

**RACE EQUALITY WEST MIDLANDS**  
**APRIL 2005 TO MARCH 2006**  
**Annual Report**  
**Audited Accounts**  
**Strategy and Infrastructure Development Framework**  
**Performance Evaluation**

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## **RACE EQUALITY WEST MIDLANDS**

### **BASIC INFORMATION, 2005-06**

#### **Name of charity**

The organisation is incorporate under the name, Race Equality West Midlands, but it is often referred to by the acronym, REWM. It started life as the National Lottery Fund Race Equality Development Project run by the West Midlands Race Equality Council Forum.

#### **Aim**

REWM's aim is to work towards the elimination of discrimination, especially of the kind based on colour, race or ethnicity, and to promote equality and good relations between persons of different racial groups.

#### **Functions**

Functions include

- representing, promoting and protecting the interest of organisations having the same or similar objects as REWM.
- working in partnership with organisations which have the same or similar objects as REWM in order to assist them in building their skills, strategic effectiveness and capacity to provide high quality services.
- working with regional and national organisations in furtherance of REWM's aims.
- undertaking policy development, community development, education and training, research, strategic planning of provision, service and quality improvement, the search for, acquisition and allocation of funds, marketing and promotion, consultancy and other activities in furtherance of its aims.
- providing information, advice and support, and undertaking casework and tribunal representation, on matters of discrimination and civil rights.
- providing public information and education on promoting equality and good relations.

#### **Charitable status**

REWM's charity registration number is 1102076.

REWM is registered with Companies House as a company limited by guarantee, number 4355394, and has no share capital. The liability of company members as set out in clause 8 of the REWM memorandum of association is limited to £1 per member.

### **Company secretary**

The company secretary and chief executive officer of REWM is Dr Frank Reeves.

### **Registered office**

REWM company registered office is:

Race Equality West Midlands  
iBIC, Unit 10, Holt Court South  
Jennens Road  
Aston Science Park  
Birmingham  
B7 4EJ

### **Auditor**

REWM's company auditor is:  
Anthony Slann F.C.A  
52a Walsall Road  
Aldridge  
Walsall  
WS9 0JL

### **Banker**

REWM's banker is:  
LLOYDS TSB,  
Colmore Row  
Birmingham

### **Governance**

REWM reports regularly to the West Midlands Race Equality Forum, comprising the chairs and chief executives (directors) of the West Midlands region's race equality councils and partnerships. The REWM Board consists of a panel of honorary officers nominated annually by the Forum.

## **Directors**

For 2005-06, REWM's registered directors were:

A. Kabal  
K. Rodney  
M. Tufail

## **Staff structure**

REWM's operations are headed by a chief executive officer answerable to the Board. Other staff, trainees, consultants and volunteers are responsible to the chief executive officer and work to an annually-approved comprehensive work programme. REWM operates to a set of policies, procedures and financial regulations compliant with the Commission for Racial Equality's core standards (quality assurance system).

## **RACE EQUALITY WEST MIDLANDS**

### **CHAIR'S REPORT 2005-06**

**by Amir Kabal, JP, DL, Chair of Race Equality West Midlands and Director of East Staffordshire Racial Equality Council**

Race Equality councils and partnerships (RECs and REPs) first came together on a regional basis in 1997 to form the West Midlands Race Equality Forum. In 1999, the Forum won National Lottery funding to establish a development project providing support at regional level to West Midlands race equality councils and partnerships. Since then, Race Equality West Midlands (REWM) has undertaken important capacity-building and strategic development of race equality services across the West Midlands region. It is a second-tier organisation working, wherever possible, through, and in partnership with, local race equality councils, but never as an alternative to them.

In January 2002, REWM became a company limited by guarantee. In April 2003, it moved from St Swithuns, Worcester, to Aston Science Park, Birmingham, and, in 2004, was granted charitable status. Early in 2005, REWM relocated to its current refurbished office in the iBIC, Unit 10, Holt Court South, Jennens Road, Aston Science Park, Birmingham B7 4EJ.

The Board of REWM is made up of members of the West Midlands Race Equality Forum. Currently, the Forum consists of the chairs and directors of the following race equality councils and partnerships in the region:

- Birmingham Race Action Partnership
- Dudley Racial Equality Council (and Centre for Equality and Diversity)
- East Staffordshire Racial Equality Council
- Herefordshire Race Equality Partnership
- North Staffordshire Racial Equality Council
- Race Equality Partnership Wolverhampton
- Race Equality Sandwell
- Telford Race, Equality and Diversity Partnership
- Warwickshire Race Equality Partnership
- West Midlands Discrimination Advisory Service
- Worcestershire Racial Equality Council

For Race Equality West Midlands, 2005-06 was a year of both remarkable success and disappointing failure.

The organisation has continued to lead the way forward in eliminating racial discrimination and in promoting equality of opportunity and good race relations, at national, regional and local levels. Strategic research and development in relation to integration, cohesion, marginalising extremism, conflict resolution and exploring the

possibilities of multi-strand equality work, have earned REWM a well-deserved national reputation.

Continued capacity-building activity and support for local agencies have strengthened the race equality network and its services across the region. The West Midlands Discriminatory Advisory Service is now a fully-fledged organisation in its own right. With REWM's input, there are now newly-recognised equality organisations in Warwickshire, Wolverhampton, and Telford and Wrekin, each in receipt of funding from the Commission for Racial Equality. The Race Equality Consortium, initiated by REWM and for which it serves as the accountable body, has delivered important outcomes in relation to the black and minority ethnic contribution to service delivery, community cohesion initiatives, young people's involvement in race equality promotion, and ways of marginalising extremists.

To turn now to REWM's disappointments. In order to undertake this valuable work across the region, REWM, as a voluntary sector organisation, needs to be funded on a regular and sustainable basis. Despite making ten full-scale funding applications in 2005-06 (in my judgement, all of a high quality), its survival is still in the balance. Only three of these applications were successful (all three for funding of one year or less). Without *Getting Results* funding from the CRE for 2006-07, and a further capacity-building contract from the same source, REWM would by now have ceased its activities. It has combined the CRE income with its total reserves to remain running at the minimal capacity necessary to achieve the outcomes to which it has committed itself. The reserves run out in February 2007 or thereabouts.

Most locally-based race equality organisations depend for their financial survival on two pillars of support: local authority grant aid and the Commission for Racial Equality. Because REWM is a regional organisation, it cannot easily tap into local authority funds and, in any case, would not wish to compete with the local agencies that it is set up constitutionally to assist. Neither is it well placed to obtain grant aid for locally-based projects (unless entering into a collaborative partnership with a local race equality organisation). Currently, it survives entirely on funding from the Commission for Racial Equality. REWM'S funding crisis has been thrust to the fore by the termination of a three-year Big Lottery grant. We wish to put on record our gratitude to the Big Lottery for their continuous support over the last six years.

The only credible solution to this situation is for REWM's valuable regional role to be recognised by the main regional or sub-regional organisations, namely, Advantage West Midlands, the West Midlands Regional Assembly, the Government Office for the West Midlands, or other bodies with a regional or sub-regional remit, such as the Criminal Justice Boards, the Police or Strategic Health Authority. If this help is not forthcoming in the next year (and there has been little sign of any recognition of this kind since REWM was set up in 1999), then this highly-performing regional service provider will be forced to close down its operation.

It is not as if REWM requires large amounts of cash. In order to retain its present output, it needs a minimum from all sources of £240,000 per annum, or £60,000 to be contributed by four agencies, one of which we hope will remain the Commission for Racial Equality, or its successor body. In return, those agencies could commission a service from REWM which they could be assured would be of a consistently high standard. If regional support is not secured in the next year for this essential service, it is highly likely that the next Annual Report I shall contribute to will be REWM's last. I know all my colleague and the staff will work hard to ensure we continue to provide this valuable service regionally and nationally. We are looking for regional and national bodies to recognise and support us. I would like to take this opportunity to thank our principal officer Dr, Frank Reeves and all the staff who have worked hard to sustain the services. Thanks also to the fellow directors for help, support and guidance.

**RACE EQUALITY WEST MIDLANDS**  
**CHIEF EXECUTIVE OFFICER AND COMPANY SECRETARY'S REPORT**

**2005-06**

**By Frank Reeves, Executive Officer**

**Race Equality West Midlands**

For achieving notable ground-breaking outcomes, the financial year 2005-06 was probably the most successful in REWM's seven-year existence, but it also posed the question of how to sustain the organisation's sudden increase in capacity, meet the rising expectation of its services users and partners, and continue to achieve high-quality outcomes.

