

# Capability Statement 2020

## Consultancy, Training & Research

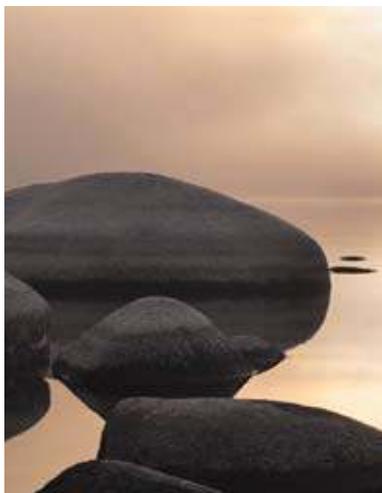


Equinox Consulting,

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## Services

### What we do



We adopt an integrated approach of providing services to our clients. We devise appropriate methodologies to research problems and offering options for the resolution of issues of concern.

Equinox Consulting was set up in 1983 as an innovative, dynamic and specialist management consultancy promoting social and economic advancement for disadvantaged communities through management consultancy, training and research services in community development, enterprise generation strategies and employment initiatives.

Over the past 35 years, we have worked with and have executed projects that affect community organisations and individuals primarily from African, Caribbean and Asian, inner city, black and ethnic minority, refugee and other excluded communities.

As community engagement specialists:

- We help to formulate policies and implement effective solutions on diversity issues.
- We provide strategic insights on problems faced by these communities.
- We work with social enterprises, second tier umbrella and infrastructure organisations
- We support grassroots and frontline organisations who deliver direct services
- We provide capacity building, training and management support for these organisations
- We provide policy advice to national, regional, local authorities and statutory agencies

Equinox Consulting provides services in:

- facilitation of strategic awaydays
- policy research on minority issues
- evaluations, reviews and appraisals
- strategic business and delivery plans
- feasibility studies for community facilities
- roles and responsibilities of board trustees
- management training and leadership courses
- capacity building and community consultations
- enterprise skills training and promotion strategies
- employment skills training and placement initiatives

#### Consultancy

We adopt appropriate methodologies to find solutions to some difficult issues relating to deprived communities. We involve the client at all stages of the management consultancy service; from brief and tender development, through tender submission and constant review meetings during the assignment and final reporting back on the outputs of the objectives.

#### Training

We offer our clients in-house tailored programmes to suit their particular circumstances.

We design our own training programmes and work on those already designed by our clients.

We carry out training for and in association with Councils for Voluntary Services.

We adopt varied methods to ensure that our sessions are not left only at theoretical concepts and principles but contextualised for practice. Our sessions are participative, making use of role play and other psychologically motivating methods, exercises, group work and question and answer sessions.

#### Research

We research issues to influence social and economic policy.

It is often vital to carry out original research on the issues that confront the immigrants so as to be able to devise policies that are practical and effective.

We carry out research on needs and opportunities and barriers and obstacles that socially excluded communities face in integrating into mainstream life in Britain.

We have also examined issues that related to the integration and needs of young people.

Our findings and recommendations have often been the starting point in devising strategies for communities that often have conflicting and contradictory needs.



## Consultants

### Partners

#### **Maxine James**

##### **HND Business Studies, Dip. Economic Development CMC**

Maxine is a management consultant with several years experience in small business development, support and capacity building for community groups and charities, management and personal development training for clients in the public, private and voluntary sectors. She is one of the original partners who set up Equinox 35 years ago to provide consultancy, training and research services focused on minority ethnic communities and inner city communities.



Maxine has extensive contacts with a wide range of community and business organisations and has been involved in these organisations at a local, regional and national level.

She has served on statutory organisations including four years on the Board DTI's Ethnic Minority Business Forum, a body that advised the Small Firms Minister.

She chaired the Procurement group on the EMBF and lead a fact-finding mission to the USA into procurement initiatives and how these could be adapted for use in the UK.

She has worked with many voluntary and community groups helping to sort out their objectives and develop organisational strategies for them. She leads on operational reviews, management development and leadership in community organisations and has led teams on market research projects. She has designed and implemented a variety of courses for voluntary and community organisations as well as statutory and commercial organisations. Maxine has led on field surveys to compile directories of Black and minority ethnic-owned businesses, feasibility studies on various issues affecting the BME communities such as their view of the services provided by Banks, their needs in respect of health and social care services as well as for community based facilities such as centres providing a range of services. She has been involved in working with various statutory organisations to ensure community engagement in the development of community facilities across the UK including Rotherham, Peterborough, Manchester and Wolverhampton.

Maxine has extensive contacts with a wide range of community and business organisations and has been involved in these organisations at a local, regional and national level. She represented the voluntary and business community on the Challenge Programme Board set up in Lambeth known as the Brixton Challenge. She has served on the Education Business Partnership Board in Hackney and also on the London East region Training and Enterprise Council's strategic forum on the National Education and Training Targets. She has served on a number of Black Business associations Boards as well as the Board of a London business advisory organisation.

Maxine is a former Non Executive Director of:

- Business Link London Central
- Brixton Challenge Company
- Capital Community Foundation (formerly South East London Community Foundation)
- Haringey Refugee Consortium Ltd.

She has also been a trustee of

- Black Roof Community Housing Association
- VOUCH UK

She has served on statutory organisations including four years on the Board DTI's Ethnic Minority Business Forum, a body that advised the Small Firms Minister. She chaired the Procurement group on the EMBF and lead a fact-finding mission to the USA into procurement initiatives and how these could be adapted for use in the UK. Presentations were made to then Small Firms Minister and Chief Secretary to the Treasury to develop a procurement pilot in the UK. She has also been the recipient of a CRE Bursary to the USA to research women in business.

She is a Non Executive Director of Kings College Hospital NHS Foundation Trust where she chairs the Board Committee on Equality and Diversity and is Vice Chair of the Audit Committee. She also serves as Vice Chair of a primary school in Lambeth.

Maxine presents at conferences on health, enterprise and equality and diversity issues; most recently at the NHS Employers "Strength in Diversity" conference. She has worked with organisations on recruitment, retention and progression strategies for their staff as well as helping to establish and support diversity staff networks. She is a member of the Institute of Management Consultancy and has an HND in Business Studies and a Post-Graduate Diploma in Economic Development.

She has contributed to many leadership programmes including the NHS Top Talent Programme. These programmes have had a significant impact upon the careers of the people who attend them and upon the organisations in which they work.



## Consultants

### Partners

#### Ade Sawyerr

##### **BSc (Administration) Management Option, MBA, FCMC**

Ade is a management consultant with several years experience of working on economic, enterprise and community development issues. He is a founding partner at Equinox Consulting a consultancy set up 35 years ago to provide an integrated approach of consultancy, training, and research on issues that affect disadvantaged, socially excluded and ethnic minority communities in Britain and abroad. Ade has been at the forefront of enterprise and social enterprise development strategies.



