

**Race Equality West Midlands  
The 2006 Audit of Organisational Capacity  
for Promoting Race Equality  
in the North East, North West, Yorkshire and Humber, East Midlands  
and West Midlands regions  
undertaken as part of the CRE 2006-2007 *Getting Results*  
Capacity-Building Programme**

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## INFORMATION AT A GLANCE

### General

- Organisations surveyed were either dedicated race equality agencies or organisations with wider primary objects than promoting race equality.

### Financial arrangements

- Their mean income was £396,000 per annum, with the mode lying between £250,001 and £500, 000 per annum.
- Mean local authority funding amounted to £115,000 per annum, roughly four times what was received from CRE *Getting Results* grant aid (£27,400).
- The National Lottery funding mean was £98,800 per annum.
- Other funding sources were government departments, public authorities and charitable trusts.
- Most organisations had in place service level agreements.
- External audits cost an average £2,250.
- Most organisations had public liability, employer liability, professional indemnity, and contents insurances.

### Employment

- Most organisations had employees, with 14 employees as the mean and the mode lying between 1-10.
- A third of employees was on fixed-term contracts.
- Two thirds of organisations made employee pension arrangements, with an employer contribution of between 5% and 10% of the wage.

### Accommodation

- In regard to accommodation, organisations rented in 36% of cases, leased in 32%, and owned their own premises in 18%, with 14% making other arrangements.
- Organisations paid an average of £18,000 per annum when renting or leasing, but costs ranged from £1000 to £73,000.

- Accommodation was, in the main, centrally located and met requirement, with two thirds of respondents rating quality as good or very good.
- Disabled access was available in 80% of organisations.

### **Strategic operation**

- Organisations were conscious of the need to consider the broader equalities agenda, to work in partnership, to initiate community cohesion projects, to target new and traditionally-excluded groups, to work collaboratively with religious communities and to collaborate with others to make available discrimination advisory services.
- Organisations were aware of the importance of securing sustainable funding, diversifying funding streams, and obtaining long-term contracts.
- Most had a strategic plan and a business plan in place.

### **Training**

- Two thirds of organisations had a training budget, averaging £6,000 per annum with an average per capita expenditure of £400.

### **Staffing procedures**

- Most organisations had in place a wide range of staffing policies, plans, procedures, and programmes.

### **Needs analysis and research**

- Only 37% had undertaken a comprehensive local needs analysis and only 29% had conducted formal research. (Not many had developed a research strategy or had staff with research expertise.)

### **Performance management**

- The proportion of organisations with annual organisational work programmes was 63%, and with individual staff work programmes, 55%.
- Performance was monitored through staff supervision and appraisal, periodic progress reports, team meetings, outcome monitoring, user-group evaluation, performance measures, and responding to complaints.

### **CRE core standard compliance**

- In regards to CRE core standards, 69% of organisations claimed to be in compliance.

### **Partnerships**

- Of the organisations surveyed, three quarters were represented on their Local Strategic Partnership, and just under half provided the LSP with a service.
- Over half claimed to be in partnership with their local black and minority ethnic community network.

### **Marketing and public relations strategy**

- Only 29% of organisations had a marketing / public relations strategy.
- More than two thirds said they responded to race equality issues and controversy in or through, the media.
- Most organisations published an annual general report, half issued a newsletter, and three quarters had a website.

### **Communications**

- Organisations supplied an extensive list of organisations to which they provided information about equality, race equality, and community cohesion.

### **Respondents' details**

- Of managers participating in the audit of knowledge, skills, experience and learning needs, 60% were women, and 47% black and minority ethnic, with an age range from 25 to 60 plus.
- Most managers had been in post between one and three years (39%), or from four to ten years (42%).

### **Educational and professional qualifications**

- Four fifths of managers had a higher education qualification, with 47% possessing a master degree or other post-graduate qualification.

### **Knowledge, skills and experience**

- The audit provided a comprehensive picture of the knowledge, skills and experience of managers in the general field of voluntary sector organisational skills and in the more specialist field of race and other equalities promotion.

## **Training preferences**

- A majority of managers wanted training in race and other equalities legislation and in strategic management, with nearly half wishing to improve their social scientific background knowledge and their understanding of contemporary social policy.
- Preferred training methods included attendance at seminars (83%), visits (62%), mentoring arrangements (55%), case studies (55%), and shadowing race equality practitioners (48%).

## ANALYSIS OF ORGANISATIONAL CAPACITY

### 1.0 Detail of organisations targeted

- 1.1 Organisations in the North of England and the Midlands which applied in 2005 for Commission for Racial Equality (CRE) *Getting Results* funding 2006-07 under Section 44 of the Race Relations Act were contacted and asked whether they wished to participate in the Race Equality West Midlands (REWM) capacity-building project commissioned by the CRE. Of the 139 organisations contacted, 68 responded to indicate that they wished to participate in the scheme. Two questionnaires (the first, an analysis of organisational capacity building requirements, the second, an audit of learning needs) were sent to those agreeing to participate.
- 1.2 After considerable progress-chasing by telephone, 32 questionnaires were received. Reasons given for not completing the questionnaires after agreeing to participate in the scheme were lack of capacity, knowledge, or time, on the part of respondents. Despite the minority response (47%), REWM could have done little more without making a nuisance of itself to increase participation in the scheme. Consistency in the responses of those organisations returning questionnaires indicates that the generalised findings are probably representative of the category of agencies targeted. The list of respondents is presented as Appendix A.

## 2.0 Organisational priorities

**Table 1**  
**Respondents' stated organisational priorities**

Items	Priority 1 Percentage of agencies	Priority 2 Percentage of agencies	Priority 3 Percentage of agencies
Stable long-term funding	72	10	7
Increased budget	10	34	3
Relevant local strategy	7	0	7
Becoming an Equalities Council	3	10	3
Dynamic, informed and participative executive	3	7	10
Research basis and evidence-based decision-making	3	0	0
Service quality assurance/core standards compliance	3	0	0
Effective performance monitoring (outcome measures)	3	3	3
Clear and recognised function/purpose	0	17	14
Improvement or extension of services	0	17	14
Improved marketing and public relations	0	0	7
More cooperation, networking, partnership	0	0	7
More staff development and training	0	3	7
New streamlined constitution	0	7	7
Working with Local Strategic Partnerships	0	3	3

2.1 The first priority for the vast majority of organisations was stable long-term funding followed by the related need of increasing the budget which featured as the second priority for many. For others, an important second priority was clarity of organisational purpose, with many having in mind the likely impact of the demise of the CRE and its replacement as a funding body by the Commission for Equality and Human Rights (CEHR). Most respondents also recognised the relationship between funding and the need to provide, extend and improve services. Throughout the prioritisation exercise, there was an acknowledgement of the need to have in place a dynamic, informed and participative executive.

2.2 Issues, such as improved marketing and public relations, research and evidence-based decision-making, service quality assurance and core standards compliance, effective performance management, and working in partnership, were either given a middle or low priority ranking.

2.3 'Other' as a category was not ranked, but other priorities mentioned were the development of clear training aims and the promotion of a cultural shift to tackle inequalities in employment and service provision.

2.4 When asked to state the greatest challenge currently facing their organisation, the majority of respondents reasserted that issues of funding (stable, long-term, sustainable, or core) were essential to their survival.

2.5 Other issues highlighted as important challenges were:

- establishing the organisation as a race discrimination service.
- managing organisational growth.
- achieving a cultural shift within public authorities.
- uncertainty over the future of particular funding arrangements e.g. student fees.
- commissioning.
- staff updating.
- transformation into an ‘equalities council’ and associated governance issues.
- far-right activities.
- retaining the trust of local communities.
- improved efficiency and increased productivity.

### 3.0 Financial arrangements

3.1 The confirmed income for the financial year 2006-07 of the organisations surveyed varied greatly from as little as £3,000 to in excess of £1,000,000, with the most commonly recurring (modal) range from £250,001 - £500,000, see table 3.

**Table 2**  
**Income range of participating organisations**

<b>£</b>	<b>Number</b>	<b>Percentage</b>
0-50,000	3	12.5
50,001 - 100,000	4	16.7
100,001 - 250,000	4	16.7
250,001 – 500,000	7	29.1
500,001 – 1,000,000	4	16.7
1,000,001+	2	8.3
<b>Total</b>	<b>24</b>	<b>100.0</b>

3.2 The overall mean income of the 24 organisations providing budgetary information was approximately £396,000, but this figure disguises the range of income between respondents. Nevertheless, a majority of those surveyed had income in excess of £250,000, a surprisingly large figure given the size of their average reported grant from the CRE of £27,400. Two-thirds of responding organisations indicated that they had been granted CRE *Getting Results* money.

3.3 Organisations received an average of £115,000 from local authority sources. Local authorities, on average, provided four times as much grant aid as the CRE. The larger

ratio of local authority to CRE funding in this instance might have been inflated by the fact that the category of organisations in the survey included agencies which did not specialise in race equality work.

3.4 Just under half of organisations providing financial information was in receipt of National Lottery grant aid. If the information supplied was accurate, the average annual grant or grants received from the various National Lottery funding sources amounted to £98,768, or more than three times average CRE funding.

3.5 Other sources of funding mentioned were the Home Office (including Connecting Communities), SRB, ESF, and the Higher Education Funding Council. Some organisations were also in receipt of grants, or had contracts to supply services, from Primary Care Trusts, Housing Associations, and the Legal Services Commission. Some were in receipt of money from charitable trusts (e.g. Lloyds TSB Foundation). A small number of organisations generated income from the sale of services but, as a proportion of overall average income, this was a negligible amount.

