

Equinox Consulting

African Caribbean Resource Centre – Wolverhampton Final Report



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1 Executive Summary

1.1 Introduction

Wolverhampton City Council and the Steering Group of the African Caribbean Resource Centre working together to develop a project that would respond to the needs of the African Caribbean community in Wolverhampton engaged Equinox Consulting, a management consultancy to work on the assignment.

The objectives of the assignment as stated in the brief were to:

- Carry out a robust needs assessment that seeks to identify the services and provisions required by the community. Exploring short and long-term options for potential future developments and partnerships.
- Carry out an appraisal of the options available to respond to the delivery of the services and provisions expressed by the community.
- Assess the funding and income generation options available.
- Evaluate and recommend suitable constitutional models of governance and organisational structure for meeting charitable and social objectives,

The consultants reviewed all available documents held on the project. Several meetings were held with community members including four main focus groups held in different parts of the City. In addition meetings were held with stakeholders from the community, other voluntary organisations, the statutory sector and council members and officials. Over 70 people in the stakeholder groups were consulted.

This report has been developed after an analysis of these discussions and constant consultation over the period of the assignment with the steering group and is presented as a response for the development of a new organisation that will meet the needs of the African Caribbean community in Wolverhampton.

The total African Caribbean community in Wolverhampton is estimated at 15,344 according to the last census and the community continues to make significant contributions to the social political, cultural and economic development of the Wolverhampton. The skills, experience and knowledge needed to develop a creative and innovative Resource Centre already exists within the community but needs to be harnessed towards a new vision.

1.2 Vision and mission and stakeholders

The vision agreed with the Steering Committee is to

“To develop a community centric service, responsive to the needs of the African Caribbean community, irrespective of whether they are business, religious or community oriented”.

The mission over the next five years for a new organisation will be to

- Encapsulate training, business, education, leisure, arts, religious and community needs
 - Provide a central resource to the community in regards to IT, education, advice and Black history learning and development
 - Serve as a reference point for other statutory/community organisations in regards to the liaison and consultation for service provisions (present and future) delivered to the African-Caribbean community
-

To achieve this vision and mission the organisation will have to work with a variety of key stakeholder that will include:

- The Steering Group
- African Caribbean community organisations
- African Caribbean faith groups
- African Caribbean businesses and professionals
- Other voluntary sector organisations and
- The statutory sector.



Wolverhampton African Caribbean Resource Centre

The members of the Steering Group their occupation and interests are set out in the table below:

Name	Occupation	Outside Interest
Cllr. Sandra Samuels	Theatre Sister Neurosurgery South Birmingham NHS Trust	Director – Building Preservation Trust Chair Whitmore Reans Local Neighbourhood Partnership Member – Citywide BME Forum Member Race Equality Partnership Board Member - Heath Town Day Centre & Welfare Project
Junior Hemans	Consultant Price Waterhouse Coopers	Treasurer – West Midlands Caribbean Parents & Friends Association Treasurer – Heath Town Day Centre & Welfare Project Director - Education Plus
Earl Laird	Director of Faculty Health, Leisure & Hospitality Wolverhampton City College	Chair – Strategic Review of Sports facilities in the Black Country Member Wolverhampton Health and Well Being Board Vice Chair – Network for Black Professionals Chair Black Country FE Colleges Sports Network Vice Chair Black Country Sports Board Steering Group Member Black Leadership Initiative Council Member Association of College Managers
Alicia Spence	Director of Services African Caribbean Community Initiative (ACCI)	Community activist 40 years in Wolverhampton
Sam Duru	Business Adviser Business Links West Midlands	Qualified Accountant Chartered Marketeer Director Wolverhampton BME Council Vice President United Nigeria Welfare Association (West Midlands) Chairman Igbo Community Association in the Midlands (ICAM)
Hazel Malcolm	Senior Commissioner/Business Manager for Walsall's Children's Trust.	Capacity building of the voluntary youth sector at a national level published creative writing/literature and performed at venues across the Region.
Llewelwyn Graham	Chief Executive Nehemiah Housing Association	National Co-ordinator Support Ministry Church of God of Prophecy Non Executive Director Touchstone Heart Vice Chair BME Consortium Member SRB Partnership Board Member DCLG Housing for Older People Developing Group Member Wolverhampton Neighbourhood Renewal Partnership Board

Wolverhampton African Caribbean Resource Centre

Pauline Tomlinson	Education Skills & Life Long Learning Strategy Manager ABCD New Deal for Communities	Counselling and mentoring young people
Stephen Brookes	Accredited Business Adviser	Director Black Boys Can Cofounder/Director – The Apostolic Union International Director Windrush Employment & Training Consortium Vice Chair Wolverhampton Citywide BME Forum Member Wolverhampton Small Grants Appraisal Panel Member AWM Ethnic Minority Procurement Steering Group Member Centre for Social Justice Awards: Contribution to Black community from TORA and Jamaican High Commission (2003) Contribution to the community from West Midlands Fire Service (2004)

1.3 Needs assessment

Stakeholders were consulted in an assessment of the needs of the African Caribbean community in Wolverhampton. The needs identified included

1.3.1 Health

There are general inequalities in health as well as some specific health issues relating to sickle cell, hypertension, diabetes, sexual health, drug abuse and mental health. There is a strong need for intervention in some of these issues though in some cases there is a need for education and counselling so that these issues can be resolved through early presentation.

1.3.2 Education

Despite improvements, there is still underachievement amongst young African Caribbean people especially boys. Most people from the African Caribbean community seem to reside outside the catchment areas of the good schools. Exclusions is still disproportionately higher amongst African Caribbean boys and there is a strong need to get them to like school again and refocus on achievement. This can be done in several ways with the assistance of community organisations that can provide structured activities outside the school system to supplement statutory efforts.

1.3.3 Employment

Young African Caribbean people are not getting good jobs. This situation is a combination of low qualifications and difficulties in getting work experience even when they have attained higher qualification. They sometimes lack the soft skills that will get them into desirable jobs with higher incomes. Older African Caribbean people also have problems in attaining managerial jobs. There is a need for intervention to assist people into the jobs that are commensurate with their background qualifications and experience.

1.3.4 Crime

African Caribbean people are disproportionately involved in the criminal justice system and yet they are also victims of crime. This suggests that a partnership arrangement in solving crime is the only sustainable way forward. Ways must be found to involve the African Caribbean community in the various statutory structures dealing with issues relating to crime and safety.

1.3.5 Enterprise

African Caribbean people lag behind other minorities in the setting up of businesses. There are issues that relate to access to finance, affordable and suitable premises and access to procurement and a certain element of marketing myopia that detracts from their gaining access to mainstream markets. However there is a new breed of younger African Caribbean people who are more determined to establish themselves in more innovative and creative types of businesses and need all the assistance that they can get to succeed.

1.3.6 Housing

Housing remains an issue within the local community. A higher than average proportion of the African Caribbean community live in areas which have a high level of social housing. The housing provided is not of a high standard and there is a need for more supported housing for elderly African Caribbean people in the community. There are already organisations working to assist in this respect and an African Caribbean organisation acting as an umbrella body will be able to offer more focused assistance to the more vulnerable people in the community.

1.3.7 Cultural identity

As this country propounds a community cohesion and integration agenda, it is important that African Caribbean people are able to express their identity so that they feel less marginalised. The closure of the old Cultural Centre remains a blot on landscape. This expression of identity takes several forms - the way people live, music and dance, literature and other social activities and art forms. There is also a need for a community voice that can be a central force for a forum that can be used for more constructive things.

1.3.8 Leisure

African Caribbean people need a decent place that they can call their own, a place where they can enjoy leisure activities in a comfortable setting. They need a place where they can provide facilities for the younger ones, where they can engage them in positive activities and where they can mentor them to so that they are able to achieve their aspirations of being able to contribute effectively to the society.

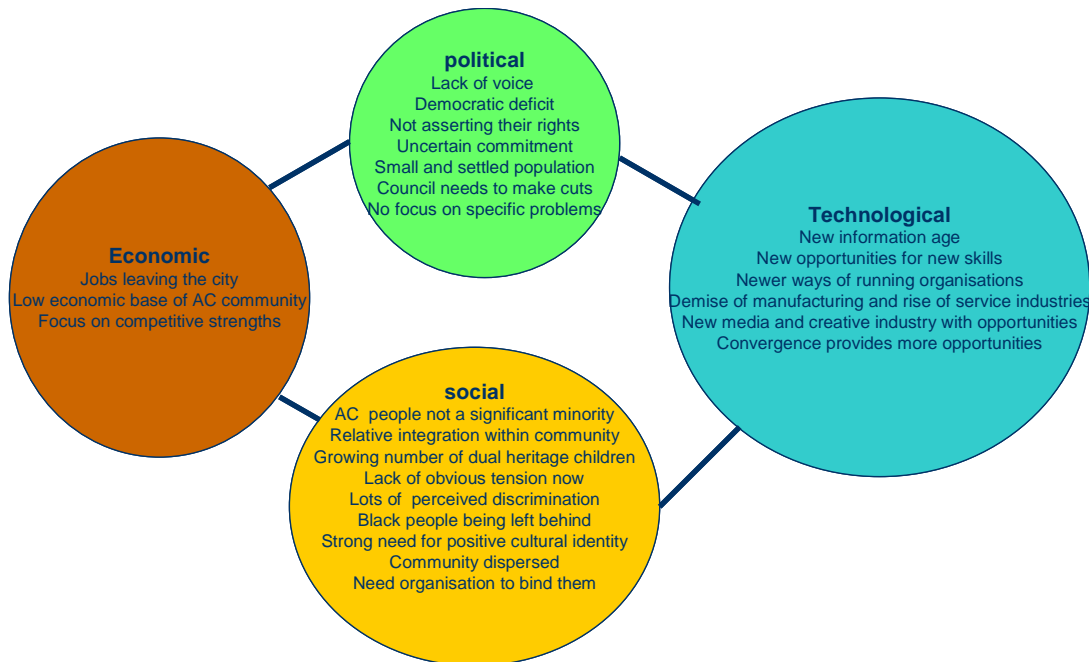
1.4 Strategic analysis

The discussions we held were subjected to strategic analysis to help determine the future direction of how these needs can be met.

1.4.1 Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> Diverse and capable group to steer project Knowledge of the community Fresh and competent people on steering committee Needs now well researched New agenda and priorities Can influence at strategic levels Facilities will be new and up to date 	<p>Weaknesses</p> <ul style="list-style-type: none"> Tainted by old problems New organisation may have teething problems Lack of centre now and the campaign may exhaust the steering group Capital sum for new centre needs to be found
<p>Opportunities</p> <ul style="list-style-type: none"> Local Area Agreements New partnership opportunities New community cohesion strategies Deliver within capabilities Statutory bodies need consultation forums Thematic agenda in regeneration 	<p>Threats</p> <ul style="list-style-type: none"> Trend toward all inclusive BME agenda at expense of African Caribbean Competition with new BME organisations New delivery agenda Need to build take up of services Sustainability needs to be visited on yearly basis against the objective Initial reliance on council funding

1.4.2 Political, economic, social and technological



1.5 Services

Based on the discussions with stakeholders and the analysis of those discussions within a strategic framework, a profile of services that will meet the needs of the community has been proposed.

The main services of the organisation will be:

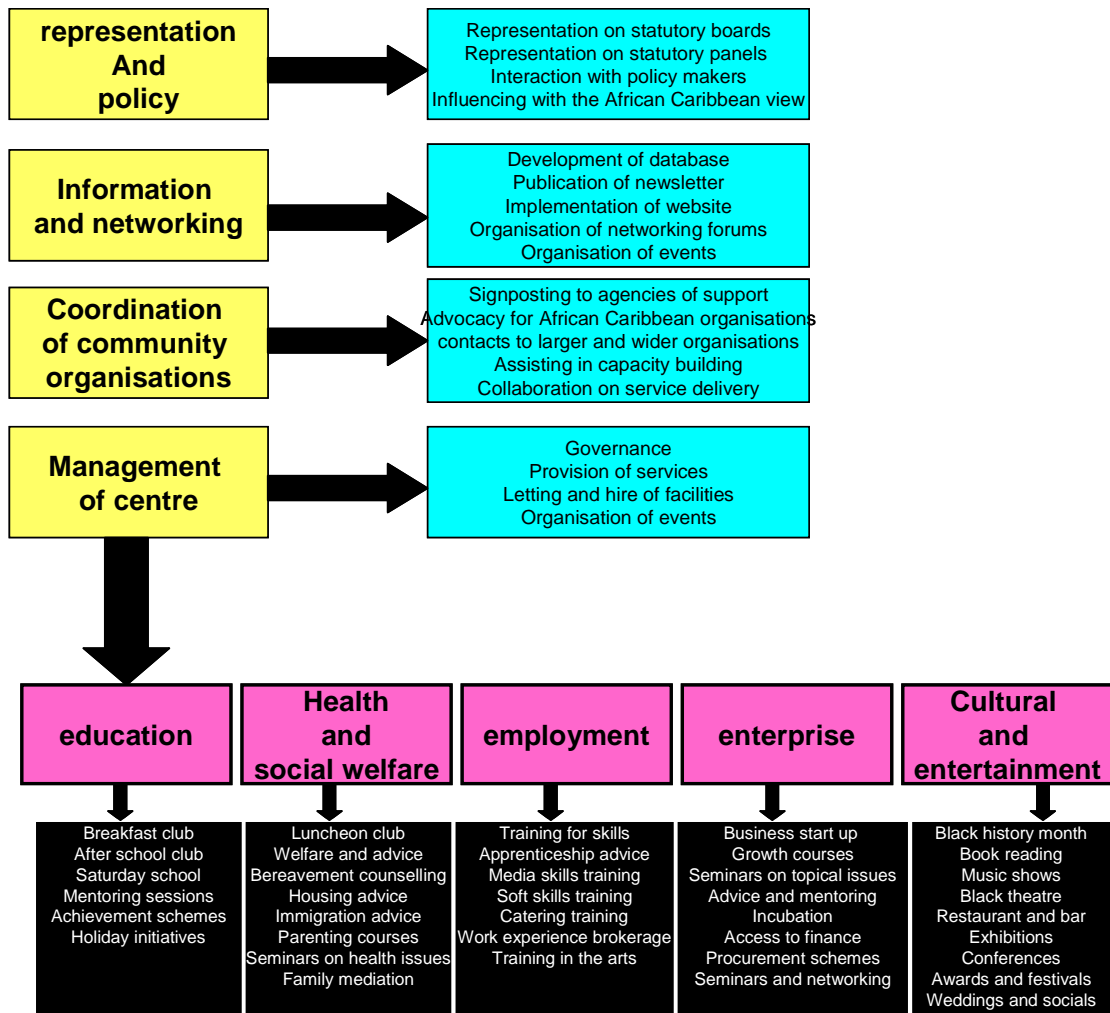
- Representation and policy influencing
- Networking and provision of information
- Coordination of community activities
- Management of a new centre

The supporting services that will be delivered from the centre in partnership with other community organisations will focus on

- Educational
- Economic and enterprise
- Social and welfare
- Entertainment and cultural

The service profile below shows what will be delivered within each service classification

Services profile



Wolverhampton African Caribbean Resource Centre

1.6 Activities

Sample activities that could be implemented to serve the needs of the African Caribbean community and to meet the demands of different sections of the community are presented below:

	weekday	weekend	monthly	quarterly
morning	<ul style="list-style-type: none"> • Breakfast club • Statutory seminars and meetings • Older peoples meetings • Educational project • Health promotion seminars • Creative workshops 	<ul style="list-style-type: none"> • Saturday school • Music club • Career development group • Drama group • 	<ul style="list-style-type: none"> • Conferences and seminars • Art and Craft fairs • Debates: identity/cohesion issue • Monthly network meeting with statutory agencies 	<ul style="list-style-type: none"> • Women's activity – e.g. women's week, women into public life etc.
afternoon	<ul style="list-style-type: none"> • Luncheon club • After school club • Youth meeting • Training programmes 	<ul style="list-style-type: none"> • Hire out for events • Weddings • Christening parties 	<ul style="list-style-type: none"> • AC spelling bee competition • Chess club for mixed aged group • Debate on identity/cohesion issue • Young People's forum 	<ul style="list-style-type: none"> • AC leadership workshop for young people • AC debating society • Book readings • Host radio discussions – gardeners question time, just a minute, other programmes and debates
evening	<ul style="list-style-type: none"> • Meetings and seminars • Consultation events • Hire out to groups • Bar and restaurant facilities 	<ul style="list-style-type: none"> • Dinner dances • Birthday parties 	<ul style="list-style-type: none"> • Mature social club • Debate on identity/cohesion issue • Quiz Night • Monthly network meeting for businesses • Dance & Drama night • 	<ul style="list-style-type: none"> • Award ceremonies • Speed dating • Celebrate significant dates in the AC calendar: ML King day (January); Independence day of various Black nations; great AC people in history – inventors, politicians, anti-slavery leaders, economists, teachers, doctors, nurses etc. • Poetry evenings • Open mic events for comedy, poetry and songs

1.7 Work programme

A summary five year work programme is presented here:

First year

- Develop database of members and stakeholders
- Develop newsletter
- Establish links with service providers working in thematic areas of the task groups
- Link into various regional and sub regional initiatives
- Prioritise member contacts through a rolling programme
- Identifying and contacting potential users of the centre
- Decide on franchising of restaurant
- Develop hire and rental policy and charges
- Investigate collaborative arrangements

Second year

- Develop website and notice board
- Contacting and forging links with organisations and individuals to contribute to the Resource Centre marketing vehicles.
- Organise annual Awards ceremony
- Delivering services through partner agencies
- Provide capacity building on effective representation for community groups
- Extend collaborative and cooperative working with other organisations or individuals
- Investigate running a cultural exhibition
- Investigate supplying shared communication services
- Investigate community radio operation

Third year

- Maintain website with links to other relevant sites
- Organise seminars with a variety of stakeholders on key areas: education, young people, health, crime, employment and enterprise, housing, culture, arts and leisure, women, civic engagement
- Empowerment of groups with capacity building
- Development of quality systems and models of representation

Fourth year

- Organise seminars
- Strengthening of newsletter and policy publications
- Maintain database and website
- Develop Community awards scheme

Fifth year

- Review and consolidate

1.8 Resources

1.8.1 Staff

The staff complement needed to deliver this work programme will consist of:

- Director
- Finance and administration manager
- Receptionist administration assistant
- Policy and partnership officer
- Networking officer

1.8.2 Physical resources

It is envisaged that a new build multipurpose centre will have available space of 900 sq metres and provide for:

- A multipurpose hall capable of being divided into 5 meeting rooms
- An office
- A reception area
- An industrial sized kitchen
- A training kitchen
- A bar
- A restaurant and canteen area
- Multifunction crèche
- Large storage facilities
- Incubator units
- Wash room and toilet facilities

This new build should be able to offer modest conference facilities and should be located in the central part of town.

Whilst considering the new build it is also important that a temporary provision be made for a centre from which the organisation can start functioning.

1.9 Structure and management

It is proposed that the organisation be registered as a company limited by guarantee and that it also obtains charitable status.

The objectives of the organisation should be

- provision of education, training, leisure, arts and other cultural activities that will meet the needs of the African Caribbean community
- provision of a central resource for the community with regards to IT and information, advice and black history learning and development, serve as a reference point for other statutory/community organisations in regards to the liaison and consultation for service provisions (present and future) delivered to the African Caribbean community
- provision for the social, welfare, health, community safety, housing needs of the African Caribbean community.

It should elect the governing body of directors and trustees on an annual basis and the have the following positions on the executive committee:

- Chair
- 2 Vice Chairs
- Treasurer
- Secretary
- 3 Sub-committees Chairs
- 2 committee members

The membership of the organisation should be open to the following groups of people:

- African Caribbean community organisations
- African and Caribbean led businesses
- African and Caribbean led churches
- Statutory sector
- Mainstream businesses
- Eminent individuals

The following sub committees should work to underpin the activities of the executive committee that will be formed out of elected members:

- Administration and Human Resources
- Finance and Fundraising
- Strategy and Policy Development
- Marketing and Premises

In addition to the sub committees it is suggested that task groups be set up. The members of these groups will be drawn from the main membership. The following task groups are suggested:

The following task groups are recommended:

- Education
- Employment
- Enterprise
- Health
- Housing
- Crime and safety

1.10 Marketing

A social marketing strategy will be adopted to target all stakeholders and publics and a combination of media will be used to market each aspect of the services of the Centre. The development of a database of key stakeholders will be essential and the development of a brochure, a website, a newsletter, leaflets and regular seminars and forums will form part of the marketing mix of the Centre as will partnerships and sponsorships from the statutory as well as the private sector.

A schedule of marketing has been developed that shows how this will be achieved.

1.11 Finance and financing

The capital costs of a new 900 square metre Centre are estimated at £1,500.00 per square metre or an equivalent of £1.5 million.

Fixtures and fittings and equipment for the Centre is estimated at a cost of £75,200.

A further £20,000 will be expended in pre-operational costs.

Salary costs are estimated at £108,240 in the first year rising to £187,988 by the end of the fifth year.

Overhead costs of £42,500 are estimated for the first year rising to £51,659 by the end of the fifth year.

Extra costs of £26,500 have been budgeted for the implementation of the work programme.

A summary of funding requirements in addition to the cost of the building is presented here.

Requirements	Year 1	Year 2	Year 3	Year 4	Year 5
Equipment, Fixtures and Fittings	75,210	0	0	0	0
Staffing	108,240	139,706	176,441	179,036	187,988
Overheads	42,500	44,625	46,856	49,199	51,659
Work programme	26,500	24,500	26,500	25,500	25,500
Pre-operational expenses	20,000	0	0	0	0
Total	186,170	204,309	241,479	245,295	256,284
Number of staff	3	4	5	5	5

A diversified funding strategy consisting of grants, service level agreements and contracts from statutory sources will be implemented. Other sources of funding are expected to include income generated by the organisation through the provision of services, events and sponsorship.

It is envisaged that at least £150,000 can be raised externally from different funding sources with at least £40,000 from income generation in the first year of operation.

The Steering Group will need to start Phase two by seeking to utilise the allocation of funding set aside by the Council for WACRC. This funding should in part be used towards the employment of a day-rate consultant to work on developing the business plan, formalising the group by way of its constitution and legal status and working with an appointed architect to identify the resources required to bring the existing building back into operation.