**General capacity-building**

To assist in building the capacity of local race equality organisations, REWM has advised on and made funding applications on behalf of RECs, engaged in research and development, and offered help with training, strategic planning and positioning, quality assurance, business planning, constitutional change and service improvement. In partnership with the CRE, REWM helped form the CRE *Getting Results* Funding Support Network. We have since secured a CRE contract to undertake capacity-building work in 2006-07 relating to CRE *Getting Results* grant applications.

In 2005-06, the West Midlands Discrimination Advisory Service, a partnership project with the University of Wolverhampton to provide complainant aid was helped to become managerially autonomous from REWM, although the West Midlands Race Equality Forum is still represented on the Partnership board.

REWM has also assisted in various ways with the development of new agencies in Telford and Wrekin, Warwickshire, and Wolverhampton. In Wolverhampton, the new Race Equality Partnership now has a new director, Michael McLeod. Diane Cuff is steering the recently-established Telford Race, Equality and Diversity Partnership. We understand that Warwickshire Race Equality Partnership will shortly be appointing a Chief Executive. We have invited them all to join the West Midlands Race Equality Forum and the Board of REWM.

***Funding of race equality councils***

Race Equality West Midlands has provided practical advice to West Midlands race equality councils, partnerships and recently-established steering groups on how to improve the equality of CRE *Getting Results* grant applications. The following table shows West Midlands race equality organisations' relative success in making applications in Autumn 2005 for funding for the new financial year 2006-07. There was a year-on-year increase of more than 40 percent, in excess of £200,000. It is instructive, however, to

compare CRE funding for 2006-07 with that for 2000-01 (prior to *Getting Results*) when West Midlands race equality organisations received £657,000 from the Commission.

**COMMISSION FOR RACIAL EQUALITY FUNDING YEAR-ON-YEAR,  
2004 TO 2007, OF WEST MIDLANDS RECs/REPs.**

	<b>2004/2005</b>	<b>2005/06</b>	<b>2006/07</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Birmingham RAP	35,000	25,000	28,500
Dudley REC	39,652	11,500	45,000
East Staffs REC	34,113	8,000	47,000
Herefordshire REP	-	-	-
North Staffs REC	67,041	51,770	50,000
REWM	16,000	12,000	69,000
Rugby REC	27,500	20,000	(see Warwickshire)
RE Sandwell	15,600	20,000	32,500
Telford REDP	-	32,500	30,000
(Walsall)	-	(25,000)	
WMDAS	80,000	94,440	65,000
Worcestershire REC	18,700	-	20,000
(Coventry Law Centre)			35,000
REP Wolverhampton	-	-	30,000
Warwickshire REP	-	-	50,000
<b>Total</b>	<b>333,606</b>	<b>300,210</b>	<b>502,000</b>

REWM also made a successful ChangeUp application, worth £300,000 in the 2005-06 financial year, for a consortium of four of the region's race equality organisations, as well as a ChangeUp continuation bid for a lesser amount, which was also successful, but none of which will accrue to REWM itself.

***Strategy***

Throughout 2005-06, REWM has continued to make a substantial contribution to the development of national, regional and local strategy on equality and human rights, community regeneration and inter-ethnic cohesion, public awareness raising on the dangers of far-right extremism, and the provision of services for people complaining about discrimination in employment. In particular, we have tried to provide leadership for race equality organisations on the strategic choices they need to make as legislation to establish the Commission for Equality and Human Rights passes on to the statute book and it becomes clear that the Commission for Race Equality, in its current form, will cease to exist.

Other areas where we have sought to provide guidance are:

- the task of rebuilding and renewing the race equality network in areas where currently there are no local services.
- working as a Forum, in partnership and through consortia.
- defending the reputation and interest of the race equality movement at national level,
- highlighting the importance of confronting the racist activities of far-right political parties and preventing them establishing support in local communities.
- capacity-building the black and minority ethnic voluntary sector.
- advice on public authorities' race equality duties, and monitoring of their performances.
- information and methods of working on community cohesion issues.

### ***Network support***

REWM has played a lead role as always in the British Federation of Racial Equality Councils at national level, helping organise the successful conference in Manchester in 2005. The West Midlands Race Equality Council Forum has met on a regular basis and has been amply serviced with reports, minutes and action. REWM has also acted as convenor and secretary to important regional networks, for example:

- Local Authorities Race Equality Implementation Group.
- Local Strategic Partnerships Race Equality Support Group.
- Midlands Network for Monitoring Racist Extremism.
- CRE *Getting Results* Funding Support Network.

### ***Training***

The REWM race equality practitioner induction training programme was offered for the first time in Spring 2005 and became fully subscribed as the series progressed. It culminated in the successful field trip to the Liverpool museum of slavery. Originally targeted at newly-recruited race equality officers, the course also attracted equality and diversity officers from the Government Office, local government, health trusts and criminal justice agencies. Run again in the Autumn, it is currently being repeated for the third time, with attendance increasing once more.

### ***Research***

All REWM capacity-building research is conceived with the research needs of the race equality movement in mind. Research reports produced in 2005 have dealt with the following topics:

- Racist political parties' 2005 General Election results.
- Potential for local multi-strand equality initiatives.
- Gypsies and Travellers: disadvantage and discrimination.

- Government community cohesion strategy.
- British urban ethnic group conflict and violence.
- Advice for local authorities on how to deal with the racist activities of political parties.

### ***Quality assurance***

We have continued to provide advice to race equality and other organisations on the Commission for Racial Equality's core standards (which are based on the PQASSO quality assurance system developed for the voluntary and community sector). We received a number of enquiries from agencies making applications for *Getting Results* grant but which hitherto had not been providing specialist race equality services. In most cases, we were able to supply specimen policies, procedures, or protocols, which were then adapted to the organisation's specific requirements.

During 2005-06, Anastasia assisted the Race Equality Partnership Wolverhampton and West Midlands Discrimination Advisory Service in installing new operating systems in compliance with the CRE core standards, and also reviewed and updated REWM's own procedures.

### ***Service improvement***

REWM aims to achieve an improvement in race equality services nationally, regionally and locally. All the capacity-building activities so far listed contribute collectively to achieving this objective. Nevertheless, various other specific projects have been mounted during the year which have contributed to the quality of REC/REP work, such as end-of-project evaluation. Adele has undertaken a comprehensive review of the Jigsaw mentoring project and Anastasia the Connecting Communities project, both at East Staffordshire REC. We have talked to and run working groups for executive committees and members across the Midlands and the North on a wide range of topics, including business planning, strategic reviews, constitutional change, community cohesion, the threat from the far right, conflict analysis and resolution, multi-strand equality work, and the Commission for Equality and Human Rights.

### **Other outcomes**

Apart from helping to build the capacity of the race equality movement in the West Midlands, REWM has actively pursued other objectives and achieved successful outcomes.

### ***Countering racism and extremism***

REWM has provided secretarial support for the Midlands Network for Monitoring Racist Extremism. REWM offices have provided speakers and other support for conferences and meetings to explain the threat of political extremism in the East and West Midlands, and in the North of England. Two very popular publications appeared in 2005-06:

RED 13 *What happened to far-right political parties in the West Midlands. An analysis of the 2006-06 General Election results.*

RED 18 *Confronting the racist activities of political parties. A guide for local authorities.*

A further book, *From BUF to BNP*, on the history of the far-right and what can be done to counter its influence has now been published and distributed. There has been heavy demand for RED 18, particularly from the police, with nearly 1000 being distributed in March and April 2006.

We had hoped to expand our work on countering racist extremism with the help of a *Connecting Communities Plus* grant from the Home Office but, despite its progressing to the second round, the application was unsuccessful. We had £12,000 allocated to spend on this outcome in 2005-06 but, bearing in mind the cost of research and publication, what can be achieved with this amount is somewhat limited.

### ***Conflict analysis and resolution***

REWM has set itself a two-year programme for developing instruments for conflict management and resolution to help RECs and public authorities involved in potential and actual conflict situations. To prepare for the task, two staff attended a course in September 2005 at Coventry University which was run in partnership with the international not-for-profit organisation, Responding to Conflict (RTC).

Apart from passing the course, the staff derived knowledge and skills and orientation towards conflict studies, which have since been put to good use in preparing and publishing REWM Working Paper 1, an initial scoping exercise mapping out the nature and scale of British urban ethnic group conflict. In addition, the course resulted in REWM being admitted to an international network of agencies and individuals working to resolve conflict, much of it inter-ethnic. We have since gone on to form a fruitful partnership with our course tutors from RTC (which is based in Birmingham) and are planning to contribute to one of their programmes in 2006-07. Shortly after the completion of the course at Coventry, a violent confrontation took place between black and Asian groups in Birmingham Lozells (22 October 2005). REWM immediately became practically involved in the conflict resolution and peace-making process, producing a rapid-response report on *The opinion of ethnic communities in the immediate aftermath of the 22 October disturbances in Birmingham Lozells.*

This report was widely circulated. It showed that Asians and white people were more affected by the disturbances while black people were less affected. In the period immediately after the disturbances, a substantial majority in each community – black, Asian and white – continued to believe that Asians and black people got on well together. A substantial majority of black and white people supported the action taken at the time by

the police, although the Asian community was divided over the way police had handled matters.