3.6 The financial information gathered from the organisations which applied for 2006-07 CRE *Getting Results* funding contrasted with information gathered in a previous REWM audit of race equality council and partnership income and income sources which showed a much smaller average annual income and greater reliance on CRE grant aid.

3.7 Two thirds of organisations received funding from local authority sources. In two-tier authorities, approximately half of respondents received funding from all local authorities in their area of benefit (i.e. from county and district sources).

3.8 Two thirds also had in place service level agreements with public authorities.

3.9 A large majority of respondents claimed to have an officer, often the chief executive, who took lead responsibility for making funding applications. Nevertheless, most said they needed help in making funding applications.

3.10 In regard to the management of financial affairs, book keeping and accounts, a third of organisations dealt with financial matters using staff internal to the organisation, a third received external assistance, and another third had a mixed internal and external financial management regime.

3.11 Financial arrangements included:

- the use of an electronic cash book, excel spreadsheets, SAGE.
- accounts managed by a local accounting firm.
- part-time bookkeeper and external accountant.
- financial director/internal and external auditor.
- accounts managed by the local authority.

3.12 Two fifths of organisations paid separately for their bookkeeping services. Four fifths paid to have their accounts externally audited. As might be expected from the range in income of organisations, the cost of external auditing ranged from £450 - £5,000 per annum, the average cost being £2,250.

3.13 Of the organisations employing staff, 45% dealt with their payroll internally, with the remaining 55% making use of an external agency to perform this important function. Occasionally, this function was undertaken by a local authority, or CVS, but mostly by private firms.

3.14 Most organisations indicated that they had in place public and employer liability insurance, and two thirds, professional indemnity and contents insurance. Others indicated that alternative cover arrangements were in place, for example, that they were part of a larger scheme. A small number of organisations, however, did not complete this question, leaving the worrying possibility that they were uninsured in some important respect.

#### **4.0 Employment**

4.1 Of those organisations employing staff, the average number of employees was 14 but this figure hid the range of workforce size and was distorted by the inclusion of an organisation with 115 employees. Most organisations (67%) had between 1 and 10 employees, with only one respondent reporting a workforce of more than 100 persons.

**Table 3**  
**Size of organisations' workforce**

<b>Number of employees</b>	<b>Number of organisations</b>	<b>Percentage</b>
None	2	8
1-10	16	67
11-20	2	8
21-50	3	13
51-100	0	0
100+	1	4

4.2 Of the total number employed in the 23 organisations giving full information in this field, 35% of staff were on fixed-term contracts.

4.3 Of the organisations employing staff, approximately one third (35%) had personal pension schemes, another 17% stakeholder arrangements, and 14% participated in the

local authority pension scheme. This left a full third (34%) of the organisations surveyed reporting that they had no pension arrangements in place. Organisations paying an employer contribution into a pension scheme paid from 5% to 10% of the employee's wage.

## **5.0 Accommodation**

5.1 Office accommodation for organisations was provided in various ways: 36% rented, 32% leased, and 18% owned outright their accommodation, with a further 14% making some other kind of arrangement, for example, sharing space or being given free accommodation by others.

5.2 The cost of accommodation self-evidently varied according to the size of organisation and the number of employees. The amount paid by organisations leasing or renting accommodation ranged from £1,000 – £73,000, and averaged roughly £18,000 per annum.

5.3 In approximately half of renting and leasing arrangements, various other services, for example, maintenance, cleaning, heating, lighting, and security, were included in the overall charge.

5.4 The large majority of respondents believed that their offices were situated in an appropriate central location and two thirds felt their offices met the current requirements of their organisations. Office accommodation was described as very good by 21%, good by 43%, average by 25 %, and poor by 11%.

5.5 Asked whether their accommodation was accessible to people with disabilities (mobility), 80% of respondents affirmed that it was. The remaining 20% explained that they were awaiting adaptation to their facilities, or that they occupied a listed building, or that their lease was about to expire and that they were moving to new accessible premises. Other comments referred to the inadequacy of existing arrangements even though they were technically compliant with the law.

## **6.0 Strategic operation**

6.1 Respondents were asked what the future priorities were for equality work in their locality. The answers provided were extremely varied and reflected the different aims and objects of their organisations. Some suggested that they needed to engage with a broader generic equalities agenda as implied in the setting up of the CEHR. Some focused upon the importance of meaningful partnership development. Others developed race equality and race relations themes, stressing the importance of cohesive communities, the availability of services for victims of racial discrimination and racial harassment, the involvement of refugees and asylum seekers in decision-making related to their situations, support for Gypsies and Travellers, and the need to take into account religious communities.

6.2 Asked which organisations they saw themselves aligned with, or entering into a partnership with, respondents provided a comprehensive range of suggestions:

- Local authorities.
- CEHR, CRE, EOC and DRC.
- Government departments, including GOs.
- Regional development agencies
- Local advice agencies, including the local race equality council or law centre.
- Other voluntary agencies and the third sector.
- Public authorities, including the police and Primary Care Trusts.
- Religious organisations, including the Council of Mosques.
- Organisations in the equality field such as Stonewall, Race for Opportunity, Opportunity Now, British Dyslexia Association, Bangladeshi centre and Anthony Walker Foundation.
- New migrant and refugee groups.

6.3 Factors identified as key to organisations surviving over the next three years were:

- Sustaining funding.
- Obtaining funding from the CEHR and/or CRE.
- Winning long-term contracts.
- Becoming an LSP preferred supplier.
- Diversifying funding sources.
- Improving service quality.
- Meeting community needs by developing new projects.
- Focusing on integration and inclusion.
- Establishing a clear purpose.
- Producing a business plan.
- Developing internal and external organisational strategy.
- Installing sound managerial and financial structures.

6.4 Most organisations were working to a strategic plan, but one fifth did not have a formal written plan. Most also claimed to be operating to a business plan. In most cases it was apparent that the strategic plan and the business plan were one and the same thing. Most plans covered a three-year time span, but some had been written for other periods, from one to six years. Two thirds of organisations had planned ahead to at least March 2008, with some as far ahead as March 2012. Although it has not been possible to elicit information on the quality of the planning process, this finding raises questions as to whether there is a need to build capacity through improving generic strategic and business planning skills. There may still be a case, nevertheless, for enhancing specific planning and project development skills relating to race equality services and race and community relations.

6.5 Of respondent organisations with business plans, half believed that their plan managed to link race equality outcomes with financial planning of income and expenditure, in other words, race equality outcomes had been costed. Comments, however, revealed that in a context in which funding was awarded on an annual basis, the planning exercise was in reality esoteric and detached from what actually transpired.

## **7.0 Services**

7.1 Asked to state the services they currently provided, organisations mentioned the following activities as indicative:

- discrimination advisory services, including race and disability.
- advice on immigration.
- training on equality and diversity.
- sporting activities/events in schools and communities.
- various social services, including elderly luncheon club, meals-on-wheels, mental health support, adult learning, youth work, and welfare and tenant advice.
- community and neighbour conflict resolution, workplace mediation, and family mediation (particularly, teenagers at risk of becoming homeless).
- anti-bullying work and bridge-building.
- adult literacy, numeracy, and ITC skills, for new arrivals.
- mentoring young people and providing out-of-school care.
- advice for young people, aged 16-25.
- arranging arts programmes and international festivals.
- theatre performance, participatory arts activities, music, and dance.
- improving access to public buildings.
- prison support services, including family link workers and prisoner families' helpline.
- capacity-building black and minority ethnic organisations.
- housing advice.

7.2 It should be noted that many of the organisations involved in the survey were not dedicated race equality service providers and were probably attempting to describe those general services they provided in a way that resonated with the CRE's capacity-building agenda.

7.3 Organisations asked what additional or new services they should provide, suggested:

- free legal advice on welfare benefits, debt, and race discrimination.
- providing academic and sporting scholarships with a higher education institution.
- childcare facilities.
- setting up facilities to offer support to victims of hate crime so that they felt safe in the community.
- providing advisory services for education, disability benefit, and health provision.
- providing placement facilities for students.

- providing greater opportunities for engagement with the community.
- supporting families of offenders at the point of arrest, before sentencing.
- providing interpreters so that language ceased to be a barrier to accessing services.
- training programmes for external organisations to help them deal with discrimination issues.
- services to assist the settlement of new arrivals from European countries.
- cross-cultural counselling for victims of race hate crime.

7.4 Services might be improved by:

- investing more money in promoting current service provision.
- increasing the capacity to accommodate all potential clients.
- providing opportunities for administrative staff to improve their competence.
- equipping staff and volunteers to deal with referrals more competently.
- engaging more effectively with local employers.
- updating, monitoring and evaluating procedures.
- paying interpreters.
- including other equalities.
- becoming more involved in partnerships.

7.5. To assist in the drive for service improvement, organisations received feedback on service quality in different ways.

- Clients were issued with customer satisfaction survey forms.
- Information was gathered from youth forums, focus groups, steering groups, and through website suggestions.
- The matrix quality standard for IAG service delivery was used. This involved receiving feedback through surveys, questionnaires, and surveys.
- Formal consultation was organised with client group, such as the disabled.
- Service users were represented on the management committee.

## **8.0 Governance**

8.1 Most voluntary and community organisations are governed by a formally adopted constitution, which may have to be updated in the light of changes in legislation, demand for services, risk and stakeholder expectations. A majority of organisations had adopted, reviewed and updated their constitutional documents in the last three years: 56% between 2003 and 2006, 22% between 2000 and 2002, and the remaining 22% prior to 2000.