His approach to consulting has been informed by his previous work experience in banking, as a systems engineer, as an entrepreneur running a small business and as a general manager.

The principals in Equinox Consulting have over 70 years experience of delivering quality services.

- Our principals are Certified Management Consultants
- We are approved consultants under the NCVO scheme
- Institute of Management Consultancy registered

He has conducted research into entrepreneurship, designed several enterprise development and inward investment programmes for local areas, directly counselled small and medium enterprises on set up and growth strategies, formulated and developed business plans in several industrial, financial and commercial sectors. He has also developed, designed and delivered several enterprise skills programmes targeted at both start-ups and established growth organisations, led seminars and spoken at conferences. He has extensive experience in formation of business associations and chambers of commerce helping them to deliver services to their stakeholders.

He has developed and managed loans and grants funds set up by development agencies to assist small businesses in local areas and worked on procurement projects that would engage small businesses in local purchasing initiatives. His work on enterprise development has taken him outside Britain to South Africa, Gambia, Italy, Zimbabwe and Ghana where he has appraised, monitored and evaluated projects.

Ade has undertaken research, consultancy and training assignments on a variety of topics including examining barriers to employment for young people and people from disadvantaged communities and designing and implementing hard and soft skills training programmes to improve their chances of employment, progression and retention in the job market.

Ade provides management support and consultancy to a large number of third sector organisations developing strategic and delivery plans, undertaking feasibility studies for community centres and facilities, appraising, reviewing and evaluating community development projects. He has also organised capacity building, training and leadership programmes directed at strengthen the management and staff capability, facilitated in strategic awayday seminars and conferences and implemented several community consultations. He has also conducted research on the state of the sector and the challenges faced by the third sector.

Prior to setting up Equinox Consulting, Ade had worked as a general manager in a medium sized business, had operated his own travel agency, worked as a systems engineer for IBM and as an assistant accountant in a bank. He holds a B.Sc Administration Management from the University of Ghana; an MBA from Manchester Business School, where he broke academic ground with his dissertation on the problems faced by black controlled businesses in Britain. He is an approved consultant of the National Council of Voluntary Organisations, a Certified Management Consultant and a Fellow of the Institute of Management Consultancy.

Ade is active in community work, an ex governor of a primary school, and ex chairman of the Ghana Union London and an ex chairman of Gadangme Nikasemo Asafo a small cultural and educational charity. He sits on the advisory board of the black business brokerage service and is a trustee of Capital Community Foundation. Ade is a prolific writer and has published several articles on business and community development.



## Consultants

### Associates



We work with a network of associates who have expertise in the in:

- economic development issues,
- regeneration and renewal strategies,
- diversity matters,
- community development and capacity building,
- enterprise promotion and employment initiatives
- training and facilitation.

#### **Ionie Richards**

**BA (Hons.) MSc., Dip in Advanced Management PRINCe2 CERTIFIED**

Ionie Richards is a seasoned regeneration specialist with a degree in Planning and a master's degree in Land Management and Development. Ionie has over 20 years experience in economic, social, urban regeneration and in working with media organisations and has been actively involved in the voluntary sector having set up a Black business association and worked consistently with a range of agencies as the head of Inward Investment in a London borough to develop both business projects and infrastructural schemes. Experience has been gained:

- Developing and implementing an Inward Investment strategy, coordinated and managed the borough's offer to businesses, enquiry handling, developing policy, marketing, and promotions, and bidding for external funds, financial control, events organising and managing staff..
- Successfully been involved in bidding for EU, ESF, SRB, and Lottery funding and developing and implementing projects attracting almost £3.5million from these sources
- Dealing with public and private sector organisations and have taken the lead managing a range of major sites, community and voluntary sector projects..
- Project management experience and skills and have also set up systems to monitor and evaluate the range of projects that she has implemented.
- Working with black media organisations such as BFM (black filmmaker) a film, education, and training media organisation.. Her current role is to project manage an international media project involving filmmakers from the UK, Caribbean having successfully secured funding from the EU.

#### **Sam Obeng-Dokyi B.A. MBA CIM**

Sam has worked in Market Research, in Customer Services and has recently been consulting on bench-marking in the computer industry and pharmaceutical. After a first degree in Economics and Geography he worked in the finance department of a commodity marketing house and then went onto marketing research and planning for commodity brokers. He holds an MBA from City University Business School and has been involved in regeneration and capacity building for the past 10 years working initially with BTEG and lately as the Director of Capacity building for Project FullEmploy. At FullEMploy he was in charge of the Access to finance programme where he supervised a range of consultants working with SMEs. He also set up the Black Business Brokerage scheme that recruited managers from large and relevant firms to mentor small businesses.

He currently runs CDSE a consultancy that specialises in social enterprises and runs a variety of consultancy and training courses on social enterprises.

He has worked on a variety of assignments with Equinox Consulting mainly to do with feasibility studies and local area strategies.

#### **Allotey Bruce-Konuah BA (Hons) Visual Communications**

Allotey Bruce-Konuah is a Communications Design consultant with over 15 years experience in design for print and new media in creative industry.

He is a founding partner at Lomi-Lomi Limited, a communications design consultancy that provide unique design solutions to clients and users alike through strategic planning, cost effective production and implementation.

He has successfully delivered communications projects to clients from start to finish building a good strong, loyal client base along the way. He is ambitious and highly motivated with excellent communication skills, can work on own initiative and as part of a team with acute attention to detail.

Here listed below are the areas which he has worked in:

- Internet Technologies (Web Usability/ Experience, Web Re branding, Web-Portals)
- Corporate Identity, Branding, Corporate/Business Communications
- Design for Television, Web, Flash animations, Interactive Presentations, Motion Graphics, Interactive, Multimedia & Interface Design
- Full life cycle design, communications and implementation



## Clients

### Public, non profit and private partnerships



Our clients come from all sectors of the economy:

- central, regional and local governments
- statutory agencies and partnerships
- community and voluntary organisations
- small business and private corporations