2 Introduction

2.1 Background

Wolverhampton City Council and the Steering Group of the African Caribbean Resource Centre are working together to develop a project that will respond to the needs of the growing African Caribbean community in the City.

The project is intended to respond in a strategic way to the closure of the African Caribbean Cultural Centre 12 months ago and to formulate a strategy for the development of a sustainable facility to meet the needs of the African Caribbean community in the Wolverhampton.

Equinox Consulting, a management consultancy set up to promote economic and social advancement amongst disadvantaged communities and to assist in the regeneration and renewal of inner city areas, were engaged in August 2006.

This report provides an overview of the methodology that has been deployed and our initial thoughts on the development of the business plan.

2.2 Objectives of the assignment

The objectives of the assignment as stated in the brief were to:

- Carry out a robust needs assessment that seeks to identify the services and provisions required by the community. Exploring short and long-term options for potential future developments and partnerships.
- Carry out an appraisal of the options available to respond to the delivery of the services and provisions expressed by the community.
- Assess the funding and income generation options available.
- Evaluate and recommend suitable constitutional models of governance and organisational structure for meeting charitable and social objectives,

2.3 Methodology

The methodology for completing the project was intended to be a judicious combination of desk and field work approaches, to include planning, execution and reporting phases.

This is the final report of a series of six previous drafts and presentations made to the Steering Group.

- two presentations that were made to the steering group on 18th October, 22nd November 2006
- an initial draft report was produced for 11 December 2006
- a presentation prepared for the Steering Group in February 2007
- a presentation to Council officials in April 2007
- Discussions on the draft with the Steering Group members

Throughout the project we have kept the Steering Group fully involved in the execution and have made them aware of progress and bottle necks that we have faced. It was agreed by the Steering Group that the final report would be written after the presentation to the Council.

2.3.1 Review of documents

We were informed that Wolverhampton City Council produced a final report that precipitated the closure of the defunct Cultural Centre. The Steering Group did not seek out a copy of the report from the Council. Instead it took the view that it would prefer to start from a clean slate, whilst encapsulating the successes of the former organisation.

2.3.2 The focus groups

The initial intention was to conduct the demand survey at the start of the assignment so that qualitative information would be sought to back up the demand. However, because of the sensitive nature of the project and because it was useful to make the African Caribbean community aware that an embryonic project was being developed, it was decided that four focus groups would be held with the community during the first month of the assignment. The focus groups were used to raise awareness and allowed residents to raise crucial issues that could really only be answered by the steering group.

The focus groups were held at different times in different parts of the City so that a large number of people would be able to attend. They were given adequate publicity. A copy of the leaflet developed by the steering group is attached.

Furthermore most members of the steering group were available at these sessions to answer questions and respond to concerns raised by participants.

Details of the numbers attending and the venue for each focus group are set out in the table below:

	date	venue	attendance
Wednesday	13 September 2006	Dunstall Community Centre Whitmore Reans	38
Thursday	14 September 2006	Council Chamber Civic Centre	24
Saturday	23 September 2006	Senior Citizens Centre Heath Town	12
Wednesday	27 September 2006	EVCAP Centre Bilston	13
Total			87

2.3.3 Demand survey

Out of a total of 87 people that attended the focus groups we were able to have access to at least 50 addresses.

One of the issues arising out of the focus groups however was the non attendance of young people. There were several adults and older persons but very few young people.

2.3.4 Other stakeholders

Prompt sheets to be used for interviewing other stakeholders were developed and approved by the Steering Group. The main stakeholders identified were classified and a total of approximately 70 were interviewed across the different categories, as set out in the table below:

Category	interviewed
African Caribbean community organisations, businesses and churches	20
Community organisations	16
Councillors and officers of the council	10
Other African Caribbean Centres/ Resource Centres	5
Statutory sector, funders other infrastructure organisations	11
Steering group and other community leaders	5

After the review meeting in November, a cut off date of mid December was agreed with the Steering Group. They also agreed to assist in chasing those with whom it had proved difficult to get interview appointments.

The process of implementing the interviews with other stakeholders had been slow because we had to use an approach of snowballing, by asking people we interviewed to provide us with details of other people that they felt should be interviewed.

2.4 The African Caribbean community in Wolverhampton

There is a long history of the African-Caribbean community within The UK. Several heroes exist such as Olaudah Equiano and Ottobah Cuguano, who fought for the abolition of slavery, and Mary Seacole who was a pioneer of modern nursing.

The African-Caribbean community continues to make significant contributions to the social, political, cultural and economic development of the UK. Community spirit, active participation, resilience and self-organisation have enabled the community to overcome discrimination and disadvantage to evolve into a dynamic, ambitious and vibrant community.

The African-Caribbean community within Wolverhampton can be proud of home grown talents such as the athletes Tessa Sanderson and Denise Lewis, world renowned Karate and Judo champions, Jerome Atkinson and Elvis Gordon, musicians such as Goldie and Beverley Knight along with hundreds of activists, leaders and entrepreneurs.

The skills, experience and knowledge needed to develop a creative and innovative Resource Centre already exist within the African-Caribbean community. The challenge now is to harness these attributes to provide a focus for the development of the community and its long-term sustainability. By facilitating wider community cohesion and understanding The Resource Centre will contribute towards the vision of Wolverhampton and make it a rich, dynamic, diverse city – which benefits all its citizens.

The table below shows the Black population in Wolverhampton:

Total population	236,582	100%
Black Caribbean	9116	
Black African	690	
Black other	1068	
White and Black Caribbean	4238	
White and Black African	232	
Total African Caribbean	15,344	

3 Vision and Mission of Organisation

Based on the discussions with the steering group we have been able to provide an initial conceptualisation of the organisation and the centre that it will manage and operate.

3.1 Vision of the organisation

The vision will be around improving the quality of life of people of African and Caribbean descent in Wolverhampton and ensure that they can participate more fully and contribute to all aspects of life in Wolverhampton; it will seek to address existing deprivation and project a **cultural** dimension that can be celebrated within the diverse mix of the city.

Culture needs to be defined and this can be done in broad terms to encompass

- Outlook, lifestyle, manner, beliefs, religions, morals, language, customs
- Music, dance and other art forms
- Food, clothing other products and materials

The organisation should aim at a vision that will take account of the following points:

- Improvement of quality of life to ensure that African Caribbean people participate and contribute fully to all aspects of life. It should address existing deprivation and project a cultural dimension that can be celebrated within the diverse mix of the city.
- Wolverhampton is well positioned to do something fantastic in the UK as it is a small enough place where everyone knows each other. There are skilled, mature people in senior positions who can work together if they have a powerfully strong leader who is also a smooth political operator.
- An organisation representative of community providing a place where people want to go. Family friendly, inviting relevant, well run, well respected and well governed.
- A place to celebrate African Caribbean people and their worldwide achievements, such the celebration of Nelson Mandela walking free from prison in 1987
- Something that the whole community can feel a sense of ownership. Possessing the ability to catch all those not part of a church group.
- Welcoming to all – strong emphasis to encourage and welcome other groups. A place where others can find out about African Caribbean community culture

These comments are consistent with the vision agreed by the Steering Group:

- “To develop a community centric service, responsive to the needs of the African Caribbean community, irrespective of whether they are business, religious or community oriented”.

3.2 Mission

Flowing from the long term vision of the organisation we tried to find out from stakeholders what they felt were the most critical things that could be used to achieve the vision over the shorter term period. It was evident from these discussions that people were looking at a central resource facility that would bring together members of the community and from which services, vital to attaining the vision, would be delivered.

These discussions with the stakeholders confirmed that over the next five years the mission of the organisation should be to:

- Encapsulate training, business, education, leisure, arts, religious and community needs
- Provide a central resource to the community in regards to IT, education, advice and Black history learning and development
- Serve as a reference point for other statutory/community organisations in regards to the liaison and consultation for service provisions (present and future) delivered to the African-Caribbean community

It is therefore critical that the services that will be delivered by the Resource Centre should be consistent with the needs of the African Caribbean community.

3.3 Key stakeholders

In delivering services to the community the Steering Group would have to work with several key stakeholders who form an integral part of the project.



The most important stakeholders are described below.

3.3.1 Steering Group

This group is a major stakeholder who will see this project through in terms of the setting up of the organisation and putting in place the strategy for the initial smooth running of the Resource Centre. It is expected that once the organisation is established the Steering Group will revert into a formally constituted governing body that will drive the organisation.

Members of the Committee, their occupation and outside interests are provided below:

Sandra Samuels

Sandra is currently employed as a Theatre Sister within Neurosurgery at Queen Elizabeth hospital at the South Birmingham NHS Trust and has worked in various managerial job roles and governmental initiatives over the past 30 years in the National Health Service.

She is very active in the community and has held several directorships on public and partnership boards including Director of the NDC, Equality Council and a diversity champion. She is currently a Director of the Building Preservation Trust and Chair of the Whitmore Reans Local Neighbourhood Partnership. Sandra sits on the Citywide BME Forum, the Race Equality Partnership Board and Heath Town Senior Citizens Welfare Project. She is also a governor of the Wolverhampton Girls High School.

Until May 2007 she was a councillor representing Park ward and has been a parliamentary candidate for the Labour Party.

Junior Hemans

Junior is presently employed as a Public Sector Consultant with PricewaterhouseCoopers, where he specialises in local government. Junior has worked for PricewaterhouseCoopers in excess of six years, where he has undertaken a range of assignments on behalf of Government Offices, local authorities, housing associations and other statutory and voluntary sector organisations.

Junior is presently the Treasurer of the West Midlands Caribbean Parents and Friends Association. The Association is involved in a number of community based initiatives proving itself to be a stalwart organisation, acting for and on behalf of the community. Quite recently Junior also became the Treasurer of the Heath Town Daycentre and Welfare Project

Outside of his employment Junior has a number of interests. He formed Education Plus, a company that provided education and tuition to children in care and families, as well as undertaking social inclusion initiatives. Junior's commitment and enthusiasm for continued learning and development led to Education Plus funding the development of a bursary scheme through the Black Achievers Award, for young people seeking to continue their education at university or college. The scheme supported a number of individuals with the purchase of books and other study material. Junior also has an interest in property management and is working with a number of individuals, to develop and manage property investment syndicates.

Alicia Spence

For the past 13 years, Alicia has been the Director of Services for the African Caribbean Community Initiative (ACCI), and has been instrumental in enhancing the Resource Centre, and developing the Omari supported accommodation scheme which now has local, national and regional recognition.

Prior to ACCI she worked in the NHS.

Alicia is a community activist and is involved in various community grass roots initiatives. She is a firm believer in self-help and in the concept that *'What the mind can conceive, it can achieve'*. She found her divine purpose in this world, which is to work with and for our African, African Caribbean people.

Alicia belongs to a strong extended family, and has resided in Wolverhampton for over 40 years.

Hazel Malcolm

Hazel is the Senior Commissioner /Business Manager for Walsall's Children's Trust. She has fourteen years' post qualification youth work experience working in predominantly deprived inner city areas, with a focus on the engagement and personal development of excluded young people. Four of these years were spent at the National Youth Agency (NYA). The NYA is a national organisation that supports work with young people by campaigning, facilitating youth participation, supporting the infrastructure of organisations that work with young people and developing youth work initiatives. She worked strategically with central government departments and key partners to develop and implement a range of national youth projects and initiatives.

Hazel is actively involved in the capacity building of the voluntary youth sector at a national level and has delivered several management development programmes. She also offers valuable experience in terms of developing and implementing quality systems such as PQASSO, BSI 9002, and the Business Excellence Model. Hazel holds a degree in Social Policy and Administration, a Youth and Community Work Postgraduate Diploma, and an MBA.

In her spare time she enjoys creative writing/literature, she has had several pieces of work published and has performed at venues across the Region.

Sam Duru

Sam works as a Business Adviser for Business Links West Midlands providing business advice and support to a wide range of prospective and existing entrepreneurs. He is a qualified accountant and a chartered marketer.

He has worked with a large number of successful African Caribbean business people over the past 15 years and is actively involved in the community in other roles.

He is a Director of Wolverhampton BME Council; Vice President of United Nigeria Welfare Association in the West Midlands and Chairman of the Igbo Community Association in the Midlands (ICAM).

His other roles include serving on the Editorial board of the National Black Boys Can Association, a business Mentor, and a member of the Walsall Black Heritage and Arts Group.

Stephen Brookes

Stephen is Director of Black Boys Can and is an accredited Business Advisor who works within the BME business and Social Enterprise sector within the West Midlands and Staffordshire.

In 1996 he was co-founder and director of The Apostolic Union International which trained over 2000 students in Theology and Teacher Training; 1998 saw the establishment of Windrush Employment and Training Consortium a Limited Company supporting individuals into employment, training and self employment.

Since 1996 within the role as a community consultant and advisor he has assisted several groups and individuals to set up businesses and social enterprises. As part of a Millennium celebration in Brighton he addressed The Prime Minister and Leader of the Opposition on consecutive days, he highlighted the need to reduce the income generation divide between ethnic minority communities and the need of mainstream support to faith based community projects. In March 2000 he led a delegation to Jamaica as part of a Government funded project to research entrepreneurship and provide community capacity building. Since 2000 he has worked with key partners to secure over £1million pounds to support business start-up and training in the Black Country, especially targeting Ethnic Minorities.

Currently he is a director of a number of social enterprises in the education and business support sector. On a strategic level he is an active member in a variety of organisations including, the Vice chair of the Wolverhampton Citywide BME Forum, Wolverhampton Small Grants Appraisal Panel, AWM Ethnic Minority Procurement steering group, National Black Boys Can Association and the Centre for Social Justice.

In 2003 he received an award for contribution to the Black Community by TORA a Jamaican overseas relief agency and the Jamaican High Commission; In 2004 he was presented a plaque by West Midlands Fire Service for outstanding Contribution to the community. His overwhelming passion is to help people and organisations move from potential to performance.

Earl Laird

Earl is Director of Faculty, Health, Leisure and Hospitality, City of Wolverhampton College

Earl has been a Curriculum Director for 11 of the twenty one years he has worked within the further education sector. Since October 1999, Earl has supported senior managers by providing academic leadership to five curriculum departments and the coordination of the Black Country Healthcare CoVE. He currently chairs three employer advisory boards and two on site employer partnerships which are focused upon enhancing the quality of learning experiences and ensuring the employability of students located within the Faculty of Health, Leisure and Hospitality.

Earl also supported the senior management team to coordinate the development and design the unique operational characteristics of the College's City Centre Campus (Metro One). He currently chairs the strategic review of all sports facilities located within the Black Country, with the purpose of ensuring the location of local, regional and national sports facilities which support healthier lifestyles, social justice and provides accessible sport participation.

Earl serves on several boards including, Wolverhampton Health & Well Being Board, Network for Black Professionals (Vice Chair), Black Country FE Colleges Sports

Wolverhampton African Caribbean Resource Centre

Network (Chair), Black Country Sports Board (Vice Chair), Association of College Managers (Council Member), Black Leadership Initiative Steering group, LSC Leisure and Tourism Balance Sheet Provider Network

Rev. Llewellyn Graham

Llewellyn has been the Chief Executive of Nehemiah Housing Association since 1989. He has successfully led Nehemiah to becoming the largest Pentecostal Church social action project of its kind in the UK; a leading provider of housing and care facilities with 40 employees; an annual turnover in excess of £4 million and assets approaching £40 million. Nehemiah won the 1997 Gleaner Company UK and Jamaica National Overseas UK 'Honour Award' for its outstanding record of achievement and positive contribution to the community in Britain. Llewellyn was also the first Director of the Wolverhampton African Caribbean Development Agency with responsibility for broad based community and economic development work.

In 1996 Llewellyn became the National Co-ordinator for Support Ministry in the Church of God of Prophecy, a portfolio that includes responsibility for Social Action programmes, Public Relations and family ministry. He is an ordained minister and the Senior Pastor of Jubilee Christian Centre in Wolverhampton, since October 1998 and Area Coordinator for the 6 local churches in Wolverhampton and Dudley under the auspices of the Regional Overseer. He is a passionate believer in a holistic approach to the ministry of the Church in the community. He has assisted in the establishment of RAFA International Development Agency to support charitable intervention in Africa, the Caribbean and other developing countries, becoming its first Interim Executive Director as a secondee of Nehemiah in 2005.

Llewellyn is a Non-Executive Director of Touchstone Heart, part of Midland Heart. Touchstone has an annual turnover in excess of £34 million and Fixed assets of £362 million. He is the Chairman of Touchstone's Regional Tenant Panel and Birmingham Supporting People BME Mini-forum. He is the Vice-Chair of the BME Consortium and Single Regeneration Budget Partnership Board, which manages a £3m Community Regeneration programme in the City of Wolverhampton. He is a member of the Department of Communities and Local Government (DCLG) Housing for Older People Development Group responsible for advising the Government on the National Older People Housing strategy; A BME Regional Housing Network and Wolverhampton Neighbourhood Renewal Partnership Board member.

He was also a board member of Sanctuary and Trident Housing Associations (1993-1998).

Pauline Tomlinson

Pauline works as the Wolverhampton New Deal for Communities - Education, Skills and Life Long Learning Strategy Manager and also as a research consultant for a university. Her background has been in community education firstly as head of school with Wulfun College and then for the University in Wolverhampton as a community development coordinator providing access to jobs for students.

She has been involved with various youth clubs and has designed and delivered several training programmes directed at issues that concern young people.

Her interests are in counselling and mentoring of young people.

3.3.2 African Caribbean community organisations

These also have a role to play in provision of services to their community. Again they already deliver services to supplement and support what the statutory sector does. Without their active involvement and participation this new organisation, which is to be seen as working with other organisations, may not be able to function properly.

3.3.3 African Caribbean faith groups

The faith groups represent an important constituent of the community. Most of these organisations in addition to their priestly work are involved in pastoral work aimed at providing various services for the community. Their involvement as partners in the process of setting up and provision of services is seen as very important.

3.3.4 African Caribbean businesses and professionals

In addition to meeting the social needs of the community any new organisation must also deal with economic, employment and enterprise needs and therefore African Caribbean businesses will have a useful role to play as partners for this new organisation. Business, professional or workers associations will be involved as stakeholders in helping not only to provide support but partnering the Resource Centre in the delivery of targeted services to the community.

3.3.5 Other voluntary and community organisations

In addition to African and Caribbean community organisations the mainstream voluntary and community organisations will also be involved in partnering the new Resource Centre in the delivery of services.

3.3.6 Statutory sector

Most statutory sector organisations will also be involved as partners in the provision of services. These include the:

- City Council
- Local Strategic Partnership
- Primary Care Trust (PCT)
- Police
- Learning and Skills Council
- New Deal for Communities
- Job Centres

Indeed since it is the statutory sector that is now mainly responsible as commissioners of services it is expected that a large part of the funding for this organisation will come from this sector.

4 Needs Assessment

We assessed the needs of the community through a combination of desk based research. However, we also relied heavily on discussions with members of the community and sought the views of the statutory sector as a way of confirming whether these needs were those they had identified and prioritised.

Whilst we recognised that the needs assessment was triggered by the closure of the previous Cultural Centre, we were careful to ensure that the needs of the community were assessed independently of a resource facility.

These are needs that are felt within the community and they would need to be met regardless of the existence of a centre. However since some of these needs are specific to the African Caribbean community they would be best met by a community facility that is owned and controlled by the African Caribbean community. This is not to say that innovative methods of working cannot be initiated to have a variety of facilities to address some of these needs.

It should be noted that there are some needs that can only be met from a mainstream perspective. It is clear that whatever is provided in the mainstream will have to be supplemented by efforts from the African Caribbean community itself as without this extra effort it will be extremely difficult to meet these needs.

4.1 Health Issues

All the stakeholders that we spoke to identified what they saw as inequalities in the health system. These inequalities are mainly in terms of general access to services based on lack of information and the incidence of some health issues that are more prevalent in the Black community.

The inequalities are mostly evident where people do not have access to information and therefore are not able to make informed choices about healthcare issue. It is a known fact that education, skills and employment are a determinant of access to health services.

There are some particular health issues, such as sickle cell disease, that are almost exclusive to the African Caribbean community which needs specialist attention. Tackling sickle cell requires a combination of treatment, care and outreach to provide genetic counselling to the community about how the disease comes about and how this may affect partner choice. It's also about building support for people with sickle cell and their families.

Sexual health is also a problem in the community particularly amongst young people with a preponderance of sexually transmitted diseases that is almost becoming endemic. Excellent advice and counselling information is important to reverse this trend. This is especially essential with the threat of the spread of HIV and AIDS.

Drug abuse represents a problem within the African Caribbean community though not exclusively so. However the identification of Black drug users is complicated by the fact that they cannot acquire any legal substitutes and therefore it is difficult for them to present themselves for treatment and rehabilitation. Dealing with non-opiate substance abuse requires a different approach.

Diabetes, hypertension and strokes are illnesses that can be resolved with early presentation. These diseases affect the Black community differently because there is normally late presentation and different medication work in a different way with

people from different races. More outreach work is required to inform people about the causes, teaching about diet and to allow early identification of those at risk.

Mental health problems have become intractable among young Black men where it is prevalent as can be seen from the disproportionate number of them that access mental health services via the criminal justice system (courts or the police). Again dealing with this from a Black perspective is essential.

There is a strong need for supplementary intervention to address some of these needs. One solution could be the rolling out of gateway services to provide supplementary access points for early identification of a variety of illnesses.

A strong need was expressed for other additional interventions based in the Black community that would provide counselling, advice, information and education, testing and early identification of diseases that disproportionately affect the Black community.

4.2 Education

Discussions with the stakeholders revealed several issues that are problematic and critical for the Black community with respect to education. Although there have been some improvements in the provision of education it is still true that Black children underachieve in education mainly at the secondary school level. This underachievement ensures that they do not have access to further and higher education which may lead to their inability to get decent jobs.

The reason for the underachievement of African Caribbean boys is particularly worrying since when they enter school at the Foundation stage there is no discernible difference in their performance with that of other groups but by Year 2 (age 7) and throughout the rest of their primary education Black Caribbean children are underachieving.

The pattern of settlement conspires against people in the African Caribbean community as the better schools seem to be in areas where there is a low concentration of the African Caribbean community.

