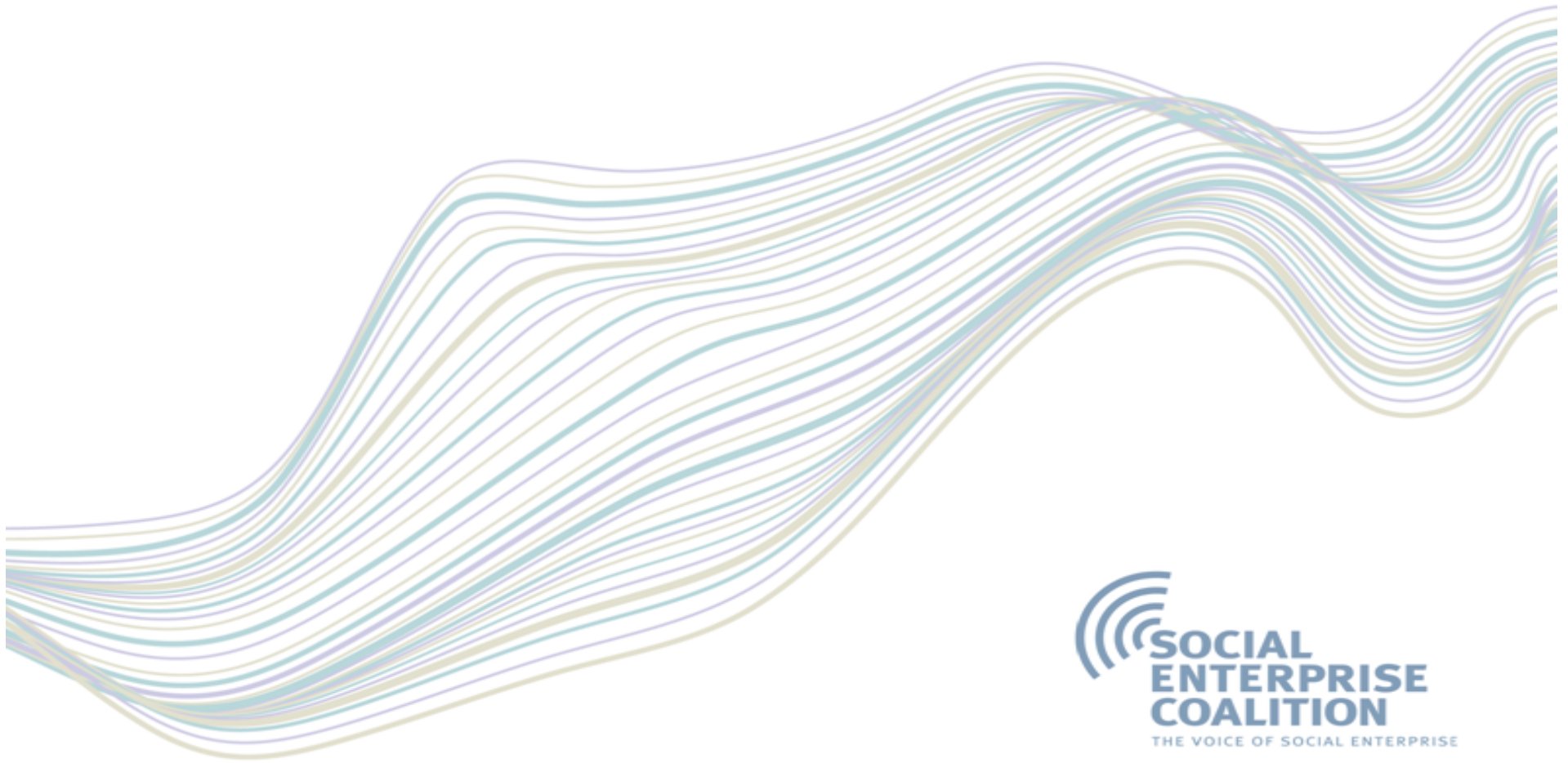


A Strategy for the Social Enterprise movement to improve the engagement and support of Black Asian and Minority Ethnic (BAME) social enterprises

Compiled by the Social Enterprise Coalition on behalf of social enterprises and supporting organisations

October 2009



Foreword

Social enterprise is about creating lasting positive change for communities and individuals. As businesses trading for social and environmental purposes, social enterprises reinvest their profits into the communities they serve, giving them the freedom to design their own solutions to the issues most important to them. It is this freedom that gives them the opportunity to pioneer new ideas, to empower their staff and to truly make sustainable change.