#### **International, Central and Local Government and Statutory Partnerships**

Gloucestershire County Council, International Organization for Migration, International Finance Corporation, Department of Labour in Italy, Department of Works and Pensions, Department for Education and Skills, Department of Health, Department of Trade and Industry, The Home Office, Commission for Race Equality, Kings College Foundation Trust, Government Office for London, Greater London Authority, Greater London Council, Royal Borough of Kensington and Chelsea, Bexley Council, Greenwich Council, Lambeth Council, Lewisham Council, Southwark Council, Wandsworth Council, Hammersmith and Fulham Council, Camden Council, Brent Council, Haringey Council, Hackney Council, Waltham Forest Council, Hounslow Council, Wolverhampton Metropolitan Council, Leicester Metropolitan Council, Rotherham Metropolitan Council, Peterborough City Council, Sandwell Metropolitan Borough Council, Manchester Metropolitan Council, Gloucestershire County Council, Greater London Authority, Golborne United SRB, New Cross Gate New Deal for Communities, Elephant and Castle Regeneration Partnership, Finsbury Park Partnership, Deptford City Challenge, Brixton Challenge, Focus Central London, Waltham Forest Housing Action Trust, Business Links Central London, Greater London Enterprise Board, Deptford Enterprise Board, AZTEC, STTEC, NLTEC CILNTEC, North London Business Development Agency, Business Link London Central, Manpower Services Commission, Training Agency, Job Centre Plus

#### **Private sector and small, medium and micro businesses**

Kotu Point Hotel, L'Escargot Hotel, Jacaranda Tissue, Panaf Airlines, Christys Hair Salon. Deck Hair and Beauty, Chic Unique, Emiles, JJ Travel and Shipping  
 LA Campbell Travel, Voice Communications, Public Sector, Wealth Magazine  
 Black Teens, Scope Magazine, Project Lifestyle, African Caribbean Economic Newsletter, Caribbean Foods International, Bambaya Restaurant, Far-I Foods  
 Isis, Black Vision Colour Productions, CEDDO, Hammersmith and Fulham Black Business Development Agency

#### **Voluntary Organisations and Community Groups**

Carnival de Pueblo, 198 CAL, Ubele Initiative, Big Talk, Watford African Caribbean Association, AFRUCA, ACP-HF, Brixton Splash, Octavia Housing Association, Terrence Higgins Trust, Lady Beverly Prostrate Cervical Cancer Foundation, International Youth Learning and Recreation Association, National Council for Voluntary Organisations, SureStart Southwark, Black Training and Enterprise Group, SIA, Operation Black Vote, Pillar Consortium, Project Fullemploy, Wolverhampton African Caribbean Steering Group, Ethnic Mutual, Black Londoners Forum, Leicester African Caribbean Citizens Forum, Sandwell Ethnic Minority Umbrella Forum, Leicester Caribbean African Organisation, African Peoples Movement Birmingham, Derby Millennium Network, African HIV Policy Network, Rotherham Unity Association, Black Regeneration Network, Peterborough African Caribbean Association, Oxford African Caribbean Network, Joint Council of African Caribbean Organisations, Elephant and Castle Community Forum, Federation of Black Housing Association, Presentation Housing, Emotan Housing Organisation, Hardel Housing Association, Octavia Housing and Care, Manchester Black Resource Centre, Lewisham African Organisation, Pepperpot Day Centre, Black Contractors Association, West Indian Self Effort, African Caribbean Leadership Centre, African Caribbean Association, West Indian Self Effort, Brixton Community Neighbourhood Association, Urban Unity, Beat Route, Aylesbury Centre, LookAhead Housing and Care, Waltham Forest Black Business Association Pan London Community Regeneration Consortium, Southampton Council for Voluntary Organisations, Voluntary Action Leicester, Southwark Action for Voluntary Organisations, Lambeth Voluntary Action Council, Voluntary Services Resources Agency Hammersmith and Fulham, Ealing Council for Voluntary Services, Greenwich Voluntary Action Council, Voluntary Action Lewisham, Kensington and Chelsea Social Council,



# Policy Research on Black and minority ethnic issues

## Policy Research and needs analysis



Minority and excluded communities in Britain still face a lot of problems arising out of disadvantage but often the solution to these problems are not clear; there is a certain advocacy and understanding of these communities that is required to craft positive action oriented solutions for these problems

### **Gloucestershire County Council**

Review of support for BAME carers in Gloucestershire that involved quantitative as well as qualitative research into the current provision, the needs analysis of carers and options for reconfiguring the service

### **International Organization for Migration**

Mapping of Nigerian Health and Education professionals in the UK to find out their views as to how they can contribute to the development effort in Nigeria leading to a report - Promoting better management of migration in Nigeria

### **Insight into the Black Caribbean Community in Lambeth**

A mixed method research on the views on Black Caribbean Residents in the borough Lambeth examining why they are dissatisfied with the council and recommendations on how they can be coopted to codesign and codeliver services in a co-operative council

### **The State of the Black Community and Voluntary Sector**

Research into the state of African Caribbean Voluntary and Community Organisations in the UK and the critical roles they play.

### **Governance Hub**

Research into the support needs of Black and minority Ethnic Chairs persons of community and voluntary organisations so as to design capacity building tools to assist them.

### **Greater London Authority**

The State of Race Equality in London. This research examines the extent to which public bodies are implementing the Race Relations Amendment Act 2000 and is meant to inform the Mayor's conference to be held on 25th March 2006 at City Hall.

### **Octavia Housing and Care**

Research into the employment needs of their tenants with a view of setting up an employment action project that will involve the major suppliers of goods and services to the organisation

### **Ethnic Mutual**

Development of guidelines for the making of sharia compliant loans

### **Home Office**

Research into the recruitment, retention and progression of ethnic minority staff at the Home Office. We worked on this project as part of a team led by HOSTPolicy Research.

### **Lambeth Council**

Research into the views of young people aged between 13 and 19, their interests and career aspirations. This involved conducting interviews with over 1000 young people in the borough and focus groups were organised in four deprived wards. This was used to determine policy on structured activities for young people after school.

### **Bexley Council Economic Development Unit**

Research into the barriers to employment for young ethnic minority people living in four wards in Bexley. The research was an integral part of an SRB programme to regenerate the area. It involved 200 interviews with unemployed people and 30 interviews with employers in the area. An action plan for minimising and eliminating some of these barriers was drawn up. The results of the research will formed the basis of a programme targeted at these young people.

### **Focus Central London**

Survey of ethnic minority businesses in Lambeth and Southwark. Equinox Consulting carried out the fieldwork for this research programme that sought to identify growth potential amongst ethnic minority businesses and to what extent they utilised the services of Business Links. The fieldwork was undertaken in several phases: in depth interviews with 30 representative businesses, 200 telephone interviews, and 2 focus groups.

### **Brixton City Challenge**

A study into the business needs and opportunities in the Brixton Challenge Area. This involved a survey of key operators and upon thorough analysis of the interviews and discussions, the development of an action oriented strategy to accelerate the implementation of important projects.