Working Paper 1 on *British Urban Ethnic Group Conflict and Violence*, published in February 2006 as RED 17, has been very well received, particularly by the race equality councils, the police and local authorities. The Paper provides a number of useful models for the analysis of ethnic conflict, including an entirely new and original typology of British ethnic group conflict and a scale of violence and disorder. This work will be built on in 2006-07 with new initiatives exploring (1) the intended and unintended effects and outcomes of ethnic conflict, (2) strategic intervention to manage and resolve ethnic conflict, (3) strategic application, and (4) evaluation of the effectiveness of interventions.

### ***Integration, urban segregation and ghettoisation.***

In July 2005, REWM was invited by Government Office to attend the launch of the Government's strategy to increase race equality and community cohesion and to produce a report of the event for the Community Cohesion Team. The report was duly produced and sent to Government Office, but we do not know whether it was circulated. It is available on our website ([www.rewm.org](http://www.rewm.org)) should you wish to refer to it.

In September 2005, REWM produced its own response to the strategy, entitled: *How to make the Government's strategy on community cohesion SMARTER (specific, measurable, agreed, realistic, targeted ethnically, and reciprocal)*, which again was widely circulated to the Home Office, ODPM, ministers and other government and parliamentary contacts, as well as to local race equality organisations. We received a positive response from the CRE, whose staff were enthusiastic and the race equality councils, but there was no response or recognition from any other public body. The report argued that an adequate measure of integration should take into account seven elements, each relevant to the process and outcomes involved in integration. These were: integrative competencies, mutuality (of respect), aspirations, achievements, opportunities, environmental facilitators and environmental inhibitors. Collectively, they would provide a multi-faceted picture of each ethnic category's actual level of, and potential for, integration. But to understand the objective social factors facilitating or inhibiting integration, the integrative process had to be situated within the dynamic social systems shaping people's lives in the inner city. So far, we have not managed to attract funding to develop and apply these measures of integration.

On 22 September 2005, Trevor Phillips, chair of the Commission for Racial Equality made a speech, 'After 7/7: sleepwalking to segregation', in which he warned that British society ran the risk of fragmenting along the lines of race and ethnicity, and that greater effort needed to be invested in measures to encourage integration. In one memorable passage, he spoke of some districts being 'on the way to becoming fully-fledged ghettos - black holes into which no-one goes without fear and trepidation and from which no-one ever escapes undamaged'. The speech caused controversy and raised the question as to whether there was any research evidence to support these worrying claims. Partly as a consequence, and in the aftermath of the inter-ethnic violence in Birmingham in October,

REWM was invited by the CRE to attend a seminar on 9<sup>th</sup> December 2005 on integration in Britain, chaired by Minister David Milliband at the Office of the Deputy Prime Minister, where we tried to make the case that evidence of ethnic separation in neighbourhood residential patterns, schooling and jobs should be taken seriously. We prepared a briefing paper along these lines.

In the course of this input, REWM came to know Ted Cantle, former Chief Executive of Nottingham City Council and author of *Community Cohesion: A Report of the Independent Review Team (2001)* and *Community Cohesion. A New Framework for Race and Diversity (2005)*. Since then, we have established fraternal relations with the new Institute for Community Cohesion, currently based at Coventry University and are hoping to engage in collaborative work with it in 2006-07 on cohesion and integration.

### ***Planning for multi-strand equality work***

Throughout 2005-06, REWM has been preoccupied with the likely effect of the Commission for Equality and Human Rights on local race equality organisations. In July 2005, we produced RED 14, *Planning for multi-strand equality work. The implications for the race equality councils of the Commission for Equality and Human Rights*. It posed the question of whether race equality organisations should adapt to tackle a multi-strand race equality agenda or continue to specialise in their current area of expertise: race and community relations. In advice on discrimination in employment, it might be relatively easy to adapt to a broader equalities agenda, but the advantages of a multi-strand approach to community development work were by no means so apparent. The debate continues throughout the movement.

### ***Research into the contribution and the needs of people of mixed race***

In 2005-06, we made two applications for funding to support research and development relating to the growing category of people of mixed racial origin. The first, to the National Lottery Strategic Research Grant Fund, was to explore the position in the social structure of mixed-race people and the contribution they might make using 'cross-over or intermediate social capital to social integration and social cohesion. This application failed.

The second application was made to the National Lottery Heritage Fund to investigate and record the experiences of mixed-race young people living in Birmingham. This application (for nine months' funding) was successful and the project will commence in June 2006. We should like to acknowledge the hard work and dedication of Ayo Bakare, our trainee, in gaining this award.

### ***REWM/CSEC University of Birmingham Seminar Series***

The REWM seminar series run in partnership with the Centre for the Study of Ethnicity and Culture (CSEC) at the University of Birmingham continued to attract a large attendance. Forty people turned out on the 25 January 2006 to hear Tahir Alam of the

Muslim Council of Britain. A similar number came to hear Marian Fitzgerald, Visiting Professor at the Criminal Justice Centre, University of Kent, on 22 February, when she discussed whether black boys were the victims of statistical racism and whether their comparatively poor performance at school was a consequence of poverty rather than race or colour. We are hoping in 2006-07 to develop our links with the CSEC still further, with a view to undertaking more joint research projects.

### ***West Midlands Race Equality Consortium***

In the summer of 2005, REWM was successful in applying for a substantial ChangeUp Regional Investment grant for a regional race equality consortium consisting of REWM, Birmingham Race Action Partnership, North Staffordshire Racial Equality Council, and Race Equality Sandwell. The initial grant was drawn down and paid for 2005-06, but the project programme was scheduled to last for a further three months into the new financial year. The Consortium was set up to:

- coordinate at regional level, its member organisations' inputs into race equality promotion, public policy development, community regeneration and cohesion, legal casework and public awareness-raising
- provide effective national, regional and sub-regional strategy in anti-racial harassment work, public development, community development and public awareness raising.
- market and provide tailor-made race and equality solutions for public authorities, private companies and voluntary bodies seeking to realise race equality goals or comply with their statutory obligations.
- assist member organisations to build their capacity to provide high quality racial equality services at local level.
- specialise in providing consultancy, research and development and training in the management of diversity (where possible in partnership with locally-based racial equality organisations).

Each member of the partnership brought with it various specialisms and each focused on a particular project. BRAP took on consortium member capacity-building and training with a view to developing a consortium strategy. REWM stayed with the original theme of enhancing the black and minority ethnic contribution to service improvement and race equality promotion but, in addition, took on the development of conflict analysis tools and overall project outcome evaluation. Race Equality Sandwell (RES) explored the theme of young people's involvement in community cohesion initiatives and race equality promotion, while North Staffordshire REC focused on techniques for marginalising extremism in the community: a timely exercise in the light of subsequent BNP gains in Sandwell, Stoke and elsewhere in the West Midlands.

In hindsight, REWM is of the view that the initial consortium development, involving only four members of the twelve-strong West Midlands Race Equality Forum, was a strategic mistake, albeit a decision taken on authoritative advice. It would have been better to have strengthened the capacity and legitimacy of the Forum by involving all its members.

REWM went on to bid for a limited pot of ChangeUp continuation funding, but received only half of the £22,000 expected. REWM, as the accountable body, has been told that it must distribute this money to two members of the original consortium to help them pursue their approved outcomes. In 2005-06, REWM as an organisation, received a sum of £96,000 from a total consortium grant of £300,000 for regional thematic infrastructural development. For 2006-07, this will reduce to nothing.

We should particularly like to acknowledge the contribution of Dr Parveen Mattu, our consultant director of research, to the enhancement of our understanding of the black and minority ethnic contribution to service improvement and race equality promotion. Without her intelligent contribution, little would have been achieved on our part.

### *Various*

Other projects mounted during 2005-06 should also be acknowledged, particularly:

- Gypsies and Travellers (RED 15 August 2005).
- Asylum seekers and refugees (report by Anastasia Lymperaki).
- conference evaluation: sexual orientation and religion or belief in the workplace and training.
- fieldwork in Handsworth.
- race equality advice to a church body.
- WMDAS support.
- Professor John Rex festschrift.
- Scoping of various research projects.
- BFOREC secretarial input.
- Website maintenance and updating.
- anti-extremist campaigning.
- exploring future of EMBRACE.
- work with black and minority ethnic community groups.
- responding to consultation exercises

### **Acknowledgment of funding bodies**

REWM wishes to thank its funders in 2005-06:

- The Big Lottery.
- The Commission for Racial Equality.
- ChangeUp.