My own personal experience with social enterprise is what drives me to work as hard as possible to encourage the growth of the movement in all communities. I run Blackburne House, a social enterprise based in Liverpool that has been addressing issues of unemployment for 25 years by training and mentoring women in technologies and industries that would have been traditionally unavailable to them. Though there have been many challenges along the way, I would not have chosen any other path, and I believe anyone who wants to make a difference should consider setting up, or working for, a social enterprise.

There are many other inspiring and successful BAME social enterprises across the UK working in a number of fields including health, housing, technology, fashion and food services - to name just a few.

However, there is lack of awareness both among BAME communities as to what social enterprise is and what it can accomplish, and in the general public as to the breadth, power and potential that BAME social enterprises have.

The initial responsibility lies within the social enterprise movement to reach out to social entrepreneurs in BAME communities and support them in their business ventures as well as to make sure that BAME social enterprises are recognised for their delivery of mainstream services and

for reaching widely across the spectrum of communities in the UK. We need to ensure that social enterprise networks and supportive bodies are representative of a wide range of communities and that the social enterprise movement trades among its diverse members and shares knowledge and resources. The action plan outlined in this document will contribute to achieving these outcomes.

The economy needs to grow by being pioneering and challenging the status quo. I believe that the rich tapestry of social enterprise can play a key role in our country's growth and in transforming lives and communities. However, to maximise the power of social enterprise, we must develop a wide range of solutions to reflect and embrace the true diversity of enterprises in our communities.

At the Coalition, we believe that our movement should reflect all our communities. We will endeavour to work with our strategic partners to ensure a diversity of enterprises and enterprise leaders within our sector. Promoting diversity within the social enterprise movement is good not only for BAME communities, but for our society, our environment and our economy as a whole. Together we can and we will make it happen.

I would like to take this opportunity to thank all those who have contributed and participated in the development of this strategy, in particular the Office of the Third Sector, Voice4Change and BTEG.

Claire Dove
Chair, Social Enterprise

Coalition



CabinetOffice
Office of the **Third Sector**



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Why we need a strategy for Black Asian and Ethnic Minority social enterprises

Social enterprises are businesses trading for social and environmental purposes. As such they make a significant contribution to tackling the effects of poverty; physical, economic and social exclusion; environmental sustainability and the raising of aspirations through being independent financial institutions¹.

It is recognised that in many areas of the UK Black, Asian and Minority Ethnic (BAME) communities face greater social and economic exclusion that can lead to inequalities, such as lower levels of employment and educational achievement, as well as higher rates of certain health problems and likelihood of being victims of crime. It must also be recognised that BAME communities also face prejudice that both aggravates these inequalities and presents barriers to developing solutions. Exclusion often prevents these communities accessing information or support to help them develop social enterprises.

Social Enterprise Coalition (the Coalition) and its partners wish to ensure that all sections of the social enterprise movement play a full and active role in the development of social enterprise. Although evidence is limited, there are anecdotal reports highlighting discrepancies in the level of support for social enterprise from BAME communities. Therefore, the Coalition embarked on a process of gathering information on the experiences of BAME social enterprises that will help identify issues and develop solutions.

Some of the issues identified require BAME specific solutions, whilst others need solutions that are generic to social enterprise. This strategy identifies the key gaps, barriers and solutions to ensure support is available in the right place at the right time by placing BAME issues at the core of the movement's work. This includes ensuring mainstream provision being available to BAME social enterprises, without limiting the opportunity for BAME social enterprises to deliver support to their own communities.

This strategy is a living document and it will evolve as the needs of the communities develop and as social enterprise support bodies respond. It will continue to identify new developments and activities as well as evaluating and disseminating innovative ways of working.

Whose Strategy is this?

This strategy is for the entire social enterprise movement, involving aspirations of supporters, financiers, infrastructure bodies and social enterprises themselves. It identifies and recommends actions to all those who have a significant influence on the development of BAME social enterprise – national and local government, the social enterprise movement and BAME infrastructure support bodies.

In developing the strategy the Coalition recognises the importance for solutions to be developed in partnership with BAME infrastructure bodies such as Voice4Change England, and Black Training and Enterprise Group (BTEG), as well as regional social enterprise networks, national social enterprise umbrella, BAME regional networks and support organisations.

¹ Prof. Ken Peattie & Dr Adrian Morley, *Social Enterprises: Diversity and Dynamics, Contexts and Contributions*, ESRC Centre for Business Relationships, Accountability, Sustainability and Society, Cardiff, 2008.

The ongoing actions (Annex A) are for each organisation to respond to in its own way. The Coalition has no power to hold the stakeholders accountable, but would hope to support and facilitate the implementation of the actions as resources allow. To that end, the actions are co-ordinated with the activities being undertaken by the strategic partners of the Office of the Third Sector to ensure the widest possible implementation.