### **Broadwater Farm Inquiry**

Research into the economic needs of the people of broadwater farms estate after the 1985 riots with some proposals for the setting up of enterprises and businesses in the area

### **AZTEC**

Research into the needs of young people with behavioural problems who were unsuccessful on the YT Scheme and the design of an appropriate programme to meet their needs.

### **African Caribbean Banking Project**

Demand survey into the setting up of an African-Caribbean Bank in Britain. A total of 750 individuals and 200 businesses were interviewed in four London Boroughs with a higher than average proportion of Black people in the population. Their views were solicited on a whole range of issues from their banking preferences to their expenditure patterns in order to set up a bank to satisfy their needs.



# Evaluations, reviews and appraisals

## Project Appraisals, Evaluations and Review



Small community organisations provide excellent services for the communities of interest. Often however they face problems with continued funding because they are unable to demonstrate how useful their projects are to their users. This need not be the case if they include evaluation capacity into their project proposals

### **Africans Unite Against Child Abuse**

Evaluation of the Child Protection Training for African Parents in London programme, a 5 year £0.5 million Big Lottery funded project to promote positive parenting amongst newly arrived members of the African communities

### **Lambeth Business against Crime**

Evaluation of the service provided for the Safer Lambeth Partnership aimed at reducing crime directed at business people in the borough

### **Operation Black Vote**

Evaluation of their Magistrates shadowing project for 2006

### **Government Office for London**

Evaluation of BME Cracking Crime Project run by the London Action Trust and the Black Londoners Forum. This involved discussions and interviews with a variety of stakeholders and examination of documents and materials used to deliver the project.

### **Southwark Council**

Review of the Black and Minority Ethnic community and voluntary organisations with special reference to support needs of emerging communities

### **Southwark Council**

A review of the voluntary sector provision in relation to BME communities of interest. This involved discussions with a variety of stakeholders in the borough to include community organisations, capacity building organisations, council officials and focus groups with community leaders. Benchmarking of boroughs with similar characteristics was implemented.

### **African HIV Policy Network**

A review and evaluation of the activities of this umbrella organisation that provides policy and representation, information and advice, capacity building and networking forum facilities on issues relating to HIV/AIDS in Britain

### **Lewisham Youth Service**

Evaluation of SAP - Sports, Arts, Play projects funded by the Children's Fund in the borough

### **Sandwell Metropolitan Council**

An evaluation of the Sandwell Ethnic Minority Umbrella Forum, with recommendations for how it will function effectively to meet funders requirements

### **New Cross Gate NDC**

Evaluation of a summer splash project funded by the NDC and delivered by community groups in the area

### **PepperPot Club**

A comprehensive review of this organisation offering a day care facility for older Black people in Kensington and Chelsea

### **London Borough of Camden**

A review of the Bridge Project, an in-house, mental health outreach project targeted at the black community

### **Pan London Community Regeneration Consortium**

Review of their management delivery mechanisms. This involved an evaluation of the organisation with proposals for effective and efficient implementation of the SRB programme.

### **Project Fullemploy**

Evaluation of their three year capacity building programme funded by the National Lotteries Charitable Board

### **West Indian Self Effort**

A review of a community organisation providing a supplementary school for black children and a day care service for black pensioners.

### **Black Business Association Waltham Forest**

A review of their operation resulting in the restructuring of the organisation, development of a business plan and identification of new sources of funding. This formed the basis of a successful application to the Home Office, and Local Government for three year Local Government Act Section 11 funding.

### **Women Into Technology**

A management review of a Women into Technology project providing information technology skills to single mothers returning to work. This involved an analysis of the objectives of the organisation and recommendations for efficient systems to minimise conflicts and resolve communications problems.

### **Lambeth Council**

A review of the operations of a Local Government's computer operation. This involved an examination of the operations, looking at staff utilisation, streamlining of purchasing of equipment and systems.



## Strategic Business and delivery plans

### Strategic Business Plans for voluntary sector



Business plans for always been the key to efficient and effective delivery of projects. In assisting voluntary organisations to develop business plans, we recognise that the process of drawing up the plan is as important as the plan itself and therefore we consult all the stakeholder groups.

#### **GATES Herts**

Development of a strategic business plan for a Gypsy and Travellers organisation based in Ware under a scheme administered by the Ubele Initiatives

#### **Watford African Caribbean Association**

Outreach and Needs assessment leading to the development of a strategic business plan to turn the organisation around

#### **Portsmouth Race Equality Network Organisation (PRENO)**

Development of a strategic business plan to turn the organisation around

#### **African Communities Project**

Facilitation and business planning for a sexual health HIV awareness and outreach project targeting members of the African communities for NHS Hammersmith and Fulham

#### **International Youth Learning and Recreational Association**

Development of a project plan to establish a post high school facility for young people in vocational and recreational activity in Amanorkrom in Ghana

#### **bfm Xcel Ltd**

Development of an educational strategy and marketing plan to back their application for Heritage Lottery Funding

#### **Pillar Consortium**

A review of the project and the development of a strategic plan for the operation of this infrastructure organisation for the black and minority ethnic community and voluntary organisations with a social enterprise construct.

#### **Cosmopolitan Quality Care**

Development of a method plan for a consortium bidding for personal care contracts from a south London Local Authority

#### **Moss Side and Hulme Agency for Economic Development**

Development of a five year delivery plan to following a merger with another enterprise agency

#### **Black Londoners Forum**

The development of a strategic business plan and the implementation of the plan to raise seed funding for the setting up and operation of this umbrella group that works with the Greater London Authority

#### **Peckham Voluntary Sector Forum**

Development of a business plan for the organisation focussing on a three year business plan.

#### **African Caribbean Citizens Forum Leicester**

Development of a business plan for this umbrella organisation that represents the views of African Caribbean organisations in Leicester

#### **African Caribbean Community Action Network - Oxford**

Review of business plan and capacity building work with the organisation. This involved identifying possible avenues for capital funding for a community centre and associated start up costs.

#### **Elephant Links Community Forum**

Development of a work programme and delivery arrangements for the main community organisation Partner in the Southwark SRB bid known as Elephant Links based in the Elephant and Castle area.

#### **Midland Refugee Consortium**

Development of a business plan to access lottery funding

#### **Bridge House Nursery**

Business plan for the expansion of the bridge house nursery

#### **African Caribbean Parents Advisory Group - ACCPAG**

Development of a business plan for lottery funding to run services for parents and children excluded from school.

#### **Emotan Housing Association**

A business plan for the development of a black-led Housing Association.