**Table 4**  
**Adoption, review or amendment of constitution**

<b>Adoption, review or amendment</b>	<b>% organisation</b>
2003 -2006	56
2000-2002	22
Prior to 2000	22

8.2 A large majority of organisations (85%) believed that their current constitution was adequate for its current purpose and activities, but the remaining 15% thought it inadequate and in need of amendment. The main concerns were to limit the liability of the organisation or to obtain the benefits of registration as a charity. One organisation was in the process of updating its constitution, while another had produced a memorandum and articles of association to reflect the expansion of its work.

8.3 Various suggestions were made for changing constitutions, so that, for example, they:

- encompassed in their objects a broader equalities and diversity agenda.
- reflected more readily the organisation’s current activities.
- widened the organisation’s remit or target group.
- included a statement on ethics and values.
- placed greater emphasis on providing support for victims of hate crime and religious abuse.
- enabled the organisation to register as a company and/or charity.
- provided for a lower quorum for the management committee.

8.4 Of the organisations responding, three quarters (77%) were registered as companies and more than two thirds (64%) as charities.

8.5 Asked about the likely impact of the Commission for Equality and Human Rights on their constitutional arrangements, only organisations with a specific race equality remit recognised the implications of the question. One had already begun the process of changing its constitution to convert into a new company and charity with a wider equality and diversity remit. Another recognised that, were it to take this route, it would have to review membership and representation on its executive committee or board.

8.6 Suggestions as to the role of the REWM capacity-building project might play in improving governance included:

- identifying further funding sources.
- assisting in making funding applications.

- reviewing current skills of board members training in governance and management.
- reviewing governance and structure.
- providing insight into the CRE's thinking on the role of the local voluntary sector in promoting equalities, thus improving the chance of successful application for funding.
- undertaking a health check or audit of procedures to improve service delivery.
- providing new models of governance, particularly in regard to the roles and responsibilities of the board members.
- advising on recruitment policy.

## 9.0 Training

9.1 Two thirds of organisations surveyed had a dedicated annual budget for training and staff development. The remaining third claimed to have nothing specifically budgeted or to have no spare funds to spend on training. The training budget averaged £6,000 for those organisations supplying a total figure for expenditure on training, but the average figure takes no account of the organisation's staffing complement. When the total budget (of all the organisations with a budget) was divided by the total number of staff, the annual per capita expenditure on staff training came to £400. Of course, this average would have been much smaller, if organisations without training budgets had been included. The average does not take into account differential expenditure within the organisation. Previous audits have indicated that more is spent on training of officers and less on support staff.

9.2 Organisations claimed in the following proportions to have staffing policies, plans, procedures, protocols, and programmes in place.

**Table 5**  
**Staffing procedures in place**

<b>Procedure</b>	<b>Percentage</b>
Staff job descriptions	100
Person specifications	96
Individual staff work programmes	77
Staff appraisal policy	73
Staff appraisal procedure and documentation	73
Staff development policy	73
Staff development procedure and documentation	58
Staff development training plan	77
Staff development training programme	69
Volunteer training programme	77
Executive committee (board) training programme	54

9.3 While this is a relatively high level of provision, previous REWM experience of quality systems suggests that the returns cannot be taken at face value as indicating that procedures are being systematically operated on a regular basis. Nevertheless, the figures are likely to reflect the reality of the situation on the ground. Most, if not all employing organisations will have in place job descriptions, fewer will have documented staff development procedures or programmes of executive committee/board training.

9.4 Respondents, by an overwhelming majority (86%), believed that their existing staff would benefit from management training and regular updating seminars on race and other equality developments (but see audit of learning needs, below). Nevertheless, a small minority was dubious, suggesting that training in race and other equality developments for them would be like preaching to the converted: updating sessions would be better directed at public authority staff. Others raised the issue of prioritisation. With time being costly, could time spent on training be justified over the delivery of funded outcomes?

9.5 Only a minority (36%) of organisations had organised training sessions especially for board or executive members. Asked how such training might best be organised, most felt that it should take the form of short time-limited sessions arranged around members' availability, or to fit in with their existing commitments, for example in the evenings, or on Saturday mornings. A few respondents mentioned the advantages of holding 'strategic away-days' with senior and middle managers and board members. One suggestion was that the training be offered on an on-line basis, as board members worked full time. Another that the training should be linked or incorporated into an induction pack or training programme. One respondent believed that members' skills would in any case be developed spontaneously through participation in the organisational strategic planning process.

## **10.0 Needs analysis and research**

10.1 Asked whether the organisation had undertaken a comprehensive needs analysis in order to focus its work, the majority, 63% said that it had not, while the remaining 37% said that it had. The related comments offered were:

- a critical look at the overall work was being carried out by an external party.
- research was to be undertaken by the local black and minority ethnic community, using participatory research methods.
- a review of race infrastructure was being undertaken.

10.2 In response to the question whether their organisation had undertaken any formal research into race relations or race equality matters, the majority, 71%, had not done so, while the remaining 29% had. Some said that they did not have the capacity to undertake formal research, others that they engaged on a daily basis in informal experiential research and information gathering.

10.3 Most respondents (70%) reported their organisations did not have employees who were qualified and experienced in social scientific research methods, although 30% did have some research capacity.

10.4 Few examples of research undertaken by respondent organisations were offered:

- a base-line survey of contractors to determine race-equality requirements.
- investigation of community involvement and community needs.
- experience of Muslim women at work, i.e. of bullying, discrimination, unfair treatment and a lack of career progression.

10.5 Asked whether the organisation had what might be termed a research strategy, 86% said they did not have one and 14% that they did.

## **11.0 Performance management**

11.1 Nearly two thirds (63%) of organisations had formally-agreed annual organisational work programme for 2006-07, but a third (37%) had not. Just over half (55%) had individual work programmes in place for each member of staff.

11.2 Organisations monitored their performance in a variety of ways. They mentioned, for example:

- staff supervision.
- staff appraisal by managers and directors.
- periodic progress reportage.
- team meetings.
- monitoring of outcomes.
- *Getting Results* six monthly and annual returns.
- database programme, feedback and review.
- user-group evaluation.
- Evaluation from user groups.
- use of performance.
- complaints.

10.3 Organisations sought to demonstrate that they had achieved their agreed outcomes, through reporting systems, data collection, evaluation, statistical reports, and assessment of individual performance.

10.4 When asked directly whether the organisation linked organisational achievement of intended outcomes with the appraisal of staff, just over half (53%) of respondents believed they had, or had gone some way to doing, while 47% had not, one explaining that they operated and delivered as a team and thought individual appraisal would undermine their approach.

## 12.0 Commission for Racial Equality (CRE) Core Standards

12.1 Two thirds of organisations (69%) claimed to be in compliance with CRE core standards to level one, with one third (31%) admitting that they were not compliant. One respondent was unsure about the core standards and another wanted to be audited and to receive clarification about level 3.

12.2 Of the respondents who answered the question about the level of the core standards they were working towards, one third were at level 1, a further third were working for level 2, and the rest were either attempting level 3, or not sure what level they were at.

12.3 Asked whether a CRE officer had visited their organisation recently to check core standard compliance, 14% (4 in number) said they had had a visit, while the vast majority, 86%, said they had not had a visit.

## 13.0 Partnership development

13.1 Organisations claimed to have partnership arrangements with the following organisations:

**Table 6**  
**Commonly-mentioned partnership arrangements**

<b>Partnership arrangements</b>	<b>Percentage</b>
Local BME network	55
Council for Voluntary Sector	41
Faith groups	34
CAB	21
Community Empowerment Network	21
Local neighbourhood management arrangement	21
Racial Harassment Unit	21

Other significant partnerships mentioned were:

- public authorities, voluntary, community and faith organisations.
- Advice UK, NCVO, ILPA.
- Arts and cultural network.

13.2 Respondents were asked whether their organisation had representation on the Local Strategic Partnership or its thematic, geographical or cross-cutting sub-groups. Three quarters (75%) had, while one quarter (25%) had not.

13.3 Asked whether their organisation provided any services for the LSP or its thematic geographical or cross-cutting sub-groups, 46% had (one example was through delivery of a 'Good Relations Project' in Burnley) and 54% said they had not. Examples provided

were: race equality advice and guidance in thematic areas, promotion of good race relations between different communities, joint anti-discrimination campaigning, and awareness-raising.

13.4 Of the organisations surveyed, 29% claimed to provide consultancy or training to local public authorities on their duty to promote race equality under the Race Relations (Amendment) Act.

#### **14.0 Marketing and public relations**

14.1 Only 29% of organisation had a marketing/public relations strategy.

14.2 In response to the question as to whether their organisation tendered for contracts to deliver an equality service, 28% did, while 72% said it did not.

14.3 More than two thirds (71%) of organisations claimed to respond to race equality issues and controversy in, or through, the local media.

14.4 Most organisations (85%) said they had issued press releases.

14.5 Most organisations (93%) said they published an annual report. Asked whether they would say their annual report was the organisation's best-produced and most widely-distributed publicity material, 35% agreed it was, while the remaining 65% said it was not.

14.6 Half of all organisations produced a regular newsletter or bulletin.

14.7 Three quarters (75%) had a website, while a quarter (25%) had not.

14.8 Asked whether the website performed a significant marketing role for the organisation, 46% agreed, but the remaining 54% said it did not. Based on the comments made, most were setting up or updating their websites, or had a basic site which signposted their services, so the marketing role was insignificant.

#### **15.0 Communications**

15.1 The organisation's most important sources of information about equality, race equality and/or community cohesion issues were judged to be:

- Legal Action Group (LAG).
- Discrimination Law Association (DLA).
- Race for Justice.
- DTI publications.
- CRE publications, standards and website, and 'Catalyst'.
- Home Office publications.
- Local Government publications.