- The Joseph Rowntree Reform Trust Ltd.

And organisations with whom it secured contracts:

- Wolverhampton City Council.
- The Commission for Racial Equality.
- Church body.

We should particularly like to thank the Big Lottery for its substantial three year grant 2003-2006. Throughout 2005-2006, relations with the Birmingham and West Midlands hub office of the Commission for Racial Equality, as well as with the London office have been cordial and supportive. I should particularly like to thank Zahid Nawaz and his team of Karen Keats and Jagdish Singh Shemar for their strategic advice and collaboration on important work, such as the Midlands Network for Monitoring Racist Extremism and the CRE *Getting Results* Funding Support Network.

### **Big Lottery grant exit plan**

In 2005-06, the final year of the Big Lottery capacity-building project, we developed and implemented a funding exit plan, aimed at finding a way to continue capacity-building when the grant came to an end. The Race Equality West Midlands budget has reduced by £134,000 since 31 March 2006, and the organisation is faced with the difficult task of finding a way of continuing its activities in this field.

Throughout 2005-06, REWM set itself the task of making funding applications and tendering for contracts and managed to submit ten competent applications during the year, of which four were successful. Of these four, all were for one year, or of lesser duration, and one was for less than £5,000 (see below). The funding they now will provide is roughly equivalent to the Big Lottery annual total. The funding has, however, been allocated to achieve specific outcomes, not entirely aligned or alignable with those of the original lottery-funded project.

The CRE *Getting Results* funding fits loosely under strategic development. It is intended to develop race equality organisation's capacity to deal with ethnic conflicts, encourage cohesion, and marginalise extremism. The CRE research project could be said to fall under 'needs analysis' and is aimed at establishing degrees of ethnic integration and segregation in local communities. The Heritage Lottery fund grant is about celebrating the social contribution of mixed-race people and is not so easy to slot.

Despite our considerable efforts at succession planning, we have not been successful in replacing Big Lottery capacity-building project funds in any adequate or sustainable way. Nor have we yet persuaded other major regional players such as Advantage West Midlands or the Regional Assembly, to recognise the value of our race equality work. We have difficulty, of course, in accessing local authority funding (which is intended for locally-based voluntary organisations). Most other race equality organisations receive funding from their local authorities.

## **Exit strategy 2005- 06 for funding 2006-07**

The ten applications for funds and tenders were:

1. CRE Getting results \* (£69,000)
2. CRE Capacity-building project \* (£40,000)
3. Heritage Lottery Fund \* (£49,000)
4. National Lottery Strategic Research Grant Fund (failed)
5. DTI Workplace regulations (failed)
6. DTI Multi-strand working (failed)
7. DTI Multi-strand complainant aid (failed)
8. Change-up continuation fund (allocated elsewhere)
9. Connecting Communities Plus (second round) (failed)
10. Joseph Rowntree Reform Trust \* (£3,000)

\*The asterisk marks successful application.

## **Employees, consultants, trainees, and officers**

As a consequence of our short-term funding situation and rapidly-changing skill requirements, REWM has for some years adopted a policy of distinguishing three categories of personnel: employees, consultants and trainees. In 2005-06, the full and part time employees team consisted of Frank Reeves, Director, Adele Allbrook, Assistant Director, Training and Development, and Anastasia Lymperaki, Projects and Fieldwork Officer, and Lindsay Bennett, clerical assistant. Later in the year, we were joined by Theodora Spanou in a research and marketing role and Freda Edwards providing administrative and clerical support. Anastasia left in February 2006 to become human resources manager of a computer firm. We are indebted to Theodora for stepping into the breach and taking over Anastasia's remaining work programme and to Freda for taking over from Lindsay. The good will of everyone has ensured continuity and seamless transitions.

In 2005-06, our consultants were Eric Seward (research on far-right extremism and trends in community segregation), Parveen Mattu (ChangeUp project on enhancing the black and minority ethnic contribution to service improvement and race equality promotion), Jameel Malik (business law, organisational development, strategic planning and local needs analysis, Yvonne Parker (finance director) and Bhanu Dhir (accessing and influencing the private sector). All made a sterling and indispensable contribution to our success. We deeply regret that we have not been in a position to renew all contracts, due

to the much reduced 2006-07 budget. A special word of thanks to Yvonne Parker who has carefully supervised our precious resources for one more solvent year.

REWM also took on four trainees on short-term or part-time contracts. They were Ayo Bakare, Tanya Barrett, Ruksana Kauser, Shakeel Ahmed and Lindsay Bennett, all of whom made useful contributions for which we are most grateful. The budgetary situation for 2006-07 is such that our paid trainee scheme has now been suspended.

Finally, I should like to acknowledge the unstinting support given by REWM's honorary officers, Amir Kabal, our chair, Kenneth Rodney, our vice chair, Derrick Campbell, our secretary, and Mohammed Tufail, our treasurer, all of whom contribute well beyond the call of duty. They would be embarrassed I'm sure, if they knew the depth of my affectionate appreciation. Without their help and support there would be no Race Equality West Midlands. You can imagine my dismay when I learned that Mohammed Tufail was leaving North Staffordshire Race Equality Council. I am sure you will all want to join with me in wishing him well in whatever new venture he puts his hands to.

10 May 2006

**RACE EQUALITY WEST MIDLANDS  
REGIONAL VOLUNTARY AND COMMUNITY SECTOR  
RACE EQUALITY STRATEGY AND INFRASTRUCTURE  
DEVELOPMENT FRAMEWORK, JUNE 2006**

Race Equality West Midlands (REWM) (company number 04355394) works for a just society which gives everyone an equal chance to learn, work and live in an environment free from discrimination, prejudice, and the fear of racial harassment and violence.

REWM promotes race equality by providing a professional and effective service to race equality councils and partnerships, local government, public authorities and the private voluntary and community sectors, through leadership, strategic policy development, consultancy, education and training, research, fund raising, and improving the quality of services to individuals.

REWM forms the secretariat of the West Midlands Race Equality Forum, an umbrella forum founded in 1997 and currently consisting of the executive officers (directors) and chairs of West Midlands race equality organisations. Race equality organisations are currently understood to be those organisations, such as race equality councils, partnerships and support groups for victims of racial harassment, whose primary aim is to eliminate unlawful racial discrimination, harassment and violence and to promote equality and good relations between racial groups and inter-ethnic community cohesion. As at June 2006, the Forum counted 14 local, sub-regional or regional organisations as its members.

**Statement of Regional Race Equality Strategy 2002**

On 7 February 2002, the West Midlands Race Equality Forum met and adopted a statement of regional race equality strategy (subsequently modified with minor amendments 2003 and 2005) and attached behind.

**Race Equality Infrastructure Development Framework Annexe 2006**

As part of the April 2006 review of the 2005-06 ChangeUp Race Equality Consortium project, the Forum decided to update the original 2002 statement of strategy, not by rewriting it and submitting it to the Forum for reapproval, but by adding an infrastructure development framework as an annexe to the original statement, which would act as a clarification or reworking of the original capacity-building aims in the context of (1) changes to the voluntary and community sector funding regime signified by the advent of Big Lottery Basis, Capacitybuilders, and Futurebuilders, and (ii) the debate generated by the inception of the Commission for Equality and Human Rights on the compatibility of engaging in generic equalities work with the need to retain and develop specialist race equality skills. It was agreed at the REWM Annual General Meeting that any further West Midlands Race Equality Consortium region-wide capacity building project must, for reasons of equity and even participatory development, involve all partner agencies under the auspices of the Race Equality West Midlands organisational umbrella.

**RACE EQUALITY WEST MIDLANDS  
STATEMENT OF REGIONAL RACE EQUALITY STRATEGY  
(FEBRUARY 2002)**

**1.0 Introduction**

The West Midland Race Equality Forum, consisting of representatives of West Midland Racial Equality councils, partnerships, and kindred organizations, and incorporated and registered under the title, Race Equality West Midlands (company number 04355394), met on the 7 February 2002 and adopted the following statement of regional strategy.

**2.0 Foundation principles**

- 2.1 West Midland racial equality councils, partnerships and kindred organisations are committed to supporting the regional forum and capacity-building project, under the name of Race Equality West Midlands.
- 2.2 West Midlands racial equality councils, partnerships and kindred organisations have set up a West Midlands company (Race Equality West Midlands), of which they are the members and directors and have authorised the company's officers to search out funds to support its activities when current grant aid comes to an end in August 2002.
- 2.3 Race Equality West Midlands' role is to assist local racial equality councils, partnerships and kindred organisations with the following tasks:
- strategic development.
  - service improvement.
  - acquisition of funding.
  - training policy and programmes.
  - research.
  - communication.
  - performance monitoring.
  - collaborative ventures and partnership formation.
- 2.4 Race Equality West Midlands also works at a national and regional level and is involved in:
- consultation.
  - forum advocacy.
  - policy development.
  - improving Race Equality West Midlands capability.
  - supporting BFOREC.