#### **Urban Unity**

Development of a business plan for an agency working with ex offenders

#### **Jewish Care, CSMH, Central and Cecil Housing Trust,**

#### **HNCC, Field Lane, Quality Care**

Business planning for six organisations in the community care field to enable them bid for funding set aside for innovative domiciliary care projects in a London Borough. This involved providing them with individual consulting sessions, reviewing their plans, and funding recommendations

#### **West Indian Self Effort**

Business plan for the development of this organisation providing a supplementary school and a project catering for the needs of elderly people.

#### **Brixton Community Neighbourhood Association**

A business plan for the setting up of a motor repairs garage. This involved market analysis for this garage originally set up as a training project which had to generate revenue in order to survive.



## Facilitation of strategic away days

### Facilitation of strategic away days and consultations



Community organisations operating within minority and disadvantaged communities, are caught up in the spending cuts. To survive there is an urgent need for strategic planning. The process starts with an independently facilitated strategic away day to consider the 'here and now' and options for the future.

#### **Lambeth Borough Council**

Development of a voluntary and community sector strategy that will enable the delivery of efficient and effective support services to the community and voluntary sector

#### **Ekaya Housing Association**

Working with the board and senior staff to refocus the organisation to deal with its priorities by scoping the strategic environment to reappraise options

#### **Watford African Caribbean Association**

Facilitating weekend strategy development sessions for members of the management committee of this umbrella group to assist them to refocus the organisation towards sustainable growth.

#### **Black Training and Enterprise Group**

Facilitation of seminar on 'from getting .... to managing funds'

#### **Aylesbury Access Centre**

Facilitation of an away day for management committee members who have taken over the management of a small community centre

#### **Lewisham Positive Action for Young People**

Facilitation of planning day for Personal Advisers working on the Prospects and Connexions team

#### **Southwark employment and enterprise strategy review**

Facilitating at the review seminars that involved leading the different workshops and collating information from participants and presentation of a report.

#### **JobCentrePlus**

Facilitation of their minority ethnic outreach national conference that involved a motivational speech and facilitating the various workshops.

#### **Southwark Youth Service**

Facilitation of a strategy away day weekend that led to the development of the annual programme

#### **GaDangme Nikasemo Asafo**

Facilitation at an away day for this cultural, educational, and welfare organisation that is emerging as a providers of services to the community at large

#### **409 Project**

Facilitation of a strategy away day workshop to develop core values and examine the culture of the organisation

#### **Derby Millennium Network**

Facilitation at a conference to generate ideas for the formation of this network

#### **Sojourner Housing Organisation**

Facilitation of an away day to engage in strategic planning and to develop a workplan for the staff of the organisation.

#### **Haringey Refugee Consortium**

Facilitation of a series of awayday strategy workshops with management committee members to clarify the direction of the organisation and with the staff to determine how the work programme can be achieved

#### **Cambridge Ethnic Minority Forum**

Facilitation of an away day session that dealt with the roles and responsibilities of management committee members and how they would provide management support to staff. Facilitation for this umbrella group to help them in the development of their objectives and work programme leading to incorporation

#### **African Caribbean Peoples Movement - Birmingham**

Facilitating weekend strategy development sessions for members of the management committee of this umbrella group to assist them to refocus the organisation towards sustainable growth.

#### **Barnet African Community Forum**

Facilitation for this umbrella group to help them in the development of their objectives and work programme leading to incorporation



# Roles and responsibilities of board trustees

## Board Training



Trustees are responsible for voluntary and community organisations. Their responsibilities span policy formulation, strategic thinking, supervisory management and accountability to stakeholders. We provide a total board development programme that on what is required to make organisations survive and grow

### **Crawley Ethnic Minority Partnership**

Delivery of a management development programme for management committee members and trustees of an umbrella ethnic minority organisation. The programme focused on role and responsibilities, management and structures, teambuilding, fundraising strategies and proposal development.

### **Ghana Union London**

Delivery of management development programme for management committee members and trustees of an ethnic minority umbrella organisation. The programme focused on role and responsibilities, management and structures, teambuilding, fundraising strategies and proposal development.

### **Presentation Housing Association**

Delivery of training programme to residents and organisations on the principles of operating community organisations and voluntary groups, fundraising and business planning.

### **Barking and Dagenham African Health Forum**

Management development programme on roles and responsibilities for members of the forum. The programme also included sessions on team building and conflict resolution and developing a governing document.

### **African HIV Policy Network**

Design and delivery of a management training programme for trustees and management committee members of the organisation this involved sessions in roles and responsibility, managing finance, organising consultations, fundraising and business planning.

### **Health First**

Delivery of a management development programme for health professionals to enable them provide management support to voluntary sector organisations with whom they work

### **Southampton Voluntary Service Council**

Development work with four ethnic minority led community organisations

### **Leicester Carnival Committee**

Provision of management development programme covering Roles and Responsibilities, financial Management, Business Planning and Fundraising

### **National Aid Trust - Capacity Building for African Organisations**

Management development programme for community based organisations involved in caring and prevention of HIV/AIDs in Britain. The programme involved providing seminars in community development, project development and partnership formation strategy and the setting up and operation of a mentoring scheme for project coordinators.

### **African Caribbean Citizens Forum - Leicester**

A training and management development programme for management committee members focusing on their committee meetings, strategic planning, functional management, partnership formation and business planning skills.

### **Black Elderly Group in Southwark**

The design and implementation of a management committee course on recruitment and interviewing skills and employment of staff.

### **Black Contractors Association**

The design and implementation of a communication skills course for members of the organisation. Topics included: Interpersonal skills, Leading a voluntary organisation, Team building, Presentation skills, Persuading and Negotiation, Meeting management

### **SIA**

Provision of training courses and management development sessions to community groups and voluntary organisations that were members of this umbrella body for the black voluntary sector.

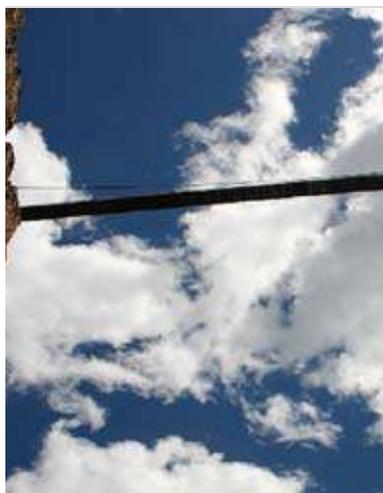
### **African Caribbean Centre**

The design and implementation of a management course for management committee members focused on their individual needs and those of the organisation. Topics included; Legal and lease issues, Effective management of a community enterprise, Staffing and Reward systems, Efficient resource management, Financial management, and Marketing the Organisation.



# Management training and leadership courses

## Management Training and Leadership courses



Professional skills drive the delivery of quality services to users and beneficiaries. A variety of training methods and aids ensure competency of the subject areas. Our courses are based on the skills that we believe voluntary and community organisations need to function efficiently effectively and economically.