- Government Office.
- Race Equality West Midlands.
- BFOREC annual conference/annual reports.
- IPCC occasional publications.
- Operation Black Vote.
- 1990 Trust.
- Searchlight monthly anti-racist publication.
- Meetings/conferences.
- Training sessions.
- Magazines and internet.
- The 'community'.
- The media, newspapers and programmes.

## AUDIT OF KNOWLEDGE, SKILLS, EXPERIENCE, AND LEARNING NEEDS

### 16.0 Respondents' details

16.1 The audit of knowledge, skills, experience and learning needs was devised for completion by chief executives, directors, or managers, of organisations promoting race and other equalities. The audit was conducted in whole, or in part, by 32 of 68 respondents agreeing to participate in the REWM CRE-sponsored capacity-building scheme. This represented a 47% response rate. Of the respondents, 60% were women and, in ethnicity, 46% white British, 7% white other, 3% mixed white/black Caribbean, 3% Indian, 10% Pakistani, 7% Bangladeshi, 14% black Caribbean, 7% black other, and 3% Chinese. Ages ranged from 25 to 60 plus, with a modal age range of 40-44.

16.2 Questionnaires were completed by senior managers, of whom 85% were in full-time posts and 68% on permanent contracts. Posts were funded from a general budget supported by a variety of funding streams (40%), from a local authority grant (7%), a government or CRE grant (14%), a national lottery grant (10%), other grants 10%, and from earned income and other sources (19%).

16.3 Managers varied in the length of time they had spent in their current posts.

**Table 7**

<b>Duration</b>	<b>Percentage of respondents</b>
Less than one year	11
One to three years	39
Four to ten years	42
Eleven to twenty years	4
More than twenty-one years	4
<b>Total</b>	<b>100</b>

16.4 Managers were asked what job, if any, they saw themselves doing in five years' time. Many saw themselves as progressing to play a strategic or leadership role in the same or similar organisations, for example:

- chief executive of large local charity.
- providing leadership and management in training and policy development.
- being involved in strategic planning and human resources.
- managing the delivery of information.
- fund-raising and securing sustainability.
- capacity-building voluntary sector agencies.
- business development manager in a larger organisation.

16.5 A few made clear their ambition to leave voluntary and community service and to move to the public sector in either national or local government or some other public authority. Significantly, no one mentioned a career in the private sector. One third of

respondents wanted to continue doing the same job as that currently engaged in. Some long-serving managers mentioned their intention of retiring from their jobs within the next five years.

16.6 The purpose of the question, of course, was to establish the context in and purpose for which respondents might seek further training and personal development. Responses demonstrated that not all wished to continue working in the voluntary and community sector or, in the case of managers approaching retiring age, to undertake further training and development.

16.7 In terms of experience, the great majority (86%) of respondents claimed to have been active in race equality campaigning, community politics, or voluntary work, before joining the staff of their current organisation.

### **17.0 Educational and professional qualifications**

17.1 Respondents were qualified at the following levels:

**Table 8**  
**Qualifications of managers participating in the audit of learning needs.**

<b>Highest Qualification</b>	<b>Percentage</b>
Master degree	27
Other post graduate	20
Degree	33
GCE A or AS level	10
General Certificate of Education	10

17.2 Many respondents regarded their qualifications as vocationally oriented. Examples of qualifications listed were:

- Certificate and Diploma in Management
- Post-graduate Diploma in Careers Guidance
- BPS level A Psychometric testing
- Certificate in Fundraising
- City and Guilds Assessors Award
- BTEC Management
- BTEC Information Technology
- OC Interpreting Training
- HND Chemistry
- HND Social Work/ Diploma in Social Work
- B Com (Hons) Commerce
- M Ed Primary Health Care.

17.3 Other qualifications obtained and courses followed which respondents considered relevant to their current work were:

community development  
child protection  
fund-raising  
certified mediator/conflict management  
health science  
management  
personnel  
word processing  
diploma in religious studies  
social work.

17.4 While common disciplines and themes could be detected (e.g. management, social work) in the range of qualifications and courses listed, the overwhelming impression was of the diversity of respondents' educational and professional backgrounds. Nevertheless, four fifths of respondents (all operating as managers in voluntary sector organisations) were qualified to degree level, with only one in five not having a higher educational qualification.

17.5 Courses currently enrolled for and being studied included:

various Open University modules  
Diploma in Religious Studies  
Diploma in Social work  
management training  
CIPD Diploma.

## **18.0 Knowledge, skills and experience**

18.1 Respondents were required to assess their current level of knowledge, skills and experience in the following fourteen areas of work relating to voluntary sector organisational activity and race and other equalities 'promotion'.

### ***General voluntary sector organisational skills***

- basic skills
- administrative skills
- human resource development
- financial management
- strategic management
- project management
- governance
- information technology
- resource acquisition, service improvement and marketing

### *Race and other equalities' promotion*

- demographic/social scientific background knowledge
- race and other equalities legislation
- community development
- social policy

18.2 Respondents were asked to provide a frank assessment of their ability in these fields against a scale from 0 to 3 as indicated below.

0	1	2	3
No knowledge	Basic	Intermediate	Advanced

It was explained that the exercise was not a test of ability or competence but a way of establishing training needs. The general high level of assessment however, raises the question as to whether the exercise was treated as an audit of learning needs or seen as a means of asserting competence.

### *Basic skills*

**Table 9**  
**Respondents' assessment of their basic skills levels**  
%

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Application of number/mathematical skills	0	14	38	48
Communication/ written skills	0	0	21	79
Computer skills	7	28	34	31
Study techniques	0	10	35	55
Working with others/team work	0	0	10	90
<b>Overall position</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>86</b>

18.3 Most respondents assessed their basic skills as intermediate or advanced. While there was less certainty as to the adequacy of their computer skills and one in ten felt their study technique to be basic, all respondents thought their overall position to be adequate, or more than adequate, to meet their work needs. One conclusion that can be safely reached is that there is little or no demand among managers in this part of the voluntary and community sector for capacity-building activity aimed at improving basic skills, even in computing.

*Administrative skills*

**Table 10**  
**Respondents' assessment of their administrative skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Recording of mail	7	10	28	55
Filing/Retrieval of records	4	21	36	39
Shorthand	84	4	4	8
Audio typing	75	14	7	4
Copy typing	40	30	15	15
Word processing	7	24	41	28
Databases	13	31	37	19
Spreadsheets	17	38	17	28
Minute-taking/writing	0	23	30	47
Petty cash procedures	7	33	30	30
Preparation of invoices	10	24	35	31
Purchasing of office equipment	7	25	34	34
Reception skills	7	26	26	41
Use of office equipment e.g. franking machine/fax/photocopier	0	28	21	51
Use of telephone	0	4	22	74
<b>Overall position</b>	<b>0</b>	<b>14</b>	<b>43</b>	<b>43</b>

18.4 Respondents drew out the distinction between old office skills (such as shorthand) and now office skills (such as word processing), confirming that the returns reflected reality on the ground. As might be expected, managers were skilled in and understood the importance of filing/retrieval of records, minute taking and writing, petty cash procedures, invoicing, reception skills, and the use of telephone and other office equipment. Overall, nearly nine out of ten managers viewed their administrative skills as intermediate or advanced. The audit indicates little need in this field for training.

*Human resource management skills*

**Table 11**  
**Respondents' assessment of their skills in human resource management**  
 %

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Employment contracts	10	10	52	28
Recruitment and selection	4	14	25	57
Job descriptions – writing or revising	7	11	25	57
Staff appraisal	3	14	35	48
Familiarity with conditions of employment	0	21	43	36
Knowledge of employment relations	0	21	48	31
Staff diversity management	3	7	54	36
Staff grievance and disciplinary	0	10	59	31
Performance management	3	17	52	28
Redundancy	24	21	38	17
Pensions	21	48	24	7
Harassment, bullying, discrimination	4	14	46	36
Sickness, absence, stress	0	26	48	26
Setting targets for staff	0	7	41	52
<b>Overall position</b>	<b>0</b>	<b>7</b>	<b>63</b>	<b>30</b>

18.5 Managers assumed they had intermediate skills in human relations overall, but a majority indicated more advanced knowledge of recruitment and selection, of writing or revising job descriptions, and of setting targets for their staff. Only in regard to knowledge of pensions did a majority of managers admit to having no or only basic knowledge, although 45% were weak on arrangements relating to redundancy, too. In regard to diversity management, 90% claimed to have intermediate or advanced knowledge.

18.6 A surprisingly high proportion, (79%) was also knowledgeable about employment relations. In view of the capacity-building project being mounted in relation to race equality services, the audit might have been expected to identify staff diversity management as an area in which further expert training was required, but the returns showed managers were reasonably confident of their diversity management skills.

### *Human resource development skills*

**Table 12**  
**Respondents' assessment of their human resource development skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Accreditation of staff/trainees	7	32	32	29
Delivering a training programme	<b>7</b>	16	32	45
Devising a training programme	10	14	35	41
Evaluation of training programmes	10	20	30	40
Inducting new staff	7	7	39	47
Undertaking a training needs analysis	17	10	52	21
<b>Overall position</b>	<b>6</b>	<b>14</b>	<b>47</b>	<b>33</b>

18.7 Overall, human resource development skills were mainly ranked at intermediate level (47%), or above (33%). One third of respondents, however, had no or basic knowledge of staff/trainee accreditation, or training programme evaluation, and one quarter had no or basic knowledge of how to go about devising a training needs analysis or training programme.

