



# Achievements

24th August 2011-23rd August 2012



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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 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.

# 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.

## 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



working together for a better tomorrow

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

**Rights and Fairness Telford** is a charitable company that has developed from the work undertaken by Telford Race, Equality and Diversity Partnership (TREDP). The company was 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.



# Key achievements 2010—2011



## Training

10 training courses held covering a range of topics from bid writing to business planning.

84 individuals representing 55 organisations benefitted.



## One to One Support

43 organisations engaged with the one to one aspect of StP support .



17 organisations received funding management support  
10 received organisational development support  
9 received leadership and governance support  
5 received trustee development support  
3 received financial management support  
3 received project management support  
3 received community engagement support  
1 received staff management support

## Mapping Report

An in-depth mapping report of the BME voluntary sector in the areas covered by the StP project was undertaken to assess the current state of the sector. Conclusions were that whilst many larger BME voluntary groups are flourishing many smaller groups are failing to engage with support services and are stagnant in development terms and often getting by on small donations and volunteer support.

# Training

## Project Outcome

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.

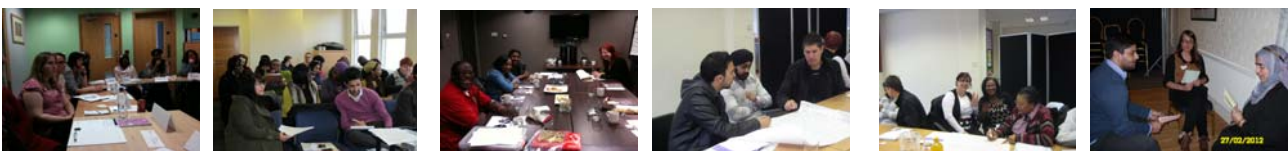
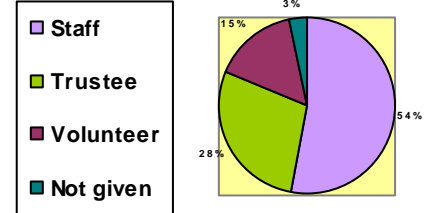
## Training Courses held in Year 3 of the StP Project

| Training Course Title                | Area held     | Number of attendees | Number of organisations represented |
|--------------------------------------|---------------|---------------------|-------------------------------------|
| Bid Writing                          | Wolverhampton | 17                  | 12                                  |
| Project Management & Monitoring      | Wolverhampton | 21                  | 15                                  |
| Recording & Reporting Finances       | Smethwick     | 18                  | 16                                  |
| Supervision Skills                   | Dudley        | 11                  | 8                                   |
| Project Management & Monitoring      | Smethwick     | 14                  | 12                                  |
| Organisation & Governing             | Wolverhampton | 7                   | 7                                   |
| Grants & Funding                     | Smethwick     | 7                   | 7                                   |
| Full Cost Recovery                   | Wolverhampton | 12                  | 10                                  |
| DREEMZ Management Committee Training | Dudley        | 5                   | 1                                   |
| Recording & Reporting Finances       | Dudley        | 11                  | 8                                   |
| <b>Total</b>                         |               | <b>123</b>          | <b>96</b>                           |

Year three of the StP project has been another successful year of training delivery with 84 individuals representing 56 organisations accessing our workshops. This brings the total number of individuals trained by the project to date to 153 representing 85 organisations. Many of those individuals chose to access more than one of our training workshops with 27% (41 individuals) accessing two workshops and 7% (11 individuals) accessing three or more.

Although the number of individuals trained in project year 2 and 3 are identical overall attendance figures were up this year with an average of 13 people per course compared to an average of 11 people at each course in the previous year. Organisational staff members continue to be the most represented at the workshops as shown in the adjacent chart.

