outsiders won't understand the community and the way it functions.

This lack of engagement is worrying in that it means many BME groups do not have the knowledge or facility to engage with other like minded groups and so form a platform to champion their needs within the wider sector. BME infrastructure organisations are therefore left to try and ensure the BME sector is heard within the large forums but with few strong independent voices coming from the sector itself they are limited in how loudly they can shout and the needs of the BME voluntary and community sector are often overlooked.

That's not to say that there are not active and successful BME Groups in the area. Indeed in areas where the local authority and local PCTs have recognised the benefits of working with BME voluntary and community organisations to deliver services many of them have flourished. This is particularly the case in areas of health, welfare of the elderly and education where funding tends to be more readily available. There are, however, many more groups who are struggling without any funding or support. This is particularly apparent in Telford where local authority support is minimal and the majority of organisations are solely dependent on community fundraising activities and volunteer support to survive – many getting by on £500 a year or less.

Even though some smaller and medium sized BME organisations have managed to compete in tendering for some low level services it still remains the case that the majority of commissioned services, service level agreements and large pots of national funding are only likely to be given to large, well established BME organisations who are in the minority in the sector. The majority do not have the infrastructure or capacity to bid for or manage larger funds and services and do not have the resources or capability to change this situation themselves. This is despite the excellent potential and ambition that many of the groups do have.

The StP project is vital for this reason as it can provide that added support necessary to bring organisations to a level where they can compete for bigger pots of money and so develop much needed services for their communities.

# Learning

There are a number of key learning points that can be taken from Year Two of the project. The majority of these learning points are those identified by staff working on delivering one to one support and although not unexpected they still pose a challenge in ensuring that fair and appropriate support is given to those who can most benefit from it.

The StP project is focused on the quality of support given to individual organisations rather than the quantity of organisations engaged with the project. It is about making a real difference to those organisations who have ambitions and want to develop and are willing to put in the time and effort to do so with support and guidance.

Over the course of the year, however, a number of organisations that initially seemed well suited to the project have disengaged because they cannot meet the level of commitment required from them. Some of these organisations registered initially because they mistakenly believed that the project would do all the work for them and were disillusioned when they realised this wasn't the case. These difficulties were partly down to poor communication and much greater information is now being provided at the registration stage to try and avoid this.

A related learning point has been the realisation that some of those engaging on the project at the current time are only interested in sustaining current services with no interest in developing and improving as an organisation. This does not necessarily exclude them from the project as long as they can demonstrate that the support given is impacting positively on their ability to sustain their current level of funding and development. However, in a number of instances this is not the case and some organisations are becoming overly dependent on the project in order to survive and have no willingness to change this. Hard decisions will need to be made over the coming year as to whether to withdraw support from these organisations so that others can benefit.

Other difficulties have arisen in the case of a few organisations who have some great ideas and whose services would meet unmet community needs but who are overly dependent on one or two individuals within the organisation to do everything around development and service delivery. This has meant any steps forward in development terms have been painfully slow and has raised doubts over the sustainability of the organisations should these individuals burn out or leave. Ideally the project would engage at the level of the governing body to address this issue but in reality this has proven extremely difficult. This has not been actively addressed this year but over the next year support will be withdrawn from those organisations that do not provide ready access to their governing body when requested. Whilst capacity is there support will continue to be given to those organisations who are willing to engage on all levels even if they are overly dependent on one or two individuals to move them forward in the short term.

In some instances there have been communication issues that have given rise to misunderstandings between groups and project delivery staff. Groups have not always been truthful in regards to aspects of their organisations and delivery staff upon occasion have made assumptions about organisations that have not been correct. Much greater emphasis will be put on the provision of clear evidence in Year Three to try and reduce misunderstandings.

The training element of the project has been fairly successful but there was a lack of strategic planning behind the subject areas chosen for the courses and promotion was not always effective or timely. A training plan and timetable will be developed early on in Year Three to avoid the pitfalls encountered in Year Two.

Year Two has been a steep learning curve for staff and the project alike but lessons have been learnt and service delivery will continue to improve.

# Case Studies

## NASARA

NASARA is a volunteer led community organisation operating in Telford with the aim of improving the health and well being of the Black African Community living in the area.

The group has been operating for a couple of years and has been very successful in gathering a large membership but with many of its volunteers also holding full time jobs it has been difficult for the group to expand its structures and increase its activities.

The StP project has worked with the group since April 2011 and has assisted them with developing a constitution that meets the requirements of funders, developing a child protection policy that is relevant to the groups work and providing advice and guidance on developing one off health events including applying to funders to meet the financial needs of such events.



## Halesowen / Dudley Yemeni Community Centre

Halesowen / Dudley Yemeni Community Centre (H/D YCA) was established in March 1994 to represent and meet the particular needs of the Yemeni Community living in Halesowen and Dudley.