### *Financial management skills*

**Table 13**  
**Respondents' assessment of their financial management skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Annual budget	10	17	43	30
Quarterly accounts	10	33	30	27
Cash flow	13	27	40	20
Payment schedules	14	33	33	20
Expenditure forecasts	13	30	27	30
Estimating staffing costs	10	17	40	30
Project costing	4	20	33	43
<b>Overall position</b>	<b>6</b>	<b>17</b>	<b>47</b>	<b>30</b>

18.8 Noticeably fewer respondents rated their financial management skills as advanced (30%), although nearly a half classed them as intermediate. Approximately two fifths had no or only basic knowledge and skill in relation to quarterly accounts, cash flow, payment scheduling, expenditure forecasts, and estimating staffing costs, although more claimed to know how to cost projects. The returns probably indicate a clear recognition among some respondents of the specialist professional dimension of financial management and accounting. Nevertheless, 77% of respondents still ranked their financial skills as intermediate or advanced: from REWM's point of view, a remarkably high proportion.

*Strategic management skills*

**Table 14**  
**Respondents' assessment of their strategic management skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Strategic and business planning	10	7	48	35
Strategic positioning	10	7	55	28
Race versus generic equalities	7	18	54	21
Needs analysis and environmental scanning	11	32	46	11
<b>Overall position</b>	<b>8</b>	<b>19</b>	<b>54</b>	<b>19</b>

18.9 Overall, more than half of respondents thought they had intermediate skills in the field of strategic management, with one in five judging their skills to be advanced. In respect of strategic and business planning, strategic positioning of their organisation, and understanding the strategic implications of race versus generic equalities promotion, three quarters or more ranked their skills as intermediate or advanced (for REWM, a surprisingly confident overall response). One area standing out as requiring further attention is needs analysis and environmental scanning, where two fifths saw themselves as having poor or only basic knowledge, with only one in ten having advanced knowledge. This gap in analysing need is also identified in the section on organisational needs analysis and research.

*Project management skills*

**Table 15**  
**Respondents' assessment of their project management skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Work programmes	4	4	36	56
Objective outcomes, milestones, outputs	0	14	28	58
Planning and scheduling: deadlines and time management	0	7	39	43
Progress review and chasing	0	18	39	43
Project appraisal and evaluation	4	10	43	43
End-of-project reporting	4	7	25	64
Consultation	4	14	25	57
<b>Overall position</b>	<b>0</b>	<b>4</b>	<b>52</b>	<b>44</b>

18.10 Of all areas of management, respondents assessed their skills in project management the most highly, with 44% overall claiming advanced skills, and a further 52% intermediate skills. In devising and following work programmes, setting objectives, achieving outcomes producing outputs, reaching milestones, planning, scheduling, meeting deadlines, and end-of-project reporting, more than half of managers believed they had advanced management skills. Conversely, very few thought they had no or basic skills in project management. Managers in the voluntary and community sector

surveyed here justified their position as managers in terms of their proficiency in project management. This finding has significant implications for the CRE's *Getting Results* programme and the capacity-building programme related to it.

***Governance knowledge and development skills***

**Table 16**  
**Respondents' assessment of their governance knowledge and development skills**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Governance model structure	11	25	39	25
Aims and objectives/reviewing and changing	11	25	36	28
Limiting liability	18	28	43	11
Charity registration	18	32	25	25
Judging fitness for purpose	15	26	48	11
<b>Overall position in this field</b>	<b>15</b>	<b>18</b>	<b>48</b>	<b>19</b>

18.11 Fewer managers assessed their knowledge of governance as advanced. While nearly half believed themselves to have intermediate knowledge and skills in governance, a third indicated no or basic knowledge, rising to half in relation to limiting liability and registering as a charity. These aspects of governance, and competence in making changes to constitutions, emerge as topics for capacity building and training.

***Information technology***

**Table 17**  
**Respondents' assessment of their skills in information technology**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Competence in word processing	3	28	31	38
Devising spreadsheets	28	24	20	28
Using a database	14	34	24	28
Using internet	7	10	31	52
Using email	7	3	38	52
Understanding networks/systems	7	50	14	29
Use of internet video conferencing	41	34	7	18
Use of graphic and design packages	40	20	20	20
<b>Overall position</b>	<b>8</b>	<b>29</b>	<b>42</b>	<b>21</b>

18.12 Overall, nearly two thirds of respondents professed to having intermediate or advanced skills in information technology. Notably, however, managers distinguished between their skills in relation to hardware (57% admitted to having no or basic knowledge of networking) and their online skills (52% rated themselves as advanced in using email and the internet). A majority had little experience of doing spreadsheets, internet video conferencing, and using graphic and design packages, but more than two thirds were competent in word processing. At least two thirds of the organisations

participating in the survey appeared to be making (increasing) use of information technology in their day-to-day operations.

***Resource acquisition, service improvement and marketing skills***

**Table 18**  
**Respondents' assessment of their skills in resource acquisition, service improvement and marketing**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Producing service specifications/service agreements	10	31	31	28
Monitoring/evaluation service provision	4	19	37	40
Undertaking marketing research	17	21	55	7
Writing application for funding	7	21	31	41
Completing <i>Getting Results</i> grant application	10	24	38	28
Big lottery fund	20	19	38	23
Contracts	10	24	42	24
Selling products/services	7	31	41	21
Private charities	28	28	24	20
Rent from property	47	21	21	11
Writing a press release	10	14	59	17
Conducting public awareness campaigns	7	32	47	14
Speaking to the media	7	28	37	28
Producing annual reports	3	14	49	34
Producing publicity materials	3	17	52	28
Undertaking public speaking/presentations	3	7	34	56
<b>Overall position</b>	<b>4</b>	<b>18</b>	<b>60</b>	<b>18</b>

18.13 More than three quarters of respondents assessed their skills in resource acquisition, service improvement and marketing as intermediate or advanced. More than half indicated that they were familiar with or had produced service specifications or service level agreements. Three quarters were able to monitor and evaluate service provision. In regard to funding applications, 72% felt they were able to write funding applications, 66% to complete *Getting results* grant applications, and 61% Big Lottery Fund applications. Roughly the same proportions had intermediate or advanced skills in entering into contractual relations or selling services.

18.14 Weaknesses were signalled in dealing with private charities or in managing or obtaining income relating to private property. Nevertheless, perhaps one quarter to one third of respondents indicated that their skills were inadequate in the field of resource acquisition. It is not possible to say whether this was an objective assessment of individual managers' skills or a measure of the harsh competition for resources in the voluntary sector.

*Social scientific knowledge*

**Table 19**  
**Respondents' assessment of their social scientific knowledge**  
 %

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Size/distribution of national ethnic minority populations	3	20	60	17
Ethnic minority cultures in area	0	10	30	60
History of post-war migration and settlement in Britain	3	31	45	21
Distinction between prejudice and discrimination	0	7	50	43
Sociological theories of race and ethnic relations	13	17	43	27
Urban deprivation, segregation and regeneration	3	27	43	27
Globalisation, international labour market	15	34	34	17
Theories of community cohesion	3	27	43	27
Theories of ethnic group conflict	7	30	43	20
Theories of attitude change	10	34	49	7
Politics of race relations	10	30	37	23
Knowledge of ethnic minority women's issues	13	24	33	30
Knowledge of disability in minority ethnic communities	17	36	30	17
<b>Overall position</b>	<b>7</b>	<b>19</b>	<b>54</b>	<b>20</b>

18.15 Three quarters of respondents assessed their knowledge of social science in relation to race, ethnic relations and other related matters, to be intermediate or advanced, with as many as 60% claiming advanced knowledge of ethnic minority cultures in their area. Most had a reasonable knowledge of the size of ethnic minority populations internally, the history of post-war migration, the distinction between prejudice and discrimination, urban deprivation, segregation and regeneration, theories of community cohesion, and the politics of race relations. More surprisingly, 70% of respondents claimed intermediate or advanced knowledge of sociological theories of race and ethnic relations, 63% of theories of ethnic group conflict, and 56% of theories of attitude change. These proportions probably say more about the limitations of audits or attempts at measurement such as this, than about the levels of theoretical understanding among respondents. Interestingly, more than half of respondents admitted having no or only basic knowledge of disability in minority ethnic communities.

*Knowledge of race and other equalities legislation*

**Table 20**  
**Respondents' assessment of their knowledge of race and other equalities legislation**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Race Relations Act 1976 (RRA)	3	31	38	28
Race Relations (Amendment) Act 2000	3	31	48	18
Commission for Equality and Human Rights 2006	3	53	37	7
Sex Discrimination Act 1975	0	37	49	14
Equal pay Act 1970	7	49	34	10
Disability Discrimination Act 1996	3	46	37	14
Disability Discrimination Act Duties 1999	7	42	37	14
European Employment directive 2000	42	31	27	0
European Race Directive 2000	41	28	31	0
Religion and Belief (Employment) Regulations (2003)	31	33	24	14
Sexual orientation (Employment) Regulations (2003)	18	46	27	9
Understanding RRA definition of direct discrimination	25	18	25	32
RRA definition of indirect discrimination	24	17	28	31
RRA definition of victimisation	27	20	30	23
Public Order Act 1986 (incitement of racial hatred)	31	35	24	10
Crime and Disorder Act 1998 (racially-aggravated offences	21	38	31	10
Equality codes of practice in employment	10	31	42	17
Equality codes of practice in education	24	24	42	10
Immigration law	28	43	31	0
<b>Overall position</b>	<b>11</b>	<b>36</b>	<b>47</b>	<b>7</b>

18.16 Respondents were far more divided in their assessment of their knowledge of race and other equalities legislation, with 47% overall assessing themselves as having no or only basic knowledge, 47% with intermediate knowledge, and with only 7% claiming advanced knowledge. More than half admitted they had little or no knowledge about the Commission for Equality and Human Rights. Nevertheless, two thirds had intermediate or advanced knowledge of the Race Relations Act 1976 and the amendments of 2000. As might be expected, fewer respondents were familiar with the criminal law relevant to race relations, such as the Public Order Act 1986 and the Crime and Disorder Act 1998, and, therefore, of the way this had impacted on local race equality work. More than two thirds professed little or no knowledge of immigration law, despite the important indirect effect of immigration and immigration control on race equality work generally.