- 2.5 In collaboration with the West Midlands racial equality councils, partnerships and kindred organizations, Race Equality West Midlands organises staff development and training on a regular basis ensuring, in particular, the availability of training for:
- general management.
  - new staff trainees and volunteers.
  - updating existing employees.
  - management of diversity.
  - governance (for executive committee members).
  - conflict analysis and resolution.

It seeks to extend the range of available training to include training in:

- equality and human rights law.
  - policy (in fields such as health, education and criminal justice).
  - economic and social development/regeneration.
- 2.6 Using the facilities of Race Equality West Midlands, racial equality councils, partnerships and kindred organisations work closely to develop, install and achieve compliance with CRE core standards and other quality assurance systems.

### **3.0 Additional objectives**

- 3.1 On the basis of the Race Equality West Midland strategic review and extensive discussion and consultation with race equality organisations, the following regional objectives are agreed.
- 3.2 Race Equality West Midlands will seek to acquire funds to assist racial equality organisations with the following tasks:
- improved marketing.
  - crisis management.
  - more self-conscious theoretical underpinning of service delivery and intervention.
  - mentoring/‘buddying’ and induction of newly-appointed directors.
  - racial equality research and information services (to support regional, sub-regional and local racial equality projects and to underpin racial equality organisations’ work with public authorities).
- 3.3 With the agreement of individual racial equality organisations, Race Equality West Midlands will seek to facilitate the setting up of a series of regional quality circles, with a membership of West Midland race equality officers and CRE staff, to develop the main modes of racial equality organisation operation or various race equality areas, eg:
- complainant aid (with a view to helping racial equality councils achieve compliance with core standards).
  - community development (bearing in mind the community cohesion agenda).

- policy development (to support racial equality councils and partnerships' input into the implementation of the provision of the Race Relations (Amendment) Act and the requirements of the CRE Code of Practice).
- 3.4 With the agreement of the relevant racial equality organisations, Race Equality West Midlands will seek to facilitate collaborative working between racial equality organisations by setting up and securing funding for sub-regional projects based on sub-regional areas, eg:
- Staffordshire,
  - Black Country,
  - West Mercia,
  - Warwickshire and
  - (Solihull).
- 3.5 Race Equality West Midlands will seek to stimulate (for example, by the acquisition of funds for local projects), engagement in innovatory work, for example, in relation to:
- rural racism (travellers/gypsies),
  - refugees, asylum seekers,
  - community cohesion, and
  - young people's involvement in decision-making.
- 3.6 Race Equality West Midlands will seek to build on board and executive committee training by reporting to racial equality organisations on good practice in governance of race equality organisations and publicising more effective approaches to, or models of, governance.
- 3.7 In consultation and collaboration with local racial equality organisations, Race Equality West Midlands will work to develop a set of simple performance measures/indicators of the effectiveness of racial equality work and services, with a view to demonstrating the value of local racial equality organisations' outputs.
- 3.8 Bearing in mind the aims and interests of local racial equality organisations, Race Equality West Midlands will work in collaboration with officers of the CRE to develop various elements of the West Midland strategy.

These principles and objectives were adopted as regional strategy and as the framework for the Race Equality West Midlands work programme and mode of operation on 7 February 2002.

**RACE EQUALITY WEST MIDLANDS  
WEST MIDLANDS VOLUNTARY AND COMMUNITY SECTOR  
RACE EQUALITY INFRASTRUCTURE  
DEVELOPMENT FRAMEWORK, JUNE 2006**

**Annexe to the Statement of Regional Race Equality Strategy 2002**

**4.0 Infrastructure development framework**

Race Equality West Midlands (REWM) and the West Midlands Race Equality Forum (WMREF) will develop their collective and individual members' capacity by adopting the following infrastructure development framework, based on Race Equality West Midlands existing categories of operation as reflected in its work programme.

**4.1 Strategic development and positioning**

4.1.1 REWM and WMREF will develop strategy and position themselves in respect of:

- other voluntary and community sector infrastructure.
- government, commissions, and public authorities.
- advantage West Midlands and the private sector.
- the Commission for Equality and Human Rights.
- West Midlands regional city status.

4.1.2 REWM and WMREF will develop comprehensive and effective strategies for:

- promoting integration and community cohesion in the context of continuing population movement, economic migration, and provision for refugees.
- marginalising extremism and eradicating racism.
- managing and resolving ethnic community conflict.
- differentiating and dealing with rural and urban racism within the region.
- tackling structures and cultures of prejudice and discrimination in public and private organisations.

4.1.3 REWM and WMREF will explore the way the voluntary and community sector:

- can take forward the principles of multi-strand equality promotion at local level.
- recognises and accommodates the need for specialism in the promotion of certain aspects of race equality work.
- can create new local organisations engaged in effective community practice of either a multi-strand or single-strand equality type.

## **4.2 Business planning and resource acquisition**

4.2.1 REWM and WMREF will work to improve race equality organisations’:

- business confidence, acumen and planning skills, and business plans.
- ability to access funding from sources such as grants, contracts, service-level agreements, sales and loans.
- understanding of public authority procurement and contracting requirements and preparedness to tender, win and deliver contracts, individually or collectively.
- resource acquisition, and level and sustainability of income to deliver outcomes.
- quality of funding applications for CRE *Getting Results* and other grant aid.
- ability to produce multiple standardised local funding applications.
- financial management in the context of year-on-year funding fluctuations.

## **4.3 Service improvement**

4.3.1 The West Midlands Race Equality Forum will work to improve:

- the knowledge of, skills in, and contribution to, capacity building of Race Equality West Midlands.
- the quality and relevance of services offered by its individual members.
- the contribution of members to race and other policy development at regional, sub-regional, and local level.
- the availability of discrimination advice and Employment Tribunal and County Court representation.
- the quality of the race equality input into community development and regeneration projects.
- public awareness of the importance of good race relations and the defence of justice and human rights.

4.3.2 The WMREF will work to establish:

- accessible local race equality organisations providing comprehensive coverage in all districts of the region.
- a safety-net for individual crisis management and recovery in situations where Race equality organisations find themselves at risk.

## **4.4 Staff development and training**

4.4.1 REWM and WMREF will make available staff development and training programmes:

- imparting management skills (project, strategic, financial, human resource, change, diversity, and external environment) useful in managing voluntary sector race equality organisations.
- updating members, staff and volunteers, on changes to the law and social policy relating to race and other equality promotion.
- providing an overview of and induction into the knowledge and skills involved in race equality work.
- introducing the principles of British urban ethnic group conflict analysis, management, and resolution.

4.4.2 REWM and WMREF will disseminate knowledge through distance learning website maintenance, publications, seminars, speaking engagements, conferences and other means on:

- multi-strand equality working.
- integration and community cohesion.
- the dangers posed by the electoral success of the racist far right and the need to marginalise extremism.
- migration and urban sociological perspectives.
- urban and rural racism.
- the role of mixed-race people.
- cultural diversity.

## **4.5 Applied research and development**

4.5.1 REWM and WMREF will undertake applied research and development, either on their own, or in partnership with higher education institutions with extended research facilities, in fields, such as:

- local needs analysis.
- cohesion and integration.
- conflict analysis and resolution.
- activities of racist and other extremists threatening good race relations.
- urban social systems contributing to ‘parallel living’.
- mixed-race people’s social contribution and needs, and comparative levels of discrimination against them.

4.5.2 REWM and WMREF will establish closer links with:

- the Regional Observatory and other sources of relevant data.
- higher education institutions researching race and ethnic relations.
- the Institute of Community Cohesion.
- the CRE research unit.

## **4.6 Information technology**

- 4.6.1 REWM and WMREF will seek to explore the means of acquiring more resources for information technology to promote race equality and raise awareness of issues relating to race and community cohesion.
- 4.6.2 REWM will seek to maintain, update and enhance the REWM website, exploring the possibilities of making it more interactive and animated.
- 4.6.3 REWM will develop communication technology to enable it rapidly to gather information on community needs and cohesion issues.
- 4.6.4 REWM will explore all possible means of improving its communication and consultation with partner organisations mentioned in 4.7.
- 4.6.5 REWM will continue to make available on its website the *Race Equality Digests* and other publications.