It is a registered charity currently funded by the local authority through a Service Level Agreement (SLA) to deliver luncheon clubs to the elderly within the Yemeni Community. The StP project has been working closely with them to ensure that they are able to meet the SLA requirements for continued funding this has included the development of a five year Business Plan, a Whistle Blowing Policy and a Business Continuity Plan as well as advice around the completion of risk assessments.

Other support has included updating their policy booklet to take into account recent legislative changes including those in the area of Equal Opportunities and Maternity / Paternity leave, development of a volunteer handbook and the provision of training in business planning and bid writing.



## Comments / Reflections

Year Two of the StP project has had its ups and downs particularly in terms of staff changes and shortages which has at times impacted upon service delivery. However, at the year end we are pleased to say that the project is well on the way to meeting its targets in terms of training and one-to-one service delivery.

November 2011 will see the start of the delivery of the mentoring aspect of the project which we will hope will also be a great success. Peer Group mentoring will enable each organisation to access up to 30 hours of peer mentoring where the chair, a trustee, or senior staff member from within the organisation is matched in a one to one relationship with a senior professional from a voluntary, public or private sector organisation. Mentors will usually have at least 5 years experience in their field and will undergo a 5-hour training session (covering mentoring skills as well as raising awareness about the needs and specific challenges of BME organisations) prior to being matched with a mentee. Mentoring activities can take place via one to one sessions, on the phone or by email. Mentors will be asked to sign an agreement to give up at least 30 hours of their time over a period of one year.

We look forward to reporting back on how the mentoring project is advancing in next years report.

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Thank you to all the organisations that have kindly sent in quotes and pictures for this report.

“Thanks a lot for your great help and support.”

**Ek Ongar Group**

We really appreciate the work that the STP team has done for us. They have been very effective in their work with our organisation.'

**DREEMZ**

“I appreciate your tremendous support”

**Impact Social Care and Training**

Just wanted to let you know how useful the Funding course was that I did last year, through CfED, around completing funding applications.

I applied for some funding for our group to undertake ESOL through Art and did a project plan where I considered aims, goals, risks etc, as the facilitator suggested on the course, and we were successful – the funders particularly liked the fact that we did a separate plan.

If you have any more courses of this type, please let me know so that I forward to my networks.

**Annon**

# Case Studies

## Impact Social Care and Training

Impact Social Care & Training is a Social Enterprise registered as a CIC in 2011. The group was formed for the purpose of planning and delivering social care. The services they aim to deliver include health improvement, short break activities for people with disabilities, community regeneration, professional training, family support and positive parenting for families with multiple problems.

IMSCAT initially approached the StP project for support in developing policies. The project was able to provide templates for a large range of policies relevant to the work IMSCAT was hoping to undertake.

Support and advice was given to the group towards the end of the project year to help them develop a successful Awards for All funding proposal aimed at benefitting asylum seeking and refugee children and their families. With this funding confirmed on going support is being given to help find further sources of funding to ensure sustainability of the project and the organisation.

The thoughts of the group are now turning towards developing a marketing strategy and the StP project will be there to assist.

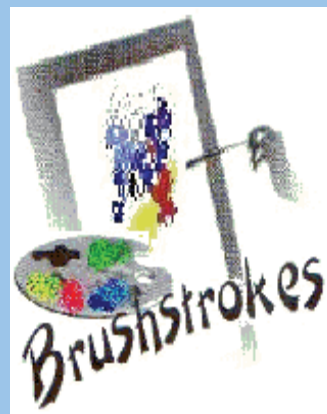
Two members of the governing body of IMSCAT have accessed StP training in Effective Leadership skills and Bid Writing and hope to attend many more StP courses over the coming years of the project.

## Brushstrokes

Brushstrokes is a partnership community project set up in 1999. It's mission is to provide practical support to those in need and to help individuals reach their fullest potential in life. They provide a range of services including signposting, ESOL classes, befriending, provision of food and clothing and support in accessing local services. Most of their service users are asylum seekers and refugees.

The StP project has been able to provide a dedicated consultant to help the group manage a transitional phase in their development as they look to become an independent entity. The consultancy support has enabled the group to focus on the fundamentals of their organisation namely their vision, mission and direction and how to effectively implement all of these within the current climate.

Practical advice and support is being given to develop a suitable legal structure, a transition plan, a 3 - 5 year business plan, risk management strategies, marketing plans and project development strategies.





We would like to thank all the organisations who have chosen to participate in the StP project. We would also like to thank our partners and steering group members who have been a great support in ensuring that we have been able to deliver the service across the project area.

Thank you to the Big Lottery for funding the project and for their on-going support.

Credit must be given also to individual staff members who have invested their time and effort in order to make a success of the project.

## The STP Project Delivery Partners:

### Centre for Equality & Diversity

16a Stone Street, Dudley, DY1 1NS

Tel. 01384 456166

Accountable body for the StP project. Registered Charity Number.1114821

### Rights and Fairness Telford

Suite 1a, Hazledine House, Central Square, Telford Town Centre,  
TF3 4JL

Tel. 01952 210559

### 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