*Knowledge of community development*

**Table 21**  
**Respondents' assessment of their knowledge of community development**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Asylum seekers and refugees	7	31	38	24
Experience of advocacy for communities/groups	13	13	40	34
Experience of advocacy for individuals	16	23	27	34
Conducting consultation on policy related to ethnic minorities	20	32	20	28
Knowledge of social security and other benefits	30	40	27	3
Knowledge of local welfare agencies (e.g CAB)	16	37	31	16
Knowledge of local faith communities	0	33	27	40
Knowledge of local community politics	3	30	47	20
Ability to monitor community access to service provision	13	13	57	17
Participation in community planning and development	6	17	47	30
Familiarity with theory and practice of economic regeneration/local and regional economic strategy	7	25	47	21
Rural racism, including work with Gypsies and Travellers	17	55	14	14
Involvement in community development projects	3	14	56	27
Success in gaining resources for community development projects	3	21	38	38
<b>Overall position</b>	<b>0</b>	<b>27</b>	<b>58</b>	<b>15</b>

18.17 Most respondents assessed themselves as having an 'intermediate' understanding of community development. In three areas, however, advocacy for communities/groups, knowledge of local faith communities, and success in gaining resources for community development projects, over a third of respondents believed they had advanced knowledge and skills. The greatest levels of ignorance were in relation to conducting consultation on race and ethnic policy (52% no or basic knowledge), knowledge of benefits (70%), knowledge of welfare agencies (53%) and rural racism, including work with Gypsies and Travellers (72%). For managers seeking to mount CRE funded projects, this is a worryingly high figure.

*Knowledge of social policy*

**Table 22**  
**Respondents' assessment of their knowledge of social policy**

	%			
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Understanding of social, legal and political aspects of race relations and intended outcomes	7	44	30	19
Understanding of the practical implications of the MacPherson definition of institutional racism	24	31	21	24
Understanding of the practical requirements for public authorities of the Race Relations Amendment Act	20	24	17	39
Understanding of social, legal and political aspects of eliminating sex discrimination	20	28	35	17
Understanding of developing equal opportunity policy in employment and service delivery	7	24	45	24
Experience of CRE codes of practice in specific employment and service delivery contexts (application of REMB / REMQ)	35	31	24	10
Assessment of the effectiveness of equal opportunity policy in specific work and service delivery contexts	17	20	49	14
Use of performance measures and indicators in monitoring and assessing the effectiveness of equal opportunity policies	17	33	40	10
Knowledge of quality systems (e.g. CRE core standards, Investor in People, Total Quality Management) and their potential for advancing equal opportunity	3	33	45	19
Understanding of local authority Best Value Performance Indicators (BVPI)	10	38	38	14
Understanding of government's 'floor targets'	28	51	14	7
<b>Overall position</b>	<b>11</b>	<b>33</b>	<b>52</b>	<b>4</b>

18.18 While a majority of respondents (56%) assessed themselves as competent (having intermediate or advanced knowledge and skills) in relation to policy development issues, a substantial minority (44%) were less confident in their ability (no or only basic knowledge). A majority claimed to have no or only basic knowledge of the social, legal and political aspects of race relations, or of the practical implications of the MacPherson definition of institutional racism. Two thirds knew little about the CRE codes of practice in specific employment and service delivery contexts. Half were unsure about how to apply performance measures and indicators to monitor and assess the effectiveness of equal opportunity policy (although, especially in this regard, understanding the issues involved is not to address the problems of adequacy or application). Significantly, 79% of respondents claimed to have no (28%) or basic (51%) understanding of the government's floor targets, and 48% no or only basic knowledge of local authorities' Best Value Performance Indicators (BVPI). In the field of public policy, the implications of this lack of voluntary sector awareness of government service improvement objectives and incentives would appear to require urgent attention. These responses contradict the

earlier assessment of 69% of respondents that they understood the development of equal opportunity policy in employment and service delivery.

## 19.0 Training preferences

19.1 Respondents were asked to indicate the areas in which they would like training made available to them. Table 23 shows the areas in descending order of preference (most preferred at the top of the table).

**Table 23**  
**Training preferences**

<b>Skills</b>	<b>%</b>
Race and other equalities legislations	62
Strategic management	60
Demographic/social scientific background knowledge	48
Social policy	45
Human resource development	43
Resource acquisition service improvement and marketing	41
Human resource management	41
Community development	38
Project management	31
Administrative skills	28
Governance	24
Information technology	14
Basic skills	7

19.2 Interestingly, the table reflects the assessment of knowledge and skill described in the previous section, with respondents recognising their less advanced knowledge in regard, for example, to race and other equalities legislation, but with basic skills already in place. Nearly two thirds of respondents expressed the need for training in race and other equalities law, nearly one half in social scientific background knowledge and social policy, and one third, or more, in resource acquisition, human resource management, community development and project management. A further quarter required training in administrative and governance matters. Basic skills and information technology were the least preferred options.

19.3 Managers were also asked to indicate their preferred training methods. Table 24 presents their preferences in descending order (most preferred at the top of the table).

**Table 24**  
**Preferred training methods**

<b>Methods</b>	<b>%</b>
Attendance at seminars	83
Visits	62
Mentoring arrangements	55
Case studies	55
Shadowing race equality practitioners	48
On-line learning	45
Placements in race equality agency or setting	41
Printed open-learning packs	38
Community task setting project participation	31
Role play/game	20
Worksheets	20
Written assignments	20
Quality circles	17

19.4 Attendance at seminars was by far the most popular training method, but significant interest was shown in the arrangement of visits, and mentoring, and the use of case studies. Half of respondents liked the idea of shadowing race equality practitioners. On-line learning, placements and open-learning packs were other possibilities. Role play, worksheets, and written assignments were less popular. It is not clear to what extent respondents were familiar with the concept of quality circles.

**COMPARISON OF INDIVIDUAL ORGANISATION  
AGAINST SAMPLE NORMS**

<b>Sample norms</b>	<b>Individual organisation profile</b>
	<b>Name of organisation:</b>
<p><b>Organisational details</b>            Dedicated (race) equality agency            Organisation with other primary objectives</p> <p>Successful in obtaining CRE <i>Getting Results</i> grant aid 2006-07            Unsuccessful in obtaining CRE <i>Getting Results</i> grant aid 2006-07</p>	
<p><b>Financial arrangements</b>            Mean income 2006-07: £396,000 per annum            Modal income 2006-07: £250,001 – 500,000 per annum            Local authority funding mean: £115,000            CRE funding mean: £27,400            Big Lottery mean: £98,800            Other funding sources:            Government grants            Regeneration funds            Public authorities            Charitable trusts</p> <p>Service level agreements in place (two thirds)            Dedicated grant application officer            Dedicated finance officer</p> <p>Annual external auditing, average cost: £2,250            Payroll outsourced: 55%</p>	

<p><b>Insurances</b>  Public liability  Employer liability  Professional indemnity  Contents insurance:  With all four insurances: two thirds</p>	
<p><b>Employment</b>  Employing staff  Not employing staff  Mean number of employees: 14  Number of employees (mode): 0-10   Fixed-term contracts: 35% of employees   Pension arrangements with employer contribution: two thirds respondents   Employer contribution: 5% - 10% wage</p>	
<p><b>Accommodation</b>  Rented: 36%  Leased: 32%  Owned: 18%  Other arrangement: 14%   Cost of leasing/renting  Average: £18,000 per annum  Range: £1,000 - £73,000   Central location: large majority  Current accommodation requirements met: two thirds  Good or very good accommodation: two thirds  Disabled access: 80%</p>	

<p><b>Strategic operation</b></p> <ul style="list-style-type: none"> <li>Consideration of broader equalities agenda</li> <li>Partnership development</li> <li>Community cohesion projects</li> <li>Discrimination advisory and support services</li> <li>Refugees and asylum seekers</li> <li>Gypsies and Travellers</li> <li>Religious communities</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Local Strategic Partnership</li> <li>Local authorities</li> <li>Other public authorities</li> <li>Other voluntary agencies</li> <li>Religious organisations</li> <li>New migrant and refugee groups</li> </ul> <p><b>Survival</b></p> <ul style="list-style-type: none"> <li>Sustainable funding</li> <li>Long-term contracts</li> <li>Diversified funding streams</li> <li>Improved/relevant service provision</li> <li>Integration and inclusion</li> <li>Clear purpose</li> <li>Sound management structures</li> <li>Strategic plan in place: four fifths</li> <li>Business plan: four fifths</li> <li>Forward planning: two thirds to March 2008</li> <li>Linkage between race equality outcomes and budget: 50%</li> </ul>	
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<p><b>Services</b>  Dedicated race equality services  Other main services</p> <p>Service improvement plan available</p> <p>Clarity on means of receiving feedback on service quality, e.g. customer satisfaction surveys  Quality assurance system  Focus groups  Website suggestions  Complaints  Consultation with client groups</p>	
<p><b>Governance</b>  Formally constituted  Registered as a company: 77%  Registered as a charity: 69%  Recent review/amendment of constitutional documents: 56%  Belief in adequacy of constitution: 85%  Limited liability  Constitution permits organisation to address a broader equalities and diversity agenda  Constitution reflects organisation's current activities</p>	
<p><b>Training</b>  Dedicated annual training budget: two thirds  Average organisational training budget: £6,000  Average per capita expenditure on staff training: £400</p>	