### **NHS BME Leadership Programme - Breaking Through**

Capacity building work with senior BME staff to help them to progress to executive director level

### **Terrence Higgins Trust-**

Management skills training for African Community Organisations working with people affected by HIV to ensure that the operate their organisations more effectively to the benefit of their users

### **Community Organisations Forum Tower Hamlets -**

series of management development programmes targeted at project workers and staff of member community organisations

### **Immigration Advisory Council-**

Delivery of training programme on personal development and teambuilding skills for members of staff. Sessions include teambuilding, timekeeping, objective setting and conflict resolution.

### **SureStart Southwark-**

Training programme for staff on roles and responsibilities, teambuilding

### **SAVO, LVAC, VDA**

Provision of training sessions for voluntary groups and community organisations in various topics of management. This includes Business Planning, Teambuilding, Project Appraisals and Management, Fundraising, Health and Safety issues, Conflict management strategies, Equalities and Diversity, Monitoring and Evaluation, Marketing, Financial Management, Policies and Procedures, Partnership Forums, Leadership, Management of Volunteers, Roles and Responsibilities and Training the Trainer

### **NCVO**

Implementation of a programme of support for chairs of small organisations from black and minority ethnic communities. The programme was implemented as a pilot under the innovative funding from the Active Community Department of the Home Office and involved training sessions on a variety of issues relating to governance and responsibilities as trustees in small voluntary and community organisations

### **Kensington and Chelsea Social Council, BTEG**

Development of a training programme for community organisations on business planning and fundraising strategies.

### **Derby Millennium Network**

A leadership programme focusing on Functional Management, Management Committee, Strategic Management and Partnership Formation Skills

### **Voluntary Action Leicester**

Delivery of a management development programme to several groups that involved sessions on roles and responsibility, teambuilding and business planning, leadership and management accounts

### **Thames Telethon**

A Community Groups in Transition Course for voluntary project workers. Topics included, Fundamentals of Community Enterprise Management, Strategic Planning, Business Planning, Innovative Marketing Strategy, Staffing and Reward Systems, Service Delivery and Agreements, Efficient Resource Management, Financial Control Systems, Funding and Fund-raising, Budgeting and Cashflows.

### **Federation of Black Housing Organisations**

The design and development of Housing Finance workshops.

### **Commission for Racial Equality**

The design, development and implementation of a Financial Management Course voluntary project workers. Topics included, Objective Setting, Fund Raising, Financial Records, Record-keeping, Budgets and Cash Flows, Final Accounts, Fund Management, Accountability to Funding Bodies.

### **ICOM**

The implementation of personal development seminars for women returning to work.



## Feasibility Studies for community facilities

### Feasibility Studies



Community halls provide a meeting place for social, educational, entertainment and even economic activities, for consultation to forge the cohesive bond that keeps communities vibrant and resourceful. Feasibility studies are about testing utilisation and helping to design facilities that are sustainable

#### **Wolverhampton African Caribbean Steering Group**

Feasibility into the needs of the African Caribbean community in Wolverhampton and the development of services for a centre that will meet the needs in a sustainable way.

#### **Finsbury Park Trust**

Feasibility study into the development of a community cluster to accommodate community organisations and provide shared services and facilities for their operation

#### **London Borough of Hounslow**

A feasibility study for the setting up of an 800 seat community function centre for Asian weddings

#### **Rotherham Borough Council**

The development of a business plan for a managed workspace project for the ethnic minority community.

#### **Peterborough Council**

The development of a business plan for an umbrella organisation of all African Caribbean organisations.

#### **African Caribbean Arts and Cultural Centre**

Feasibility study and business plan for the transformation of a community centre into an arts and cultural centre using funds from a successful lottery application.

#### **Manchester Black Resource Centre**

A feasibility study for the setting up of a multi-ethnic, multi-purpose community business and resource centre in Manchester.

#### **Joint Council of African Caribbean Organisations**

A feasibility study for the setting up of an African-Caribbean Centre in a London Borough.

#### **African Caribbean Leadership Centre**

A feasibility study into the setting up of a black-controlled radio station in North London.

#### **Greater London Enterprise Board**

Feasibility study for a Business Training Centre in North London.



# Capacity building and community consultations

## Capacity Building



Our capacity building work gives us the opportunity to work with people from the voluntary sector in groups or on a one to one basis providing them with support on different issues that include:

### **Ubele Initiative**

Delivery of webinars on business and fundraising topics for organisations applying for funds under the London Community Recovery Fund and Covid Community Led Organisations Recovery Scheme and the provision of one on one support for the organisations applying

### **Terrence Higgins Trust**

Capacity building with African community organisations that are involved in working in the prevention and care of families affected by HIV and AIDS. The work involved providing training on important issues such as Business Planning, Fund raising, Roles and Responsibilities. Hands on assistance with the development of plans and funding applications and general governance issues.

### **Brixton Splash**

Capacity Building services to recruit trustees, register the organisation, develop a project plan and raise funding for this annual summer festival celebrating community cohesion in Brixton

### **Black Training and Enterprise Group**

One on one capacity building of organisations in receipt of Big Lottery funding who are considered to be at risk with their funding. the work involves assisting with the development of systems to enable the organisations function effectively and produce timely reports on the funding

### **Voluntary Sector Resource Agency - Hammersmith and Fulham**

Capacity building one-on-one assistance with five organisation to help them resource funding from outside the borough. This involved implementing healthchecks, reviewing previous applications, researching potential sources of funding and helping with the completion of application forms and funding proposals

### **Golborne SRB**

Capacity building assistance to 30 community groups and voluntary organisations operating in the Golborne SRB area. This involved implementation of healthchecks, provision of training on business planning and fundraising strategies and assistance with the development of forward strategies for the organisations

### **New Cross Gate NDC**

Consultancy work with community organisations delivering summer play scheme projects to provide management support in their setting up systems and complying with registration and regulation requirements.

### **Project Fullemploy**

In-depth one on one consultancy with 10 groups in Yorkshire and the West Midlands. This involved undertaking a health check of each organisation, finding out their needs and providing them with practical and immediate solutions to enable them resolve these issues

### **National Aids Trust**

Capacity building programme for African Community organisations involved in HIV/AIDS projects. This involved a series of Away day strategy development sessions and the setting up of a mentoring system to link interested professionals with the organisations

### **Lambeth Council Community Education Department**

Providing practical assistance to local community groups who want to raise external funding in support of their projects. This will involve one on one consultancy with the groups and the development of proposals to back their applications.