Coupled with the problems of underachievement is the issue of exclusions. It would seem that there are no hard and fast solutions for dealing with this problem of exclusion. Honest engagement with the education authorities as well as parental support to deal with this intractable problem is necessary. Whilst these problems are not exclusive to African Caribbean communities and may also affect working class White boys it is important to provide parents with a lot of support so that they can provide assistance and guidance to their children.

Exclusion affects African Caribbean children in a disproportionate way and combined with a lack of provision to support them only exacerbates the issue. There is no reason why these children should be completely lost in the system. There is a need for provision to assist them and that provision can best be provided within the African Caribbean community.

Education need not be limited to the school systems because there are all sorts of skills that can be taught to children outside the school system; skills that will serve them well in later life and help them make sense out of the boredom of the school system. In a sense getting them to like school again and refocusing them to achieve.

Structured activity outside the school system is as important in providing young children with a better focus within the school system. Some of this will involve providing motivation, citizenship skills and leadership skills.

There is definitely a role that needs to be played by the African Caribbean community – a strategic as well as a delivery role. To date they have had short term solutions that tinker at the edges of the problem without dealing with the real problem. At the heart of this problem is not only a lack of resources but the inability of the authorities to recognise that the African Caribbean community has an active role to play in the education and socialisation of its children.

4.3 Employment

With low attainment at the secondary school level African Caribbean pupils end up in less skilled and lower paid jobs. The fact of the matter is that with little or no formal qualifications and low level skills people are likely to be excluded from good employment and other lifestyle choices.

With the closure of traditional industries new skills are required for the modern workplace. Many young African Caribbean people do not have access to the job market because they do not have the requisite skills and this is as a result of poor performance at the secondary school level.

Whilst some African Caribbean young people go on to college to get higher qualifications they still do not necessarily obtain good jobs because their expectations are higher than employers are willing to pay. This can be explained by a major barrier to employment which is lack of work experience. Because their qualifications are not backed up by the requisite experience, employers still tend to give them entry level jobs whilst others who may have served apprenticeships are offered higher level jobs commensurate with their work experience.

The issue here is that young African Caribbean people are less likely to be offered on-the-job training schemes and are more likely to have their skill training in a workshop-based environment.

Where young African Caribbean people are qualified they sometimes lack the soft skills that would get them through applying for jobs and performing well at interviews. There is a need to provide them with these additional skills so that the subjective barriers that prevent BME people from getting jobs are minimised. Targeted training focused on career development issues will definitely assist in improving their chances of getting a job.

African Caribbean organisations can assist in helping to provide work experience placements as can mainstream businesses. Brokerage systems can be initiated with the help of African Caribbean organisations to ensure the successful implementation of such schemes so that the job opportunities of young African Caribbean people can be enhanced.

In addition to mainstream business administration that will persuade their members to offer training and work experience placements, professional black organisations and networks can also contribute and participate in such schemes by providing young people not only with motivational and inspirational career guidance but also providing them with structured instructions in skills development. This will be targeted at young people who are frustrated about their inability to get jobs after many applications and are contemplating a life of unemployment or lowering of their ambition in order just to get a job without definable career prospects.

There are various opportunities in modern industries and businesses such as technology and creative industries where young African Caribbean people have built and are building successful careers. Activities such as music, computing, design and the whole range of media and communication, new craft areas are all areas into which they can be encouraged and channelled.

4.4 Enterprise

If African Caribbean people are not getting good jobs because they do not have the requisite qualifications and skills, there are also problems with the setting up of enterprises within the community.

Insufficient numbers of African Caribbean people are setting up in business relative to other ethnic minority communities and the mainstream population. At least there is low visibility amongst the community of thriving African Caribbean businesses that can be supported by members of the captive community. The argument often rehearsed is that there are quite a lot of people who want to set up businesses but they set up in businesses that are less visible, not in the high streets but in the back streets and also businesses that do not require premises.

Setting up in business entails several elements - skills, business acumen, technical skills, experience and the initial capital and credit with which to set up the business. It also requires access to capital and credit, adequate premises, good quality personnel, and professional advice delivered in an objective but supportive way.

The main way of engendering more African Caribbean business so that they will have the requisite visibility is for local and regional bodies to provide the support that is required. This support will involve business skills training, assistance with the development of business plans and also access to finance especially for those who may not have enough capital and have no direct access to the traditional institutions that provide finance for a variety of reasons.

A strong African Caribbean organisation is more likely to be a better facilitating broker to assist with the development of African Caribbean businesses; at least it can provide that necessary forum for networking of businesses in association with existing organisations that are focused on business development. It can help to provide equality of access to assistance and support measures that African Caribbean people often claim is denied to them because of historical discrimination and stereotyping.

An organisation can also help to act as a representation and advocacy forum that will be able to supply targeted help to those who will need it in the development and sustenance of existing businesses, providing access to procurement and other marketing opportunities.

4.5 Crime and safety

As the crime rate increases within the African Caribbean community what is not realised is that there is not only an increase in the perpetuation of crime by African Caribbean people but that African Caribbean people are disproportionately victims of crime. The African Caribbean community because of where they live tend to be subjected to acquisitive crimes such as burglaries, criminal damage, robberies and vehicle damage. They also suffer from racially motivated crime. The police are now recognising that the African Caribbean community are also victims of crime and are not to be treated only as perpetrators.

Violent strains of crime often associated with the misuse and abuse of drugs which have led to the resurgence of gangs and use of guns to settle disputes and even up old scores have been topical in Wolverhampton in recent years. Whilst the police have been involved in resolving some of these issues it is becoming increasingly evident that there is a need for the Police to work closely with the African Caribbean community to identify these culprits. In the absence of the recruitment of a proportionate number of African Caribbean people in the Police Force the police at the minimum would need to rely on some form of intelligence from the

community. Currently it appears that there is a culture of silence around crime and therefore the police feel they do not get the informal intelligence needed to resolve crimes.

African Caribbean people are rarely involved in the participation structures dealing with crime and safety issues and therefore no credible channel exists to feedback community safety and policing discussions to the community.

It is even more important that the African Caribbean community play an important role in helping to divert younger people who may be at risk of offending. This will prevent young Black people from the perception that they are being unduly criminalised and may go a long way in averting the constant crisis and suspicion that exists between the Police and the African Caribbean community.

Partnership in resolving crime is crucial and this is where a vibrant African Caribbean community organisation can play a vital role in consulting and advising the authorities on how crime issues are resolved and where they can also play a role in the direct delivery of services that will be aimed at prevention, diversion and rehabilitation.

Mechanisms for dialogue must therefore exist between the community and all those working to solve crime issues. The African Caribbean community also has as much a responsibility as the mainstream community in being directly involved.

4.6 Housing

African Caribbean people tend to live in areas where there is a preponderance of council housing. Increasingly social landlords have taken over the management of some of these estates. The housing provided could be of a much higher standard. However with African Caribbean people on the lower rungs of the socio-economic ladder it is not surprising that they have limited choices in the type of housing received.

The problems of housing are manifested in different ways and there is need for more appropriate supported housing for both young and old people. At another level for older vulnerable people who require very sheltered accommodation they are not able to explore all the choices that are available to them.

As non statutory organisations provide more flexibility and are able to respond to needs more quickly a community organisation could enter into a partnership arrangement with a housing organisation like Nehemiah Housing Association to provide much needed services.

It is critical that people are provided with housing support that is related to benefits, housing maintenance and tenure issues. Other services that could be provided include housing referrals and related services.

4.7 Leisure

What is clear is that whilst several leisure facilities exist some of these are not readily accessible to the African Caribbean community. They are not located in easily accessible locations that would engender the congregation of large numbers of African Caribbean people.

Whilst there are clubs and youth facilities in areas where young African Caribbean people live and where they use it for activities there is a lack of central facilities that are dedicated to the community. The loss of the African Caribbean community centre is a loss that was expressed by all as a focal point that the community could

call their own and a place that they could use to build a proactive voice with which to engage with the authorities.

For the older more vulnerable people who need a place where they can carry out activities and reminisce about their past life of toil and contribution to this country the absence of a facility is quite disorienting for them. Leisure within the context of the African Caribbean community cannot only be seen as a relaxation activity. Whilst the entertainment underpinnings of leisure are always present there is also an educational aspect, and even economic development underpinnings for leisure. Leisure can promote health and soundness of the mind as well as the body.

Therefore leisure is best enjoyed in facilities where people are comfortable. Within the African Caribbean community there are several social functions like funerals, weddings, birthday parties and all manner of social activities that require a place that is dedicated for use by the African Caribbean community because of their cultural traditions. Attendance at these social events in the community requires an adequate space to accommodate a large number of people, and appropriate spaces are not always available.

Some of quality facilities available are very expensive and those that are not expensive are relatively "tacky" and are inappropriate for these functions. It is therefore very difficult to have access to quality affordable premises that the community can call their own.

The need is not necessarily for subsidised space but for space that the community can call their own, managed and maintained by them and actually use to generate enough revenue to enable them to be free from council subventions.

There are several other activities which engender good citizenship that a leisure facility can lend itself to, for example health promotion, through the promotion of a range of activities; promotion of good education based on seminars and training programmes and facilities for younger people. They can promote good citizenship and leadership through the various forums and networks and events that will be organised.

But there are also cultural underpinnings that are linked to the enjoyment of entertainment, various shows that bring together artistes of renown; various events to recognise people to celebrate national days of countries of origins, drama and music events and other activities that has a cultural bearing. Therefore a facility that is dedicated for use by the African Caribbean community has many benefits.

4.8 Cultural identity

One of the pervading themes throughout the discussions was how to express cultural identity against the backdrop of the wider community cohesion agenda. The argument that facilities are available for use by all maybe true but certainly there was a strong sense from the African Caribbean community and by others from the statutory sector that it was important for the African Caribbean community to have a place that they also can call their own.

Cultural identity takes on various forms: from the exposition of food to a way of life, ways in which rites of passage are celebrated, and several other forms.

The old African-Caribbean Cultural Centre had in the past been held up as a model that other centres have emulated. Indeed it has been said that very important people who have visited the City from Africa, the Caribbean and other places have been taken to the old Centre to show them how vibrant a place it was and how this had positive influence in the Black and wider community. It is unlikely that this

heart-felt need for a community centre dedicated for use by the City's African Caribbean population will go away because there is a feeling within the community that a new centre can take on even more positive uses.

Forging community cohesiveness is a very desirable activity but it pre-supposes that the different communities are strong in themselves because it is only when they are strong that a true sense of partnership and working together can be realised. When communities feel that they are marginalised, for instance in this case, because they do not have ownership of a facility that they have owned for the past thirty or so years, they begin to feel that integration is a one-way street that deprives them of their identity and they will resist and recoil into their own communities.

Many African Caribbean people are of the view that if community cohesion is to be successful it is crucial that there is more recognition of race issues and that people learn to differentiate that the problems of race is different to those of class. African Caribbean people were concerned that statutory organisations did not take cognisance of the fact that they are a visible minority and some are also working class.

5 Strategic Analysis

Before we can assess the options that are available to the organisation we attempted a strategic analysis of the proposed organisation and the environment in which it will operate.

5.1 SWOT Analysis

5.1.1 Strengths

<p>Strengths</p> <ul style="list-style-type: none"> Diverse and capable group to steer project Knowledge of the community Fresh and competent people on steering committee Needs now well researched New agenda and priorities Can influence at strategic levels Facilities will be new and up to date 	<p>Weaknesses</p> <ul style="list-style-type: none"> Tainted by old problems New organisation may have teething problems Lack of centre now and the campaign may exhaust the steering group Capital sum for new centre needs to be found
<p>Opportunities</p> <ul style="list-style-type: none"> Local Area Agreements New partnership opportunities New community cohesion strategies Deliver within capabilities Statutory bodies need consultation forums Thematic agenda in regeneration 	<p>Threats</p> <ul style="list-style-type: none"> Trend toward all inclusive BME agenda at expense of African Caribbean Competition with new BME organisations New delivery agenda Need to build take up of services Sustainability needs to be visited on yearly basis against the objective Initial reliance on council funding

Through this study the needs of the community have been well researched and whilst these needs are generally no different from the needs of other disadvantaged and often excluded communities, analysis has shown that the felt needs have some cultural underpinnings that can really only be resolved by a vibrant community organisation working in partnership with other voluntary, statutory and private sector organisations.

The specific needs identified include education, health, leisure, cultural, housing, employment and enterprise. This makes it possible for the organisation to focus on these needs. The fact that they have been identified ensures that the organisation will find viable and feasible mechanisms to deal with these needs supplementing the efforts of the statutory sector.

One of the strengths of the present steering group is that it is a diverse group which has sufficient reach into the community. It has a combination of young people, commercially minded and astute people, people representing the different interests and nationalities of the community.

These are people who have knowledge of the community but they are also well respected in the community. An added bonus is that they are committed to helping to tackle problems that face the community.

The fact that they are also capable and have proved themselves in their diverse professions helps them in gaining the respect of the community. These are people who can be seen by all to have the respect of the African Caribbean community. This issue of respect is especially important at this particular time because of the

problems faced by the old Centre. The community is fairly despondent that it may not have its Centre restored to them.

Having fresh and competent people on the Steering Committee is reassuring to the whole community in Wolverhampton because it means that the lapses in the management of the old Centre will not be repeated. Furthermore, the new group is committed to setting a new agenda that will prioritise the needs of the community and configure delivery of services using a variety of mechanisms. The group recognises that it may not be possible to deliver direct services in competition with existing organisations and will therefore want to adopt a proactive, innovative way or partnering other organisations – generic, mainstream or specialist in meeting the identifiable needs.

The steering group is conscious that departing from its proposed focus will be detrimental to achieving its objectives and therefore it is prepared to adopt a posture of prioritising services that will focus on education and economic development as well as good quality entertainment and leisure. All these will be provided with a cultural slant for the elevation of African Caribbean people.

5.1.2 Weaknesses

Despite the refreshing agenda that the new steering group intends to adopt it may be distracted by the perceptions and expectations of some of the users of the old Centre. If it turns out that the expectations are not matched especially in the arena of access to leisure activities, it is likely that there could be attempts to withdraw their support.

Problems may also be created if the old group does not endorse the new agenda on the one hand, and on the other hand there may still be even more problems if the current Steering Group caves in to pressure to return to the old ways. This will mean they will be tainted or associated with the problems that beset the old group.

There is always the danger that the campaign for a new centre may exhaust the energy and enthusiasm of the Group. This is likely to happen if they are not able to get co-operation from statutory partners. This is even more difficult in the face of the fact that they no longer have a base from which to operate and in the absence of a firm commitment for restoration of the old centre or the immediate provision of a new one.

Every new organisation has teething problems and they need to remain focused on the objectives. The fortunate thing is that this feasibility study provides the Group with a useful roadmap that they can follow. Nevertheless, there is a lot of hard work ahead with lots of tough decisions which need to be taken. These are issues that can wear down even the most committed group.

The most daunting problem is the fact of having to raise capital funding to achieve their objectives.

5.1.3 Opportunities

It is incumbent on most statutory sector organisation to devise effective mechanisms for engaging with traditionally uninvolved and excluded groups of which African Caribbean people form a part. This presents opportunities for the Steering Group to actually develop the pattern and mechanism for their engagement with the statutory sector.

There are even more opportunities in how the organisation partners the statutory and private sectors to reach the African Caribbean community.

As the government continues to encourage community cohesion strategies these need not detract from the building of an African Caribbean voice that will feed into a BME voice for the whole community. It is essential that there is a focal point where concerns of communities can be raised and resolved through discussions and fair and frank exchange of views. The proposed organisation will not be able to provide solutions to all the problems that face the African Caribbean community but so long as it delivers within its own capabilities there is an opportunity for it to prove to the wider communities and the statutory sector that it is playing a useful role and having a positive impact on the problems and needs of the communities.

Another opportunity exists for the organisation to work on specific issues as local and national authorities continue to favour thematic strategies focused on regeneration of local areas, a strong voice from the African Caribbean community is needed for consultation and effective engagement in the resolution of problems in the community. One way in which the community can make itself felt is to engage in the delivery in partnership with local authority in meeting targets that are set within Local Area Agreements.

There are several statutory sector partners who would greatly wish that they work with one rather than several community organisations all trying to represent the views of the community. If the proposed organisation agrees to take a strategic view of the needs of the community they will have many more opportunities for interaction with the statutory and the private sector on behalf of the African Caribbean communities.

5.1.4 Threats

The community cohesion agenda has often questioned the basis for multiculturalism; this is unfortunate but a real threat to the organisation. In our discussions with various stakeholders there were often questions as to why there was a need for an African Caribbean Centre and the extent to which that may be seen to be promoting segregation. The mood was that all facilities are available for use by all communities and further there was in operation a Citywide BME Forum that adequately represented the needs of the BME communities in Wolverhampton. However, most of the African Caribbean respondents were clear that whilst they welcomed community cohesion and multiculturalism in all its forms and shapes, they felt that an attempt to subsume their needs under a broad BME agenda would be detrimental to their development as a community. It will impede their participation and their contribution, as they see some of these statements as an attempt to marginalise the African Caribbean community notwithstanding that they face similar problems to those faced by other ethnic groups. They believe therefore that they should be allowed to be involved in devising strategies that are likely to be effective.

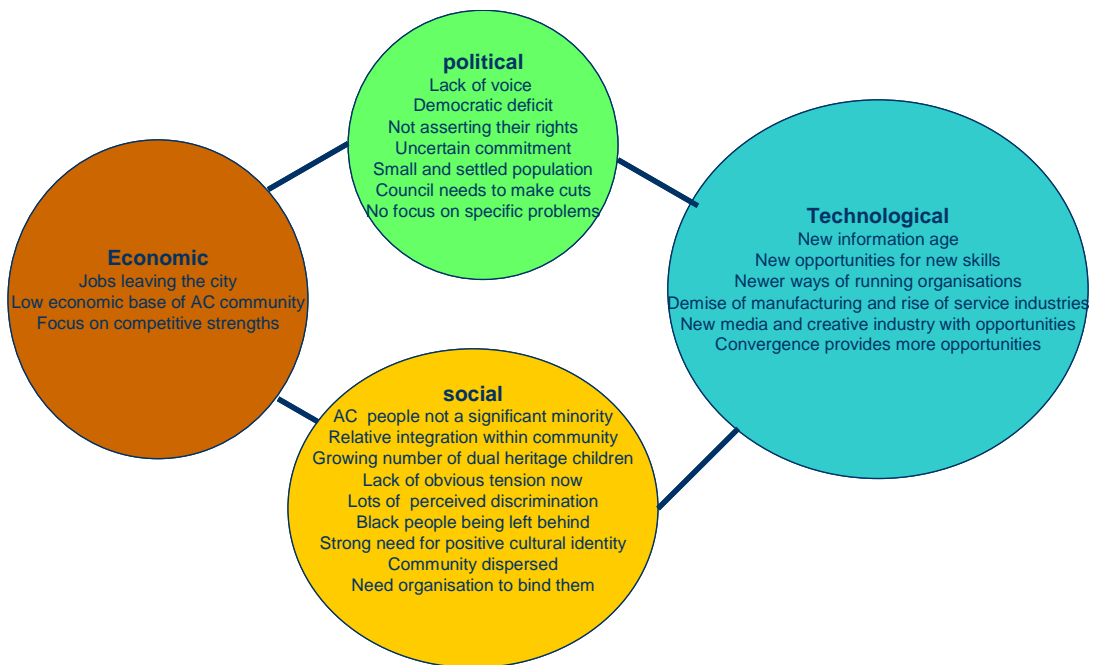
The proposed organisation will face potential competition from the BME Citywide Partnership as well as the new Race Equality Partnership that has been formulated within Wolverhampton. The competition they face will be in terms of how they are able to get funding. The only realistic way in which they can meet any such challenges would be to build a meaningful relationship with these larger groupings as they work for the development of the community.

Despite the potential competition they may face from other organisations claiming to represent the general and specific needs of the African Caribbean community the proposed African Caribbean Resource Centre should be able to demonstrate a systematic build-up of demand and uptake for its services. It is only in so doing that they will be able to meet the challenges.

The organisation will meet problems as they race towards achieving sustainability. They will need to market effectively their new configuration of services in order for them to be viable. Unless it can show an attempt to tap into other sources of funding for its maintenance it will forever be dependent on local authority funding. This will remain a major threat to the sustainability of the organisation as local authorities change their funding regime from time to time. Without contracts and other ways of generating money the organisation will flounder. The answer is to investigate in a systematic way how well it can diversify its funding base.

5.2 PEST (STEP) Analysis

A PEST analysis helps to provide the most realistic assessment of the environment within which the proposed organisation and resource centre will operate.



5.2.1 Political

As a small but settled community the African Caribbean community though it continues to be disadvantaged is not seen as a problem community within the City. There are newer communities with newer problems such as the Eastern European communities for whom the City Council must make provision. It is therefore very easy to expect that there is no need to provide extra resources for the African Caribbean community and though the Council may have been justified in its decision to withdraw funding and take possession of the old Cultural Centre without making provision for a replacement, the need for a centre still remains.

Several years of being settled and integrated has not necessarily helped the community since they continue to register in statistics as a deprived community. Over-represented in issues such as low achievement in education, bad health, the criminal justice system and totally under represented in issues related to good jobs and setting up of enterprises.

The community has not been able to assert their rights. They are under-represented politically and it would seem that there is, what one would term, a democratic deficit because they are unable to have their voice heard around the tables where resources are distributed and policies are made. This democratic deficit can be reversed - a vibrant community organisation can fill the breach.

Local authorities continue to face cuts in their funding and there is always a need to reconfigure and prioritise. Prioritising means that issues that are not seen as problematic do not receive funding. Apart from the issue of education plus crime and safety the Council does not seem to recognise that there are any specific problems that face the community and therefore when there are funding cuts to be made it is very easy to cut funds that are seen as targeted towards cultural, social and entertainment uses. If the African Caribbean community is to make a contribution then it must start by organising, and if the wider problems that the community face are to be resolved through their supplementary efforts then they must start organising around those issues.