<p><b>Staffing procedures</b>  Job descriptions: 100%  Person specifications: 96%  Individual work programme: 77%  Staff appraisal policy: 73%  Staff appraisal procedure and backup documentation: 58%  Staff training plan: 77%  Staff training programme: 69%  Volunteer training programme: 77%  Executive committee (board) training programme: 54%</p> <p>Dedicated training sessions for executive committee (board) members: 36%  Evening training sessions  Saturday mornings  Away-days</p>	
<p><b>Needs analysis and research</b>  Comprehensive local needs analysis undertaken: 37%  Formal research undertaken: 24%  Research expertise: 30%  Research strategy: 14%</p>	

<p><b>Performance management</b> Formally-agreed annual organisational work programme: 63%</p> <p>Individual work programme for each member of staff: 55%</p> <p>Monitoring of performance: Staff supervision Staff appraisal Periodic progress reports Team meetings Outcome monitoring <i>Getting Results</i> returns Database, feedback, review, user-group evaluation Other performance measures Complaints</p> <p>Proof of outcome achievement: Reporting systems Data collection Evaluation reports Statistical reports Individual performance assessments</p> <p>Linkage between organisational outcomes and staff appraisal:53%</p>	
<p><b>CRE Core Standards</b> Core standards compliance: 69% Level 1 compliance: 31% Level2 compliance: 31% Level 3 compliance: 23% Unsure: 15%</p> <p>Visited by the CRE to check core standard compliance: 14%</p>	

<p><b>Partnership development</b>  Representation on LSP: 75%  Services for LSP: 46%  Partnership arrangements with:  CAB: 21%  CVS: 41%  Racial Harassment Unit:21%  Community Empowerment network: 21%  Faith groups: 34%  Local BME network: 55%</p> <p>Local neighbourhood management arrangement:21%</p> <p>Consultancy provided for local public authorities: 29%</p>	
<p><b>Marketing and publications</b>  Marketing/public relations strategy: 29%  Tendering for contracts: 28%  Responding to race equality issues and controversy in and through the media:71%  Press releases issued: 85%  Publication of annual report: 93%  Annual report most widely-distributed publicity material: 35%  Regular newsletter: 50%  Website: 75%  Website as marketing tool: 46%</p>	
<p><b>Communications</b>  An organisations has on average five sources of information about equality, race equality and /or community cohesion</p>	

<p><b>Respondents' details</b>  Time spent in job :  less than one year : 11%  one to three years : 39%  Four to ten years 42%</p> <p>Full time post : 85%  Permanent contract : 68%</p> <p>Previously active in race equality campaigning, community politics, or voluntary work : 86%</p>	
<p><b>Educational and professional qualifications</b>  Educated to degree level and above : 80%</p>	
<p><b>Knowledge, skills and experience</b>  <i>Percentage with intermediate and advanced knowledge</i>  Basic skills : 100%  Administrative skills : 86%  Human resource management : 93%  Human resource development : 80%  Financial management : 77%  Strategic management : 73%  Project management : 96%  Governance : 67%  Information technology : 63%  Resource acquisition, etc: 78%  Demographic/social science background : 74%  Race and equalities legislation : 54%  Community development : 73%  Social policy : 56%</p>	
<p><b>Training preferences</b>  Wanting training in race and other equalities legislation : 62%  Wanting training in strategic management 60%  Wanting demographic/social scientific background 48%  Wanting social policy updating : 45%</p>	

<b>Preferred training methods:</b> Attendance at seminars: 83% Visits : 62% Mentoring : 55% Case studies : 55% Shadowing : 48% On-line learning : 45%	
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## Appendix A

### LIST OF RESPONDENT ORGANISATIONS

<b>CRE list</b>	<b>Those receiving questionnaires</b>	<b>Those completing and returning questionnaires</b>
	<b>North of England</b>	
Africa Forum	Africa Forum	Africa Forum
Ahmed Iqbal Ullah Education Trust		
Arlington Novas Regeneration	Arlington Novas Regeneration	
Asylum Link Merseyside		
Banks of Wear Community Projects		
BD3 4ALL Extended Schools Project		
Black and Equality Merseyside (BEM) Network	Black and Equality Merseyside (BEM) Network	
Black health Agency		
Blackburn Diocesan BSR		
Blackburn With Darwen REC		
Bolton Lads and Girls Club, Bolton	Bolton Lads and Girls Club, Bolton	Bolton Lads and Girls Club, Bolton
*Bolton Race Equality Council	Bolton Race Equality Council	Bolton Race Equality Council
Bradford Law Law Centre	Bradford Law Centre	
	Bradford Moor Primary	
Bradford Youth Development Partnership		
Brouhaha International, Liverpool	Brouhaha International, Liverpool	Brouhaha International, Liverpool
*Bury Metro REC		
Changes- The Learning Shop, Kingston upon Hull	Changes- The Learning Shop, Kingston upon Hull	Changes- The Learning Shop, Kingston upon Hull
*Cheshire, Halton & Warrington Racial Equality Council		
Chorlton Workshop		
City Centre Project Ltd, Manchester	City Centre Project Ltd, Manchester	City Centre Project Ltd, Manchester
Clinks		
Crest	Crest	
Crown Enterprise and Training Ltd		
*Darlington and Durham County Racial Equality Council	Darlington and Durham County Racial Equality Council	

Digitalife Ltd/Diversity Management Services	Digitalife Ltd/Diversity Management Services	Digitalife Ltd/Diversity Management Services
*Doncaster racial Equality Council		
East Lancashire Partnership Ltd on behalf of East Lancashire Together		
First Step North East		
First Take Video		
Furness Multi-Cultural Community Forum		
Gateshead Victim Support		
Halifax Town FC Community Football Institute		
Hull Asylum Seekers Support Group	Hull Asylum Seekers Support Group	
Humber All Nations Alliance	Humber All Nations Alliance	
Khidmat centre		
*Kirklees Race Equality Council, W. Yorkshire	Kirklees Race Equality Council, W. Yorkshire	Kirklees Race Equality Council, W. Yorkshire
L8 Sports Forum, Liverpool	L8 Sports Forum, Liverpool	L8 Sports Forum, Liverpool
Lancashire Council of Mosques (LCM)		
Leeds Racial Harassment Project		
*Leeds REC		
Liverpool 8 Law Centre		
LOVAR (I Love Asylum Seekers & Refugees Project)		
Manchester CCR		
Mediation Sheffield		
Mirfield Community Trust – The Gilder Hall Project		
M-TASQ		
Muslim jewish Forum of Greater Manchester		
Nacro - the crime reduction charity		
NCBI Lancashire, Lancaster, Lancashire	NCBI Lancashire, Lancaster, Lancashire	NCBI Lancashire, Lancaster, Lancashire
Neighbourhood Learning Centre		
Newcastle law centre		
*Oldham Race Equality Partnership	Oldham Race Equality Partnership	

	Open House	
Outward Bound Trust		
Partners of Prisoners and family Support Group (POPS) Manchester	Partners of Prisoners and family Support Group (POPS) Manchester	Partners of Prisoners and family Support Group (POPS) Manchester
Peacemaker		
Pendle Leisure Trust		
*Preston and Western Lancashire Racial Equality Council, Lancashire	Preston and Western Lancashire Racial Equality Council, Lancashire	Preston and Western Lancashire Racial Equality Council, Lancashire
Resolutions First		
Rochdale Centre of Diversity (formerly Rochdale REC)		
Rotherham Diversity Forum		
Rotherham Diversity Forum	Rotherham Diversity Forum	
Saheli Ltd		
Sefton Council for Voluntary Service		
Sheffield Law Centre, Sheffield	Sheffield Law Centre, Sheffield	Sheffield Law Centre, Sheffield
SMILE- Specialist Mediation in Lancashire East, Lancashire	SMILE- Specialist Mediation in Lancashire East, Lancashire	SMILE- Specialist Mediation in Lancashire East, Lancashire
Sola Arts	Sola Arts	
South Craven Community Action	South Craven Community Action	
South Humber Racial Equality Council	South Humber Racial Equality Council	
South Yorkshire Racial Harassment Forum		
Specialist mediation in Lancashire East Ltd		
Stockport Independent Advisory Group		
*Tameside Racial Equality Ltd, Tameside	Tameside Racial Equality Ltd, Tameside	Tameside Racial Equality Ltd, Tameside
Tees valley Housing, Open House Project, Middlesbrough	Tees valley Housing, Open House Project, Middlesbrough	Tees valley Housing, Open House Project, Middlesbrough
The Lancashire Partnership		
TMGN		
Trinity Advocacy		
Unite Ltd.		
University of Sunderland, Sunderland	University of Sunderland, Sunderland	University of Sunderland, Sunderland
Victim Support and Witness Service City of Manchester, Manchester	Victim Support and Witness Service City of Manchester, Manchester	Victim Support and Witness Service City of Manchester, Manchester

Wai Yin Chinese Women Society, Manchester	Wai Yin Chinese Women Society, Manchester	Wai Yin Chinese Women Society, Manchester
Women's Independent Cinema H		
*York Racial Equality Network	York Racial Equality Network	
	<b>Midlands</b>	
A sporting chance	A sporting chance	A sporting chance
African Caribbean Citizens Forum	African Caribbean Citizens Forum	
African Community Council For The Regions		
Audiences Central	Audiences Central	Audiences Central
	BRAMU	
*Birmingham Race Action Partnership		
	BUPARA	
Cambridge Ethnic Community Forum		
Central African Development Action (CADA)		
Childrens Links		
*Charnwood Racial Equality Council		
Cooperative Community Action Ltd (CCA)	Cooperative Community Action Ltd (CCA)	Cooperative Community Action Ltd (CCA)
Coventry Law Centre	Coventry Law Centre	Coventry Law Centre
Derby Homes	Derby Homes	
Derby Law Centre		
Derby Millennium Network		
*Derby REC		
*Dudley REC	Dudley REC	Dudley REC
*East Midlands Racial Equality Consortium		
*East Staffordshire REC	East Staffordshire REC	
East West Trust		
Faiths Together	Faiths Together	
Freshwinds	Freshwinds	Freshwinds
FSU Investing In Families		
Groundwork Birmingham & Solihull		
Ilkeston Studio Players		
Irish Forum	Irish Forum	
KBVT Ltd	KBVT Ltd	
Leicester City Football in the Community Programme	Leicester City Football in the Community Programme	