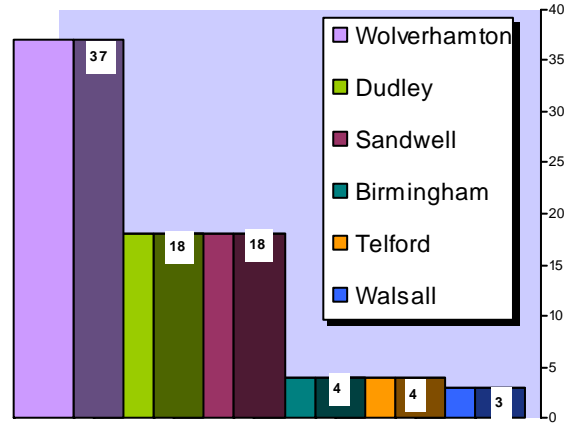
Percentage of attendees by role



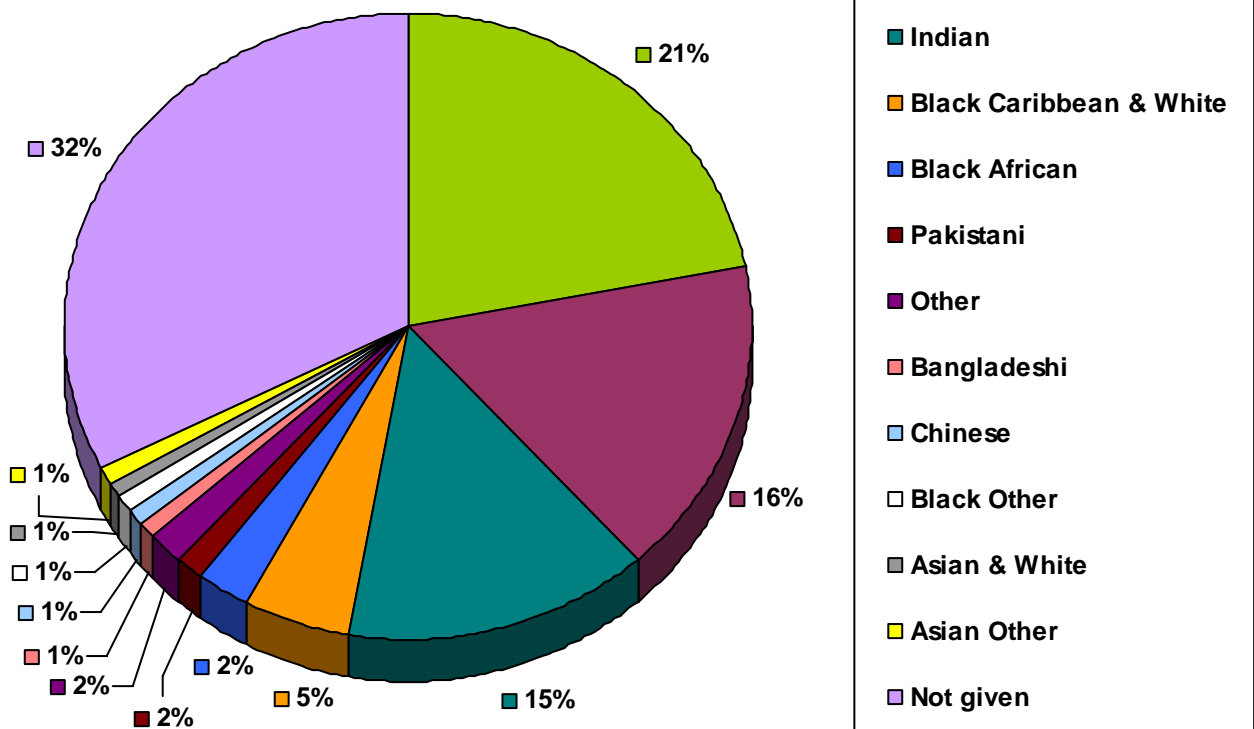
# Training

StP training has attracted individuals from across the Black Country but there has been a notably high take up from Wolverhampton based organisations. This is interesting as Wolverhampton also plays host to the Community Development Partnership, a project which runs free training workshops with a similar focus to those run by StP, which has also been very successful. It may be that Wolverhampton based organisations in the sector have a better awareness of what opportunities are available to them or it may simply be that the BME voluntary sector is larger in Wolverhampton than neighbouring areas hence the higher attendance figures.

**Number of individuals trained by geographical area**



**Percentage of attendees by ethnic origin**



All our training courses were promoted primarily within the BME voluntary and community sector, however, we accepted attendees from all voluntary and community organisations as well as occasional representatives from statutory organisations. Of those who attended and completed ethnic monitoring information 69% identified as being from an ethnic minority background with 31% identifying as being from an ethnic minority background with 31% identifying as White British. Many of the latter did work within or have very close links with the BME voluntary sector. After White British the ethnic groups with the highest attendance figures were Black Caribbean closely followed by Indian.

# Training

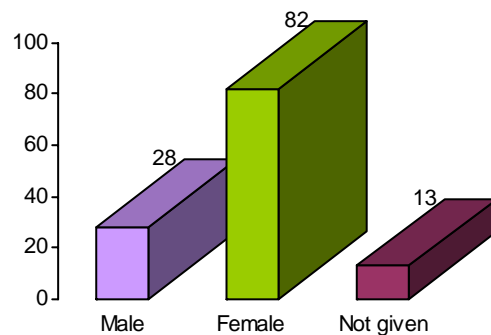
Of the 89% of attendees that we have gender statistics for an overwhelming 75 % were female. This suggests that as with the voluntary sector in general women are very well represented in the BME voluntary sector.

