

Helping BME third sector leaders plan ahead: solutions, strategies and support.



Summary of day

26<sup>th</sup> January 2010, the Drum, Birmingham

Voice4Change England with NCVO Third Sector Foresight

# Summary

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- Voice4Change England has been working with NCVO Third Sector Foresight to **research the key drivers** or trends impacting on the Black and Minority Ethnic (BME) third sector.
- *Helping BME third sector leaders plan ahead* gave leaders an opportunity to look at some of these drivers and think about how their organisation could respond.
- The following provides a summary of the key discussions and messages from the day including the:
  - Group PEST analysis.
  - Implications grid findings.

# Objectives of the 26<sup>th</sup> January 2010



- To provide an **analysis of drivers** in the external environment which may impact on BME third sector organisations
- To explore the **implications of these drivers** and the responses that BME third sector organisations may need to take in order to...
  - Stay relevant.
  - Improve sustainability.
  - Become more risk aware.
  - Increase innovation.

# Headlines group exercise



- The first exercise aimed to get everyone thinking in a **future-focused frame of mind**. Delegates broke into small groups to suggest broadsheet, tabloid and third sector press headlines for:
  - 2015
  - 2020
  - 2025

# Headlines group exercise: 2015 headlines



- Councils can do it all! Your one stop shop!
- BNP holds balance of power.
- Tories into second term landslide win.
- Immigration no longer an issue.
- Lack of cultural-specific services...all inclusive.
- Mass UK migration.
- Innovation wins the day!
- BME 3rd sector continues to thrive.
- BME 3<sup>rd</sup> sector will embrace a broader set of concerns around disadvantage and human-rights.

# Headlines group exercise: 2020 headlines

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- National commissioning cures local problems.
- Social enterprise is key.
- Islam declared State religion.
- Marginalisation of communities.
- Elderly 'put to sleep' early.
- BME group gets funding.
- More viable broad-based organisations in the BME third sector.

# Headlines group exercise: 2025 headlines

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- Boats... New government housing policy.
- Lobbying and campaigning! The sector still goes on.
- More leaders in public and private life from BME third sector.

# V4CE research on BME third sector drivers



- V4CE seconded a member of staff to NCVO Third Sector Foresight to **research the key drivers** impacting on the BME third sector.
- The following key drivers were introduced at the 26<sup>th</sup> January event (see next slide).
- For more information on these drivers visit the BME third sector section of the NCVO 3S4 website:

<http://www.3s4.org.uk/drivers/categories/bme-third-sector>

## V4CE research on BME third sector drivers



- Policies on multiculturalism and social cohesion.
- Shift towards a Single Equalities agenda.
- Personalisation.
- Continuing race inequalities and institutional racism.
- Response to extremism.
- Levels of public spending.
- Rise of commissioning and procurement.
- General election 2010.
- Digital exclusion.

## *What* are the key drivers?

### PEST and Sift and Sort – isolating the key drivers

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- Delegates worked in small groups to **map key drivers** under the categories: political, economic, social and technological.
- They also began to think about **sifting and sorting** the drivers into those that were predictable and would have a high impact and those that were unpredictable and would have a low impact.
- The following PEST summarises the key trends or drivers identified by groups on the day.

# What are the key drivers?

## PEST and Sift and Sort – isolating the key drivers



### Political

- Increased division within the BME third sector.
- New asylum and migration policies inc. changes to ESOL.
- General and Local Elections 2010.
- Relationship with Government/independence.
- Polarisation of the third sector.
- Shift from race equality to a single equality agenda.
- Focus on cohesion.
- Rise of the BNP and other extremist parties.
- Response to extremism inc. Preventing Violent Extremism.
- Political engagement.
- Changing role of generalist and specialist infrastructure.
- Policy focus on class and poverty.
- Role of local Government inc. Local Area Agreements.

### Economic

- Commissioning and procurement.
- Online markets.
- Poverty and inequality.
- Levels of public spending.
- Impact of economic downturn.
- Increase in unemployment levels.
- Increase in volunteering.
- Personalisation.
- Shift away from grant funding.
- Emphasis on social enterprise.
- Collaborative working.

### Social

- Demographic change including an older population.
- Shift to mainstreaming rather than specialist services.
- Honour based violence.
- New migrant communities.
- Greater awareness of different cultures and faiths.
- More fragmented British society.
- Race discrimination less likely to be tackled.