Definition issues

BAME social enterprises include a wide range of organisations whose defining elements are varied. They range from community groups that use business methods to develop diverse and sustainable funding mechanisms all the way to entrepreneurs who seek to deliver a social or environmental goal for a community rather than expropriate profit. As a result the range of activities, clients, geographical areas, legal structures, intentions, income models and success is equally wide ranging and diverse.

The definition of a BAME social enterprise is contested territory. However a common definition is emerging on what constitutes a BAME social enterprise; it is where 50% or more of the owners/managers come from BAME communities² and this is the definition we use in this strategy. However, identifying BAME led social enterprises is not always easy. While voluntary organisations, charities, and other commercial sectors have underlining common principles, the combination of enterprise with ownership and social aims make social enterprise distinct from other organisations. Overall, it is relatively simple to identify BAME ownership of organisations, but not whether they are social enterprises.

The story so far...

In order to produce this strategy the Coalition undertook the following activities:

- Literature search of published and grey literature
- Extensive regional consultation exercises
- Dialogue with leading BAME social enterprise leaders

² 'BAME social enterprises and BAME VCOs are used to represent BAME-led organisations. They are organisations with no less than 51% of board members being of BAME descent' (Sam Obeng-Dokyi, *Mapping London's Ethnic Minority Social Enterprises*, CDSE/Olmecc, April 2007. p9)

'Black and Minority Ethnic Social Enterprises (BMESE) are organisations that trade in the market to primarily fulfil social objectives. Surpluses are principally reinvested for that purpose into the business or community, with social ownership primarily belonging to the BME community.' (Kulwinder Kandola, *Mapping Social enterprise in the East Midlands: Making money making a difference*, Voice East Midlands, 2004. p2)

The Coalition Project

Throughout the first year of the project the Coalition has used existing research to further consult with BAME social enterprises. To do this we have held five events both regionally and nationally:

1. Regents College, London on 28th November 2007
2. Burlington Hotel, Birmingham on 24th January 2008
3. Carriageworks, Leeds on 26th March 2008
4. Workshop at Voice08, Liverpool, 27th February 2008
5. National BAME Conference and publication launch, London Chamber of Commerce, 9th July 2008

These consultations and events have provided first person accounts of the experiences of BAME social enterprises, and the opportunity to generate solutions in conjunction of with the around 80 Coalition members, social enterprises and participatory partner organisations that attended. A further 300 Contacts were identified (and engaged with) throughout the course of the year, which resulted in garnering common views and issues facing BAME social enterprises. A list of the organisations that attended the events across the UK are included in Annex B.

Consultation meetings held by the Coalition with BAME community controlled social enterprise highlighted that the issues facing BAME social enterprises are often the same as those experienced by the social enterprise movement as a whole, namely accessing finance, business support and winning contracts. To tackle these issues it was not felt that a separate process of support was required, but to ensure that present business support and finance was accessible and non-discriminating.

The consultation process culminated in the Coalition's first national conference looking at BAME issues and the social enterprise movement and a publication promoting examples of BAME social enterprises.

The issues that have emerged

The evidence base is limited, but some of the most compelling research found that among entrepreneurs, social enterprise start ups are up to three times higher among BAME entrepreneurs than White entrepreneurs. This shows significant efforts to develop social enterprises among those entrepreneurs in BAME communities. This research also suggested that these start-ups became established businesses at a lower rate than White entrepreneurs³. This is an indicator that a level of support is needed for this constituency in the wider social enterprise movement. How this is done, with more or different support is not agreed upon and will need further examination. It must also be noted that this analysis was a broad view of the UK and therefore doesn't take account of differences between communities and locations. Any further work must develop a greater understanding of these dynamics in order to establish appropriate solutions.

³ Rebecca Harding & Denis Harding, *Social Entrepreneurship in the UK*, Delta Economics, 2008, p27

Research has also highlighted that BAME women play a significant role in their local communities but there was significant under representation of BAME women involved in networks and starting social enterprises. Research carried out by Social Enterprise London highlighted the following barriers that are specific to BAME women in London⁴:

- A low awareness of social enterprise among BAME women;
- Limits on time and family obligations;
- Securing finance – for example knowledge gaps in identifying potential funding sources or how to apply for and secure funding;
- Lack of knowledge of business development, finance and expertise about marketing goods and services;
- Low confidence ; and
- Multiple disadvantage - cultural stereotyping within and outside communities which holds back their participation in business and wider society.

Research and the consultation meetings highlighted a significant lack of access to appropriate finance, business support, and limited access for BAME social enterprises to policy makers, commissioners, and funders⁵. The feedback from consultations clearly identified a diversity of approaches that could be used and that BAME social enterprises wanted established. To ensure the buy-in of the sector and that services would be accessible, it was clear that solutions must be locally devised and responsive to communities.