In terms of attendees who gave their ages for monitoring purposes the largest proportion of attendees (30%) were in the 45-54 age range. With 21% of attendees in the 24-34 age range. This is somewhat in line with the voluntary sector as a whole which tends to appeal to those near the beginning of their working lives and those moving towards the end of their working lives. However, as we had good representation at the courses from all age groups with the exception of the 65+ category it is difficult to draw any clear conclusions about the age of people working within or volunteering within the BME voluntary and community sector from attendance at our courses.

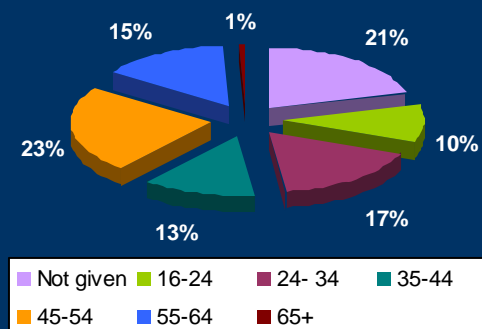
10 attendees (8%) stated that they had a disability.

The chart below shows our religion monitoring statistics. 22 % of those who gave their information stated that their religion was 'other'. As a result we will re-examine our monitoring information form to

**Number of attendees by gender**



**Percentage of attendees by age**



## Comments from course attendees

**“More than met my expectations”**  
(bid writing)

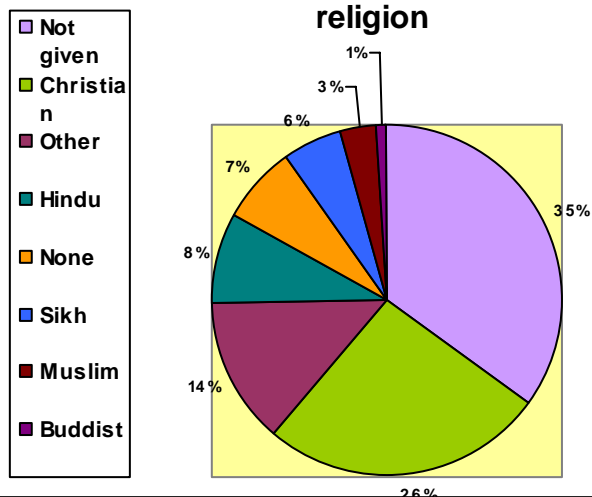
**“It was an excellent practical session - perfect”**  
(grants & funding)

**“It was good; useful and practical - what I hoped for”**  
(Recording & Reporting finances)

**“Very well run and delivered course”** (Organisation & Governing)

**“Excellent it gave me the information I needed”**  
(Project Management and Monitoring)

**Percentage of attendees by religion**





# One to one work

## Project 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



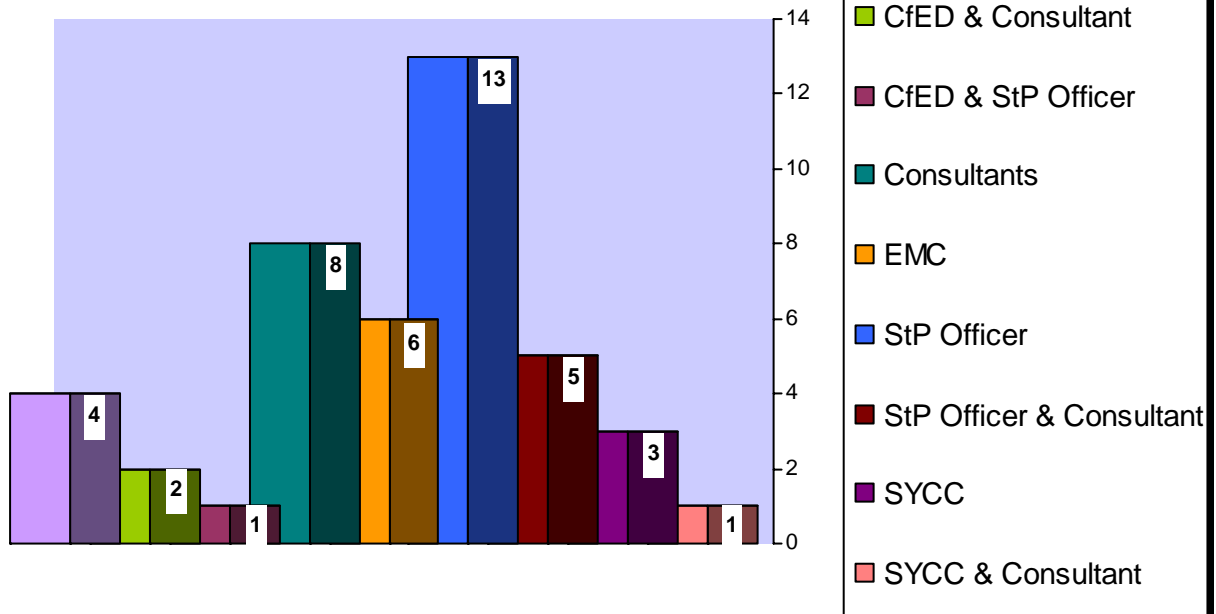
Utilising the information gained from the health check StP staff help the organisation develop and implement a tailored action plan designed to improve the effectiveness and sustainability of the organisation as a whole.