An increased awareness in citizenship issues that can really only be promoted by a vibrant community organisation is sorely needed. The political landscape in Wolverhampton can best be described for the African Caribbean community as one where because the community does not seem to be highly politicised and their representation is low there is uncertain commitment to their needs

5.2.2 Economic

The African Caribbean community operate from a low economic base; there is inequality in income and disadvantage in employment. Whilst it is critical to resolve all these issues it will need a long term strategy that is supported by the community to resolve these problems of a low economic base. As more and more jobs related to traditional industries leave the City people need to be geared up to retrain for more modern jobs so that they will have access to employment.

The low economic base and lack of access to capital and credit ensures that people from the African Caribbean community are not easily able to engage in business activity. Reversing this will require a concerted effort with local and regional African Caribbean organisations working the strategy and implementing initiatives. The new agenda for economic development should be about focusing on the competitive strengths people possess. This means that the large pool of young African Caribbean people should benefit from training and other capacity building packages that would enable them to improve their lot. A vibrant African Caribbean community has a role to play in helping to bring together the resources that will make this possible.

5.2.3 Social

The African Caribbean community are well dispersed within the City. Most of them seem to be integrated and they no longer provide any obvious tensions for the City authorities. But despite the relative integration within the community there is still a lingering perception that people from the African Caribbean community are discriminated against either directly or indirectly by governmental departments, agencies and other organisations. The evidence for this is mostly anecdotal but in all the indices for development African Caribbean people still seem to be on the bottom rung of the ladder.

Allied to problems of low achievement faced by the African Caribbean community there are issues for the large number of dual heritage children who tend to be classified in public as being Black though their cultural identity privately may well be mainstream. They represent challenges for any community organisation that intends to intervene to assist in resolving those problems. Having said that there

is a need for a strong community organisation that will champion the promotion of African Caribbean cultural identity in a positive light for the younger generation and also for exposition to the community as a whole in the hope that increased knowledge of people's cultural background and origins might help to create better understanding and engender greater community cohesion.

In a highly multicultural environment a proactive functioning community organisation should be able to bind all the African Caribbean people within the City so that it will act as a central forum for representation and advocacy to meet the social needs of the community.

5.2.4 Technological

The demise of manufacturing has been compensated for with the growth in the service sector. As old jobs in traditional industries disappear newer job roles in more modern industries are being generated at a fast pace. People need new skills for these new jobs which mean that new opportunities are opening up. The new information age demands new skills and with the convergence of different technologies – computing, telephony, communications, and media – all coming together the demand for these skills will grow. There are also newer opportunities in media and creative industries and the use of technology in these new industries has become necessary, therefore any new organisation that seeks to bind the African Caribbean community together should take advantage of these new opportunities.

6 Services

6.1 Main services

Several themes emerged from the consultations that assessed the needs of the African Caribbean community. There were a number of services that were proposed as a solution to these needs. Invariably the proposal to deliver services is not just based on whether there is demand for these services but whether the right configuration of resources can be marshalled to enable efficient and effective delivery. Consideration will also need to be given to whether the services are already being delivered by other organisations and whether indeed competition to deliver these services is worthwhile and would be to the benefit of the potential users. Therefore whilst a case can be made for direct delivery of the services it is essential that the role that any new organisation plays should be seen in a strategic light rather than in competing with other grassroots, mainstream or specialist African Caribbean organisations to provide these services.

The brief that we were given required us to come up with solutions that were long term and strategic in nature. In order for us to comply with the brief we had to adopt a framework of looking at the effect and impact that any new organisation operating a centre will have on the lives of African Caribbean people and the wider community in the City. In so doing we used the framework that looked at whether the services to be delivered by the organisation satisfied three main criteria:

- whether there were any education and far reaching training components
- any economic development components
- whether the entertainment components could be married to an enterprise development role

In addition we felt that the organisation in order to be embraced and adopted by the whole community should provide services that could be accessed by all in the African Caribbean and wider community. This could only be achieved if the Centre adopts a programming policy that ensures that the whole “family” is catered for. This concept of family is looking at the fact that there are different generations of African Caribbeans within Wolverhampton. There is an older generation who should benefit from some services; a younger adult generation who should also have services they can use at the Centre and there are also younger children who should also benefit from an African Caribbean Resource Centre.

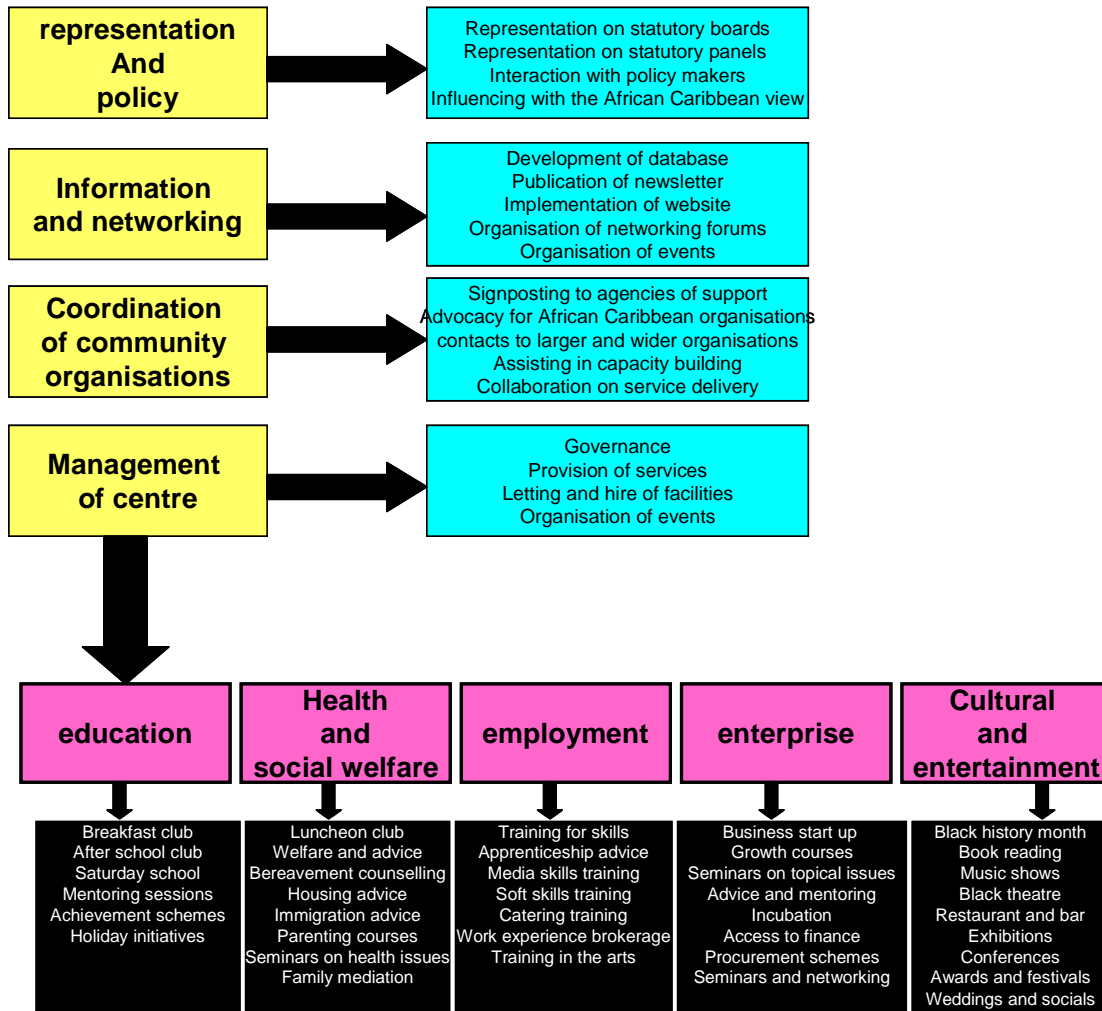
We were also made aware by the Steering Group that what they were looking for was not just management issues relating to this Centre or any other Centre that they would have, but how they will be able to put together an organisation that would eventually win the trust of the community as a whole and that would be able to work co-operatively with the wider community within Wolverhampton.

The configuration of services that we arrived at should therefore be seen as strategic. It is essential that some immediate work be undertaken to set up an umbrella organisation that would work with existing organisations to meet the needs of the community. Whilst it is easy to be very ambitious and look at an organisation that will be all things to all men and women we needed to be aware that there is a much needed balance to be struck and therefore our proposals after analysis point to the setting up of a representative organisation that will take on board some of the needs of the community and work systematically towards meeting those needs.

The services that could be provided by the organisation have four main elements:

- Representation and policy influencing
- Networking and provision of information
- Coordination of community activities
- Management of a new centre

Services profile



6.1.1 Representation and policy influencing

The database developed will greatly assist the organisation to identify stakeholders whose policies need to be influenced and who would want to consult with the African Caribbean community on issues of interest to them.

WACRC will develop policy on which organisations it intends to contact and at what level the representation would be. There are issues surrounding when meetings are held and the fact that most members of the management committee may be unavailable during the working day for contact with officers of statutory organisations.

The data will help in identifying the skills and areas of expertise and interest of the individuals so that these can be matched to the different subject areas and Partnership Boards in which the WACRC would be represented. The WACRC would also have its own standing task groups on issues of importance to the African Caribbean community. These groups could be expanded to include new issues that arise.

Task groups will benefit from regular briefings on these specific themes from experts who will be invited to make presentations. The work of the task groups will be to develop policy positions for the organisation on these themes. These position papers will be widely circulated amongst the membership.

It is important that members of the wider community are encouraged to be involved in the representation and that the positions are not filled entirely by members from the management committee. The wider participation will be important for the renewal of the organisation. In this respect young people will be encouraged to participate.

6.1.2 Networking and information

This service could involve the following:

- Development and maintenance of a database
- Provision of information and briefings
- Organisation of events that provide a forum for dialogue

6.1.2.1 Development and maintenance of a database

The WACRC will need to collect some data for its use including details of various organisations that operate within and outside the City with whom they have dealings. Once the information is in a coherent form this could be of benefit its members.

The information that could be collected in the database would include details of:

- African Caribbean voluntary and community organisations operating in Wolverhampton and the Black Country
- Individuals in the community who wish to be members of the organisation, their skills, expertise and time commitments
- Statutory sector organisations and key officers to be influenced
- African Caribbean individuals who are serving on local, regional and government boards and agencies
- Partnerships in and around the City and their areas of responsibility
- Other voluntary sector agencies
- Funding agencies

The database will be kept in a form that ensures ease of manipulation and its use must be in accordance with the Data Protection Act

6.1.2.2 Newsletter

WACRC will seek to keep close to its members by circulating information of interest to the community. This can be done through a quarterly e-newsletter, the contents of which will reflect the information needs of the African Caribbean community. Issues to be covered would include:

- Forthcoming events
- Feedback from consultations
- Profile of projects and individuals
- Views of individuals in the community
- Activities on race and community issues
- Funding information
- Capacity building information
- Statutory sector initiatives
- Relevant African Caribbean news

WACRC could also use the newsletter to articulate its position on a variety of policies. Individuals within the community will be encouraged to write in with articles and suggestions as to how the newsletter can be made more relevant to their needs.

The City Council and the statutory sector will also be encouraged to use the newsletter to disseminate information on research activities and community consultation initiatives.

6.1.2.3 Briefing papers and website

WACRC will maintain a website that would be used to disseminate information about current activities and to promote events that it will organise. The website will also be used to provide links to activities that are of importance to the community especially sites that deal with ethnic minority issues.

6.1.2.4 Organisation of events that provide a forum for dialogue

Consultation meetings will be organised by the Resource Centre as a way of keeping in regular contact with the community. Seminars or consultations can be organised in collaboration with its statutory and community partners as well as individual members. These could be held quarterly.

Events that support the building of personal capacity will also be organised. These events will provide briefings on motivational and personal development issues to members of the community who want to be considered for representing the organisation in specific areas.

The database will assist the organisation to select people who have an interest in particular subjects or themes to attend consultation meetings.

6.1.3 Co-ordination of community organisations

This will strengthen the African Caribbean voluntary sector by assisting them to develop and access more resources. This will mean that the Resource Centre will work hand-in-hand with other agencies to ensure that African Caribbean organisations receive all the support they require to enable them provide better services to the community.

Wolverhampton African Caribbean Resource Centre

The coordinating role of WACRC will be implemented through:

- Signposting African Caribbean groups to agencies that can provide them with more technical assistance
- Advocating on their behalf when they make applications for funding and resources by supporting their applications
- Organising them into relevant task groups so they can benefit from discussions that would assist them in the development and continued operation and survival of their groups.
- Assisting them in making contacts and connections within the wider community especially with organisations from different ethnic groups.

WACRC will prioritise its role as the channel for communication between the statutory and private sector and the community organisations that represent the African Caribbean community. This will mean engaging in direct dialogue with agencies such as:

- Office of the Third Sector
- Department for Communities and Local Government (DCLG)
- Advantage West Midlands (AWM)
- The Government Office for the West Midlands (GOWM)
- Regional Forum West Midlands
- Council Ethnic Minority Voluntary Organisations (CEMVO)
- The different departments of the City Council
- All Saints & Blakenhall Community Development NDC (ABCD NDC)
- Local Strategic Partnership (LSP)
- And other agencies that have access to resources that have been earmarked for the community

This collaboration role will be especially critical in areas where there are clearly identified problems in the African Caribbean community. The areas of education skills and enterprise, health and social care, and employment will be prioritised and contacts will be made with the Primary Care Trust, the Lifelong Learning Department, the Learning and Skills Council, Colleges, Department of Work and Pensions, Connexions and Job Centreplus to develop projects that would benefit the local community.

Wolverhampton CVS provides services in support of community and voluntary groups and the Resource Centre will work with them to ensure that groups from the African Caribbean community have equal access to capacity building services and funding streams. Other organisations with a race equality brief such as the New Race Equality Partnership and the BME Citywide Forum will be approached as partner agencies in projects for which their expertise is required.

Work will be carried out with the NDC and LSP to ensure that African Caribbean voices are heard in decision making and to ensure resources are fairly distributed to these groups.

6.1.4 Management of the Centre

Another crucial role of any new organisation will be the management of a Centre that will cater for the needs of the community. This will require people with commitment but also with skills of modern day management. They will be people who are proven and have integrity and should also be properly elected and selected. They should be people who have some reach within the community, are respected and able to advocate for the needs of the African Caribbean community. A combination of skills will be required including:

- Business and financial management
- Communication with people at all levels
- Governance of organisations
- Commitment and integrity
- Strategic management
- Human Resources
- Legal skills
- Specialist skills in Service delivery themes – Education, Health and Social Care, Enterprise Development, Economic and employment

The management of the Centre is one of the main functions of the organisation. The group will partner organisations whether from the statutory, private or the voluntary sector on projects initiated for the direct benefit of the community. The main focus will be how the Centre can be managed so that it is sustainable. It may need to work with other organisations at the regional level to leverage activities into the operation of the Centre to ensure that it generates sufficient internal funds.

Since the Centre will become the hotbed of activity within the African Caribbean community and will become the central focus that will give a voice to the people, then there are other ancillary but no less important roles that the organisation must play. These roles will complement and supplement the role of being the champion of the community as well as the main opinion former.

6.2 Supporting services

A wide range of services have been suggested for the Centre that will meet the existing needs of the community and that would assist in filling the gaps where present services are not reaching the targeted African Caribbean community or are not having the desired effects.

Our discussions with the community and consultations with a variety of stakeholders reveal that though there are many unmet needs within the community all these cannot entirely be met by the operation of a community centre. What should happen however is that a strong representative organisation should act as a catalyst for ensuring that specific services are made available at the centre and in other places to which African and Caribbean people will have access.

Invariably because of the past inability of statutory services to fully meet their needs, these needs may be best met in a Centre that they can call their own.

It is crucial however that in meeting cultural and identity needs the operation of the Centre should also prioritise the needs of the community and develop strategies for meeting these needs.

It is therefore important that the Centre should not equate cultural needs to mean entertainment needs. There is certainly a need for the provision of some form of leisure, arts and culture but this can be met from community entrepreneurs and a social enterprise construct that the managers of the Centre will always bear in mind.

The purpose of the Centre is to provide a focus for community advancement and thus the needs of the community should be prioritised in such a way that they will be beneficiaries now and in the future.

The Centre should provide services directly or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social and Welfare
- Economic and Enterprise
- Entertainment and Cultural

6.2.1 Educational

There is a need to tackle underachievement in the school system and there are several ways that initiatives can be led by a new organisation working cooperatively in association with other organisations to provide the following:

- Mothers and toddlers club
- Breakfast club
- After school club
- Supplementary and revision classes
- Holiday play schemes
- Black history and other cultural activities for the children of all ages
- Programmes to tackle underachievement

6.2.2 Health and Social Welfare

The main organisation can provide several services in collaboration with other organisations in the area of health, welfare and social care. These services could include:

- General advice and counselling on a variety of issues
- Specific advice to young mothers on parenting
- Specific advice on housing
- Specific advice on immigration issues
- Advice around bereavement counselling
- Advice on benefits
- Family mediation
- Seminars on different health topics
- Advice on specific health issues

In addition to these advice surgeries the Centre can be used to run a day care centre for older people

6.2.3 Employment and enterprise

The centre can be used as a venue for promoting economic activity and entrepreneurship amongst African Caribbean people. The avenues for employment and enterprise would include:

Employment

- Training for skills towards work
- Provision of soft skills courses towards finding employment
- Employment and career choice
- An employment brokerage service
- Training for managers
- Training in media and other creative industries
- Training in catering making use of the kitchen
- Training in parenting for young people
- Training in social care
- Training in the arts

Enterprise

- Training for business start up
- Training for existing and growth businesses
- Provision of advice to business people
- A base for networking and seminars on vital business topics
- Office space for business people
- Development of a directory of African Caribbean business people

6.2.4 Entertainment and Cultural

Entertainment and cultural events can also be held at the Centre. These events can be in collaboration with community entrepreneurs but will have the main aim of exposing all that is positive about African Caribbean people to the wider community.

- National days of Caribbean and African countries
- Black history festival
- Plays, musical concerts, artistic exhibitions, book readings, literature club
- Other art forms
- Achievement award ceremonies

What is being proposed is a Centre that will bind the community together and will ensure that there is scope for all young people, older people, women and people from the different African Caribbean communities to come together and make full use of its facilities. It will be seen as a Centre of excellence for the community with a lot of the activity taking place being showcased as the best in the Black community.

As stated already not all the activities in the Centre will be delivered directly by the Centre but it is expected that the Centre will be a facility that will be used by Black, ethnic minority and especially statutory agencies who want to interact and interface with the African Caribbean community.

6.3 Activities

Sample activities that could be implemented to serve the needs of the African Caribbean community and to meet the demands of different sections of the community are presented below:

	weekday	weekend	monthly	quarterly
morning	<ul style="list-style-type: none"> • Breakfast club • Statutory seminars and meetings • Older peoples meetings • Educational project • Health promotion seminars • Creative workshops 	<ul style="list-style-type: none"> • Saturday school • Music club • Career development group • Drama group • 	<ul style="list-style-type: none"> • Conferences and seminars • Art and Craft fairs • Debates: identity/cohesion issue • Monthly network meeting with statutory agencies 	<ul style="list-style-type: none"> • Women's activity – e.g. women's week, women into public life etc.
afternoon	<ul style="list-style-type: none"> • Luncheon club • After school club • Youth meeting • Training programmes 	<ul style="list-style-type: none"> • Hire out for events • Weddings • Christening parties 	<ul style="list-style-type: none"> • AC spelling bee competition • Chess club for mixed aged group • Debate on identity/cohesion issue • Young People's forum 	<ul style="list-style-type: none"> • AC leadership workshop for young people • AC debating society • Book readings • Host radio discussions – gardeners question time, just a minute, other programmes and debates
evening	<ul style="list-style-type: none"> • Meetings and seminars • Consultation events • Hire out to groups • Bar and restaurant facilities 	<ul style="list-style-type: none"> • Dinner dances • Birthday parties 	<ul style="list-style-type: none"> • Mature social club • Debate on identity/cohesion issue • Quiz Night • Monthly network meeting for businesses • Dance & Drama night • 	<ul style="list-style-type: none"> • Award ceremonies • Speed dating • Celebrate significant dates in the AC calendar: ML King day (January); Independence day of various Black nations; great AC people in history – inventors, politicians, anti-slavery leaders, economists, teachers, doctors, nurses etc. • Poetry evenings • Open mic events for comedy, poetry and songs

7 Work programme

The Resource Centre will concentrate on the delivery of a clear work programme. However in order to do this successfully, it will have to be properly established with adequate infrastructure. It will need to put in place administrative systems that would enable it to operate efficiently.

7.1 Summary work plan

A summary of the five year work programme is presented below.

First year

- Develop of database of members and stakeholders
- Develop newsletter
- Establish links with service providers working in thematic areas of the task groups
- Link into various regional and sub regional initiatives
- Prioritise member contacts through a rolling programme
- Identifying and contacting potential users of the centre
- Decide on franchising of restaurant
- Develop hire and rental policy and charges
- Investigate collaborative arrangements

Second year

- Develop website and notice board
- Contacting and forging links with organisations and individuals to contribute to the Resource Centre marketing vehicles.
- Organise annual Awards ceremony
- Delivery of services through partner agencies
- Provide capacity building on effective representation for community groups
- Extend collaborative and cooperative working with other organisations or individuals
- Investigate running a cultural exhibition
- Investigate supplying shared communication services
- Investigate community radio operation

Third year

- Maintain website with links to other relevant sites
- Organise seminars with a variety of stakeholders on key areas: education, young people, health, crime, employment and enterprise, housing, culture, arts and leisure, women, civic engagement
- Empowerment of groups with capacity building
- Development of quality systems and models of representation

Fourth year

- Organise seminars
- Strengthen newsletter and policy publications
- Maintain database and website
- Develop Community awards scheme

Fifth year

- Review and consolidate

7.2 Outline work plan

There are several tasks to be prioritised before the organisation can become fully functional.

The first issue is to get a Project Consultant who will work under the direction of the Steering Group to rework the business plan of the organisation and to prioritise the work programme based on this report. Constructing a full business plan would depend on the options that are exercised by the organisation with respect to how they would want to be established.

There is still a lot of work to be done on determining the options available for the building; that should be the first task for the Project Consultant.