## **4.7 Connectivity and partnerships**

- 4.7.1 REWM will continue to provide secretarial support to the following forums and networks operating at national or regional level:
  - The British Federation of Race Equality Councils.
  - West Midlands Local Authority Equality Network.
  - West Midlands Local Strategic Partnership Support Group.
  - Midlands Network for Monitoring Extremism.
- 4.7.2 REWM will support and represent the interests of WMREF in other forums and networks that have relevance to the promotion of race equality.
- 4.7.3 REWM and the WMREF will maintain or endeavour to establish and maintain links with West Midlands regional or sub-regional organisations in the public, private and voluntary sector such as:
  - Department for Communities and Local Government
  - Commission for Racial Equality.
  - Commission for Equality and Human Rights.
  - Standing Commission of Integration and Cohesion.
  - Advantage West Midlands.
  - Government Office for the West Midlands.
  - West Midlands Regional Assembly.
  - Local Government Association.
  - universities.
  - Learning and Skills Council.
  - West Midlands local authorities.

- criminal justice agencies.
- Police Complaints Authority.
- Primary Care and Hospital Trusts.
- Connexions
- Fire Services.
- social housing (ALMOs, housing associations, etc.)

4.7.4 REWM will continue to build, and implement decisions taken by, the West Midlands Race Equality Forum comprising:

- Birmingham Race Action Partnership.
- Birmingham Partnership Against Racial Harassment.
- Birmingham Racial Attacks Monitoring Unit.
- Dudley Racial Equality Council (Centre for Equality and Diversity).
- East Staffordshire Racial Equality Council.
- Herefordshire Race Equality Partnership.
- North Staffordshire Racial Equality Council.
- Race Equality Partnership Wolverhampton.
- Race Equality Sandwell.
- Race Equality West Midlands.
- Telford Race, Equality and Diversity Partnership.
- Warwickshire Race Equality Partnership.
- West Midlands Discrimination Advisory Service.
- Worcestershire Racial Equality Council.

4.7.5 REWM will maintain close and fraternal links with all its race equality partner organisations, black and minority ethnic groups and consortia, and various steering and tasks groups, relevant to the promotion of race equality.

4.7.6 REWM will continue to maintain its interest in promoting support groups for people of mixed race.

4.7.7 REWM will retain partnerships with:

- University of Birmingham Centre for the Study of Ethnicity and Culture.
- University of Wolverhampton School of Legal Studies.
- West Midlands Discrimination Advisory Service.
- Institute for Community Cohesion.
- Regional Action West Midlands.
- others listed on its website.

## **4.8 Performance**

4.8.1 In order to maintain and improve the performance of race equality organisations in promoting race equality and cohesion, REWM and WMREF will undertake to:

- record outcomes.
- review progress.
- develop and standardise sectoral norms and measure/indicators of performance.
- assess impact.
- conduct evaluations.
- feed back on the quality of services.
- make recommendations for service improvement.

## **4.9 Marketing and external relations**

### 4.9.1 REWM and WMREF will:

- act as advocates for independent voluntary-sector local race equality services.
- make those services and their values widely known to potential service users, referral agencies, and funding bodies.
- focus on the users of race equality services.
- improve organisations' marketing and publicity materials.
- raise public awareness of multicultural successes and the benefits of diversity.
- refute racist propaganda appearing in the media and elsewhere.
- nominate official spokespersons to speak authoritatively on news relating to race equality work.

Restated in this form following discussion at the REWM AGM and WMREF on 21<sup>st</sup> June 2006 issued for amendment, discussion and adoption by WMREF members.

**Evaluation of  
Race Equality West Midlands  
Performance  
April 2004 - March 2006**

**Completed by Paul Busby Associates**

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***Annex A:*** Primary and Secondary Resources Used in this Evaluation

***Annex B:*** Race Equality Councils and Partnerships within the West Midlands

***Annex C:*** Race Equality West Midlands Publications List

***Annex D:*** Organisations Invited onto REWM Training Courses

***Annex E:*** Race Equality Agencies that benefited from REWM services.

## Introduction

Race Equality West Midlands (REWM) is an organisation working in partnership with local authorities and other statutory, voluntary and private organisations for a just society which gives everyone an equal chance to learn, work and live in an environment free from discrimination and prejudice, and from the fear of racial harassment and violence.

There are many organisations within the West Midlands with a similar intent, however as evidenced in its mission statement REWM seeks to support and co-ordinate this activity within the region.

*“To promote race equality and community cohesion by providing a professional and effective service to race equality councils and partnerships, local government, public authorities, the private, voluntary and community sectors, through leadership, strategic policy development, consultancy, education and training, research, fund raising and improving the quality of services to individuals.”*

*REWM Mission Statement*

REWM fulfils its constitutional aims with the support of a comprehensive region-wide membership of independent locally based racial equality organisations and works closely with the Commission for Racial Equality (CRE).

REWM's main functions are to:

- Coordinate at regional level, its member organisations' input into race equality promotion, public policy development, community regeneration and cohesion, legal casework and public awareness-raising.
- Provide effective national, regional and sub-regional strategy in complainant aid and anti-racial harassment work, policy development, community development and public awareness-raising.
- Market and provide tailor-made race equality and equality solutions for public authorities, private companies and voluntary bodies seeking to realise race equality goals or comply with their statutory obligations

- Assist member organisations to build their capacity to provide high quality racial equality services at local level.
- Specialise in providing consultancy, research and development, and training in the management of diversity. Where possible, this is undertaken in partnership with locally-based racial equality organisations.

The purpose of this report is to evaluate REWM's performance throughout the period of April 2004 to March 2006, with a particular focus on activity delivered through the Community Fund.

## **Outline of the Consultancy Specification, terms of contract and Methodology.**

Paul Busby Associates have carried out this evaluation in line with the specification and terms of contract agreed with REWM. They are as follows:

1. The report will consist of two parts: a review of our activities and achievements from April 2004 to September 2005 leading to a preliminary report, which will subsequently be amended to take into account the final six months October 2005- March 2006. The preliminary report will be made available to the Director and Chair before Christmas 2005, with the final report being completed for April 2006.
2. It should be understood that the final report will be unlikely to differ substantially from the preliminary report, but it will take into account outcomes and achievements delivered in the final six month period.
3. While the report should focus mainly on an evaluation of the Community Fund capacity building project and agreed outcomes 2004-2005, 2005-2006, it would be of greater value if in addition it took into account our other programmes and funding streams, within the context of our developing organisation.

In its approach to this evaluation Paul Busby Associates has reviewed information from a variety of primary and secondary information sources in order to evaluate REWM's activities from an internal and external perspective. For more detailed information on the resources used please refer to Annex A.

## **Race Equality West Midlands's Aims and Objectives and Community Fund Outputs and Outcomes.**

REWM aims to work towards the elimination of discrimination, especially of the kind based on colour, race or ethnicity, and to promote equality of opportunity and good race relations between persons of different racial groups, by;

- **Representing, promoting and protecting** at regional level the interests of those organisations having the same or similar objects as REWM.
- **Working in partnership** with organisations in the West Midlands which have the same or similar objects as REWM in order to assist them in building their skills, strategic effectiveness and capacity to provide high quality services.
- **Working with** regional and national organisations to develop and implement effective strategies in furtherance of the aforementioned aims and to alleviate racial disadvantage.
- **Undertaking** policy development, community development, education and training, research, strategic planning of provision, service and quality improvement, the search for, acquisition and allocation of funds, marketing and promotion, consultancy, and other kindred activities in furtherance of the aforementioned aims.
- **Providing** information, advice and support and undertaking casework and tribunal/court representation for individuals or organisations in regard to matters of discrimination and human and civil rights.
- **Maintaining** an appropriate programme of public information and public education related to REWM's objects and functions.

REWM agreed the following project outputs and outcomes with Community Fund.

## **Outputs**

- All 14 regional racial equality councils will have fully complied with the 17 quality standards leading to a measurable increase in quantity and relevance of race equality projects.
- Training will be provided via the Management Training Scheme, seminar programme and executive committee training.
- Methods of communication will be improved with the website maintained and updated, at least three meetings of the forum arranged, three editions of the Race Equality Digest published and contact with RECs made on a regular basis.
- Produce a comprehensive exit strategy acceptable to the Community Fund

## **Outcomes**

- Funding levels for racial equality council work increased at least 20% on 2002 levels, local needs analysis and strategic plans (for the promotion of racial equality and community cohesion), produced by all of the regions racial equality councils and partnerships.
- Improvement in the quality and consistency of racial equality services as evidenced by the achievement by a maximum of ten racial equality councils of full compliance to level three with the CRE Core Standards.

## **Operational Activity**

REWM's operations can be divided into five key areas of work. They are; capacity building, strategic development, research, training and direct service provision.