## Delivery of one to one support in Year 3 of the project

In year 3 of the StP project delivery of one to one support has been carried out utilising the skills of StP project staff, partner organisations and external consultants. One to one work in Smethwick has been delivered through StP partner Smethwick Youth & Community Centre (SYCC), in Wolverhampton jointly through the StP partner Ethnic Minority Council (EMC) and the StP Infrastructure Support Officer, in Telford through the StP Infrastructure Support Officer and in Dudley through the Centre for Equality & Diversity (CfED). In the case of some organisations we have commissioned external consultants to undertake work on our behalf or in partnership with us primarily in instances where specific high level expertise is required.

# One to one work

Number of organisations support by StP project staff, partners & consultants



The use of partners and external consultants has been beneficial to the project in many ways. It has enabled partners to develop their own skills and to develop stronger relationships with community groups in their area. It also helped to make them feel an integral part of the StP project which was always key to the overall success of the project. The use of external consultants has also been crucial and has enabled us to still support groups when the project itself has lacked the expertise or staff capacity to do so.

There have, however, been some difficulties associated with working through a range of different organisations and consultants the primary one of which is a branding issue with many groups associating the assistance they receive with a specific organisation or individual rather than with the StP project. For example, groups in Dudley tend to refer to the support they receive as coming through CfED rather than through the StP project and a similar situation has occurred in the other areas. Similarly there's been a trend when consultants have undertaken work on our behalf that the supported group gives recognition to the individual consultant but not to the StP project who has commissioned and funded the work.

For the project to be recognised widely for its achievements this needs to be addressed. A key aim of Year 4 of the project will be to ensure that all groups recognise the StP brand and acknowledge that the support they receive is through the StP project. New monitoring processes and procedures will be implemented to make this possible.



# One to one work

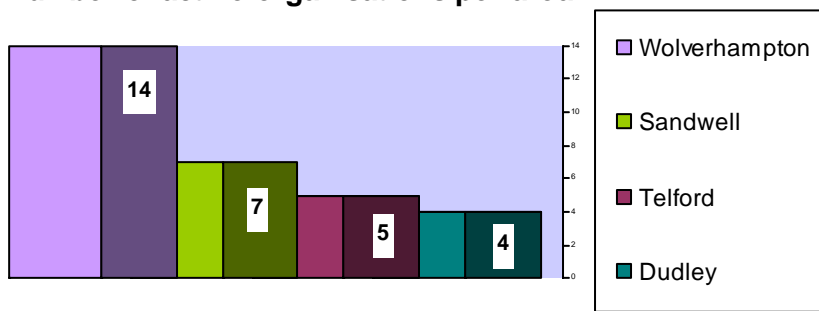
## One to one support achievements to date

The StP project is currently actively working with 31 BME organisations across the project area and has completed work with an additional 12 organisations.

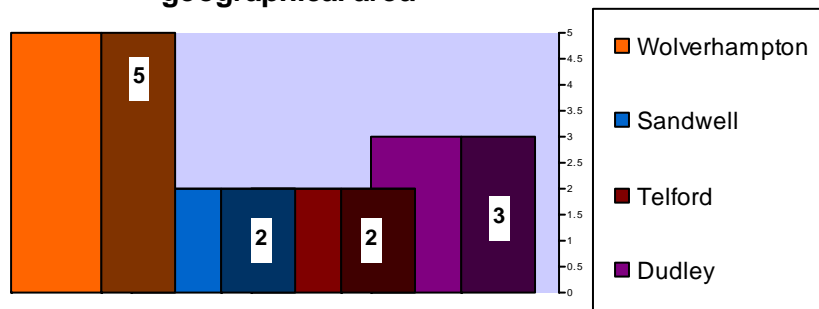
The 12 organisations that we have completed work with have no on-going support needs requiring StP assistance at the current time so are not counted as active organisations, however, we would re-activate them should they require further support in the future. Of the 31 organisations that are active the majority have worked with the StP project to complete certain pieces of work that were identified as requiring attention but have on-going support needs in other areas and so are continuing to work with the project to meet those needs.

This is a major strength of the StP project which recognises that many BME groups have complex, multi level development needs that require in-depth personalised support over a significant period of time to ensure positive outcomes. The project will continue to work with groups until the agreed outcomes are achieved.