⁴ Social Enterprise London, *social enterprise: making it work for Black, Asian and ethnic Minority women*, Government Equalities Office, 2008, p8

⁵

- *‘funding and initiatives to develop ideas specifically targeted at BME communities i.e. on areas of specific interest*
- *need for identifiable BME /other “supporters “ “ philanthropists “ to support ideas for little return /a social end*
- *culturally specific financial support i.e. according to Islamic belief’*

p44, CLES Consulting, *Supporting BME Social Enterprise in Greater Manchester*, Third Sector Enterprises, 2005

SPECIFIC ISSUES

Finance

Information from the consultation events indicated that limited access to finance was due to mainstream financial institutions not understanding the distinct needs of the BAME community and therefore the value of the individual social enterprises. This stemmed from both cultural and language barriers, as well as the limited understanding of BAME communities among financiers⁶. The limited knowledge within BAME communities of where to obtain finance, and also different approaches to generating capital was also seen as a barrier due to the inaccessibility of information on sources of funding and other resources.

The provision of finance does not deal with the specific BAME community issues. For example, Muslim communities find it difficult to raise traditional finance to start businesses due to the Islamic banking codes, which forbid the payment of fees for renting of money (interest on loans, usury). As a result many Muslims find it difficult to raise capital through the traditional financial institutions of the UK. However, there are Islamic banking systems available, but how responsive these are, or aware of the needs of social enterprise is unknown.

Some communities have previously found it difficult to generate capital or receive financial services due to experiences of prejudice and discrimination. African Caribbean communities have been in Britain for hundreds of years, and over that period have developed methods of self support and financial systems to facilitate this. As an example, West Indian communities were often discriminated against and excluded from getting credit or financial services. To address this barrier in the early 1960s they developed credit unions and other forms of community capital, which collected funds from the community to make loans to individual community members to start businesses. These alternative approaches to raising capital and finance should be encouraged and supported where access to mainstream banking is limited. Social lenders need to consider these opportunities among new migrant and BAME communities where exclusion from financial services is still a significant problem.

The consultation events showed that some of the problems are due to a lack of awareness among BAME social enterprises of financial products and services available; but these were dwarfed by the concerns raised about the lack of awareness among finance providers regarding particular issues in the BAME communities, and therefore not recognising BAME specific needs that could be addressed. It is therefore necessary to promote the understanding of BAME communities among these providers as a priority. This is best done through engagement of the local institutions with their local BAME communities.

⁶ *Getting finance from mainstream finance providers appears to be a problem for people from ethnic minority communities because of language issues, cultural differences and lack of awareness of regulatory frameworks'*

(Cooperatives UK , *Engaging Ethnic Minority Communities: Lessons for the Cooperative Sector, 2008, p8*)

Business Support

As with access to finance, one of the issues identified regarding business support services was due to language and cultural barriers. There are also a range of concerns that BAME communities are excluded from finance and support through institutional racism. This needs to be addressed through reviewing processes and accessibility of business support providers. This includes identifying specialist social enterprise support and finding advice that meet the mixed needs of business sustainability and delivering social impact⁷ alongside appropriate accessibility for BAME communities.

A problem identified was around a lack of specialisation and business support provision and its limitations in terms of the specific issues facing BAME communities. This meant that specific concerns facing BAME social enterprises, such as accessing appropriate financial products (for example meeting the requirements of Islamic banking codes) were not available.

The Coalition's consultation meetings confirmed concerns around lack of specialist knowledge of BAME issues in business support provision⁸. A reduction in the diverse range of business support products due to the Business Support Simplification Programme (BSSP) is seen as having a detrimental impact on the availability of specialist knowledge through Business Link. There were major problems being reported across the country where the availability and signposting of specialist support was being highly restricted by BSSP. Delegates at consultations identified that the specialist knowledge was available in the movement, however, without Government funding to facilitate access, the cost of this advice excludes BAME communities.

Procurement

Contracts for public service delivery are potentially large markets for social enterprises. Procurement processes in statutory agencies have a major impact on the ability of social enterprises to gain contracts and to sustain themselves.

One of the major barriers to development of BAME social enterprises was perceived to be the lack of access to public contracts. Delegates at consultations and through feedback believed social enterprises found it difficult to gain contracts for reasons of size and a lack of recognition of social returns. There was a need for private and public contractors to diversify their supply chains. This is aggravated in public services by processes - such as pre-qualification questionnaires - that put significant administrative burdens on smaller social enterprises and create barriers to entry; thus excluding them from competing for public contracts.