### Technological

- Digital exclusion for BME communities and BME third sector organisations.
- Impact on rural communities.
- Electronic democracy i.e. e-petitions.
- Easier networking and communication.
- Increased access to diverse media.
- Broadband – digital inclusivity.

*So what* do the key drivers mean for you?  
*Now what* are you going to do about it?

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- *So what do the key drivers mean for you?* - The next step was to take the key drivers and think about their implications.
- We identified 5 key drivers from the PEST exercise to focus on and gave one to each group.
- *Now what are you going to do about it?* - Each group:
  - Used the implications grid (see next slide) to consider what drivers would mean for different stakeholders including: staff, service users and funders.
  - Considered what their organisation might need to do to respond.

# Implications Grid



How could each driver affect your organisation? What opportunities does this create?							
	External			Internal			
Your Key Drivers	Users & Their needs	Funders & their priorities	Relationships & influence	Workforce (paid, volunteer) & Trustees	Your Organisation's work services and activities)	Governance including Accountability & evaluation	Systems, Skills, Technology (comms, admin, management etc)
Driver							

*So what* do the key drivers mean for you?  
*Now what* are you going to do about it?

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## 5 Key Drivers from the group PEST

- General Election 2010.
- Rise of the BNP and other extremist parties.
- Technology for communication.
- Collaboration.
- Single equality agenda.

The next 5 slides outline some of the key implications and ideas for next steps groups discussed.

# General Election 2010

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## What does it mean for your organisation?

- Potential funding cuts for infrastructure organisations (ISOs) with funding going directly to frontline organisations.
- Greater need for large ISOs to demonstrate how they respond to community needs.
- Increased accountability between ISOs and the frontline.

## What steps can you take?

- Consider how you can influence changes.
- Be proactive at sharing information from today.

# Rise of the BNP and other extremist parties



## What does it mean for your organisation?

- There may be a backlash and fear within communities.
- Polarisation may occur.

## What steps can you take?

- Prepare communities for '*self-defence*'.
- Develop a 'New Deal' funding agenda focussing on discrimination: examples of good practice in regeneration and renewal.
- Develop a Community Defence moral tool kit.
- Construct a campaigning strategy using a new discourse.
- Develop a media strategy focusing on 'hearts and minds' – getting white working class and middle class on board.

# Technology for communication

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## What does it mean for your organisation?

- May exclude some service users.
- New safeguarding concerns may emerge e.g. data protection.
- Possible generational issues and gaps.
- Potential fear around technology for some.

## What steps can you take?

- Identify gaps and develop training - work with young and older people.
- Better use technology to communicate with young people.
- Investigate and develop bespoke software i.e. on monitoring and evaluation developed by third sector organisations.
- Investigate wider funding opportunities i.e. from the private sector.
- Develop and/or disseminate IT guidance and policies for staff.

# Collaboration

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## What does it mean for your organisation?

- Increased sharing of ideas.
- Opportunities to share resources.
- Need to assess whose agenda is being met.

## What steps can you take?

- Explore opportunities to collaborate.
- Think about how to improve and support collaboration between organisations by addressing barriers and thinking about the current environment (i.e. recession).

# Single equality agenda

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## What does it mean for your organisation?

- Opportunity to broaden user group base.
- Potential change in how funders focus on minority groups.
- Potentially more understanding and tolerance between groups. Do we have a role in building this?
- May need to encourage training and development.

## What steps can you take?

- Review current training on equalities. Does it reflect new legislation?
- Actively go out and explain Single Equality agenda to stakeholders.
- Be more inclusive with language and dialects.

## Next steps



- **For you:** Visit the Third Sector Foresight website to read more about research on drivers and to add your comments:  
<http://www.3s4.org.uk/drivers/categories/bme-third-sector>
- **For V4CE:** we will use our website to share our work on strategic planning more widely with the BME third sector and will be looking at ways to take forward further work on strategic planning in 2010/11.
- **For NCVO:** Third Sector Foresight will continue to deliver strategic planning support to third sector infrastructure organisations for the final year (2010-11) of the Change workstream, funded by Capacitybuilders' National Support Services Programme.

## Further information and support



- Visit the BME third sector section of the Third Sector Foresight website:  
<http://www.3s4.org.uk/drivers/categories/bme-third-sector>
- Visit the strategic planning section of the V4CE website where you can download more details of the event:  
<http://www.voice4change-england.co.uk/thinking-ahead.html>
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