Number of active organisations per area



Number of 'completed' organisations by geographical area



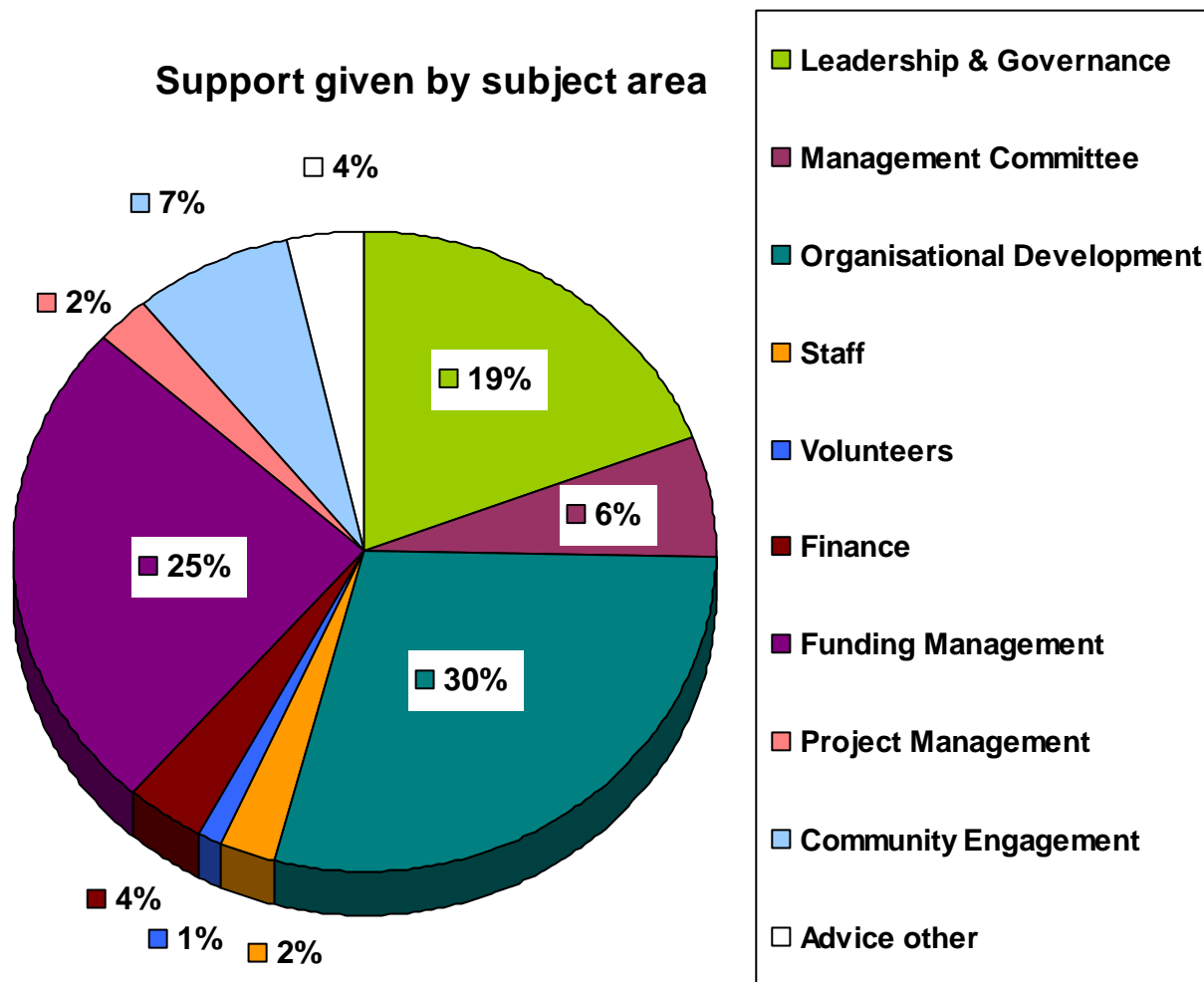
The charts to the left show the number of active and 'completed' organisations by area.

As the area with the highest proportion of BME groups it is not surprising that the project has and is working with a higher number of groups in Wolverhampton than in the other project areas. This is likely to be the case throughout the life of the project although we are aiming to engage more groups from the other areas over the next two years.

One weakness of the StP project to date is that it hasn't always been consistent in developing action plans with groups detailing agreed desired outcomes and timescales. This has meant that it is not always clear as to what the groups can expect from the project and vice versa. With no clear set mutually agreed and recorded outcomes it is difficult to sign off completed outcomes which makes monitoring successes more difficult. This is primarily a communication and recording issue and concerted efforts will be made to address this as a priority so that the good work that has been and is being done is properly recognised and recorded.

# One to one work

In terms of the subject areas actively addressed with the groups supported by the StP project the need and emphasis, as shown in the chart below, has been on organisational development, funding management and leadership and governance.



## Funding Management

Funding management is fairly self explanatory and has overwhelmingly revolved around bid writing advice & support although funding strategies and income generation strategies & advice have also formed part of the support packages given to the 21 organisations we supported in this subject area.