The consultations highlighted a concern that BAME social enterprises are being marginalised to only delivering services to BAME customers or clients. It is felt that procurement officers and commissioners perceive BAME social enterprises as '*only for BAME communities*' or '*only for hard-to-reach groups*' (BAME

⁷ *A lack of advisors with real understanding of social enterprise means they fail to recognise potential social enterprise opportunities and are then unable to lead them to the relevant support agencies best situated to support them*, Kulwinder Kandola, Mapping Social enterprise in the East Midlands: Making money making a difference, Voice East Midlands, 2004. P3

⁸ *'There are many providers of social enterprise support as are advice, but not all business advisers are as proficient at understanding BME social enterprises as they are at understanding mainstream or more conventional businesses'*. Sam Obeng-Dokyi, Mapping London's Ethnic Minority Social Enterprises, CDSE/Olmecc, April 2007. p9

SE, Leeds, 28th March 2008). There is a general view that procurement officers and commissioners do not understand that BAME social enterprises do deliver to a wide client base - *“we have a lack of mainstream appeal”* (BAME SE, Voice08, 27 February 2008).

The marginalisation of BAME social enterprises in public procurement stems from lack of access of BAME social enterprises to knowledge of contract opportunities and potential partnerships that local and national government organisations hold. As will be discussed in the engagement section of this document, the need to successfully network with each other and the wider social enterprise movement must be addressed. However, being informed about opportunities for gaining contracts, and linking up with procurement managers and public service commissioners are necessary for BAME social enterprises to develop the knowledge base required to win those contracts and build the skill set that supports many businesses.

To address some of the issues and barriers to accessing public contracts, third sector organisations and community groups now have access to the Funding Central website, a free website providing access to funding and finance opportunities, plus tools and resources supporting organisations to develop sustainable income strategies appropriate to their needs. This is a recent development, and at this stage we are not able to access on its effectiveness.

Engagement

The engagement of the social enterprise sector with the public, and specifically with BAME communities, has been limited⁹. This has led to a lack of awareness of the social enterprise model among BAME communities, and the needs of BAME social enterprises among social enterprise support bodies. These issues have been noted earlier as factors in causing the lack of access to finance and business support services. The consultation events in Leeds, Birmingham, and London identified that there was a lack of engagement between BAME social enterprises, statutory agencies, and social enterprise support bodies.

“what was needed was access to RDAs, money, skills, and resources” (support network, London, 28/11/2007)

The delegates at consultations recommended that organisations that provide social enterprise support should have a higher level of engagement with BAME communities. This was particularly focused on those organisations with both an interest in social enterprises and those that have statutory duties under the Race Relations Act 2000 to promote equality of opportunity and good race relations, such as Regional Development Agencies and local authorities.

Ensuring greater engagement of BAME communities with the social enterprise movement will provide ongoing advice on how to address the issues identified in this strategy. Accessing finance and business support are essential to the development of social enterprise generally but the solutions available are not accessible to BAME communities. Promoting engagement is the key to avoid the inadvertent inequalities of providing one size fits all solutions. Key to the issues of adequate support is developing local systems that are responsive and developed in conjunction with the communities. Engagement provides the information to develop support mechanisms that are responsive and meet the diverse needs of all the communities in an area.

⁹ [problems identified] *included a lack of knowledge of the cooperative movement among the British public; underlying racism and engagement of the Coops sector with BAME communities*, (Cooperatives UK, *Engaging Ethnic Minority Communities: Lessons for the Cooperative Sector*, 2008, p)

RECOMMENDED ACTIONS

The action plan below suggests solutions to address the inequalities and the inaccessibility of services identified in this strategy. As stated earlier, the Coalition has put together this action plan to identify work that is going on, what can be taken forward, and who is best placed to do so. The Coalition believes to develop social enterprise services, in order to meet the needs of BAME communities, requires greater engagement between BAME social enterprises, the movement, and support providers. The actions seek to address barriers while involving and empowering BAME social enterprises so as not to marginalise the development of services.

The plan is divided into four main areas where activity is suggested to meet the needs of BAME social enterprises.

Engagement

- To promote and support the development and growth of BAME social enterprises by increasing their engagement with stakeholders, including support bodies, infrastructure organisations, policy makers and the social enterprise sector.

Business support and finance

- To ensure that support services and business support are equally accessible and appropriately specialised to support BAME communities setting up social enterprises.
- To promote a better level of understanding and knowledge of finance options among BAME communities starting and developing social enterprises. Develop a greater understanding of the needs and benefits of BAME social enterprise among finance providers.

Procurement

- To ensure that BAME social enterprise gain equitable access to public service and private supply contracts, developing and sharing the skills necessary to compete in fair and open markets

The actions outlined are those that can be achieved by the Coalition or strategic partners of the Office of the Third Sector. Cross cutting all of these will be the efforts by the Coalition and support providers to assess their own policies to ensure that they fully take account of the needs of BAME social enterprises.