### **National Aids Trust**

Capacity building programme for African Community organisations involved in HIV/AIDS projects. This involved a series of Away day strategy development sessions and the setting up of a mentoring system to link interested professionals with the organisations

### **PRESSET**

Development of a mentoring scheme for young people living in Presentation Housing Association property to ensure that they are able to choose appropriate careers.

### **Camden Council**

The implementation of the Independent Sector Forum commissioning and development policy for the Caring for People who live at Home Initiative.

### **South Thames Training and Enterprise Council**

A review of information held on ethnic minority people by the South Thames Training and Enterprise Council. This involved a survey of community and voluntary groups in the area operating in the fields of education, training, enterprise development and employment to elicit their views on how they can best benefit from the activities of the TEC.

### **African HIV Policy Network**

Responding to the government Sexual Health Strategy on HIV and AIDS. This involved focus groups with members of the different national forums, the organisation of a national conference on the strategy and collation of responses from different regions on the strategy.

### **African HIV Policy Network**

Responding to the London Strategy on Sexual Health. This involved meeting with all the London forums and collating their responses.

### **Deptford City Challenge**

Organisation of a conference for the community forum in order to assess their needs, develop structure, plan their work activity and design a strategy for their survival after the Challenge



# Enterprise skills training and promotion strategies

## Enterprise Training



We work directly with business people, helping them develop business enterprise skills through training programmes, management skills workshops and motivational and topical issues seminars.

### **CERFE - Italy**

Implementation of a training course for migrants who are interested in setting up a community association to provide information to other migrants. This involved sessions on enterprise development, drawing up business plans in the light of comparative experience in other EU countries.

### **South Thames Training and Enterprise Council, Inner London North Department of Employment, Inner London South Department of Employment**

The implementation of Enterprise Awareness Seminars for unemployed people going into self employment who are applying for Central Government Assistance. Topics included: Before You Start, Types of Businesses, Market Research, Marketing, Advice, Counselling and Training Sources, Obtaining Finance, Managing Money, Time Management. These courses were implemented for the Department of Employment.

### **Black Business Association Waltham Forest, Tudor Trust**

### **Black Business Development Association Hammersmith and Fulham,**

The design, development and implementation of a Business start-up course. Topics included: Business Communications and Attitudes, Marketing Research, Marketing, Sales and Negotiation Skills, Production and Service Management, Business Planning, Structure of Business, Final Accounts, Cash Flows, Taxation, Premises and Capital Requirements, Sources of Finance, Employment Issues, Planning for Future, Time Management and Pricing and Costing.

### **Black Business Association Waltham Forest**

Design and implementation of Business Management Course for 20 unemployed young people wishing to set up in business or find employment. Subjects covered included: Finance, Marketing, Assertiveness, Job Preparation, and Business Plan.

### **Black Business Association Waltham Forest**

The design and implementation of a Women into Management course funded by the European Social Fund and a North London Borough. This included various aspects of management, business skills, personal development, job search and familiarisation with Information Technology and hands-on experience with several popular application packages.

### **London East Training and Enterprise Council**

The design, development of Business Growth Seminars for small businesses at the initial stage of expansion. Topics included: Strategic Business Planning, Market Research and Use of Support Agencies, Production and Service Management, Financial Management and Control, Human Resource Development, Sources of Finance, Taxation, Understanding and Using Financial Statements, Marketing and Business Policy.

### **North London Training and Enterprise Council, South Thames Training and Enterprise Council, Brent Council, London East Training and Enterprise Council**

The implementation of Business Skills Seminars for business people in the first year of business. Topics included: Marketing Your Business, Customer Care, Practical Marketing, More Profit Fast!, Taxation, Advertising and Promotion, Effective Management, Direct Marketing, Export Marketing, Bookkeeping, Accounting Towards Profit, Understanding Finance, Personal Selling, Employing People, Accounting with Computers, Communicate for Profit, Time and Stress Management, Computers in Business.

### **Wandsworth Enterprise Agency, Training Agency**

Design and development of a specialist training programme for entrepreneurs benefiting from the Enterprise Allowance Scheme.

### **Manpower Services Commission, Training Agency**

### **South Thames Training and Enterprise Council**

The design, development, organisation and implementation of Business Enterprise Programs targeted at prospective entrepreneurs. Topics included: Business Communications, Business Plans, Sales and Negotiation Skills, Sales Forecasting, Premises and Capital Requirements, Business Viability Market Research, Book and Record-keeping, Entrepreneurship, Production and Service Management, Pricing and Costing, Legal Structure of Business, Advertising and Promotion, Product Development and Distribution, Financial Control, Financial Statements and Business Strategy.

### **Haringey Council**

The implementation of a co-operative development course for six worker co-operatives. This involved a series of seminars and counselling sessions for these co-operatives in Objectives and Strategy, Marketing, Production, Finance and People Management

### **ICOM Women's Link-Up**

The design, and implementation of business workshops for women setting up in business.



# Enterprise skills training and promotion strategies

## Enterprise Projects



We specialise in enterprise development and promote strategies aimed at transforming inner city areas into vibrant places for economic activity.

We undertake rigorous research of issues that affect small businesses and devise appropriate strategies.

### **Southwark Borough Council**

A comprehensive review of the business development services provided in the borough as part of a best value review

### **Brixton City Challenge**

Management of a £300,000 Small Business Grants Fund which involved: publicising the fund, designing the application pack, counselling deserving businesses, reviewing their business plans and assessing them for funding. Over 109 businesses were assisted with small grants to assist their expansion.

### **Waltham Forest Housing Action Trust**

The design, development and implementation of a total enterprise support package as part of the regeneration and renewal of four housing estates in the borough.

This package involved providing training and one on one support to residents who wanted to set up in business on the estates. Providing business plan support to business people to enable them access loans from a special fund set up in association with the banks, providing seminars on topical issues to existing business people and assisting them to set up an association that would provide mutual support to the business people living on the estate.

### **International Finance Corporation**

Appraising proposals for funding from various corporations in Zimbabwe, Botswana, Namibia, and Zambia

### **International Finance Corporation**

Implementation of enterprise assistance to black business people in South Africa who were interested in expanding their businesses or buying into established existing businesses.

### **Brixton City Challenge**

Feasibility study into the setting up and operation of a loans and grants fund for direct assistance to businesses in the Brixton City Challenge area. This involved a review of the operation of other grants funds and an analysis of discussions with a variety of stakeholders in the borough.