In general StP bid writing support has been for smaller organisations applying for pots of money under £10,000 of which at least 7 have been successful. The approach to bid writing support that the project has taken is to give intensive guidance and advice on one bid in the hope that the groups will then have the confidence and knowledge to go on to complete further bids without support. In a number of instances this has been successful (groups may still ask us to double check completed bids for them which we are happy to do), however, there are groups who need extra support over a longer time period to gain the confidence to complete bids unaided. These latter groups in particular could benefit from increased support from their local community including their service users and also from strengthened management committees to help them develop alternative funding sources such as income generation activities so they are not so grant dependent.

# One to one work

## Funding Management Continued...

This is not an easy step to take with many organisations including social enterprises struggling to move away from dependency on grant funding and struggling to survive because of it. Many, particularly small to small / medium sized organisations, are unreceptive to ideas of alternative funding sources such as sponsorship or less traditional forms of income generation activities. Even groups who are receptive to the message often lack the resources to implement the necessary moves towards becoming self sustaining without initial grant input. This will be an ongoing challenge for the project.

## Organisational Development

To date we have assisted 24 groups with organisational development support ranging from ensuring correct and up to date policies are in place to developing business, strategic and operational plans.

Few of the organisations registered with us who are small or small / medium sized organisations including social enterprises have a business, operational or strategic plan in place and few are willing to take the time to write one despite the support on offer through StP and the benefits that such plans can bring.

Some progress has been made in this area and as a result of the StP project 8 organisations who didn't have an up to date business plan now have one in place or are in the process of developing one with our support. We have also assisted one organisation with a business continuity plans and one with an action plan.



Rosemary Graham of Heath Town Senior Citizens Forum said the following in regards to the business planning support the project is currently providing via consultant Keith Rawlings: "We have found the assistance available via Service through Partnership to be very useful. We now feel we are in a position to develop a Business Plan to guide our future activities. This will help us to deal with the increasingly difficult climate we are currently experiencing."

## Leadership & Governance

The StP project has or is in the process of assisting 16 organisations in the area of leadership and governance. This has almost solely focused on ensuring that the organisations we're supporting have the correct governing documents and systems in place for their needs. The support given includes:

- Options appraisals looking at potential organisational structures
- CIC registration advice and support
- Charity registration advice and support
- Company Ltd by Guarantee advice and support
- Amendments to existing governing documents to make them fit for purpose
- Development of new governing documents for start up groups or those undertaking structural change.



# Mentoring

## Project Outcome

By the end of the project 50 volunteer Mentors from across the public, private and voluntary sector will have been recruited and matched with honorary or chief officers within the BME sector in order to help raise their aspirations and confidence.

In July 2012 we recruited a new StP Mentoring & Project Support Officer to deliver on the mentoring aspect of the StP project. With this officer now in place we are confident that we will be able to deliver on our Mentoring outcomes within the remaining two years of the project. It is also our aim to build a sustainable platform for the continuation of peer mentoring by highlighting best practice, demonstrating the effectiveness of mentoring and the difference it has made to BME organizations.

In the two months that the Officer has been in post the following has been achieved:



- Timescales for the delivery of the StP Mentoring Programme have been revised to fit within the two remaining years of the project.
- Marketing and publicity materials have been developed. This includes leaflets, a newsletter article and a volunteer mentor advert for publication in the Guardian, Express and Star and other relevant print media outlets.
- Leaflets have been distributed to community centres and libraries in Wolverhampton
- 7 potential mentors have already been identified and have

indicated a definite interest in volunteering on the programme. Meetings have been held with each and a letter has been sent out to them thanking them for their completed application forms and interest in the programme

- Initial meetings have been held with a number of BME third sector organizations who are potential beneficiaries of the Mentoring Programme. To date four mentees have completed the required registration paperwork and a number of others have expressed an interest in the programme.

- A database has been set up detailing the profiles of mentors and mentees in order to ensure an effective match can be made.

- A recruitment information pack has been formalized (invitation letters, application forms, policies and procedures, job description etc)

- Mentors manual is complete and is awaiting production

- Work is on-going to identify the most suitable training provider to develop and facilitate training for Mentors.



The StP project would like to thank Rights and Fairness Telford who compiled the initial peer mentoring manual for us and Geoff Boswell who was seconded from Wolverhampton Network Consortium and did a lot of work for us to get the necessary paperwork and promotional materials in place prior to the appointment of the Programme Officer.

# StP Funding & Project Updates

This project year we started to publish an StP update newsletter which is sent to nearly 300 organisations including BME organisations, partners and relevant statutory and non statutory organisations. Updates are posted out to nearly 300 organisations and emailed to around 180 individuals. The updates include informative articles that address issues around organisational development as well as information about the StP project, upcoming StP training events and StP achievements and case studies. It also provides the opportunity for groups to promote up coming events and available community services and resources.