The second task should be for the organisation to determine what structure it wants to adopt and go through the process of formalising a new organisation. Once that is done it should now be possible for the organisation to take steps towards its establishment which should start with:

- Advertisement and appointment of personnel
- Applications for funding
- Creation of a database of stakeholders
- Outreach and information dissemination
- Redevelopment of centre

At this stage the organisation will then start to implement its service delivery in association and collaboration with its partners. It is envisaged that the following list of services will be considered for implementation:

- Crèche and nursery
- Weekly, weekday hiring out of facilities
- Weekend hire out for community and social activities
- Monthly community consultations
- Educational club
- After school club
- Health seminars
- Newsletter

7.3 Work plan schedule

Activities	Tasks	Targets
Networking and information	Year 1 Development of database of members and stakeholders Sorting out membership and establishment issues Outreach and information dissemination Development of newsletter	50 individuals and 30 organisations on database Produce 3 newsletter a year with at least 4 pages Distribute 300 copies
	Year 2 Development of website and notice board Make use of page in local newspaper on monthly basis Contacting and forging links with organisations and individuals to contribute to the Resource Centre marketing vehicles. Organise annual Awards ceremony	100 contacts Complete website Contacting at least 20 member and associated organisations and individuals quarterly to supply information on their work and issues in the African-Caribbean community Seeking permission to reprint at least 5 articles of interest and relevance from other publications Sell at least 100 tickets for Awards ceremony
	Year 3 Maintain website with links to other relevant sites Organise two seminars with a variety of stakeholders on key areas: <i>education, young people, health, crime, employment and enterprise, housing, culture, arts and leisure</i> Organise community consultation meetings to meet consultation schedules of key service providers in Wolverhampton and the Black Country Organise annual Awards ceremony	200 contacts 2 seminars 4 consultations Sell at least 130 tickets to Awards ceremony
	Year 4 Strengthening of newsletter and policy publications Maintain database and website Organise seminars on topical issues Maintain consultation schedule Develop Community awards scheme Annual Dinner Dance	300 contacts 4 seminars 6 consultations Sell at least 150 tickets

Activities	Tasks	Targets
Representation and policy influencing	Year 1 Development of consultation mechanisms Identifying local authority and other agencies consultation schedules in the different departments Establish links with service providers working in thematic areas of the WACRC task groups Link into various regional and sub regional Initiatives Sorting out who represents on which bodies Developing a mechanism for reporting back	Produce Policy Paper on representatives to sit on various bodies Write and circulate reports from at least 2 meetings each quarter
	Year 2 Set up 2 task groups to respond to policy proposals from LA and others Development of policy on different issues Produce/commission information briefings on 2 thematic areas	Create database of people with skills to play a representative role Develop forms to provide feedback from meetings Circulate/post summary of meetings attended Ensure 2 representatives appointed to Boards
	Year 3 Development of youth volunteering Set up another 3 task groups to respond to policy proposals Commission experts to write several policy papers and scrutinise policy documents from the statutory sector and government	Commission paper on youth volunteering At least 3 policy responses issued Expand representatives to 6 on various Boards
	Year 4 Co-ordinate responses to policy documents from service providers Review work of representatives and the bodies on which they sit	At least 6 responses issued Publish report of review
	Year 5 Review systems Extend and continue work of previous years	Produce report of review

Activities	Tasks	Targets
Co-ordination of member organisations	Year 1 Prioritising member contact through a rolling programme	3 general members meetings per year AGM
	Year 2 Delivering through partner agencies Provide capacity building on effective representation for community groups Implementing advocacy to support applications for resources and funding	Capacity Building officer appointed At least 4 referrals Leadership Skills course commissioned 4 information papers on funding sources and applications
	Year 3 Development of mechanism for involvement of all groups Empowerment of groups with capacity building Development of quality systems and models of representation	Implement mechanism Capacity build at least 10 groups Implement representation model
	Year 4 Working with partners	Work with at least 10 partners
	Year 5 Review and monitor work	

Activities	Tasks	Targets
Management of Resource Centre	Year 1 Identifying and contacting potential users of the centre Devising a schedule of usage Decision on franchising of restaurant Developing hire and rental policy and charges Investigating usage, cooperative and collaborative arrangements	10 statutory; 20 community groups; 10 individuals 40% utilisation rate Launch of restaurant Policy implemented 10 community groups to make use of centre
	Year 2 Develop mechanisms for more effective contact with other stakeholders Fine tuning calendar of usage Extending collaborative and cooperative working with other organisations or individuals Investigate running a cultural exhibition Investigate supplying shared communication services Investigate community radio operation	15 statutory; 30 community groups; 20 individuals 40% utilisation rate 15 community groups to make use of centre Cultural exhibition – use in Black History Month in schools Publish report on shared services Apply for licence
	Year 3 Investigating usage of centre for conferences Reviewing hire arrangements	Policy on conferences Publish hire terms and conditions 50% utilisation rate Special Projects and Collaboration Officer appointed 1 project with Statutory Sector and REC 80 regular users from the statutory and community sector as well as individuals
	Year 4 Continue with operations	Increased utilisation rate with an increased number of regular users
	Year 5 Review and maintain work	

8 Resources

8.1 Human Resources

The initial staff requirement that will form the staff complement is estimated to be three persons - a Director, Finance and Administration Manager, and an Office Manager/Administrator. It should be noted that there are any number of possible staffing options which would be determined, in practice, by the management committee of the organisation. It is expected that two additional staff members will be employed in year 2 and 3 bringing the total number of staff to 5.

Set out below is a brief description of the duties of staff members:

8.1.1 Director

In summary the Director's duties will be:

- Day to day management
- Establishment of identity of organisations
- Implementation of business plan
- Outreach with partner organisation
- Development of systems
- Supporting the management committee
- Assisting in response to policy agendas
- Initiating projects
- Raising the profile of the Centre and promote its usage
- Representation at day time meetings
- Reports to management and supervision
- Planning and administration of the Centre's use.
- Promoting the Centre to users especially corporate and statutory users so as to boost usage during the week days.
- Sourcing of funding to support operation

8.1.2 Finance and Administration Manager

Finance is critical element for most African Caribbean community groups, and it is expected that the Resource Centre will be able to share this resource with its member groups. The Finance and Administration Manager will be responsible for:

- The entire accounting system the Centre.
- Maintenance of adequate financial records at all times with respect to the income and expenditure.
- Providing the Governing Body with management accounts monthly
- Preparing statistics
- Preparation of final accounts and liaison with the auditors

- Advice on how to manage the assets and available cash
- Fundraising and enhanced income generation
- Servicing the financial sub committee as secretary
- Undertaking any financial function as required
- Bank reconciliation and day to day liaison with banks and funders
- Capacity building member organisations around finance systems
- Ensure caretaking and building security is managed
- Supervise the Administrator in sorting out bookings
- Assist the Director in marketing the Centre and ensure maximum usage of the facility
- Organise open days to show the facilities to potential users
- Recruit and manage sessional workers to be present in the Centre while the facilities are being used to ensure that the usage of the centre's facilities are trouble-free
- Ensure health and safety requirements are complied with
- Ensure that all plant and equipment are functioning properly and that professionals and competent technical people are contracted to carry out any building works and repairs

8.1.3 Office Manager/Administrator

This person will be responsible for:

- Managing the office and responding to requests
- Assisting database collection
- Administrative backup for Director and Finance and Administration Manager
- Take and confirm bookings of users and supplying booking pack information
- Ensure facilities set up and ready for use
- Ensure audio visual and other equipment is in good working order
- Assisting with newsletters
- Answering the telephones in the office and welcoming all visitors who come in to transact business with the Centre.
- Other administrative and secretarial duties including book-keeping

8.1.4 Policy and Partnership Officer

This officer will be responsible for:

- Policy and consultations
- Development of briefing papers on different topics
- Organising consultations and providing background documents and responses
- Assisting Director to respond to policy
- Supporting management committee on representation
- Organising conferences
- Working to develop special projects and collaboration
- Assisting to build new initiatives and bids
- Engaging groups in joint collaborative projects

8.1.5 Networking Officer

This officer will be responsible for:

- Capacity building
- Prime liaison with community groups
- Researching needs
- Signposting to other agencies for assistance
- Supporting different task groups and organisation of membership under themes
- Supporting the finance function and providing to member groups assistance with bidding for funding

8.2 Physical Resources

8.2.1 Facilities

It is envisaged that the type of building that would be suitable to deliver these services will be a new build, multi-purpose space that will have a total capacity of 900 square metres. The building will have different facilities to include:

- Five small halls, each capable of accommodating 50-60 people seated in a seminar situation
- An office
- A reception area
- An industrial sized kitchen
- A training kitchen
- A bar
- A restaurant or canteen area capable of setting 30 people
- Incubator units
- Large Storage area
- Multi function Crèche
- Washroom and toilet facilities for both male and female

It is envisaged that the small halls will have the capability of being transformed into one very large hall or one large hall and a small hall or several small meeting rooms that can be hired out for different activities.

When it is transformed into a very large hall it should have the capacity of seating 250 people quite comfortably in a banqueting setting with chairs and tables or 375 people in a buffet setting.

As a very large hall it can be used for conferences, social functions such as weddings, funerals and christenings. Award ceremonies and other theatrical events such as plays, can be hosted from the one very large hall. The smaller halls provide for different configuration of activities such as seminars, exhibitions, hobby clubs and various other small functions.

When the hall is divided into five smaller rooms there is a possibility of hiring these out on a daily or hourly basis for use by other community groups for their meetings or activities throughout the day and into the evening.

Different configurations will suit the different activities that are envisaged for the Centre. Moreover the different configurations allow the hall to be used by different organisations at the same time. In this guise it will be able to maintain its role as a centre of excellence for the community and a preferred place for events.

There are suggestions that a Centre could also provide offices for both community organisations and small businesses with some element of shared services. Although there were demands for affordable office space for businesses and community organisations the attractiveness of such a facility to act as a community hub will be dictated in large measure by its location. We did not investigate this option fully.

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It is envisaged that the building will have excellent washroom and toilet facilities and other associated amenities to serve the large number of people who are expected to make use of the facilities at the Centre. This is especially important when it is being used either for large events or when the facilities at the Centre are fully booked.

It is envisaged that two first-class kitchens will be installed in the building. It will have many purposes including:

- operating as a kitchen for the restaurant depending on who will run the restaurant
- hired out as part of the package to people who hire the main halls for functions
- used as a training facility for people who want to learn how to cook Caribbean meals or for people studying for a catering qualification
- used as a basis for an events business enterprise that can generate income for the Centre. This type of business can run on social enterprise lines and can be targeted at supplying ethnic based food to various institutions including hospitals, homes and even meals-on-wheels.

Operating a restaurant in the facility was seen by most people as a positive way of exposing African Caribbean cuisine and culture to the wider community. It was felt that in addition to providing for a captive African Caribbean audience it will also provide excellent and delicious food from which some surplus could be made for the upkeep of the Centre. A classy environment could be created that would enable a rich mix of clientele to patronise the facility.

The type of restaurant/café that would be operated needs further investigation.

The proposal to have a bar in the facility was perhaps the most contentious amongst the groups of people who were consulted as part of this study. Whilst a majority of people felt that it was desirable to attach a bar to the facility, a bar that would provide a relaxing place for people and that would also be used to provide refreshment for the different activities envisaged for the Centre, there was another view that the bar had been the most problematic in the old centre in terms of generating income and in terms of getting in the way of the real cultural activities that could have been implemented in the facility. There were those who felt that a bar should not be attached to the facility.

On balance however, having a bar in the facility is desirable as it provides a place for people to relax and can be used to supply drinks for functions and events held in the Centre. It will serve alcoholic as well as non-alcoholic beverages and will cater for the diverse taste of the whole community. It is essential that the bar should be operated on a strictly business basis and options for franchising it should be seriously considered.

A crèche could be provided to supply a service to people attending functions in the Centre. The space identified for the crèche could also double up as a breakfast and after school club. There could be a training spin-off, in that individuals could be trained in child development and play work.

8.3 Case Studies of Similar Facilities

We examined similar facilities set up primarily to serve the needs of the African Caribbean community in their area and set out two case studies below.

8.3.1 CAP (Community Action Project) Smethwick

Service Profile

The Community Action Project (CAP) works with individuals, groups, families and organisations within the African Caribbean and the wider communities in Smethwick.

This organisation started operating in 1981 from small shop front premises running a mother and toddlers and youth group. It has prospered and grown over the years and now employ 80 staff – 15 full time – and operates from a purpose built facility to which it relocated in 2005. They provide a whole range of services and activities encompassing empowerment and representation, signposting and office bureau services to entertainment and hire of facilities.

Some of the services CAP delivers include:

- Breakfast and afterschool clubs, holiday schemes and training programmes for young people
- Senior Citizen's Club
- Employment and careers guidance support
- Day nursery
- Young people's forum for all
- A second floor which is used as a Conference facility for 200 people or as a multi purpose facility for 300 people
- Hire of meeting rooms

Legal and Critical Success Factors

CAP operates as a Company Limited by Guarantee with charitable status. It is run by a Board of Directors made up of people from their membership. Any person wishing to serve on the Board must submit to a formal application process. The organisation also co-opts people to their Board in order to fill skills gaps when necessary.

The CAP Smethwick is built on a site purchased from Sandwell Council. Phase 1 of the Project comprised office space, training rooms and a nursery and was completed in 2005. Phase 2 was completed in December 2006. CAP have been inundated with demand for their space as they have found people are desperate for a high quality, accessible, reasonably priced space with off road parking.

CAP directors believe that there have been several factors which have been critical to their success, these include:

- Use of a phased approach to their development has helped in ensuring many mistakes were avoided as they were able to test out ideas before implementing them.
- Community involvement

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- Lobbying and linkages with local Councillors and other partners
- A sound coherent management structure
- Provision of services for which there is effective demand and acquiring contracts from the public sector
- Establishment and delivery of robust fundraising and marketing plans
- Key focus is on income generation and sustainability

Income and stakeholder relationships

CAP generates 40% of its income from the services it delivers and the remainder through a mix of core funding from the Council and charities. They also have contracts and project funding from other organisations such as the Learning and Skills Council.

CAP works closely with a variety of partners including their local council, college and Learning and Skills Council. Some of the ways they are currently working or in the past have worked with their partners include the following:

- Partnering the College in delivering courses such as ESOL, Computers, and link into the Nursery training with Early Years and Social Care provision
- Working with the Learning and Skills Council – on an employment and career opportunities programme
- Discussions with the Primary Care Trust on the development of a community café around a healthy living theme
- Investigating a contract with the Local Authority to work with senior citizens on health issues.

8.3.2 African Caribbean Millennium Centre, Dudley Road, Birmingham

Service Profile

Formerly known as the Afro Caribbean Resource Centre, the African Caribbean Millennium Centre popularly known as the Millennium Centre, was established in 1980 and since 1981 has operated from the same shopfront premises on Dudley Road, in Winson Green. This same site now houses a brand new 1,000 sq. metre facility, launched in 2004, from where the Centre operates.

The Millennium Centre has moved from focusing primarily on social welfare issues in the 80's to now providing a unique mix of services:

- Multimedia training
- Business incubation space
- a café
- Internet café
- New Style Radio station - the UK's only black-led radio station

Legal and Critical Success Factors

The Millennium Centre operates as a company limited by guarantee with charitable status. The organisation is run by a Board of seven people and a staff team of 12 full time equivalent which will increase to 20 in January 2007. The majority of board members are founder members who have remained with the organisation since its inception. However, a new system of recruiting Board members is now being developed to bring in new skills that will ensure the survival and growth of the organisation.

The building has been developed on a joint venture basis with the City Council and is leased to ACMC on a 125 years lease at a peppercorn rent. The Partners in the development of the Centre included:

- Birmingham City Council
- ERDF
- SRB 4
- SRB 6
- Arts Council
- Millennium Commission
- Cadbury Trust

The ACMC believes there are several factors that are critical to the success of organisations such as theirs:

- Designing the organisation to be sustainable – therefore at ACMC alongside the social welfare facilities there are also income generating elements such as an incubation unit, a research unit, the radio station and multi-media training suites.
- Vision and leadership skills of the Governing Body and their ability to motivate staff to put in maximum effort on behalf of the organisation.

- Building relationships and contacts with other individuals and organisations has also played a crucial role in the success of the organisation.
- These links are particularly important in obtaining funding and the recognition that successful funding applications are not just about good applications but about the partnership networks in which the organisation is involved.
- Transparent governance structures must be in place to ensure that the Board is refreshed from time to time.

Income and stakeholder relationships

A substantial proportion of the Millennium Centre's income is generated by the organisation through projects it has established including a radio station, a café, a research consultancy and the hire of space.

ACMC also receive a grant from Social Services to maintain the social and welfare aspects of its service and project funding through the Equal Project and the Learning and Skills Council.

ACMC believes in establishing strong relationships with a range of stakeholders and they work with partners from the statutory, private and voluntary sector on a variety of projects. Some of these projects include:

- the formation of a Creative Industries Strategic Consortium (CISC) with The Drum, Black Voices, Kajans, New Century Arts. CISC's role objectives are to collaborate, lobby and acquire funds to assist in the development of creative organisations and make them more independent.
- Partnering with Birmingham Museum and others in a bid to develop the Jewellery Quarter in Birmingham.

8.4 Conference Facility

The suitability of any community centre as a conference venue depends invariably on the quality of the facilities and the finish within the premises. It also depends on how actively the Centre could be promoted to a variety of client groups. Where conferences are concerned we were not able to ascertain the level of demand in the face of other conference centres. However, it is possible that statutory sector conferences targeted at the wider community can be organised within the facility. It is imperative that when conferences are being held there are no other activities taking place in the hall. One system that could work is to identify a day each week where the facility is available for conferences and aggressively advertise this.

It is envisaged that the African Caribbean Resource Centre will not be able to provide five star conference facilities but would be suitable for smaller conferences aimed at communities in the sub-regional and local areas.

The approach we took in undertaking this assignment, which was endorsed by the Steering Group, was that the project was not going to be building focused. In the event because the building was locked up and not available for inspection we were not able to assess its facilities and limitations. At the end of the project we were able to view the exterior of the building and its location and concluded that it is in an excellent location as it is based in the City Centre which is easily accessible by all the community.

A large number of African Caribbean people who we spoke to during the focus groups were convinced that the present location of the property was the most ideal because the community is dispersed throughout Wolverhampton and because this location is in the centre of town it is served very well by public transport. Furthermore, because it is not in a residential area it means that there is no possibility of nuisance to neighbours. We are not able to provide a view as to the cost of refurbishment of the existing building.

For most people a central Wolverhampton location would still be the most desirable but it was recognised that there is probably no space around the existing city centre to build a new resource centre. There were however some people who felt that going back and refurbishing the old centre was probably a return to the old ways with the bad vibes.

What we worked on was to examine the type of facility that will meet the needs as dictated by the community and other stakeholders that were interviewed during the course of this project. Apart from the community itself very few of the stakeholders advocated for a return to the old facility. Some of the stakeholders felt that the fabric of the building had deteriorated and that the cost of refurbishment maybe exorbitant. We were not able to ascertain or validate this.

An overwhelming majority of the community felt that even if they were to get a new build which would be preferable it was still essential to at least have a start from the old building. The suggestion that was made was that any new build envisaged should have the total endorsement of the community as to its location and the community should also be involved in assisting to design the space within the building that would be appropriate to use unless it was built as a multipurpose, multi function facility.

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There was no preference for any of the four main geographical areas in Wolverhampton because most people felt that the City centre would be the most appropriate. There was also no way of checking up on the assertion that the land and the facility were designated as a cultural quarter. However comments from those in the statutory sector about the unsuitability of the existing building suggest that the property may be sold off for development and transformation. It is suggested that if this were to happen then the resources from the sale should be ring fenced towards the cost of a new building for the African Caribbean community. There was also a suggestion that a new centre be constructed for the community as a planning gain.

9 Structure and Management

9.1 Type of company

It is suggested that the African Caribbean Resource Centre incorporates as a company limited by guarantee with charitable status. It satisfies the two main reasons for setting up in this fashion:

- expected to control substantial assets or to employ a large number of staff; or
- expected to engage in charitable purposes inevitably involving risks of a commercial nature (for example, continuing business transactions, formal agreements on charitable activities or fund-raising) which may lead to large potential financial liabilities.

The legal status of the company and the management structure will impact on the ability of the organisation to source the much needed funds for providing quality services. It is therefore important that the organisation is incorporated, and constituted in such a way as to make it easier to receive funds as well as carry on some trading activities.

An un-incorporated body that engages in trading puts the members of the management committee at some risk; their liability is unlimited and there are problems if they take on debts. There are more complications if they are not registered as a charity because they will in some cases not be able to receive funds from several trusts and take advantage of mandatory council tax discounts.

It is possible that if a larger facility is obtained, it could become the home for other African Caribbean community organisations some of which have already expressed an interest to be housed in the building, space permitting. The advantage of this is that they will be paying their rent to the Resource Centre which would otherwise be paid to another landlord.

The constitution of the organisation will make provision for a focus on the objectives of the organisation to reflect the vision and mission of the organisation originally discussed. The objectives of the organisation therefore will be the:

- provision of education, training, leisure, arts and other cultural activities that will meet the needs of the African Caribbean community
- provision of a central resource for the community with regards to IT and information, advice and black history learning and development, serve as a reference point for other statutory/community organisations in regards to the liaison and consultation for service provisions (present and future) delivered to the African Caribbean community
- provision for the social, welfare, health, community safety, housing needs of the African Caribbean community.

The organisation will hold its AGM annually when the trustees will present to the whole membership, user forum and other stakeholders a report of its activities over the past year.