### **Waltham Forest Race Equality Council**

Development of a directory of information sources for black and minority ethnic users of the service

### **Waltham Forest Housing Action Trust**

Development of procurement initiative to ensure minority ethnic contractors benefit from construction work in the redevelopment of the estates

### **Waltham Forest Economic Development Unit**

Development of a directory of ethnic minority business

### **Hackney Council, Haringey Council**

The compilation of directories of ethnic minority businesses in two London Boroughs. A combination of street by street identification of businesses as well as utilisation of sources such as, professional advisors, VAT records and existing directories.

### **Home Office - Prison service**

Placement of temporary administrative staff with several Home Office Departments

### **Tower Trading International**

Review of their employment strategy as relates to the employment of a key worker from overseas.

### **Ceddo**

Advising a film production company on the appointment of a general manager. This involved the development of job and person specifications for the position, advertising, short-listing and selection of the successful candidate.

### **Black Business Development Association (H & F)**

Advising a Black Business Association on the appointment of an Executive Director.

### **Greater London Council**

Counselling, job preparation and job search for ethnic minority staff on abolition of the GLC. This involved advising members of staff on their career plans, organising seminars on interviewing skills and CV development, and responding to applications, contacts with potential employers and placement in jobs.



# Enterprise skills training and promotion strategies

## Enterprise Business Plans



We also assist businesses to develop business plans, marketing strategies, operational and delivery plans and refinancing proposals to enable them to be more competitive.

### **Kings Pharma**

Business plan for the establishment of a global multi-million pound pharmaceutical distribution operation to distribute branded products on an ethical basis

### **L'escargot Hotel**

Development of a business plan for a small hotel in Ghana

### **Convenience Store**

Business plan for the setting up and operation of a convenience store on a London housing estate

### **Caribbean Foods International**

An analysis of the market for food produce from Africa and the Caribbean. This involved the identification of the main distributors and retail outlets, a survey of buying habits and preferences, the development of an industry model examining capacity and financial parameters, warehousing facilities, and the determination of factors influencing profitability. This was executed for Caribbean Food International who were interested in entering the UK market for distribution of fruits and vegetables from Africa and the Caribbean.

### **Brixton Academy**

A feasibility study for the operation of an entertainment venue for musical events and pop concerts in South London.

### **Black Vision Co-operative Video Productions**

A refinancing proposal for a film/video production and distribution company. This involved an analysis of the objectives of the organisation leading to the decision to focus on the marketing of black films and video and their positioning in the production market to cover ethnic minority events.

### **Scope**

A refinancing proposal for a magazine targeted at young black people. This involved a survey of the prospective readership, an investigation of the appropriate distribution mechanism using agents in institutes of further studies, and the identification of sources of funding for this workers co-operative.

### **Lifestyle Magazine**

A market survey for a freely distributed magazine in London targeted at young males. This involved interviews with the top 25 advertising companies in Britain to assess their views on the concept and whether they would buy space for their clients in this magazine.

### **Ultimate Hair Salon, -Emiles, - Christies,**

### **Chic Unique**

Business and marketing plans for several hairdressing salons. This led to the organisations developing a franchising operation as the best option for expansion

### **Paradise Cuisine, -Bambaya Restaurant, - Far-I**

Business plans for the operation of African-Caribbean Restaurants. The work involved an investigation of their physical and human resources, the parameters for production, the marketing strategy to be adopted and the costing of the capital and credit requirements of these restaurants.

### **L.E. Campbell, 1990 - J.J. Travel and Shipping**

A business plan for the expansion and operation of a travel agency. This involved an investigation into the relative strength of the two locations of the company and a recommendation on the activities on which each location should concentrate.

The West End office to concentrate on package tours and the Brixton office to concentrate on people visiting friends and relatives in the Caribbean.

### **Kotu Point Hotel**

A feasibility study for the setting up and operation of a tourist hotel in the Gambia.

### **Deck Hair and Beauty Products**

A strategic analysis of the market for black hair products in Britain. This involved an analysis of the key features of the industry, market structure, segmentation, buyer behaviour, production and product developments, main operators, factors affecting demand and supply, integration and diversification strategies. This was incorporated into a business plan for the establishment of the first black-owned hair products manufacturing and distribution company in Britain.



# Employment skills training and placement Initiatives

## Employment Training



We have researched the barriers to employment for young minority ethnic people, examined the aspirations that influence their choice of careers. We have researched the recruitment, retention and progression of minority ethnic staff are able to provide advice on redeployment of redundant staff.

### **Look Ahead Housing and Care**

A training programme in assertiveness and lifeskills for vulnerable people living in supported housing units to enable them look for employment and move on.

### **African Graduates Centre**

Design, development and implementation of a specialised programme for African graduates who had difficulty in gaining access to appropriate jobs. This involved sessions in career planning, job search skills, CV preparation and application form filling, interview techniques and making effective presentations.

### **Department of Employment Lambeth District**

Provision of New Deal Gateway services to young people who have been unemployed for six months or more as part of the government's Welfare to Work policy. Equinox Consulting won the contract for this pathfinder area and started implementing services ahead of the main programme. The services implemented by Equinox Consulting include: Initial Assessment, Job search Skills and interview Techniques, Information Technology and Key Skills, Self-employment Awareness, Confidence Building and Personal Development.

### **Waltham Forest HAT**

The design, development and implementation of a "Its Never Too Late" training programme to ensure that single mothers living on the WFHAT's Estates return to full time employment. This involved training sessions in Job Search and Interview Techniques as well as World of Work skills and motivational sessions on objectives setting and achieving results.

### **CENTEC**

Customised employment training course with commercial organisations such as Woolworth and Abbey National Body Shop, and statutory institutions such as Islington Council, Hackney Council, Wandsworth Council

### **City and Inner London North TEC, CENTEC**

### **South Thames Training and Enterprise Council, AZTEC**

The design, and implementation of a 12 week information technology course for long-term unemployed people. This covered application software programs:-Word-processing, Graphics, Database, Spreadsheets, Accounting, packages. Specific programs included:- Word for Windows. The course taught Personal Development Skills, Office Skills and Job Preparation Skills of CV preparation, filling of application forms and Interview Techniques. Major employers provided participants with work experience and eventual employment.

### **Greater London enterprise Board British Gas**

Computer training for staff members

### **Employment Service**

Enterprise allowance scheme. Series of workshops for unemployed people who wanted to set up in self employment.

## Recruitment and Placement

### **Home Office – Prison service**

Placement of temporary administrative staff with several Home Office Departments

### **Tower Trading International**

Review of their employment strategy as relates to the employment of a key worker from overseas.

### **Ceddo**

Advising a film production company on the appointment of a general manager. This involved the development of job and person specifications for the position, advertising, short-listing and selection of the successful candidate.

### **Greater London Council**

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## Executive Coaching

### **NHS-BT**

Helping individuals in senior positions in organisations to achieve their personal development targets and aspirations.