## Published Articles

Get your organisation fit for the New Year!

What is a social enterprise?

Business Planning

Quality Assurance

How to promote your organisation for free!

How to get your story published!

How to write a press release

Cashflow forecasting

(Bid Writing) Preparation



## Funding Updates

It became apparent from working on a one to one basis with groups that many of the smaller community groups and new start up groups had little knowledge about the availability of grant funding from Charitable Trusts and those that did were unsure about how to access information about different trusts. Others were simply struggling to find time to trawl through search engines to identify suitable funders.

For this reason in November 2011 and every proceeding month the StP project has sent out a funding update to an electronic database of over 180 individuals / organisations detailing funding opportunities available at that time. It is recognised that other organisations notably Wolverhampton Voluntary Sector Council and Wolverhampton Network Consortium send out similar updates and groups are encouraged to access other local resources such as these in addition to the StP funding update.

This resource is very well received and is set to continue over the next two project years.

## Case Studies & Quotes

The **African Caribbean Community Initiative (ACCI)** was established in Wolverhampton in 1987 in response to the disproportionate number of African Caribbean's experiencing mental ill health and being failed by mainstream service provision. Over the past twenty four years ACCI has continued to grow and develop a comprehensive range of holistic and culturally appropriate services. It's managed by an experienced board of trustees and currently employs approximately 35 staff members and has a team of nearly 50 volunteers.

ACCI is a registered charity and limited company that is locally and nationally recognised and respected for its contribution to mental health services in the community. However, despite these achievements and growth, like many other voluntary sector organisations ACCI has been experiencing a number of challenges as a result of the unprecedented economic downturn; which has led to public sector cuts and a cultural shift from grant funding to competitive commissioning and tendering.

In early 2011 the StP project approached ACCI to see if it could offer any assistance. ACCI identified a piece of work that would make a positive contribution to the organisation; the StP project was able to help facilitate and cover costs for the recruitment and commissioning of Rawlings and Heffernan Consultancy Services (RHCS) to undertake the work that was outlined.

The agreed objectives of RHCS' work with ACCI can be summarised as follows: consider processes used to "cost" its services; identify comparators in terms of what commissioning organisations are saving due to ACCI intervention; comment on procedures and paperwork in place to ensure there is evidence of outcomes achieved; assess likely tendering opportunities and the organisation's "readiness" in being able to tender.

Sue Rawlings and Pauline Heffernan of RHCS worked with ACCI to fully understand its approach to service delivery. It met with staff and Board members whose views were integral to the research and final report. It found that what makes ACCI unique is its commitment to going the extra mile for its members. This ethos underpins everything the organisation does. The need to offer the right type of support at the right time is vital, given the range of clients ACCI support. RHCS met with commissioners who were fulsome in their praise for the services ACCI delivered. However, there was an acknowledgment from all that the organisation would benefit from tightening procedures. This would give a clearer view of the true cost of services and an audit trail relating to achievement of outcomes.

RHCS worked with senior staff/Board members to offer an alternative costing structure, drawing together information on staffing/overheads and other items of expenditure. It considered external information to assess in which service areas ACCI was offering a competitive price for services. RHCS also made several recommendations in terms of paperwork in use. The aim of the amendments was to collate different information sources into one central point, so making it easier to comment on client progress and achievement of agreed contractual outcomes.

On completion of the assignment, ACCI were delighted with the results of the assignment and began to implement the steps detailed in the agreed Action Plan. Within just a few months of the consultation completion date ACCI has successfully managed to raise close to £50,000 from various sources which can, in part or in whole, be directly linked to the changes implemented as a result of StP support.

# Case Studies & Quotes

## OSCAR Sandwell

Rachel McFee, Centre Manager of OSCAR Sandwell, was happy to discuss how 1:1 support funded by the StP project, had helped her organisation. She confirmed that consultant Andy Price commissioned by the StP project had worked with her, Board members and staff colleagues, to give them a different outlook on developing a fundraising strategy.

He had encouraged them to see “the bigger picture”. Whatever tasks needed to be done had been broken down into bite sized chunks, which were more manageable for staff. As a result, fundraising had now been “accepted” by the wider staff team, and indeed stakeholders, as a joint responsibility. Rachel is therefore more aware of the % of funding which is a target from external resources (funding applications, public sector contracts) and that which needs to be raised “internally”.

She also felt that staff members had benefitted from specific training in bid writing which had been freely available from Service through Partnership. This had enabled staff to gain much needed skills in this valuable area.

Rachel felt that one of the major benefits had been the opportunity and support to develop a different mindset, realising that the “not for profit sector” needed to develop a far more business like approach in today’s climate. As Rachel said, gone are the days when charities were given grants and asked to deliver services. The need to compete with the private sector and form partnerships with like minded organisations to develop a consortia approach was becoming increasingly obvious. The whole organisation had been empowered by the experience of involvement with StP.