*Leicester & Leicestershire REC		
Light House Media Centre		
*Lincolnshire REC	Lincolnshire REC	Lincolnshire REC
MTASQ	MTASQ	MTASQ
NCBI Leicester		
*Nottingham & Nottinghamshire REC		
*North Staffordshire REC	North Staffordshire REC	
*Northamptonshire REC	Northamptonshire REC	
Peterborough African Community Association		
*Peterborough REC	Peterborough REC	
*Race Equality Sandwell	Race Equality Sandwell	
Race Equality West Midlands		
Refugee Action	Refugee Action	Refugee Action
Regeneration agency	Regeneration agency	
Roses Theatre & Fairgame Theatre	Roses Theatre	Roses Theatre
SoftTouch Community Arts		
Telford & Wrekin REP	Telford & Wrekin REP	Telford & Wrekin REP
The Haven Wolverhampton	The Haven Wolverhampton	
The Public, Sandwell	The Public. Sandwell	
Urban Development Foundation	Urban Development Foundation	Urban Development Foundation
Vine Trust Walsall		
Visible Minorities Development Centres (Council)	Walsall Housing	
*Warwickshire Race Equality Partnership		
WMDAS	WMDAS	WMDAS
Wolverhampton Citywide BME	Wolverhampton Citywide BME	
*Wolverhampton Race Equality Partnership	Wolverhampton Race Equality Partnership	
*Worcestershire REC	Worcestershire REC	
YWCA England & Wales	YWCA England & Wales	
<b>137</b>	<b>68</b>	<b>32</b>

**\*Race equality councils/partnerships**

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## Race Equality West Midlands

### PUBLICATIONS

Most Race Equality Digests and research reports are available in hard copy from the REWM office or on the REWM website at [www.rewm.org](http://www.rewm.org).

#### Race Equality Digests (RED)

- RED 1      *Community cohesion, Bradford, Burnley and Oldham: four significant reports* (January 2003) (superseded by RED 16).
- RED 2      *The draft statutory code of practice on the duty to promote race equality* (February 2002).
- RED 3      *Ethnicity and religious affiliation in the West Midlands region: information from the 2001 Census* (Spring 2003).
- RED 4      *The success of the British National Party and other extreme right-wing parties in the local elections on 1 May 2003* (May 2003). (superseded by RED 19). RED Supplement: *From BUF to BNP: a concise chronology of extreme right-wing activity in Britain and of the responses to it* (May 2003). ( Supplement superseded by book, *From BUF to BNP*).
- RED 5      *How should local race equality work be organised? Developing and positioning race equality organisation in the context of Neighbourhood Renewal and the statutory duty of public authorities to promote race equality* (October 2003).
- RED 6      *Race equality councils and partnerships: their strengths, needs and aspirations. The 2003 audit of resources of West Midlands race equality councils and partnerships* (February 2004) (superseded by RED 9).
- RED 7      *Gypsy and Traveller Communities in the West Midlands Region with information from the last five ODPM counts* (July 2004) (superseded by RED 15).
- RED 8      *Modelling the delivery of local equality services in rapidly changing circumstances. Exploring the feasibility of local equality and human rights facilities in a world of Race Equality Councils and other single equality strand agencies* (July 2004).
- RED 9      *The 2004 national audit of race equality councils and partnerships* (September 2004).

- RED 10 *Assessing the impact on local race equality work of the Commission for Racial Equality's policy for funding organisations under Section 44 of the Race Relations Act (Getting Results 2004-05) (October 2004).*
- RED 11 *Confronting the racist activities of political parties. A guide for voluntary and community organisations (January 2005).*
- RED 12 *Confronting the racist activities of political parties. A guide for local authorities (February 2005) (Superseded by RED 18).*
- RED 13 *What happened to far-right political parties in the West Midlands. An analysis of the 2005 General Election results (June 2005).*
- RED 14 *Planning for multi-strand equality work. The implications for race equality councils of the Commission for Equality and Human Rights (July 2005).*
- RED 15 *Gypsies and Travellers: disadvantage and discrimination. How race equality councils and other voluntary bodies can help (August 2005).*
- RED 16 *How to make the Government's strategy on community cohesion SMARTER (specific, measurable, agreed, realistic, targeted ethnically and reciprocal). (September 2005).*
- RED 17 *British urban ethnic group conflict and violence. Instruments for conflict management and resolution: initial REWM scoping exercise. Working paper 1 (February 2006).*
- RED 18 *Confronting the racist activities of political parties. A guide for local authorities and elected members (fully revised edition, March 2006).*
- RED 19 *The performance of far-right political parties in the May 2006 local council elections (May 2006).*
- RED 20 *The 2006 audit of organisational capacity for promoting race equality (special edition, July 2006).*

## **Books in the Race Equality Practitioner Series**

*From BUF to BNP, a chronology of racist extremism and of opposition to it,*  
by Frank Reeves and Eric Seward.

## **Research reports**

1. *Race equality: the significance of working with local communities. A strategic review of West Midland racial equality councils and partnerships* (August 2001, revised November 2001).
2. *West Midland Race Equality councils' development project. End-of-project report* (August 2002).
3. *Promoting race equality and community cohesion through local strategic partnerships. Report and recommendations based on research into local strategic partnerships in West Midland NRF and local management pilot areas* (Race Equality West Midlands in association with Government Office for the West Midlands and the Commission for Racial Equality, Birmingham office) (November 2002).
4. *Local authority race equality schemes 2002 and their preparation. How local authorities in the West Midlands have responded to their duties under the Race Relations (Amendment) Act 2000* (Race Equality West Midlands in association with Government Office for the West Midlands, the Commission for Racial Equality, Birmingham office and West Midland Race Equality Councils and Partnerships) (December 2002).
5. *Community cohesion: concept, policy, implementation and theory. An introduction to recent community cohesion initiatives, with reference to West Midlands pathfinder programmes* (Race Equality West Midlands in association with Government Office for the West Midlands, the Commission for Racial Equality, Birmingham office and West Midland Race Equality Councils and Partnerships) (October 2003). (Partially superseded by RED 16).
6. *Impact assessment as a means of improving race equality schemes, eliminating institutional racism and promoting race equality. Scoping the tasks involved with a view to undertaking further analysis of method and providing guidance* (Race Equality West Midlands in association with Government Office for the West Midlands, the Commission for Racial Equality, Birmingham office and West Midland Race Equality Councils and Partnerships) (December 2003).
7. *A new approach to race equality in Warwickshire* (research report undertaken for Warwickshire County Council and other partners as a joint report by TMP Worldwide and Race Equality West Midlands) (May 2004).

8. *Walsall racial equality and diversity audit, review and plan* (research and development report undertaken for Walsall Borough Strategic Partnership) (August 2004).
9. *Jigsaw Mentoring Partnership. Project Review and Recommendations*, prepared for East Staffordshire Race Equality Council (May 2004, finalised September 2004). (See also follow-up evaluation, below.)
10. *Young people for race equality. A compendium of local youth projects promoting race equality and community cohesion in the West Midlands* (March 2005).
11. *Jigsaw Mentoring Partnership, Project Evaluation with Recommendations*, prepared for East Staffordshire Race Equality Council (February 2006).

### **West Midlands Race Equality Forum responses to consultation**

1. Response to the West Midlands. Regional Assembly Strategic Review of Equality and Diversity (December 2005).
2. Response to the Equalities Review interim report for consultation (Spring 2006).

### **Conference reports**

*Combating racism through the ballot box: meeting the challenges of the racist far-right*, conference organised jointly by the Commission for Racial Equality, Trades Union Congress Midlands Region and Race Equality West Midlands, 15 March 2004, at the Bescott Stadium, Walsall.

*Defeating racial hatred, producing safe communities*, conference organised jointly by the Commission for Racial Equality, the Home Office, the Midlands Monitoring and Networking Group and Race Equality West Midlands, 14 March 2005, at Villa Park, Aston, Birmingham.

*Sexual orientation and religion or belief in the workplace and training - new regulations*, conference organised by Race Equality West Midlands, funded by the Department for Trade and Industry in partnership with the British Federation of Race Equality Councils, 23 March 2005, at the Lakeside conference centre, Aston University, Birmingham (conference training materials by the London Discrimination Unit and conference evaluation report available).

*Improving opportunity, strengthening society. The Government's strategy to increase race equality and community cohesion*. Report of the launch event organised by the Community Cohesion Team at the Government Office for the West Midlands, 14 July 2005, at Shimla Pinks restaurant, 214, Broad Street, Birmingham B15 1AY.

*The local race equality roadmap: the way ahead*, conference organised by Race Equality West Midlands, 22 October 2004, at the Hawthorns, West Bromwich, Birmingham.

### **Annual reports**

Race Equality West Midlands, *Annual Report and Audited Accounts, Strategy and Infrastructure Development Framework, Performance Evaluation, April 2005 to March 2006*, approved by the REWM board, 21 June 2006.

Race Equality West Midlands *Annual Report and Audited Accounts, 2004-05*, presented to the REWM board, 29 June 2005.