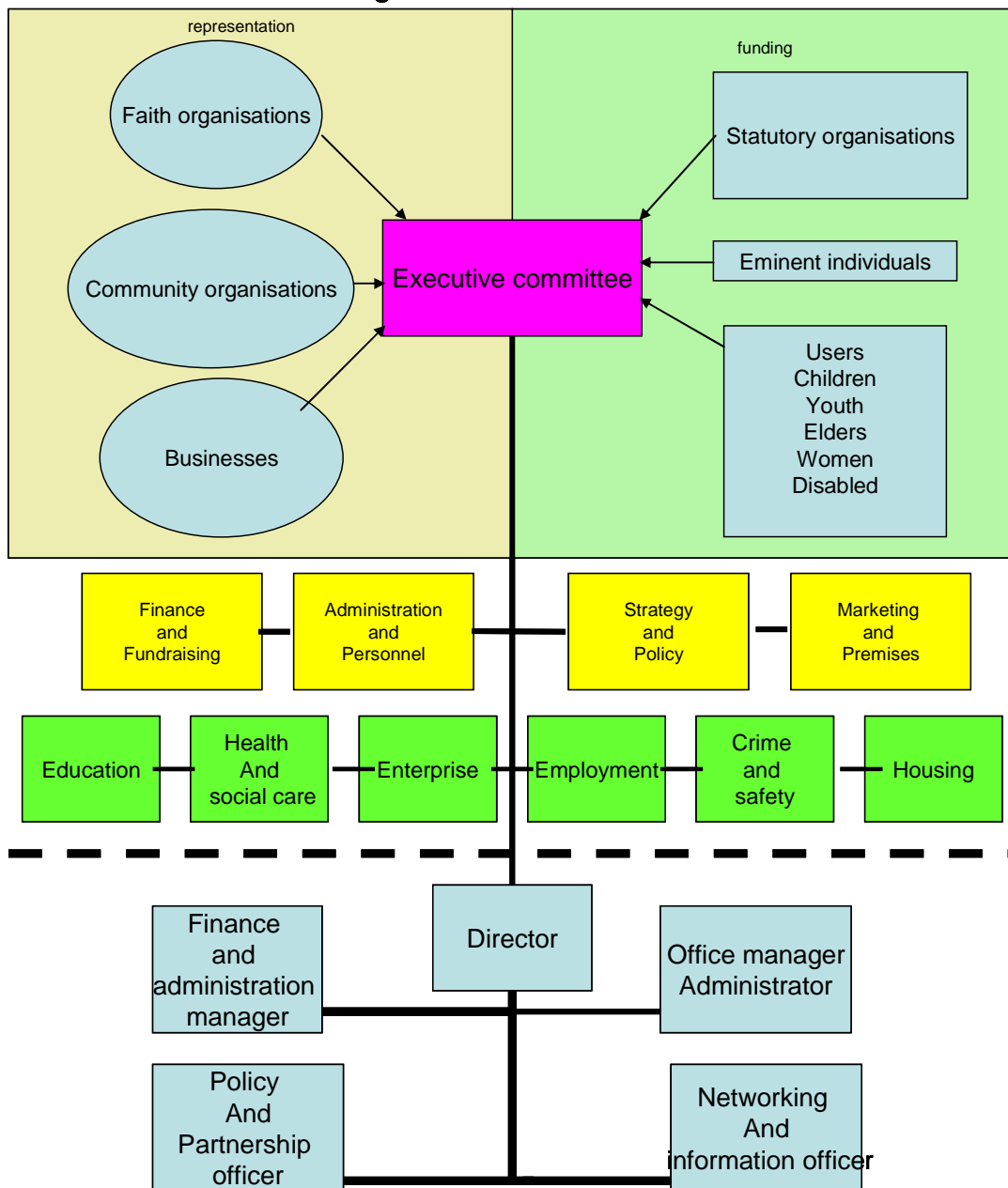
Elections will be held every two years for officers of the organisation who can serve only two consecutive terms in any one of the honorary officers' position.

The members of the Executive Committee and the Honorary Officers will be elected by all the members voting at the AGM. Only paid up members who fulfil the eligibility criteria will be able to stand for these time-limited positions.

All those who want to serve as officers should go through the process of applying by providing a CV with details about themselves and their experience, before the election.

It is important that those who put themselves forward to serve as officers are committed but also have skills of modern day management. They will be people who are proven and have integrity. They should also be people who have some reach within the community, are respected and who are also able to advocate for the community's needs. A combination of skills will be required.

Organisational structure



9.2 Governing Body

The Governing Body will be made up of ten individuals comprising the following positions:

- Chair
- 2 Vice Chairs
- Treasurer
- Secretary
- 3 Sub-committees Chairs
- 2 committee members

The Board will have the authority to co-opt people onto the sub-committees that will be formed. It is expected that members of the sub committees will be drawn from the membership of the organisation and the wider community.

9.3 Membership

Membership of the organisation will be representatives from identifiable constituent groups as outlined below:

- African Caribbean community organisations
- African and Caribbean led businesses
- African and Caribbean led churches
- Statutory sector
- Mainstream businesses
- Eminent individuals

It is proposed that the organisation is an inclusive body with membership that cuts across the African and Caribbean communities in Wolverhampton. There are several ways in which this representation could be achieved. It is possible that this organisation would have individual members who are people committed to the cause for which the organisation is set up. However, the issue of representation and "reach" could be very contentious because a group of individuals running this organisation could be seen as a clique who would be running the organisation for themselves rather than for the African and Caribbean people. It is therefore suggested that for the organisation to be seen as a representative group it should set itself up as an umbrella group that would encompass all existing African and Caribbean organisations operating in Wolverhampton.

Under the guise of an umbrella body it could have distinct membership from the following groups:

- African Caribbean community organisations
- African and Caribbean led businesses
- African and Caribbean led churches

These three groups will form the main membership of the organisation. In addition to these groups there will be other groups of members, for instance corporate members, statutory sector, mainstream businesses and other "eminent" individuals within the community.

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Another class of membership that would be encouraged is membership of a forum of users who will be able to meet from time to time to provide feedback from their perspective as users to the organisation.

The first task of the organisation should relate to the compilation of a database of individuals and organisations that would form the membership of the new African Caribbean Resource Centre. It is expected that as many more people become members of the organisations this will provide the basis of renewal for the organisation and erase the perception that a few people have constituted themselves into a group to take over and run things on behalf of the community.

The wider membership will be encouraged to volunteer in aspects of the organisation's work in which they have expertise and this involvement is expected to ensure that the organisation will stay close to its users and beneficiaries who are members. It is expected that a larger membership will provide a wider selection of people from whom representatives can be chosen

It is expected that measures to ensure the involvement of the whole range of service users - including children, young people, older people and women - will be implemented. The importance of having these four groups as identifiable members of the organisation is for the purposes of having wider representation within the African Caribbean community but also to have the involvement of stakeholders without which the organisation may not be able to function and sustain itself.

African Caribbean community organisations have always played a role and will continue to play a role in the development of the Black community. Indeed the burden of supplementing the efforts of the statutory sector has always fallen on them. Whilst in the past they provided an avenue for the settlement and welfare of newer Black immigrants they have moved on to situations where they now provide much needed services with various themes such as in education, health, employment, enterprise and regeneration and therefore they have a definite role to play in any new organisation.

African Caribbean businesses also have a role to play as they also provide a lot of services to the community even if these are provided from a commercial perspective. Indeed the small number of African Caribbean businesses who rely on the captive ethnic market would want to be part of this organisation and may indeed want to be able to deploy some resources if it was essential investment in the community.

Faith groups continue to play a role in the lives of the African Caribbean community. Again they provide services around their faiths. The important thing is that they are in contact with members of the community on a weekly basis.

These three groups will form the main plank of the governance structure of the organisation in terms of the executive management. These three constituent groups will be encouraged to send representative members to stand as trustees of the African Caribbean Resource Centre.

The other three groups, users, statutory sector and "eminent individuals" will also be part of the governance structure of the organisation.

In order for users and other members of the community to have an input into the organisation and to be able to be adopted onto its management

committee, a members forum should be set up that elects representatives onto the management committee of the ACRC. The membership forum represents users of the Centre. Since the views of users should also be represented in the decision making process it is important that users groups are part of the management.

What is envisaged is that there will be a user forum which will encompass the different groups that use the Centre. It is recommended that this forum will meet at least four times a year to discuss issues of concern to them and to then make representations to the main organisation on the operation and direction of the centre. It is proposed that this forum will elect representatives to serve on the executive committee, and that these representatives will include young people and women.

Another stakeholder group that should be involved in the management of the centre is the statutory sector that encompasses the local authority, governmental agencies and other public sector projects that operate within and outside the Wolverhampton and the region. Whilst representatives of these groups can be co-opted to serve on the governing body of the resource centre the wider role that they play is to be able to identify opportunities for funding from the statutory sector and provide to the organisation a clear road map of the priorities of the statutory sector.

The other group that should be invited to serve on the management committee is the eminent individuals who could be African Caribbean individuals who are not connected with any of the three sectors and also mainstream individuals and businesses who want to be part of championing the cause of African Caribbean development. These people would be interested in helping to sustain such an organisation by bringing to bear their experiences and any resources that they could help the organisation to tap into.

It is suggested that membership fees for those from the statutory sector should be pegged at a much higher level than for community groups and individuals.

9.4 Sub committees

It is important that sub-committees be used in discharging the work of the organisation and be set up in such a way that both the functional management activities and the project activities are covered. It is recommended that the following sub-committees should be set up:

- Administration and Human Resources
- Finance and Fundraising
- Strategy and Policy Development
- Marketing and Premises

The duties of each Committee are described below:

9.4.1 Administration and Human Resources:

- monitor the levels of staffing and volunteers and take appropriate action to ensure that a high quality level of service delivery is maintained.
- employ and set targets for staff, part-time and sessional workers and volunteers.
- evaluate performance of staff and recommend appropriate reward packages.
- ensure that all correspondence is dealt with and to oversee the administration of the organisation.
- be the key committee that will be the line manager for the Director of the organisation.
- The Vice Chair of the organisation and Director will serve on this committee.

9.4.2 Finance and Fundraising:

- ensure that the finances of the organisation are healthy at all times
- approve the budget for the organisation and in the allocation for different activities
- identify and make contact with statutory agencies, charitable trust funds, private companies, and other bodies providing cash, staff expertise, and other help in line with the aims and objects of the African Caribbean Resource Centre.
- develop projects and proposals capable of being funded by identified agencies, and ensure they are in keeping with the strategic objectives of the organisation.
- ensure that funding applications are made on time.
- be the line manager for the Finance and Administration Manager
- the Treasurer and the Finance and Administration Manager will serve on this sub-committee

9.4.3 Strategy and Policy Development:

- devise the future strategic direction of the organisation.
- establish concrete and discrete strategic objectives which translate into clear achievable targets, and to ensure that these are clearly communicated throughout the organisation.
- determine policy for support.
- be directly in charge of the operations of the centre and the different activities
- propose appropriate policies arising from agreed strategy, and to ensure that these policies are then fully implemented throughout the organisation.
- be responsible for the activities at the centre
- the Chair and the Director of the organisation will serve on this committee

9.4.4 Marketing and Premises:

- determine the letting and hiring policy and procedure..
- manage building maintenance, redecoration, equipment
- devise an annual marketing plan, for the whole centre, based on the articulated strategy, policies and targets.
- co-ordinate, review and approve the marketing plans for each of the three projects.
- ensure the effective implementation of all agreed marketing plans.
- review results with respect to planned targets.
- put together the annual report and all publicity about the organisation.
- the Finance and Administration Manager, Office Manager/Administrator and the Vice Chair for membership will serve on this committee.

We envisage that in addition to sub-committees that have been set up primarily on a functional basis to look at the effective functioning of the organisation, it is important to supplement this with task groups that will look at the issues facing the community. The task groups will work in an advisory capacity and will have the freedom to co-opt both members and non-members of the Resource Centre who have expertise in particular areas. The task groups will be charged with holding at least one seminar or conference, each year, in their particular field of expertise.

The following task groups are recommended:

- Education
- Employment
- Enterprise
- Health
- Housing
- Crime and safety

10 Marketing

The marketing strategy of the Centre will be grounded in social marketing principles of how socially desirable organisations stay close to their stakeholders and interest groups. The focus will be on how to sell the benefits of the organisation to interest groups and how a collaborative working arrangement will be established and maintained.

A process of stakeholder identification to ensure that there is constant dialogue with them will be implemented. The organisation recognises that different stakeholders will benefit from the different services on offer and there is therefore a need to be clear about what is on offer and how they can be convinced to spend time with the organisation.

10.1 Stakeholders

A stakeholder analysis is set out in the table below.

Services	Primary beneficiaries	Benefits
Networking and information	Members and community organisations	Improved information and awareness of opportunities
Coordination of member organisations	Community organisations	Effective management and exploitation of funding sources
Consultations and representation	Local Authority and statutory sector	Compliance with duty to consult and delivery of efficient and effective services
Management of the Centre	Users, voluntary organisations and statutory sector	Provision of facility for use by all

It will be important for the Resource Centre to collaborate on joint projects with other organisations that are providing services to the African Caribbean community. A mixture of media sources and messages will be appropriate in implementing the marketing of the organisation.

These include:

The development of a brochure setting out the activities and services offered and key benefits to be derived by each stakeholder group in working with the Centre. This brochure and leaflets will be widely circulated to all in the community.

The newsletter will be expanded to cover topical issues; it will also provide information on the Centre and back copies will provide useful background information about the organisation and its activities to new contacts.

Leaflets and posters, and literature to publicise events of the organisation will be adapted to provide a clear message of the organisation.

The Centre will ask to be acknowledged in publicity for events organised by other organisations for which it has given its support.

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At all functions that Resource Centre members and management committee will attend they will be provided with brochures and leaflets about the organisation to distribute.

The Centre will ensure that their representatives attend seminars and exhibitions and events of interest and where affordable ask for a stand to publicise the Centre's material and the work it is doing.

The annual report will be turned into a document that encapsulates the activities of the organisation and this will be circulated widely to members as well as to statutory sector funders and partners.

Opportunities to participate in discussions or interviews with the local media will be exploited. Representatives from the organisation will be properly briefed to present the organisation's view in the most positive light in interviews and discussions.

A website will be developed and maintained and will be made relevant by being updated on a regular basis to ensure that the information provided is timely and useful. There will be links to the websites of member organisations and other useful statutory and voluntary sector sites. A forum for discussions will be maintained using the site.

Regular networking events that will be organised will also be used to promote the organisation.

Other events to promote the organisation's work such as the launch of reports or briefing papers will be organised.

It is important for the organisation to recognise that social marketing is about relations and contacts. The services provided may take a longer timeframe to yield results but representation is also about consistency and frequency. Representing the community means knowing what they want therefore regular contact is necessary to pull the community together. A cohesive community of interest is a powerful mechanism for sustaining the African Caribbean community.

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10.2 Marketing schedule

Target groups	Year one	Year two	Year three - five
Target Users and Community Organisations	<ul style="list-style-type: none"> ◇ Develop brochures to inform groups about the resource centre ◇ Develop posters and leaflets ◇ Promote in the media ◇ Circulate newsletter to a wider public ◇ Organise events to which groups and individuals are invited 	<ul style="list-style-type: none"> ◇ Continue contact through non conventional channels ◇ Contact local paper to start African Caribbean page/column ◇ Use celebrities to inaugurate programmes and take advantage of photo-call opportunities ◇ 	<ul style="list-style-type: none"> ◇ Develop report on progress of the programme ◇ Circulate summary to all organisation members for forwarding to individual members of various community associations ◇ Get news items published in local press. ◇ Redesign brochure for the next years
Councillors and politicians	<ul style="list-style-type: none"> ◇ Develop pack on the activities of the organisation ◇ Identify key politicians in the Wolverhampton and region and provide them with information about organisation ◇ Hold regular meetings with them and get members to attend their surgeries ◇ Provide them with photo opportunities 	<ul style="list-style-type: none"> ◇ provide them with annual report and newsletters ◇ Invite them to attend events and meetings of the centre and its member organisations ◇ invite them to participate in events organised with the statutory sector 	<ul style="list-style-type: none"> ◇ Develop full information pack of activities ◇ Provide report on programme and evaluation report. ◇ send them briefings on the different policy positions
Voluntary Organisations	<ul style="list-style-type: none"> ◇ Write letters to organisations about activities 	<ul style="list-style-type: none"> ◇ Continue to send groups information ◇ Invite interested organisations to meetings 	<ul style="list-style-type: none"> ◇ Provide synopsis of reports
Funders and statutory sector	<ul style="list-style-type: none"> ◇ Provide various funders of projects with information about activities of centre ◇ Send out information pack to funders on application for funding ◇ Send out annual report to all stakeholders 	<ul style="list-style-type: none"> ◇ Provide quarterly report of progress and achievements ◇ Invite them to launch of activities 	<ul style="list-style-type: none"> ◇ Produce evaluation report to funders

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11 Financial Costs

A mixture of capital funding and operational costs required is presented here.

11.1 Rental costs

It is envisaged that a 900 sq metre facility will be appropriate for the African Caribbean Resource Centre to meet the needs of the community. An illustrative schedule of accommodation within the facility is presented below.

A notional cost of renting such a facility based on average commercial property prices within Wolverhampton is estimated at £6 per square foot equating to £61 per square metre using a conversion rate of 10.76 square feet to 1 square metre. The value of such a property if one were to consider only the space that can be occupied will yield a rental price of £47,393 per annum.

Facility rental price £6/sq. ft (£61/sq. metre)	metre sq.	£
Single Hall	60	
Small Hall (2 halls)	120	
Big Hall (3 halls)	180	
Very large hall (5 halls)	300	18,228
Restaurant	40	2,430
Bar	15	911
Kitchen	20	1,215
<u>Training kitchen</u>	25	1,519
Toilets female	25	
Toilet male	25	
Multipurpose Crèche	40	2,430
reception area	10	608
Resource Centre offices	30	1,823
Storage area	20	
<u>Incubator units</u>	300	18,228
Circulation areas	50	
Total	900	47,393

11.2 Capital Expenditure

There are various options with respect to the property. There is a proposal to investigate the refurbishment of the old centre or to acquire existing premises within the City centre for use by the community.

Our costs is based on a new build 900 sq metre, multi purpose, multi functional facility on a single floor.

It is estimated that at current building costs of £1,500 per square metre the cost of erecting such a building will be £1.5 million.

The Steering Group managing the setting up of the new organisation and facility to meet the needs of the African Caribbean community in the City do not have any capital equipment or premises at present but as the organisation intends to provide and co-ordinate services to the community as well as employ staff there is a requirement for capital expenditure before it can be properly established.

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11.3 Fixtures, Fittings and Equipment

It is estimated that the following fixtures, fittings and equipment will be required in order for the Centre to deliver the services envisaged:

Item/Accommodation	No.	Unit cost	Total cost	
Reception				
Visitors Chairs	10	80	800	
Flat screen showing events	1	500	500	
Magazine/leaflet stand	1	150	150	
Notice board	1	30	30	
Coffee table	1	150	150	1,630
Main Offices				
Desks	6	150	900	
Chairs	10	80	800	
Meeting table	1	400	400	
Filing cabinets	4	110	440	
Telephone System	1	6,000	6,000	
Laminating machines	1	150	150	
Printer, scanner, copier	1	6,000	6,000	
Fax machine	1	500	500	
Networked Computer System for office	1	4,000	4,000	19,190
Halls				
Tables	12	100	1,200	
Chairs	50	50	2,500	
TV/video	2	500	500	
Flipcharts	5	120	600	
Powerpoint projector in each room	5	1,000	5,000	
Smart Boards	5	500	2,500	
Demountable stage	1	2,000	2,000	
Lighting and PA system	1	2,000	2,000	16,300
Crèche				
Toys	1	1,000	1,000	
Tables	10	50	500	
Chairs	20	20	400	
Fixtures	1	1,000	1,000	2,900
Incubation Units (10 offices)				
Desks	10	150	1,500	
Chairs	20	80	1,600	
Meeting table	10	100	1,000	
Filing cabinets	10	110	1,000	5,100

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Item/Accommodation	No.	Unit cost	Total cost	
Training Kitchen				
Twin Floor Standing Fryer		2,000		
10 Burner Cooker		2,000		
Double Door Refrigerator		1,500		
Commercial Freezer		600		
Griddle Plate/Charcoal Grill		900		
Heated Cabinet for Plates & Food		800		
Stainless Steel Heated Shelves		600		
Double Bowl Sink Unit		780		
Hand Basin		60		
Ventilation System		2,200		
Ice Maker		700		
Microwave Ovens		400		
Food Processor		350		
Toaster		100		
Sundries		500		13,490
to include:				
frying pans, weighing scales, bowls,				
whisks, oval drainers, baking sheets,				
baking trays, graters, pancake pans,				
cooling wires, conical strainers, colanders, ladles, vegetable peelers,				
egg slicers, fish slicers, metal spoons,				
fish scissors, knives, chopping boards,				
sieves, rolling pins, salt boxes, etc.				
Stationery Accessories				
Restaurant, Bar and Kitchen				
Fixtures	1	1,000	1,000	
stools	6	40	240	
tables	10	100	1,000	
chairs	40	50	2,000	4,240
Cash Register	1	500	500	
Ice maker	1	260	260	
Ice crushers	1	50	50	
Shakers	3	20	60	
Coolers and fridges	5	300	1,500	
Crockery	100	10	1,000	
Glasses	100	5	500	
Cloths and Napkins	100	1	100	3,970

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Item/Accommodation	No.	Unit cost	Total cost
<u>Kitchen</u>			
Twin Floor Standing Fryer		2,000	
10 Burner Cooker		2,000	
Double Door Refrigerator		1,500	
Commercial Freezer		600	
Griddle Plate/Charcoal Grill		900	
Heated Cabinet for Plates & Food		800	
Stainless Steel Heated Shelves		600	
Double Bowl Sink Unit		780	
Hand Basin		60	
Ventilation System		2,200	
Ice Maker		700	
Microwave Ovens		400	
Food Processor		350	
Toaster		100	
<u>Sundries</u>		500	13,490
to include:			
frying pans, weighing scales, bowls,			
whisks, oval drainers, baking sheets,			
baking trays, graters, pancake pans,			
cooling wires, conical strainers, colanders, ladles, vegetable peelers,			
egg slicers, fish slicers, metal spoons,			
fish scissors, knives, chopping boards,			
sieves, rolling pins, salt boxes, etc.			
Stationery Accessories			
Total Equipment, Furniture and Fittings			75,210
Halls			16,300
Restaurant and Kitchen			21,700
Training Kitchen			13,490
Crèche			2,900
Reception and Offices			20,820
Incubation Units			5,100

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Initial project costs				
Pre-operational expenses				
Legal Fees			1,000	
Marketing & Promotion			2,000	
Licences and Approvals			4,000	
Recruitment Fees			3,000	
Launch			2,000	
Implementation Consultancy			8,000	
Total				20,000

11.4 Staff

It is proposed that the organisation will employ five full time staff in phases in order to carry out its work programme.