SOCIAL ENTERPRISE BAME STRATEGY ACTION PLAN

Engagement AIM - To promote and support the development and growth of BAME social enterprises by increasing their engagement with stakeholders, including support bodies, infrastructure organisations, policy makers and the social enterprise sector.				
Actions: Social Enterprise Coalition				
Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>The Coalition will develop an engagement strategy to ensure that BAME social enterprises are at the heart of its activities.</p>	<p>BAME social enterprises are involved and make a full contribution to the direction and actions of the Social Enterprise Coalition</p>	<p>Process of engagement defined by September 2009</p>	<p>Lead Organisation: Social Enterprise Coalition.</p> <p>Partners: Voice4Change, BTEG</p>	<p>OTS Strategic Partners Grant</p>
<p>The Coalition and partner organisations will deliver a programme of regional networking events for BAME social enterprises to meet and engage with statutory support providers, procurement departments such as RDAs, local authorities, finance providers, and the wider social enterprise movement.</p>	<p>Generate opportunities for partnerships and networks for BAME social enterprises and BAME communities with statutory bodies and the wider social enterprise movement.</p>	<p>Programme of events accessible by all nine English regions. Events Oct/Nov 2009 and</p> <p>On going to April 2010.</p>	<p>Lead Organisation: Social Enterprise Coalition.</p> <p>Partners: Social Enterprise Regional Networks, Voice4Change and partners, Regional Development Agencies and Local Authorities.</p>	<p>OTS Strategic Partners Grant</p>

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>The Coalition will impact assess its engagement mechanisms and policy development to ensure equitable consideration for the needs of BAME social enterprises and share best practice with the wider movement.</p>	<p>Address areas of under representation. Increase membership and ensure the voice of BAME communities is part of the wider social enterprise movement.</p> <p>Increased participation and representation from BAME communities.</p>	<p>Review process of engagement of BAME communities by December 2009.</p> <p>Create Race Equality Scheme by September 2009 and complete impact assessment of first priority policies by April 2010.</p>	<p>Lead Organisation: Social Enterprise Coalition</p>	<p>OTS Strategic Partners Grant</p>
<p>The Coalition will encourage and share good practice with regional social enterprise networks and support bodies to develop effective engagement mechanisms with BAME social enterprises.</p>	<p>All the social enterprise support bodies to play their part in supporting BAME social enterprises and increase representation, involvement and membership from BAME organisations and individuals in partnership groups and regional networks.</p>	<p>Social Enterprise Coalition will identify obligations under the Single Equalities Act and signpost good practice and guidance materials over 2009/2010.</p>	<p>Lead Organisation: Social Enterprise Coalition</p> <p>Partners: Social Enterprise Regional Networks and umbrella bodies.</p>	<p>OTS Strategic Partners Grant</p>

Engagement

AIM - To promote and support the development and growth of BAME social enterprises by increasing their engagement with stakeholders, including support bodies, infrastructure organisations, policy makers and the social enterprise sector

Actions: Other Organisations

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>Local Networks for BAME</p> <p>SEL with BTEG as a delivery partner will run a series of networking events in to provide opportunities for London's BAME social enterprises to share knowledge, good practice and access financiers and support bodies.</p> <p>Recommendations It is recommended that other social enterprise networks follow SEL's example.</p>	<p>BAME social enterprise in London will be able to attend networking events within their sub region and have access to market intelligence.</p>	<p>Ongoing events throughout 2009/10</p>	<p>Lead Organisations: Social Enterprise London</p> <p>Partner: BTEG</p>	<p>Capacitybuilders social enterprise programme 2008-2011</p>

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>Cooperatives UK</p> <p>Cooperatives UK have set up an Ethnic Diversity Steering Group to improve engagement of BAME communities with Coop movement.</p> <p>“Co-operative Diversity Action is a new initiative and website – www.diversityaction.coop – set up to provide strategies, resources and guidance to encourage more people from BAME communities to get involved in co-operatives.</p>	<p>Executive level lead on driving forward change among Coops to better engage with BAME communities</p> <p>Ensure access to the Coop movement’s guidance and good practice advice for BAME communities is freely available.</p>	<p>Already established and pushing forward work. Conference on engaging BAME communities in 2010</p> <p>Website was launched in July 2009</p>	<p>Lead Organisation: Cooperatives UK</p>	<p>Cooperatives UK</p>
<p>Social Enterprise East Midlands</p> <p>Develop a programme of activities to link BAME social enterprises into existing and appropriate BAME, women and generic business networks</p>	<p>Raising awareness of and animating interest in social enterprise in BAME communities leading to an increase in the creation of BAME led social enterprises, support for women and creation of support networks.</p>	<p>Over the 2008-2011 timeframe the number of BAME social enterprises to increase within the Eastern region.</p>	<p>Social Enterprise East Midlands</p> <p>Partner: FATIMA women’s Network</p>	<p>Capacitybuilders social enterprise programme 2008-2011</p>