### ***Capacity Building***

Capacity building in general terms is concerned with providing resources and support to strengthen the skills and abilities of people and organisations. It can include developing skills, information, knowledge and confidence within an organisation.

REWM has, as part of its remit, endeavoured to improve the capacity of likeminded organisations throughout the West Midlands by offering a variety of services to them.

These include help with funding issues, training on existing and new/emerging issues around race equality, improving communication networks, building and maintaining partnerships, assisting with crisis management and co-ordinated marketing approaches.

A list of organisations that have benefited from working with REWM can be seen in annex E; this also includes local Race Equality Councils (RECs). The nature and number of RECs within the West Midlands has changed during the time of this evaluation and these changes are also detailed in Annex B.

### **Acquisition of Funds**

For voluntary organisations the very key to their existence is in the financial support they can secure from various streams of funding. Funding itself will present these organisations with a multitude of issues such as how to apply, who to apply to, how much to apply for, what to deliver with the funding and how then to sustain it.

Unfortunately for these organisations long term funding is rarely guaranteed. This affects long term strategic planning and staff retention. Ultimately in order to survive race equality organisations will need to secure various sources of funding and in order to survive.

REWM has shown that it fully understands these issues, not least of all because it relies on the same types of funding sources to operate itself.

REWM has worked with over half of the race equality organisations in the West Midlands, to help them secure funding. This assistance has been in various forms, depending upon the needs of the recipient organisation and includes support to produce work plans that comply with CRE requirements, help in writing business plans and financial strategies and assistance in completing successful applications.

### **Service Improvement**

All CRE funded organisations are required to meet with the CRE's Core Standards. The CRE's Core Standards are organisational and operational standards, closely modelled on the Practical Quality Assurance System for Small Organisations (PQASSO), a quality framework specifically designed for the voluntary and community sector. A few minor modifications have been made to the 16 generic quality areas under PQASSO, so that the framework is suitable for agencies carrying out racial equality work. REWM has supported race equality organisations within the West Midlands to enable them meet these standards through the writing of policies, procedures and other relevant documentation.

REWM has produced materials to inform of the work they and their partners carry out. These materials as well as information on any new race equality projects, current best practice and existing social issues are disseminated through the West Midlands Equality Forum. The Forum has representatives from all of the West Midland's race equality organisations.

REWM's work on the improvement of local services is also evidenced in their strategic development work and training programmes.

### **Communications**

The West Midlands Race Equality Forum is an ideal vehicle for REWM to communicate with its local partners. The group is managed by REWM staff and meetings are organised on a regular basis. This is not however the only network REWM is involved with. The British Federation of Racial Equality Councils was founded by REWM. This allows REWM to communicate with

colleagues on a national basis. Information is circulated regularly and an annual conference organised.

REWM maintains a good working relationship with the CRE and has frequent contact with them. This has resulted in REWM partnering the CRE in a national conference on how to use information technology and the internet effectively within the context of race equality.

REWM produces various documents including the results of recent research, race equality digests and conference reports, all of which are disseminated to colleagues and partners.

REWM has in the last year developed an effective and informative website. This is regularly updated and maintained. The site provides information on REWM and its services, relevant links, downloadable reports and structure/contact information. REWM are also in the process of developing a bulletin board to allow individuals to discuss race equality topics on-line and for service users to feedback about the quality of service they have received.

REWM also services the West Midlands Local Authority Race Equality Implementation Group and the West Midlands Local Strategic Partnership Race Equality Support group.

Other marketing and communications activity:

- Maintenance of a comprehensive West Midlands Race Equality Councils and Partnerships Directory.
- Advocating other local race equality services.
- Public dissemination of information through mounted displays at conferences and public information sources.
- Attendance at public events on behalf of themselves and the forum.

REWM and the services it provides are further promoted through consistent development, relevance, and a reputation for professionalism and quality.

## **Performance Monitoring**

The provision of advice and support to local race equality organisations on their conduct during annual reviews and other managerial processes, the production of quality related policies and procedures (including complaints procedures) have assisted in elevating the performance of these

organisations. REWM also develops effective race equality monitoring systems and performance measures because of its experience and knowledge, and can therefore comprehensively represent local RECs when discussing the funding application procedure with the CRE.

## **Crisis Management**

In the past RECs have come under fire and in some cases been forced to close due to governance and/ or staffing problems. REWM have therefore proactively supported organisations to overcome such issues. This support has been in the form of helping to alter constitutional arrangements, providing internal investigations where misconduct has been alleged or complaints have been received about staff members and assistance with business plans, compliance with core standards and funding strategies.

REWM have also helped to commence new race equality organisations in order to fill the gaps in provision where no service has been provided or that the lack of service has been caused through the collapse of previous organisations.

## **Partnerships**

Like many other areas of the voluntary and community sector race equality work depends on effective collaboration with others who are seeking to achieve similar goals. REWM has embraced this opportunity and has created good working relationships with the following organisations and groups.

- Commission for Racial Equality
- West Midlands Local Authority Race Equality Implementation Group
- West Midlands Local Strategic Partnerships Race Equality Community Cohesion Support Group
- Government Office West Midlands
- West Midlands Race Equality Consortium
- Regional Action West Midlands
- Citizens Advice Bureaux
- West Midlands Low Pay Unit
- Midlands Rewind
- Department for Trade and Industry
- Local Public Authorities.

REWM has also worked with other local voluntary and community groups as well as local BME groups and organisations that provide information on issues at ground level. These relationships are important to REWM as they provide valuable information on unmet needs, gaps in provision and information on relevant social issues and ideas.

## **Consultation**

REWM is committed to the provision of effective national, regional and sub-regional strategy in complainant aid and anti-racial harassment work, policy development, community development and public awareness-raising. To perform this function REWM has reviewed various consultation documents in collaboration with the West Midlands Race Equality Forum to provide a formalised regional response. The documents that have been reviewed are as follows.

- White Paper: Secure Borders, Safe Haven. Integration and Diversity in Modern Britain.
- White Paper: Fairness for All. The new commission for Racial Equality and Human Rights.
- Draft Code of Conduct on the Duty to Promote Race Equality
- European Community Employment and Race Directives
- Proposals for developing voluntary sector infrastructure.
- Regional Assembly Diversity Review

## ***Strategic Development***

In order to achieve its constitutional aims and objectives REWM works hard to decide in advance what it needs to do and how it is going to do it. The fundamental mission of REWM dictates that this work should also maintain a national and regional focus to ensure a consistent approach to tackling race equality and improving the quality of services provided by local race equality organisations. To this end REWM has developed a regional race equality strategy, been instrumental in the foundation of the British Federation of Race Equality Councils, worked alongside the regions Local Strategic Partnerships and have been co-opted to work with the CRE's Joint Working Group which looks into implementation of core standards and the modernisation agenda.

REWM's training programmes and research are also pivotal to ensuring a cohesive regional approach, as are their partnerships, networks and forums and consultations.

## **Regional Strategy**

REWM continues to work with its local race equality partners to help improve planning and operational activity and is developing an all inclusive regional strategy. REWM develops partnerships and forums, helps to write policies and provides consultation and training.

In addition REWM helps other local race equality organisations to improve marketing, manage crises and improve communications with public authorities and voluntary and community organisations.

A mentoring scheme for the induction of newly appointed directors and officers and racial equality research and information services are also provided.

REWM has also set up local quality groups that include membership of CRE and REWM staff as well as those involved in the delivery of complainant aid and community development.

REWM continues to monitor and encourage innovative approaches to race equality work however it also maintains and markets models of good practice and can identify simple performance indicators to show the effectiveness of race equality work particularly the effectiveness of **local** race equality work.

## **Research**

To provide effective and relevant services there is a constant need for innovation and invention. Research provides organisations with qualitative and quantitative data to enable them to identify emerging issues, areas of weakness and strength and gaps/ excesses in service provision.

REWM has carried out research on a variety of race equality issues, specialising in; the needs of the mixed race population, theory and practice relating to community cohesion, effectiveness of race equality interventions

and race, ethnicity and social regeneration. Findings are produced in the form of Race Equality Digests and formal research reports.

Research is undertaken in a collaborative manner and REWM have worked alongside Birmingham University, Warwick University and Wolverhampton University.

REWM have also undertaken audits on the knowledge, skills and experience of race equality organisations and their employees within the West Midlands, carried out critiques of other publications, helped other organisations carry out local needs analysis and compiled quantitative data for the CRE.

For a comprehensive list of research reports refer to Annex C.

REWM have identified two areas for improvement in race equality research.

- The need for stronger links with the West Midlands Regional Observatory.
- Urgent need for a handbook on the theory and practice of effective race equality intervention.