Year	One	Two	Three	Four	Five
Staff		5%	5%	5%	5%
Director	40,000	42,000	44,100	46,305	48,620
Finance and Administration Manager	30,000	31,500	33,075	34,729	36,465
Office Manager and Administrator	18,000	18,900	19,845	20,837	21,879
Policy & Partnership officer		25,000	26,250	27,563	28,941
Networking officer			25,000	26,250	27,563
	88,000	117,400	148,270	155,684	163,468
Employment costs					
Advertising and selection	7,040	4,696	5,931	0	0
National Insurance and benefits	13,200	17,610	22,241	23,353	24,520
Total Staff Costs	108,240	139,706	176,441	179,036	187,988

In the first year, a Director, Finance and Administration Manager and Office Manager/Administrator will be employed at a cost of £102,240 representing salaries, and employer's costs of 15%. In the second year a Policy and Partnership Officer will be employed adding a further £31,466 to staff costs.

In the third year it is expected that the organisation will be fully staffed with the employment of a Networking Officer bringing the organisation's total salary bill to £176,441 per year.

Over the first three years the organisation will spend £17,667 recruitment and selection costs.

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11.5 Overheads

The cost of running the centre is estimated at £42,500 in the first year rising to £51,659 in the fifth year, including an allowance of 5% per year for inflation.

Year	One	Two	Three	Four	Five
Overheads		5%	5%	5%	5%
Electricity & Heating	3,000	3,150	3,308	3,473	3,647
Telephone & Fax	2,000	2,100	2,205	2,315	2,431
Printing, Postage & Stationery	9,000	9,450	9,923	10,419	10,940
Publicity & Advertising	3,000	3,150	3,308	3,473	3,647
Catering and Hospitality	1,000	1,050	1,103	1,158	1,216
Travel & Transport	1,000	1,050	1,103	1,158	1,216
Audit and Accountancy	1,500	1,575	1,654	1,736	1,823
Legal & Professional	2,000	2,100	2,205	2,315	2,431
Staff training	3,000	3,150	3,308	3,473	3,647
Insurance	2,000	2,100	2,205	2,315	2,431
Repairs & Renewals	8,000	8,400	8,820	9,261	9,724
Cleaning	4,000	4,200	4,410	4,631	4,862
General Office Expenses	3,000	3,150	3,308	3,473	3,647
Total Overheads	42,500	44,625	46,856	49,199	51,659

Rental costs are set at £47,393 per annum representing the notional rental income that could be obtained for the building. This is based on 900 sq. metres at £61 per square metre.

11.6 Work Programme

Year	One	Two	Three	Four	Five
Launch of Resource Centre	1,500				
Database	1,000	500	500	500	500
Newsletter	3,000	4,000	5,000	5,000	5,000
Website	3,000	1,000	1,000	1,000	1,000
Management committee expenses	5,000	5,000	5,000	5,000	5,000
Representation expenses	5,000	5,000	5,000	5,000	5,000
Consultation seminars	3,000	3,000	3,000	3,000	3,000
Commissioning of policy papers	2,000	3,000	1,000	1,000	1,000
Organisation of policy seminars	3,000	3,000	4,000	3,000	3,000
Organisation of Cultural exhibition			2,000	2,000	2,000
	26,500	24,500	26,500	25,500	25,500

The cost of the work programme is around £25,000 on average per year. The work programme costs cover the organisation of consultation events and conferences, and the commissioning of policy papers. A total of £10,000 in each year has been allocated to enhancing the skills of the management committee in managing the organisation and community members in carrying out their representation roles more effectively.

12 Funding

The Wolverhampton African Caribbean Resource Centre Steering Group has benefited from some of the £60,000 a year funding that had been earmarked for the old Cultural Centre. Although the £60,000 a year is inadequate it provides a good base on which a fundraising programme can be built.

The City Council and other statutory bodies stand to gain substantial advantages from the existence of the African Caribbean Resource Centre and are now being asked to provide initial developmental funding.

The initial funding will trigger more funding from Trusts and Charities that are willing to provide core funding to supplement statutory funding. Many do not wish to fund activities that the statutory sector has a responsibility to provide. This means that without core funding it will be difficult for the Resource Centre to attract extra funding and this will have an adverse effect on their exploiting project-funding opportunities.

12.1 Future Funding Requirements

The minimum funding requirements of the Resource Centre over the next five years is summarised in the table below and shows that in order to achieve their objectives and realise the aspirations of the African Caribbean community in Wolverhampton, the organisation will need £186,170 in the first year rising to £256,284 in year 5. These expenses include estimates for one-off expenditure such as equipment, and fixtures and fittings and pre-operational costs. Staff salaries and employment costs, overheads and the cost of implementing projects to fulfil the work programme are also included.

Requirements	Year 1	Year 2	Year 3	Year 4	Year 5
Capital – Equipment, Fixtures and Fittings	75,210	0	0	0	0
Staffing	108,240	139,706	176,441	179,036	187,988
Overheads	42,500	44,625	46,856	49,199	51,659
Work programme	26,500	24,500	26,500	25,500	25,500
Pre-operational expenses	20,000	0	0	0	0
Total	186,170	204,309	241,479	245,295	256,284
Number of staff	3	4	5	5	5

12.2 Funding Strategy

Funding remains a problem for most African Caribbean community groups as local authorities cut back on their grant aid to the sector and converts grant funding into project funding.

There is an over-reliance on Councils as a main source of funding of community activity although this is not sustainable because targeted money has been lost and most Authorities are unwilling to utilise mainstream budget money for specialist funding of African Caribbean organisations.

These issues inform the funding strategy that we are adopting. The need to diversify the funding base, and to approach sources to which this money has been lost, is recognised. But there are also several new opportunities for funding that will be exploited. A significant amount of money is no longer provided for general activities but focused on specific work in specific sectors and therefore funding for communities of interest organisations has been decentralised. Organisations are funded for what they deliver on contracts or activities they provide rather than on the number of people they employ.

Different sources of funding exists within various sector bodies and tapping into funding is based on an organisation's ability to show that they have the institutional capability to deliver the services as well as being in a position to meet the quality needs of the client groups. Increasingly organisations are relying on monies that they have generated themselves through contracts and the judicious use of facilities.

The strategy adopted reviews the current funding, exploits the support of the management committee and partners, makes use of the desired activities of the organisation, and is dependent on the implementation of the marketing strategy.

Current funding that has been set aside for the organisation is inadequate and cannot support all its aspirations and activities. More resources are required to undertake the work programme and to concentrate on other funding sources. The Local Authority will be co-opted into assisting in attracting more funding form external sources.

Management forms another basis for exploiting external funding opportunities and will be made to partner and support the organisation in the funding sources that it will approach.

The programmes and services that the organisation will provide should all be capable of attracting funding. The Resource Centre will demonstrate that its services are desired and are consistent with the objectives of the organisation.

By marketing the organisation in an appropriate light to stakeholders, the Centre will make itself more attractive to funders. It will also demonstrate that it is capable of monitoring the provision of its services and accounting for the use of the funding it receives.

12.3 Potential Sources of funding

There are several sources of funding that the organisation will approach. These include:

- The Local Authority and its different departments
- Other statutory sector organisations such as the:
 - Primary Care Trust
 - Job Centre
 - Connexions
 - The Probation Service
 - The Police
 - The Arts Council
 - The Learning And Skills Council
 - Advantage West Midlands
 - Wolverhampton College
 - ABCD New Deal for Communities
 - The Government Office for West Midlands
 - Department for Education and Skills
 - Department of Communities and Local Government
 - Office of the Third Sector
 - Future Builders
 - The Big Lottery
 - Council for Ethnic Minority Voluntary Organisation (CEMVO)
 - Local Strategic Partnership
 - Various trust and charities

A funding plan is set out in table 12.4 below.

12.4 Funding plan

Position	Responsibilities	Funding Source	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £
Director	Marketing, fundraising, management of organisation, contact with stakeholders. Representation and policy development.	Local Authority Lloyds TSB Trust	55,000	55,000	55,000	55,000	55,000
			25,000	25,000	25,000	25,000	25,000
Finance & Administration Manager	Provide management accounts, preparing the financial accounts, maintaining all statistics as they relate to usage of the different aspects of the centre. Helping member groups with finance issues.	Big Lottery Colleges Local Authority Cadbury Trust	40,000	40,000	40,000	40,000	40,000
				20,000	20,000	20,000	20,000
				20,000	20,000	20,000	20,000
				10,000	10,000	10,000	10,000
Administrator/Secretary	Carrying out administration and secretarial duties	Local Authority	20,000	20,000	20,000	20,000	20,000
Policy and Partnership Officer	Developing briefing papers and responding to policy documents, assisting in representation and organising seminars and conferences Developing collaborative projects and policy initiatives Marketing, consultations and database development	Colleges, Universities Big Lottery CEMVO ABC NDC NR LSC, PCT, Rowntree Trust DCLG		15,000	20,000	20,000	20,000
				30,000	30,000	30,000	30,000
				25,000	25,000	25,000	25,000
				25,000	25,000	25,000	25,000
Networking Officer	Carrying out a representation role. Liaison with community groups, supporting task groups and researching member's needs and providing support to meet these. Organising events to increase capacity of members	Esmee Fairbairn and other Trusts Colleges DCLG LSC, PCT,			30,000	30,000	30,000

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Project Costs	Launch of Resource Centre Database and Website Commissioning of Policy papers Cultural exhibition Consultation seminars Representation and management committee expenses	LSC PCT Colleges CEMVO Equal ABC NDC Rowntree Trust Trusts and Charities Capacity Builders Local companies	5,000 from each	5,000 from each	5,000 from each	5,000 from each	5,000 from each
Capital Costs		Local Authority Advantage West Midlands Big Lottery Future Funders ERDF Trusts and Charities Local businesses					

12.5 Models of Income Generation

In addition to these sources of grant funding and contracts it is important that the organisation generates its own funding for the purposes of survival. There are various options open to the organisation. Whilst in the past most community organisations have adopted a passive attitude to the delivery of services, increasingly they are now being encouraged to become social entrepreneurs in their own right as the only means of sustaining their organisation.

What this means is that people now think of community organisations more in terms of social enterprise than organisations that rely entirely on grant funding. To date however there has been no mechanisms to allow direct investment by community members in community organisations. The only avenue is through a social enterprise construct. However there have been models tried in several areas to encourage members of communities of interest to attract funding for social purposes.

At the most entrepreneurial level there have been groups of people who have come together to purchase existing pubs and other social facilities that they have turned over for community use. This use however, to a large extent remains for entertainment and leisure purposes. These facilities have therefore benefited from contracts to provide services for the local community but in essence they are private concerns where the main purpose is to make a surplus or make a profit.

Another model that has been used is an extension of the “partner” system where groups of friends or entrepreneurs have joined together to purchase a building that has been used for community purposes with the capability to generate income to sustain the facility. Under this scenario, which has been operated by a group in Birmingham and London, property has been purchased and used as offices and there is also a facility operating as a banqueting hall.

Yet another model a community organisation operating from the standpoint of a social enterprise construct has leased premises on a long term lease which has been transformed into a hub for community activities, renting out offices to other community organisations, providing space for meetings, seminars and a small function room for social events. Under this model they have been able to obtain funding from the statutory sector as well as from charitable foundations.

What all these models have in common is the use of a facility for community purposes through renting out for offices or hiring out for events.

The Resource Centre has an opportunity to generate revenue from this facility. A table setting out the type of activities that could be run in the Centre is set out below in section 12.6.

12.6 Sample of Activities

The schedule of activities is meant to be a guide to how the centre should run and to assist in assessing potential revenue.

Activity	Facility	Type	Involvement	Beneficiary	Priority	Time	Day	Frequency
Book Launches	Hall	Educational	Co-produce	Adult	Main	Evening	Weekday	1* quarter
Book Readings	Hall	Educational	Co-produce	Adult	Main	Evening	Weekday	1* quarter
Comedy Store and Other Productions	Large Hall	Entertainment	Co-produce	All	Main	Evening	Friday	6* year
Showcase Matinees	Large Hall	Entertainment	Co-produce	All	Main	Afternoon	Sunday	1* Month
Film Festival	Very Large Hall	Social	Co-produce	All	Main	Afternoon	Sunday	1* Week * annual
Books, Cards and Gifts Fair	Small Hall	Social	Co-produce	All	Main	Day	Sunday	1* 6 Month
Cultural Seminars, Lectures, meetings	Workshop	Educational	Co-produce	All	Supporting	Evening	Weekday	1* Quarter
Youth Music Shows	Large Hall	Entertainment	Hire	Youth	Main	Evening	Friday	1* 6 Month
Saturday Classes	Small Hall	Educational	Hire	Youth	Supporting	Day	Saturday	1* Week
Sunday classes	Small hall	Educational	Hire	Youth	Supporting	Day	Sunday	1* Week
Discos and Dances	Large Hall	Social	Hire	Youth	Supporting	Evening	Friday	1* Fortnight
Dance Rehearsals, Keep fit, Martial Arts	Single Hall	Social	Hire	All	Supporting	Evening	Weekday	2* Week

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Activity	Facility	Type	Involvement	Beneficiary	Priority	Time	Day	Frequency
Conferences and Arts related activities	Large Hall	Social	Hire	Adult	Supporting	Day	Saturday	1* Month
Weddings and Funerals and Socials	Very Large Hall	Social	Hire	All	Supporting	After/Even	Saturday	1* Fortnight
Christenings and Sunday Service	Very Large Hall	Social	Hire	All	Supporting	Day	Sunday	1* Month
Community group meetings	Single Hall	Social	Hire	Adult	Supporting	Evening	Weekday	2* Week
Golden Age Club	Single Hall	Social	Hire	Old	Supporting	Day	Weekday	3* Week
Domino Club	Single Hall	Social	Hire	Old	Supporting	Evening	Friday	1* Week
Mature Peoples Club	Single Hall	Social	Hire	Old	Supporting	Evening	Friday	1* Fortnight
Meetings and Workshops	Single Hall	Social	Hire	All	Supporting	Day	Weekday	2* Week
African Caribbean Dance classes	Large Hall	Educational	Own	Children	Main	Morning	Weekday	1* Week term-time
After School Club	Large Hall	Educational	Own	Children	Main	After-School	Weekday	3* week
Training Courses, Literature, Craft, Singing, instruments	Single Hall	Educational	Own	Adult	Main	Morning	Weekday	1* Week
Youth leisure and Educational Activities	Single Hall	Educational	Own	Youth	Main	After-School	Weekday	2* Week
Exhibitions	Large Hall	Educational	Own	All	Main	Day/Evening	All Week	1* year

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Activity	Facility	Type	Involvement	Beneficiary	Priority	Time	Day	Frequency
Theatre and Drama Shows	Main Hall	Entertainment	Own	All	Main	Evening	Saturday	1* Month
Domino Competition	Small Hall	Entertainment	Own	Old	Main	After/Even	Sunday	1* Fortnight
Jazz Festival	Outdoor	Entertainment	Own	All	Main	All Day	Saturday	2* Year
Arts and Crafts Fair	Main Hall	Social	Own	All	Main	Day	Saturday & Sunday	1*6 Months
Social Club Activities	Bar	Social	Own	All	Supplementary	All Day	All Week	1* Day
Social Club Activities	Restaurant	Social	Own	All	Supplementary	All Day	All Week	1* Day
Social Club Activities	Crèche	Social	Own	Children	Supplementary	All Day	All Week	1* Day
Carnival	Outdoor	Entertainment	Own	All	Supporting	All Day	Saturday	1* Year
Theatre in Education	Large Hall	Educational	Own	Children	Main	Morning	Weekday	1* Week term-time
Theatre and Drama Classes	Large Hall	Educational	hire	All	Main	Evening	Saturday	1* Month
African Caribbean Dance	Large Hall	Educational	Own	Children	Main	Morning	Weekday	1* Week term-time
Arts and Crafts Fair	Large Hall	Social	Own	All	Main	Day	Sunday	1*2 Months
Youth Music Shows	Large Hall	Entertainment	Hire	Youth	Main	Evening	Friday	1* Quarter
Activity	Facility	Type	Involvement	Beneficiary	Priority	Time	Day	Frequency
Showcase Matinees	Large Hall	Entertainment	Co-produce	All	Main	Afternoon	Sunday	1* Month

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<u>Activity</u>	<u>Facility</u>	<u>Type</u>	<u>Involvement</u>	<u>Beneficiary</u>	<u>Priority</u>	<u>Time</u>	<u>Day</u>	<u>Frequency</u>
Film Festival	Large Hall	Social	Co-produce	All	Main	Afternoon	Sunday	1* Week * 3 months
Discos and Dances	Large Hall	Social	Hire	Youth	Supporting	Evening	Friday	1* Fortnight
Dance Rehearsals, Keep fit, Martial Arts	Large Hall	<u>Social</u>	<u>Hire</u>	<u>All</u>	<u>Supporting</u>	<u>Evening</u>	<u>Weekday</u>	<u>2* Week</u>
Conferences and Arts related activities	Large Hall	<u>Social</u>	<u>Hire</u>	<u>Adult</u>	<u>Supporting</u>	<u>Day</u>	<u>Saturday</u>	<u>1* Month</u>
After School Club	Large Hall	<u>Educational</u>	<u>Own</u>	<u>Children</u>	<u>Main</u>	<u>After-School</u>	<u>Weekday</u>	<u>1* Day</u>
Weddings and Funerals and Socials	Large Hall	<u>Social</u>	<u>Hire</u>	<u>All</u>	<u>Supporting</u>	<u>After/Even</u>	<u>Saturday</u>	<u>1* Fortnight</u>
Christenings and Sunday Service	Large Hall	<u>Social</u>	<u>Hire</u>	<u>All</u>	<u>Supporting</u>	<u>Day</u>	<u>Sunday</u>	<u>1* Month</u>
Books, Cards and Gifts Fair	Small Hall	Social	Co-produce	All	Main	Day	Sunday	1* 2 Month
Community group meetings	Small Hall	Social	Hire	Adult	Supporting	Evening	Weekday	2* Week
Golden Age Club	Small Hall	Social	Hire	Old	Supporting	Day	Weekday	3* Week
Domino Club	Small Hall	Social	Hire	Old	Supporting	Evening	Friday	1* Week
Mature Peoples Club	Small Hall	Social	Hire	Old	Supporting	Evening	Friday	1* Fortnight
Cultural Seminars, Lectures, meetings	Single Hall	Educational	Co-produce	All	Supporting	Evening	Weekday	1* Week

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Activity	Facility	Type	Involvement	Beneficiary	Priority	Time	Day	Frequency
Training Courses, Literature, Craft, Photography, etc.	Single Hall	Educational	Own	Adult	Main	Morning	Weekday	2* Week
Youth leisure and Educational Activities	Single Hall	Educational	Own	Youth	Main	After-School	Weekday	2* Week
Meetings and Workshops	Single Hall	Social	Hire	All	Supporting	Day	Weekday	2* Week
Saturday Classes	Single Hall	Educational	Hire	Youth	Supporting	Day	Saturday	1* Week
Sunday classes	Single Hall	Educational	Hire	Youth	Supporting	Day	Sunday	1* Week
Domino Competition	Small Hall	Entertainment	Own	Old	Main	After/Evening	Sunday	1* Fortnight
Book Launches	Small Hall	Educational	Co-produce	Adult	Main	Evening	Weekday	1* 6 month
Book Readings	Single Hall	Educational	Co-produce	Adult	Main	Evening	Weekday	3* Month
Book Club	Single Hall	Educational	Own	Children	Main	Morning	Weekday	2* Week
Social Club Activities	Bar	Social	Own	All	Supplementary	All Day	All Week	1* Day
Social Club Activities	Cafe	Social	Own	All	Supplementary	All Day	All Week	1* Day
Social Club Activities	Crèche	Social	Own	Children	Supplementary	All Day	All Week	1* Day
Exhibitions – new artists	Large hall	Entertainment	Own	All	Main	Day/Evening	Week	1* Quarter
Music Festival	Outdoor	Entertainment	Own	All	Main	All Day	Saturday	1* Year

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12.7 Schedule of charges

A schedule of possible charges for the facility is provided here.