<p>School for Social Entrepreneurs</p> <p>School for Social Entrepreneurs, in partnership with UnLtd, and with design and advice from ROTA, will deliver all their strategic activities to the BAME community. This includes an annual social entrepreneurs conference, local and regional networking events, and online information dissemination and networking.</p>	<p>Connect and empower grassroots social entrepreneurs from across England. Understand their challenges more closely, and utilise this information to better inform and influence government and other agencies. School for Social Entrepreneurs ensures that the programme of work benefits BAME participants in respective SSE/UnLtd fellowships as per agreed BAME % ages.</p>	<p>Programme of events of activities throughout the year. (See Website for updates)</p>	<p>Lead Organisation: School for Social Entrepreneurs</p> <p>Partners: UnLtd, ROTA</p>	<p>OTS Strategic Partners Grant</p>
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Business Support and Finance

AIM – To ensure that support services and business support are equally accessible and appropriately specialised to support BAME communities setting up social enterprises.

AIM - To promote a better level of understanding and knowledge of finance options among BAME communities starting and developing social enterprises. Develop a greater understanding of the needs and benefits of BAME social enterprise among finance providers.

Actions: Social Enterprise Coalition

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
The Coalition and partners will work with BIS and RDAs to ensure that business support provision is appropriate and accessible to BAME social enterprises.	Business support is suitable and accessible to BAME social enterprises.	The Coalition will gather evidence through its networks and partner organisations, to identify good practice and bottlenecks. Process to be completed by March 2010	Lead Organisation: Social Enterprise Coalition	OTS Strategic Partnership Grant
The Coalition and partners to work with BIS to ensure that that specialist support providers engage with Business Link and that BAME SEs are made aware of the support available.	A business support resource guide signposting BAME social enterprises to all available business support. Increased specialist support accessible to BAME social enterprise.	Resource guide developed by January 2010. Distribution and access ongoing from January 2010.	Lead Organisation: Social Enterprise Coalition and Partners	OTS Strategic Partnership Grant

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>The Coalition will develop financial case study examples and approaches suitable for BAME social enterprises.</p>	<p>Promote a full range of finance options available to BAME social enterprises.</p> <p>Ensure there are route maps of potential financial support and approaches across the various business stages.</p>	<p>Produce and publish financial case studies focussing on BAME social enterprises by September 2009.</p> <p>Distribution of the guide through national event programmes will be ongoing until April 2011.</p>	<p>Lead Organisation: Social Enterprise Coalition</p>	<p>OTS Strategic Partnership Grant</p>

Business support and finance

AIM – To ensure that support services and business support are equally accessible and appropriately specialised to support BAME communities setting up social enterprises.

AIM - To promote a better level of understanding and knowledge of finance options among BAME communities starting and developing social enterprises. Develop a greater understanding of the needs and benefits of BAME social enterprise among finance providers.

Actions: Other Organisations

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
<p>RISE will develop a programme to engage and develop social entrepreneurial skills within BAME communities using the role models via action learning and peer support.</p> <p>RISE through its engagement activity will stimulate a culture of collaborative working between the social enterprise sector and BAME voluntary sector and improve the reach and penetration of Business Link Services through improved referral systems.</p>	<p>Improved access to social enterprise support for BAME communities who are economically excluded.</p> <p>Improved engagement, and relationship with BAME social enterprises and voluntary sector.</p>	<p>Ongoing events throughout 2009/2010.</p> <p>Promotion of activities, events and best practice case through newsletters, websites and media throughout 2010 and ongoing.</p>	<p>Lead Organisation: RISE</p> <p>Partners: The Council of Ethnic Minority Voluntary Sector Organisations, and Business link.</p>	<p>Capacitybuilders social enterprise programme 2008-2011.</p>

Recommended Actions for Government and Government Agencies				
Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
Government agencies, particularly RDAs and local authorities should monitor the uptake and delivery of support to BAME communities and BAME social enterprise. The Coalition will provide support and guidance, where necessary.	Government agencies such as RDAs and local authorities are aware of the scale of uptake, any limitations to uptake and design methods to address under representation.	Government authorities need to address this as a priority. The Race Relations Act 2000 established obligations to monitor public functions since 2002, with little change under the Single Equalities Bill, information gathering mechanisms need to be put in place soon as possible.	Lead Organisations: RDAs, local authorities, and other statutory support providers.	