**“We have been extremely pleased at the level of support given. We have used the expertise available, to develop a different approach within OSCAR; one which we believe will serve us well in future in meeting the needs of our service users”.**

Rachel McFee, OSCAR



## Challenge Diabetes

**It’s a really great programme – its more personalised then others. Lydia (the StP Infrastructure Support Officer) is helpful and supportive.”** Susan Haynes-Elcock

## St Philips Community Project

Reverend Pam Daniels of St Philip’s Community Project informed as that Luke from SYCC (working on behalf of the StP project) has enabled her project to make greater links with the local community. He has helped to implement suitable policies and advised on funding bids and marketing. Luke had also now become a member of the Church Advisory Committee: she is grateful for this ongoing relationship.

**“Luke has been very persistent, very supportive and his contribution has been very, very valuable. He has helped us look beyond our current activities. He has encouraged us.”** Rev Pam Daniels

# Case Studies & Quotes

## Your Helping Hands



“Without Lydia’s (StP Infrastructure Support Officer) help we could not have secured our first funding. She has been excellent in her strategic approach, depth of knowledge, understanding of our requirements, and how we fit within the third sector. Lydia’s knowledge in bid writing is very extensive, and within three years of myself working within the sector, not one person has been so clear concise and positive in line with our charitable objectives. Lydia is a beacon of light to us.”.

*Mr Gurmeet Sangha*



**Guru Nanak Academy** is intent on opening an academy (free school) within Smethwick in response to the low educational standards in the Borough. Luke Darbey of SYCC delivering on behalf of the StP project has assisted the organisation to develop a Board of Trustees to respond to the opportunity and an Action Plan to enable the group to work towards the objective.

As part of the Plan, Luke enabled the group to undertake consultation, research and data surveys amongst other activities. Research had identified many people travel outside Sandwell to find better educational experiences – hence the need to establish a facility within Smethwick. Whilst the resultant application had failed in this round of “free schools”, feedback had identified several areas where amendments were needed. The resultant application will be submitted in December with the outcome known in May 2013. Guru Nanak Academy is hopeful this application will be successful.

Tejinder Mann of Guru Nank Academy offered the following information:

The help offered by Luke as part of the StP project has been ongoing over a lengthy period. He has shown interest and commitment in helping the group to meet the requirements of the initial application. He has also enabled the group to think through future strategic options. He is still involved with the organisation, supporting us to respond to the feedback. She said whilst her group would have been unable to pay the cost of such assistance (given they are entirely voluntary run), should the bid be successful in 2013 they may be able to meet the costs of future assistance.

## Jamaica 2000 & Learning Links International

“Many thanks to Service through Partnership – brilliant! A great 5 Star \*\*\*\*\* service”.

*Liz Millman*



# Case Studies & Quotes

## Hope Centre



Initial contact with the Hope centre came through Kenneth Rodney from the Centre for Equality and Diversity on behalf of the StP project. Kenneth visited the Centre and talked to staff about their future plans. He had then arranged for the consultant Keith Rawlings to work with the group on behalf of StP. Keith helped them to develop a Business Plan, conducted a survey with Centre users and helped them to write a funding bid to the Barrow Cadbury Trust. The bid proved successful which had been a real boost to the organisation. The Hope Centre now intends to open its new shop to allow it to sell good quality clothes, thus improving its income generation. In turn this would improve the services/activities available to Centre users.

The Hope Centre was grateful that StP assistance was free as it is entirely voluntary run centre and all income is used to provide services. She also said that the group will always be in need of ongoing help to identify and secure funding.

**“We found the support provided by Keith on behalf of the StP project to be really useful. It helped us to secure funding which will be used to further develop our services by opening our new shop. Given everything we do is entirely voluntary, such help will always be needed”** Wendy, Hope Centre

## Positive Participation

**Mrs Gurbax Kaur** said she had found Suffia of EMC to be particularly helpful in providing an objective/external eye in identifying how the organisation could improve. She had offered advice on the type of policies and procedures the group could implement which in turn would assist in improving their service delivery. She now feels the group is better prepared to tender for services. Suffia had also informed them about potential funding opportunities. Gurbax said that Positive Participation did not have the funds to pay for such support, which would remain vital in future. She had noticed that capacity building, in the widest sense, had suffered cutbacks in the current difficult environment



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, both past and present, who have offered great support and helped ensure that we can effectively deliver the StP project across a wide geographical area.

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

Thank you also to individual staff members who have invested their time and effort to ensure that the project is a success.



## **The STP Project Delivery Partners:**

### **Centre for Equality & Diversity**

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Accountable body for the StP project.

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### **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**