<u>Facility</u>	Sq/m	seated	standing	£/ hour	£/ day	£ half day	£ / Evenings	£/ weekend
				£	£	£	£	£
Single Hall	60	50	75	10	60	30	40	30
Small Hall - 2 halls	120	100	150	20	108	54	72	54
Big Hall - 3 halls	180	150	225	30	144	72	96	72
Very large hall - 5 halls	300	250	375	50	210	105	140	105

12.8 Possible income and risk analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Single Hall</u>					
Capacity - sq metre	60	60	60	60	60
Charge per hour	10	10	10	10	10
Hours per day	8	8	8	8	8
days per week	5	5	5	5	5
Weeks per year	40	40	40	40	40
Total Possible Rental	16,000	16,000	16,000	16,000	16,000
Utilisation Rate	30%	40%	50%	60%	70%
Expected Income	4,800	6,400	8,000	9,600	11,200
<u>Small Hall</u>					
Capacity - sq metre	120	120	120	120	120
Charge per hour	15	15	15	15	15
Hours per day	4	4	4	4	4
days per week	5	5	5	5	5
Weeks per year	40	40	40	40	40
Total Possible Rental	12,000	12,000	12,000	12,000	12,000
Utilisation Rate	30%	40%	50%	60%	70%
Expected Income	3,600	4,800	6,000	7,200	8,400
<u>Large Hall</u>					
Capacity - sq metre	180	180	180	180	180
Charge per hour	25	25	25	25	25
Hours per day	8	8	8	8	8
days per week	5	5	5	5	5
Weeks per year	40	40	40	40	40
Total Possible Rental	40,000	40,000	40,000	40,000	40,000
Utilisation Rate	30%	40%	50%	60%	70%
Expected Income	12,000	16,000	20,000	24,000	28,000
<u>Very Large Hall</u>					
Capacity - sq metre	300	300	300	300	300
Charge per hour	40	40	40	40	40
Hours per day	8	8	8	8	8
days per week	2	2	2	2	2
Weeks per year	40	40	40	40	40
Total Possible Rental	25,600	25,600	25,600	25,600	25,600
Utilisation Rate	30%	40%	50%	60%	70%
Expected Income	7,680	10,240	12,800	15,360	17,920

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<u>Restaurant and Bar</u>					
Capacity - sq metre	55	60	60	60	60
Charge sq. metre	100	100	100	100	100
Amortisation of Fixtures and Fittings	4340	4340	4340	4340	4340
Total Possible Rental	9840	10340	10340	10340	10340
Utilisation Rate	40%	50%	60%	70%	80%
Expected Income	3936	5170	6204	7238	8272
<u>Training Kitchen</u>					
Capacity - sq metre	20	20	20	20	20
Charge per hour	7	7	7	7	7
Hours per day	4	4	4	4	4
days per week	6	6	6	6	6
Weeks per year	40	40	40	40	40
Total Possible Rental	6,720	6,720	6,720	6,720	6,720
Utilisation Rate	40%	50%	60%	70%	80%
Expected Income	2,688	3,360	4,032	4,704	5,376
<u>Crèche</u>					
Capacity - sq metre	40	40	40	40	40
Charge per hour	10	10	10	10	10
Hours per day	5	5	5	5	5
days per week	5	5	5	5	5
Weeks per year	40	40	40	40	40
Total Possible Rental	10,000	10,000	10,000	10,000	10,000
Utilisation Rate	30%	40%	50%	60%	70%
Expected Income	3,000	4,000	5,000	6,000	7,000
<u>Incubator Offices</u>					
Capacity - sq metre	300	300	300	300	300
Charge sq metre	65	65	65	65	65
Total Possible Rental	19,500	19,500	19,500	19,500	19,500
Utilisation Rate	40%	50%	60%	70%	80%
Expected Income	7,800	9,750	11,700	13,650	15,600

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12.9 Summary of Expected Income

	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Single Hall</u>	4,800	6,400	8,000	9,600	11,200
<u>Small Hall</u>	3,600	4,800	6,000	7,200	8,400
<u>Large Hall</u>	12,000	16,000	20,000	24,000	28,000
<u>Very Large Hall</u>	7,680	10,240	12,800	15,360	17,920
<u>Restaurant and Bar</u>	3936	5170	6204	7238	8272
<u>Training Kitchen</u>	2,688	3,360	4,032	4,704	5,376
<u>Crèche</u>	3,000	4,000	5,000	6,000	7,000
<u>Incubator Offices</u>	7,800	9,750	11,700	13,650	15,600
<u>Income generated</u>	45,504	59,720	73,736	87,752	101,768
<u>Revenue Costs</u>	186,170	204,309	241,479	245,295	256,284

13 APPENDICES

Wolverhampton African Caribbean Resource Centre

13.1 Appendix 1: Stakeholders Interviewed

Name	Position	Organisation	Date
Steve Boyes	Director of Sustainable Communities	Wolverhampton Council	18-Oct
Rajinder Mann	Director	Black Leadership Initiative	3-Nov
Sue Chambers	Vice President, Staff & Customers	Wolverhampton College	3-Nov
Sandra Croasdale	Chair	BC AF Business Federation NED BCBL	8-Nov
Ferdinand Addo	Manager	Mount Shiloh Health Advisory Centre	8-Nov
Monica Coke	Minority Business Development Manager	Advantage West Midlands	8-Nov
Popinder Kaur	Economic Development Manager	Haven	10-Nov
Karen Cross	Head of Community Initiatives Team & Acting Chief Neighbourhood Renewal Officer	Wolverhampton Council	10-Nov
Jenny Brett	Partnership Manager, Wolverhampton	Learning & Skills Council	10-Nov
Frank Amadedon		Learning & Skills Council	10-Nov
Chris Irvine	Councillor & Cabinet Member - Children & Young People	Wolverhampton Council	10-Nov
Alvin Vernon	Entrepreneur	Eurowash	13-Nov
Elias Mattu	Councillor & Cabinet Member - Neighbourhoods & Community Safety	Wolverhampton Council	13-Nov
Trevor Davis	Manager	Rebuild	13-Nov
Lorna Dell	Committee Member?	Guns & Crime	13-Nov
Helen King	Councillor & Cabinet Member - Adults	Wolverhampton Council	15-Nov
Peter Bilson	Councillor & Deputy Leader Cabinet Member - Regeneration & Enterprise	Wolverhampton Council	15-Nov
Robin Landman	Director	Network for Black Managers	15-Nov
Glen Mason	Director - Adults & Children	Wolverhampton Council	21-Nov
Val Binder	Adults & Children: Commissioning & Performance	Wolverhampton Council	21-Nov
Delva Campbell	Equality Officer	Wolverhampton Council	21-Nov
Abdul Kabir	Director	Stretch Group Dream	21-Nov
Roger Lawrence	Councillor & Leader of Council	Wolverhampton Council	21-Nov
John Reynolds	Councillor & Cabinet Member - Leisure & Culture	Wolverhampton Council	21-Nov
Don Smith	Entrepreneur	Trainer & Motivational Speaker	22-Nov
Dencer Brown	Committee Member	West Midlands Caribbean & Friends Association	22-Nov
Arshad Parvez	Manager	Claughton Youth & Community Centre	22-Nov

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Name	Position	Organisation	Date
Ricky Riggan	Manager	Acserg	22-Nov
Sutiner Herian	Project Manager	Sickle Cell & Thalassemia Project	23-Nov
Alexis Reed-Hamilton	Community Development Officer	Sickle Cell & Thalassemia Project	23-Nov
Audrey Steadman-Watt	Nurse counselor	Sickle Cell & Thalassemia Project	23-Nov
Angela Spence	Policy Officer - Community Cohesion, Office of Chief Executive	Wolverhampton Council	23-Nov
Maggie McAndrew	Chief Executive	Community Safety Partnership	23-Nov
Bernard Lewis	Operation & Development Manager Youth Service	Wolverhampton Council	23-Nov
Dennis Christy	ACBF Business Manager	BCBL	29-Nov
Rosemary Graham	Centre Manager	Heath Town Senior Citizens Welfare Project	29-Nov
Jean Ottey	Entrepreneur	Crystallise Work Life Solutions	29-Nov
Tonia Campbell	Organiser	Kumba Arts Movement	29-Nov
John Baker	Director Performance & Development	Wolverhampton Council	29-Nov
Llewelwyn Graham	Director	Nehemiah Housing Association	29-Nov
Shane Ward	Chief Executive Officer	West Bromwich AC Resource Centre	6-Dec
Rita Beddard	Manager	Volunteer Centre	12-Dec
Pastor Selburn Fray	Pastor	Oxford St 7th Day Adventist Church	12-Dec
Brian Bailey	Director - Resources & Support	Wolverhampton Council	12-Dec
Rev Frank Lewis	Leader	A-C Council of Churches	12-Dec
Garry Graham	Pastor?	Church of God of Prophecy	12-Dec
Alicia Spence	Director	ACCI	12-Dec
Sylvanus Dzotsi	Director	Yves Ltd	12-Dec
Sharon Thompson	Co-ordinator	Youth Organisations Wolverhampton (YOW)	13-Dec
Sharon Bowie	Wolverhampton Council	Education	13-Dec
Christine McGowan	Centre Manager	Newhampton Arts Centre	13-Dec
Charles Small	Director	The Drum Centre, Birmingham	13-Dec
Steven Brookes	Director	Black Boys Can & Windrush	13-Dec
Martin Blissett	Chair	ACMC Millennium Centre	14-Dec
Simon Bhardwaj	Coordinator	Bilston Resource Centre	14-Dec
Pastor Emmanuel	Pastor	All Nations Church	15-Dec
Dr Adrian Phillip	Director Public Health	Wolverhampton Council & PCT	15-Dec
Inspector Martin Wright	Police Liaison?	Wolverhampton Police	15-Dec
Suffia Parveen	Manager	Wolverhampton BME Community Forum	15-Dec
Geeta Patel	Senior Officer HSC Team formerly Regeneration	Wolverhampton Voluntary Sector Council	15-Dec
Betty Taylor	Manager	Wolverhampton Network Consortium	

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Name	Position	Organisation	Date
Tim Clegg	Chief Executive	ABCD NDC	18-Dec
Jas Kaur	Head of Operations	ABCD NDC	18-Dec
Karen Holden	Chief Executive	Age Concern	18-Dec
Junior Hemans	Member	steering group	18-Dec
Richard Carr	Chief Executive	Wolverhampton Council	21-Dec
Derek Anderson	Chief Executive	London Borough of Lambeth	18-Jan
Hazel Malcolm	Member	steering group	18-Dec

13.2 Appendix 2: Community organisations and businesses questionnaire

We are working with the Steering Group of the African Caribbean Resource Centre to determine the needs of the African Caribbean community and develop a business plan. We are consulting widely with stakeholders that include:

- Councillors and officers
- Community organisations and community leaders
- Funders and statutory sector organisations
- Individuals and potential users
- Management committee and Steering Group

From our discussions with the steering group and members of the African Caribbean community the emerging role is for an organisation that would act as:

An umbrella organisation for black organisations in Wolverhampton

providing services directly and/or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social, Health and Welfare
- Economic, Employment and Enterprise
- Entertainment and Cultural

In a centre that would be available for hire for meetings and other social events with a restaurant and bar facilities

1. What do you think are the needs of the African Caribbean community?
2. Are there any gaps in service delivery that you think that the ACRC should be addressing?
3. What sort of services do you think are critical to providing for these needs?
4. What type of organisation do you believe will best serve these needs?
5. Should it be an umbrella organisation?
6. Who should be the members, organisations or individuals?
7. What is your vision of the organisation?
8. How do you see your organisation benefiting from activities of the organisation?
9. What practical role do you think you can play in this organisation?
10. What skills should the management committee members possess?
11. Does the African Caribbean community need their own centre?
12. What services should be provided directly by the ACRC and what should be delivered through other organisations?
13. What facilities should the centre have?
14. What services could you be involved in providing in the centre?
15. What services would you wish to participate in?

16. What other role should the organisation perform?
17. How should the centre be managed?
18. How do you think management should be selected?
19. Would you be willing to participate in providing services at the centre?
20. How would you use the centre?
21. Would you be interested in forming part of the management of the centre?
22. How will the centre be funded?
23. How should the centre be marketed to the community?
24. What relationship should the centre have with the local authority and statutory agencies?
25. What relationship should the centre have with the private sector?
26. What relationship should the centre have with other voluntary organisations?
27. Do you wish to serve on any sub committees? Which ones?

13.3 Appendix 3: Statutory Sector Questionnaire

We are working with the steering group of the African Caribbean Resource Centre to determine the needs of the African Caribbean community and develop a business plan. We are consulting widely with stakeholders that include:

- Councillors and officers
- Community organisations and community leaders
- Funders and statutory sector organisations
- Individuals and potential users
- Management committee and steering group

From our discussions with the steering group and members of the African Caribbean community the emerging role is for an organisation that would act as:

An umbrella organisation for black organisations in Wolverhampton providing services directly and or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social, Health and Welfare
- Economic, Employment and Enterprise
- Entertainment and Cultural

In a centre that would be available for hire for meetings and other social events with a restaurant and bar facilities

1. Name
2. Title
3. Organisation
4. Responsibilities
5. What do you think are the needs of the AC community in Wolverhampton?
6. Are there any gaps in service delivery that the ACRC should be addressing?
7. What is your knowledge and involvement with the steering group promoting the new ACRC?
8. What work do you think that ACRC should be doing?
9. What initiatives do you feel that ACRC can take advantage of and make an impact in the community?
10. What sources of funding are available to resource ACRC in carrying out its work programme in its main service areas?
11. What future initiatives are being planned by your department/organisation?
12. How best can the ACRC market itself to its stakeholders and what level of collaboration do you want to have with them?
13. How should the centre be marketed to its stakeholders?
14. What type of organisation do you think should manage the centre
15. What activities would you fund in the centre?

16. What further advice/comments would you wish to give on this project?

13.4 Appendix 4: Councillors Questionnaire

We are working with the steering group of the African Caribbean Resource Centre to determine the needs of the African Caribbean community and develop a business plan. We are consulting widely with stakeholders that include:

- Councillors and officers
- Community organisations and community leaders
- Funders and statutory sector organisations
- Individuals and potential users
- Management committee and steering group

From our discussions with the steering group and members of the African Caribbean community the emerging role is for an organisation that would act as:

An umbrella organisation for black organisations in Wolverhampton

providing services directly and or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social, Health and Welfare
- Economic, Employment and enterprise
- Entertainment and cultural

In a centre that would be available for hire for meetings and other social events with a restaurant and bar facilities

1. Name
2. Title
3. Organisation
4. Responsibilities
5. What do you think are the needs of the African Caribbean community in Wolverhampton?
6. Are there any gaps in service delivery that the ACRC should be addressing?
7. What are the current priorities and pressing issues in the Council relating to African Caribbean people in Wolverhampton?
8. How do you see the ACRC fitting into the scheme of things?
9. What is your understanding of what the Steering group is doing?
10. What is your understanding of what the centre will do?
11. What should be its future direction?
12. What support are you willing to give to the ACRC and what resources are available for the ACRC to tap into?
13. How can ACRC make an impact in Wolverhampton on the needs of the African Caribbean community?
14. How best can the ACRC market itself to its stakeholders?

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15. What sources of funding are you aware of that may be available to resource ACRC in carrying out its work programme in its main service areas?
16. What other issues do you think it will be relevant for ACRC to tackle?

13.5 Appendix 5: African Caribbean centres Questionnaire

We are working with the steering group of the African Caribbean Resource Centre to determine the needs of the African Caribbean community and develop a business plan. We are consulting widely with stakeholders that include:

- Councillors and officers
- Community organisations and community leaders
- Funders and statutory sector organisations
- Individuals and potential users
- Management committee and steering group

From our discussions with the steering group and members of the African Caribbean community the emerging role is for an organisation that would act as:

An umbrella organisation for black organisations in Wolverhampton

providing services directly and/or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social, Health and Welfare
- Economic, Employment and enterprise
- Entertainment and cultural

In a centre that would be available for hire for meetings and other social events with a restaurant and bar facilities

1. How long has your centre been established?
2. What are the main needs of the African Caribbean community that you are trying to meet?
3. What is the major role of the organisation?
4. What services are provided from the centre?
5. Who provides the services?
6. To what extent are services provided by
 - other community organisations?
 - other statutory organisations?
 - individuals and businesses?
 - Others?
7. How is the centre funded?
8. Who provides core funding?
9. How do you access project funding?
10. Who manages the centre?
11. Is it run by an umbrella organisation?
12. How many members are there in the organisation?
13. Who serves on the main committee?
14. How are they elected?
15. How often are elections held?

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16. What is the status of the organisation and what is legal structure does it possess?
17. Who serves on the management committee?
18. What skills do they have?
19. How are they elected?
20. What is your relationship with the local authority?
21. What is the relationship with other voluntary sector organisations?
22. What is your relationship with the private sector?
23. Who are the main beneficiaries of the organisation?
24. How do you best advertise the services of your organisation?
25. What problems, if any, does your organisation face?
26. Are there any difficulties that are yet to be resolved?
27. What are the three most important things that you have done to keep the centre running?
28. What do you consider to be your worst mistake?
29. What advice would you give to any organisation serving the needs of African Caribbean organisations?
30. What things must a centre do to be sustainable?

13.6 Appendix 6: Steering Committee Questionnaire

We are working with the steering group of the African Caribbean Resource Centre to determine the needs of the African Caribbean community and develop a business plan. We are consulting widely with stakeholders that include:

- Councillors and officers
- Community organisations and community leaders
- Funders and statutory sector organisations
- Individuals and potential users
- Management committee and steering group

From our discussions with the steering group and members of the African Caribbean community the emerging role is for an organisation that would act as:

An umbrella organisation for black organisations in Wolverhampton

providing services directly and/or in partnership with constituent organisations and individuals in four main areas, namely:

- Educational
- Social, Health and Welfare
- Economic, Employment and enterprise
- Entertainment and cultural

In a centre that would be available for hire for meetings and other social events with a restaurant and bar facilities.

1. What do you think are the needs of the African Caribbean community?
2. Are there any gaps in service delivery that you think that the ACRC should be addressing?
3. What sort of services do you think are critical to providing for these needs?
4. What type of organisation do you believe will best serve these needs?
5. Should it be an umbrella organisation?
6. Who should be the members, organisations or individuals
7. What is your vision of the organisation?
8. What skills should the management committee members possess?
9. Does the African Caribbean community need their own centre?
10. What services should be provided directly by the ACRC and what should be delivered through other organisations
11. What facilities should the centre have?
12. What services would you be involved in providing in the centre?
13. What services would you wish to participate in?
14. What other role should the organisation perform?
15. How should the centre be managed?
16. How do you think management should be selected?

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17. Would you be willing to participate in providing services at the centre?
18. Would you be interested in forming part of the management of the centre?
19. How will the centre be funded?
20. How should the centre be marketed to the community?
21. What relationship should the centre have with the local authority and statutory agencies?
22. What relationship should the centre have with the private sector?
23. What relationship should the centre have with other voluntary organisations?
24. How did you become involved with this Steering group for the ACRC?
25. What role would you wish to play in the ACRC?
26. Do you wish to serve on any sub committees? Which ones?
27. Which organisations are you a member of and what position(s) do you hold?
28. What are your skills?
29. What is your occupation and responsibilities in your job?

13.7 Appendix 7: Individual Questionnaire

This questionnaire is intended to find out about the needs of the African and Caribbean Community in Wolverhampton in relation to a cultural centre. We are seeking the views of all interested parties so that these views can be incorporated into the development of a business plan for the establishment of a centre.

It is expected that the centre will provide for the cultural needs of the African and Caribbean community and focus on the educational, economic and social aspects of their development

This survey is being conducted in the strictest confidence and the views of individual respondents will not be divulged. Please answer all the questions. We thank you in advance for your cooperation. Please tick the relevant answer column with an "X"

Date, time and place of interview

Gender

Male

<input type="checkbox"/>
<input type="checkbox"/>

Female

NEEDS

What, do you think, are the needs of the African Caribbean community in Wolverhampton?

Which of the following services would you use?

Educational

Nursery

After school and breakfast clubs

supplementary school

Holiday play/education schemes

debating, photography, chess, video, arts, drama, music clubs

leadership and citizenship

adult education classes on variety of issues

exclusion advice and seminars around education and achievement

ESOL

Cultural library, exchange and training

other (please specify)

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Social, Health and Welfare

Youth clubs

sports activities

luncheon clubs

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

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meals on wheels
intergenerational activities
Health Seminars
Counselling
Benefits advice
other (please specify)

Please post free to: FREEPOST RLZA-LGTT-SYJT, Equinox Consulting, Cygnet House, 12 - 14 Sydenham Road, Croydon CR0 2EE
Fax: 0870 051 7126 or email survey@equinoxconsulting.net, Tel: 020 8680 5678

Economic, Employment, and Enterprise

space for start up businesses
space for young people in business
space for new cultural industries' businesses
space for budding promoters of events
drama, music, community theatre
employment skills training
business advice
careers advice
conferences and seminars
meals on wheels
Hire for community meetings and events
Hire for parties, weddings, birthdays and other social events
non denominational services
statutory agencies' consultations
Surgeries for politicians
Conference centre
other (please specify)

Entertainment and Cultural

music, dance, and singing shows
theatre, plays and variety
exhibition, festivals and carnivals
cultural, talent and fashion shows
poetry, literature and creative writing performances
photography, video making and film making
arts and crafts fairs and workshops
Black History Month and Black Achievement Awards, Black awareness days
Games and sports
other (please specify)

Wolverhampton African Caribbean Resource Centre

Other services

- Bar
- Restaurant
- Kitchen
- Crèche
- other (please specify)

The Organisation

Is there a need for an umbrella organisation for African Caribbean people and organisations?

Yes

No

If yes, what needs should this organisation satisfy?

What role should this organisation play?

- networking and information
- representation and policy influencing
- coordination of community groups' activities
- giving the community a voice
- management of the centre
- other (please specify)

What should its relationship be with the local authority?

What should its relationship be with other organisations?

What should be its relationship with the private sector?

How should the governing body members be selected?
from nominated representatives of other organisations
individuals
self nomination
Other (please specify)

How should officers be elected?
by the membership at the Annual General Meeting
by the members of the governing body at their first meeting
Other (please specify)

How long should officers of the governing body serve?
1 year
2 years
4 years

What, in your view, are the three key requirements for anyone wanting to serve on the governing body?

How should the organisation be funded?

The Centre

What activities do you think should be held at the Centre?

What facilities should the centre have?

How far would you be prepared to travel to the centre?
under 1 mile

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Wolverhampton African Caribbean Resource Centre

1 -3 miles
Over 3 miles

<input type="checkbox"/>
<input type="checkbox"/>

How will you travel to the centre

Walk
Car
Taxi
Public transport
Other (please specify)

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Where should the centre be located? (Please tick **one** only)

City Centre
Blakenhall
Whitmore Reans
Bilston
Wednesfield

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

How (and where?) should the centre be advertised and marketed?

How should the centre be managed?

community organisation
local authority
Private consortium

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

What annual membership fee should be paid to support the centre?

Organisations
Individuals

£

<input type="checkbox"/>
<input type="checkbox"/>

Please name all the venues you know of that are known for staging Black events

How often do you go out? Please tick **one** only

at least once a week
at least once a fortnight
at least once a month
at least once a year

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Where do you usually go?

How much do you spend when you go out? Please tick **one** only

under £5

<input type="checkbox"/>

under £20
Under £50
Over £50

Personal Details

Age

16 to 24
25 to 44
45 to 55
Over 55

What do you consider to be your ethnic background (please tick **one** only)

Black African
Black Caribbean
Black British
Mixed Race
White
Asian
Other (please specify)

Employment Status (please tick one only)

Employed full time
Employed part - time
Self - employed
Unemployed
Student
Retired
Other (please specify)

Marital Status Please tick one only

Married
Single
Separated
divorced
widowed

What is your occupation?

(if you are unemployed what kind of work did you used to do)

Which of the ranges below does your weekly income fall into? (please tick one only)

Under £100
£100 - £200
£201 - £500
£501 - £1000
over £1,001

How many people are there in your household (please tick one only)

just you
one-two
Three-four

five-seven
7 or more

Would you like to be circulated with information about the ACRC?

Yes
No

Residential Address

Name:
Address:
Tel:
Email

Gender