PROCUREMENT

AIM – To ensure that BAME social enterprise gain equitable access to public service and private supply contracts, developing and sharing the skills necessary to compete in fair and open markets.

Actions: Social Enterprise Coalition

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
The Social Enterprise Coalition would ensure information on good procurement practice is available to BAME social enterprises, facilitating greater access to contracts and growth.	BAME social enterprises are equipped with knowledge and information to enable them to access and win contracts.	Procurement tool developed by use by March 2010. Factsheet guidance produced by April 2010. Dissemination via web and partner organisations.	Lead Organisation: Social Enterprise Coalition	OTS Strategic Partners Grant

PROCUREMENT

AIM – To ensure that BAME social enterprise gain equitable access to public service and private supply contracts, developing and sharing the skills necessary to compete in fair and open markets.

Actions: Other Organisations

Actions	Outcomes	Milestones/timescales	Lead Organisation/Partners	Funding
Social Enterprise London will promote and advise BAME social enterprises on the contracting opportunities for 2012 Olympics.	BAME social enterprises will be aware of 2012 contracting opportunities and will also have the capacity and resources to bid for and win contracts.	Social Enterprises London, deliver workshops promoting and advising the opportunities of contracting for the 2012 Olympics and helping develop skills and procurement strategies. 2 events by March 2010. 2 events by March 2011.	Lead Organisation: Social Enterprise London Partner: Social Enterprise Coalition	Winning with 2012 Project.

Annex B - The Coalition's BAME work stream so far

Throughout the first year of the project the Coalition has used a basis of existing research to further consult with BAME social enterprises. The Coalition has held five regional and national events:

6. Regents College, London on 28th November 2007
7. Burlington Hotel, Birmingham on 24th January 2008
8. Carriageworks, Leeds on 26th March 2008
9. Workshop at Voice08, Liverpool, 27th February 2008
10. National BAME Conference and publication launch, London Chamber of Commerce, 9th July 2008

These consultations and events have provided first person accounts of the experiences of BAME social enterprises, and the opportunity to generate solutions involving around 80 Coalition members, social enterprises and participatory partner organisations that attended. In addition, further 300 contacts were identified (and engaged with) throughout the course of the year, which resulted in garnering common views and issues facing BAME social enterprises. A list of the organisations that attended the various events across the UK is included below:

Consultation Event Attendees

Social enterprises

Action For Blind People
Advantage West Midlands
Apnee Sehat
Atonement Enterprise CIC
Barnsley Black & Ethnic Minority Initiative
Catch 22 Magazine CIC
CSIP
Diverse City Services
Enterprise Insight
Explosion Entertainments
Fatima Women's Network
Foleshill Women's Training
Future Health & Social Care Association CIC
Jaikri Ltd
JET Jobs Education & Training
Krik Krak
Living Works
London Business Guide
Maltby Community Development Trust
Neighbourhood Development Company
Nex Gen Initiatives
Peepul Centre
PRIAE
Red Ochre
Nex Gen Initiatives
Southbank University
Birmingham Chamber Of Commerce & Industry
Business Link West Yorkshire

Salford Health Matters
Skills For Care
Social Business Solutions UK
Social Enterprise Berkshire CIC
Somali Development Services
Subscriptions Marketing
The Tabot Centre
Trescom Research And Consultancy Ltd
Ummah Foods
Waltham Forest BME Alliance Ltd
West Itchen Community Trust

Social enterprise umbrella organisations

Development Trusts Association
South East Social Enterprise Network c/o Unltd
Attercliffe & Darnall Community Enterprises
Co-operatives UK
Development Trusts Association - West Midlands
Development Trusts Association - Yorkshire & Humber
Enterprise4all North West
Prowess
School For Social Entrepreneurs
Sheffield Enterprise Clusters
Edge Hill University
Liverpool Chinatown Business Association
Lloyds TSB Bank plc
Lancashire Business School

Social Enterprise Coalition
Social Enterprise East Of England
Social Enterprise London CIC
Social Enterprise West Midlands
Social Enterprise Yorkshire & Humber
West Yorkshire Social Enterprise Link

Statutory organisations

London Borough Of Merton
London Borough Of Islington
London Borough Of Camden
Birmingham City Council
South West Of England Regional Development Agency
Equality & Human Rights Commission
Black Country Change Up

Other interested and related organisations

Black Training And Enterprise Group
Sheffield Enterprise Clusters
Equalities National Council
Primus Personnel
A4e Consult Ltd
The Sikh Times/Eastern Voice
N S Consulting

University of Salford
TUC Yorkshire & Humber Region
Yorkshire Forward