## ***Training***

The training provided by REWM utilises and supports all other elements of their work. It helps to build capacity, raise awareness, change behaviours and ultimately increase the performance and effectiveness of individuals involved in race equality. A broad range of organisations are invited to these programmes (except those specifically targeted towards RECs) and used to promote them. A list of these organisations can be seen in Annex D.

REWM has constructed and delivered 4 types of training.

- Race Equality Induction Programme
- Executive Committee Training
- Seminar Series
- Conferences

The Race Equality Induction Programme is designed for those new to race equality work, students or anyone who would like to gain a good grounding

in race and diversity. The programme includes 14 sessions and REWM have produced training packs to accompany each session. Students are also encouraged to attend the seminar series of programmes and may also be invited to conferences organised by REWM. To date 15 individuals have benefited from this training.

Executive Committee Training is designed for and delivered to REC executives in order to help them improve the capacity of their own organisations in governance, management and performance. This training has subsequently opened up to all staff working for race equality organisations. Recent training was provided to help staff with the compilation of cases of hate crime. This training was successful and well received.

The seminar series of programmes is run in partnership with the University of Birmingham. Seminars take place on a monthly basis and concern the theory and practice of race and ethnic relations and equality issues. The seminars have on average 25 attendees a session.

Three conferences have been organised by REWM. They have been in relation to The Far Right, Sexual Orientation and Religion or Belief. The conferences are advertised regionally and have on average received 100 attendees per conference. Other conferences have been organised in partnership with the CRE. REWM has supplied speakers for Race Equality Council conferences and for conferences elsewhere in the county and region.

REWM also provides bespoke training to organisations (including Government Office West Midlands and The Church of England) that are seeking to achieve real equality outcomes. To this extent a Training Policy has been developed and partners engaged. Where REWM feels that it can not meet the needs of its client it can call upon the experience of the following organisations; REWIND, EVOLVE, Horn of Africa Consortium Project and Minorities of Africa.

Whilst none of the above training programmes are accredited this is a possibility that REWM have investigated.

Supported by REWM ten race equality officers across the region have undertaken accredited management training and achieved MBA, MSc, DMS, CMS and HNC qualifications.

## **Staff Structure and Development**

During 2005 REWM underwent a change to its staffing structure. More specifically the recruitment of 2 new members of staff, a Training and Development Officer (also Assistant Director) and a Projects and Fieldwork Officer. REWM now also employs 4 trainee officers and can draw on the resources of 6 consultants for specialised research.

The changes to the staffing structure have given REWM a new sense of confidence and professionalism and this has been observed by the colleagues and partners of REWM. Areas of weakness were identified early on during the restructure and all issues were addressed whilst working alongside staff.

## **Political Influences**

The Government White paper: Fairness for all, sets out the vision for a new all encompassing equalities commission that will replace the existing Commission for Race Equality, Disability Rights Commission and the Equal Opportunities Commission. The proposed new single Commission for Equality and Human Rights (CEHR) will be responsible for promoting equality throughout our whole society, as well as providing institutional support for human rights for the first time. Can the CEHR ensure that all stakeholders have meaningful opportunities to shape its priorities and how it works? This question is important to race equality organisations who wish to continue the promotion of good race relations at a social level to develop community cohesion.

As previously mentioned in this report, funding for race equality activity is at present only guaranteed on a short term basis. Whilst REWM is currently applying to the CRE for funding until 2007, the creation of the CEHR and its priority areas will be influential in long term financial and strategic planning for REWM.

REWM have developed these concerns further and produced the race equality digest: Planning for Multi-Strand Equality Work – The Implications for RECs of the Commission for Equality and Human Rights.

## **Achievements against Community Fund Objectives**

### **Objective One**

*All 14 regional racial equality councils will have fully complied with the 17 quality standards leading to a measurable increase in quantity and relevance of race equality projects.*

All RECs as well as other organisations receiving funding from the CRE are required to satisfy the CRE's Core Standards at an appropriate level. Each West Midlands REC (refer to Annex A for a complete list), REWM and partner organisations such as the West Midlands Discrimination Advisory Service (WMDAS) satisfy the requirements placed upon them by the Core Standards. These organisations now number 5 less than the original 14. Where as in the past the CRE would have been pro-active in providing external oversight of the core standards this is less evident today because the CRE are now inviting non-REC organisations to bid for funding therefore making the Core Standards harder to enforce. The Core Standards still remain an important tool for RECs and REWM has taken over the role of the CRE in ensuring that new and existing agencies achieve, maintain or improve their Core Standards and subsequent levels of service. To have CRE Core Standards in place is vital for race equality organisations not only to achieve their core funding from the CRE but to enable them to successfully bid for other project funds. REC staff have described the invaluable contribution made by REWM in helping them to put together successful bids on the back of the firm foundation of the CRE's Core Standards.

### **Objective 2**

*Training will be provided via the Management Training Scheme, seminar programme and executive committee training.*

As evidenced previously in this report REWM have developed and delivered the following training programmes.

<b>Programme</b>	<b>Description</b>	<b>Target Audience</b>	<b>Beneficiaries</b>
Race Equality Induction Programme	Introduction to race equality theory and practice.	Those new to race equality work, students, practitioners.	15
Executive Committee Training	Race equality capacity building – Governance, management and performance.	REC executives and staff	8
Seminar Series	Theory and practice of race and ethnic relations and equality issues.	Practitioners, public sector workers, voluntary and community sector.	Average 25per seminar, once monthly.
Conferences	Far Right, Sexual Orientation, Religion and belief.	Public, private and voluntary and community sector workers. Regionally advertised.	300 & 150

### **Objective 3**

*Methods of communication will be improved with the website maintained and updated, at least three meetings of the forum arranged, three editions of the Race Equality Digest published and contact with RECs made on a regular basis.*

During 2005 the REWM website ([www.rewm.org](http://www.rewm.org)) has been completely updated. The site now includes the following pages that detail REWM's ambitions, the work they carry out and the documentation they produce:

- Welcome
- REWM's Mission
- REWM's Aims
- Operation and Work

- Capacity Building
- Strategic Development
- Research
- Reports
- Regional Services
- REWM Structure
- Race Equality Councils
- Bulletin Board

### *Text*

Background does not interrupt the text.

Text is big enough to read, but not too big.

The hierarchy of information is perfectly clear.

### *Navigation*

Navigation buttons and bars are easy to understand and use.

Navigation is consistent throughout web site.

Navigation buttons and bars provide the visitor with a clue as to where they are, what page of the site they are currently on

### *Links*

Link colors coordinate with page colors

Links are underlined so they are instantly clear to the visitor

### *Graphics*

Buttons are not overly large.

Every graphic link has a matching text link.

Graphics and backgrounds use browser-safe colors.

### *General Design*

Pages download quickly.

All of the other pages have the immediate visual impact.

Good use of graphic elements.

Every web page in the site looks like it belongs to the same site; there are repetitive elements that carry throughout the pages.

### *Bulletin Board*

The bulletin board area of the website is currently under development. This section is useful for practitioners and members of the public who may wish

to access news articles or join discussion groups. REWM will also be able to obtain client feedback from this page.

REWM have also achieved and excelled their objectives to arrange forum meetings and produce race equality digests, and is in regular contact with all RECs within the West Midlands.

#### **Objective 4**

*Produce a comprehensive exit strategy acceptable to the Community Fund.*

REWM are a forward looking organisation and as such they are constantly aware of that in order to survive they need to be able to access various government funding streams.

Approximately 12 bids have been made to various sources including the Department for Trade and Industry and the Commission for Racial Equality. At the time of writing this report it is not clear which applications have been successful or the amount of funding they are likely to attract.

REWM will need approximately £250,000.00 to remain effective although the director felt that they may only receive £130,000.00.

## Conclusion

In Conclusion REWM have fulfilled all objectives set for them by the Community Fund and indeed have exceeded original expectations regardless of external changes to the number and nature of its REC partners.

- Their support is highly valued amongst colleagues who welcome the localness, professionalism and experience that REWM provides.
- REWM has been influential in the creation of support networks both regionally and nationally, thus they have helped to increase communication and parity amongst race equality organisations.
- REWM has increased the quality of services provided by RECs through their training programmes and policy development work.
- Re-structuring of the organisation has increased the quality and efficiency of REWM and has also helped to increase confidence in a more focused and dedicated workforce.
- REWM has helped to attain a regional strategy for future race equality work carried out by its partners that will actively encourage community cohesion.
- The research conducted by REWM is a valued tool for local race equality organisations that encourages them to provide more effective services at ground level.
- In an earlier review of REWM's services Paul Busby Associates noted that the organisation was "not yet a mature organisation." It has now developed into a mature and confident organisation that is well respected by its peers at all levels.

