

SURVIVE & THRIVE

RESOURCES FOR RUNNING A BAME-LED* COMMUNITY
ORGANISATION THROUGH DIFFICULT TIMES

RESOURCE 1

**TAKING STOCK: Getting ready for business
planning and fundraising**

December 2020



ABOUT THE UBELE INITIATIVE

The Ubele Initiative (Ubele), a civil society organisation based in London, works across the United Kingdom and Europe with disadvantaged communities; most notably black, Asian and minority ethnic (BAME) communities.

Ubele (taken from Swahili to mean 'The Future') is an African Diaspora led intergenerational social enterprise founded in 2014. Our primary mission is to help build more sustainable communities across the UK.

We have developed through a bottom up, community-based approach and although African Diaspora led, our culturally diverse team supports a wide range of communities and community-based organisations and groups through social action, community enterprise development and next generation leadership initiatives.

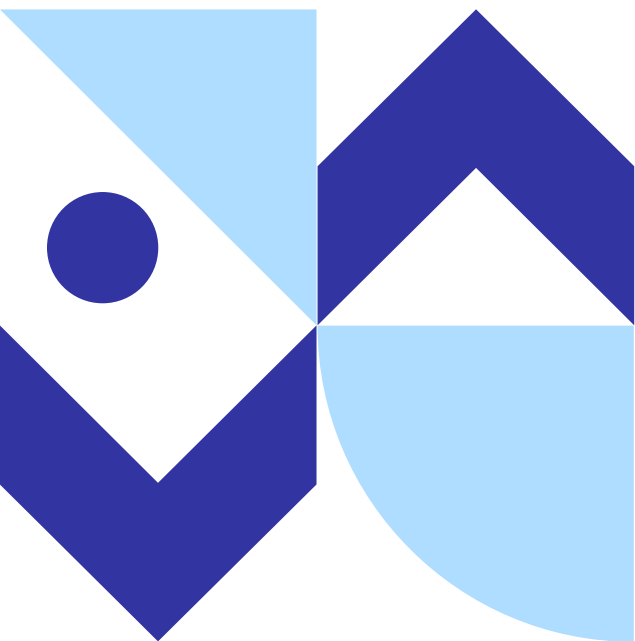
ubele.org
[@ubeleinitiative](https://www.instagram.com/ubeleinitiative)

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Resources: The Resource Centre B&H (Brighton & Hove) www.resourcecentre.org.uk

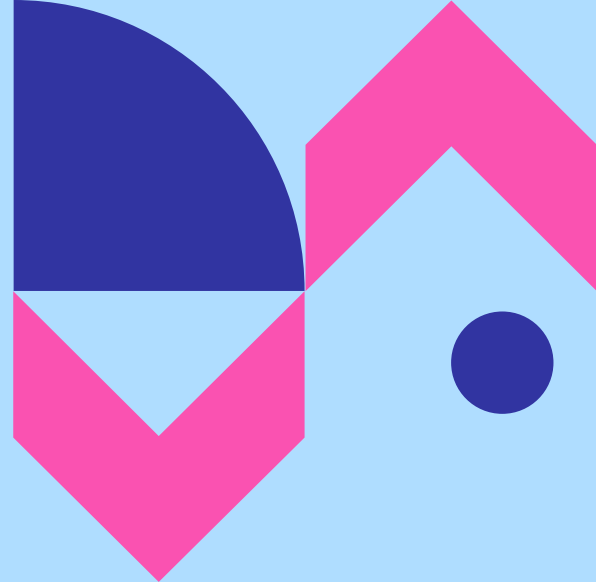
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*** We recognise the diversity of individual identities and lived experiences, and we accept that BAME is an imperfect term that does not fully capture the racial, cultural, and ethnic identities that experience structural and systematic inequality. Whenever possible, we attempt to name individuals as they themselves prefer to be named.**

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INTRODUCTION

Covid-19 has had a devastating impact on BAME communities and you probably have had to pivot your services in order to respond. This is a good time to review things and to get a handle on the what, why, how and who of your organisation. It's a good foundation for business planning, fundraising and managing operations during these difficult times.



**WHAT DO YOU DO?
WHY DO YOU DO IT?
HOW DO YOU DO IT?
WHO HELPS YOU DO IT?**

Can you answer these questions for your organisation? Knowing the answers will help you make sure energy is not wasted by doing unnecessary things; will help you remain true to your mission and your values; will enable you to communicate better with users, funders and stakeholders generally; will help you plan for the future; will help you overcome problems and challenges; and will help you get the right people around you.

BAME & COVID-19

Existing inequalities are being exacerbated by Covid-19
(PHE, Nov 2020)

- Low paid jobs
- Employment insecurity
- Food insecurity
- Poor housing
- Lack of digital connectivity
- Educational inequalities

Your focus of activity or work or user group may have changed already. What effect is Covid-19 having on them? How has this affected the work of your organisation and your users. Add some internet and local research to discover exactly what's happening for your users. Your local authority or CVS will be a good source of local information.



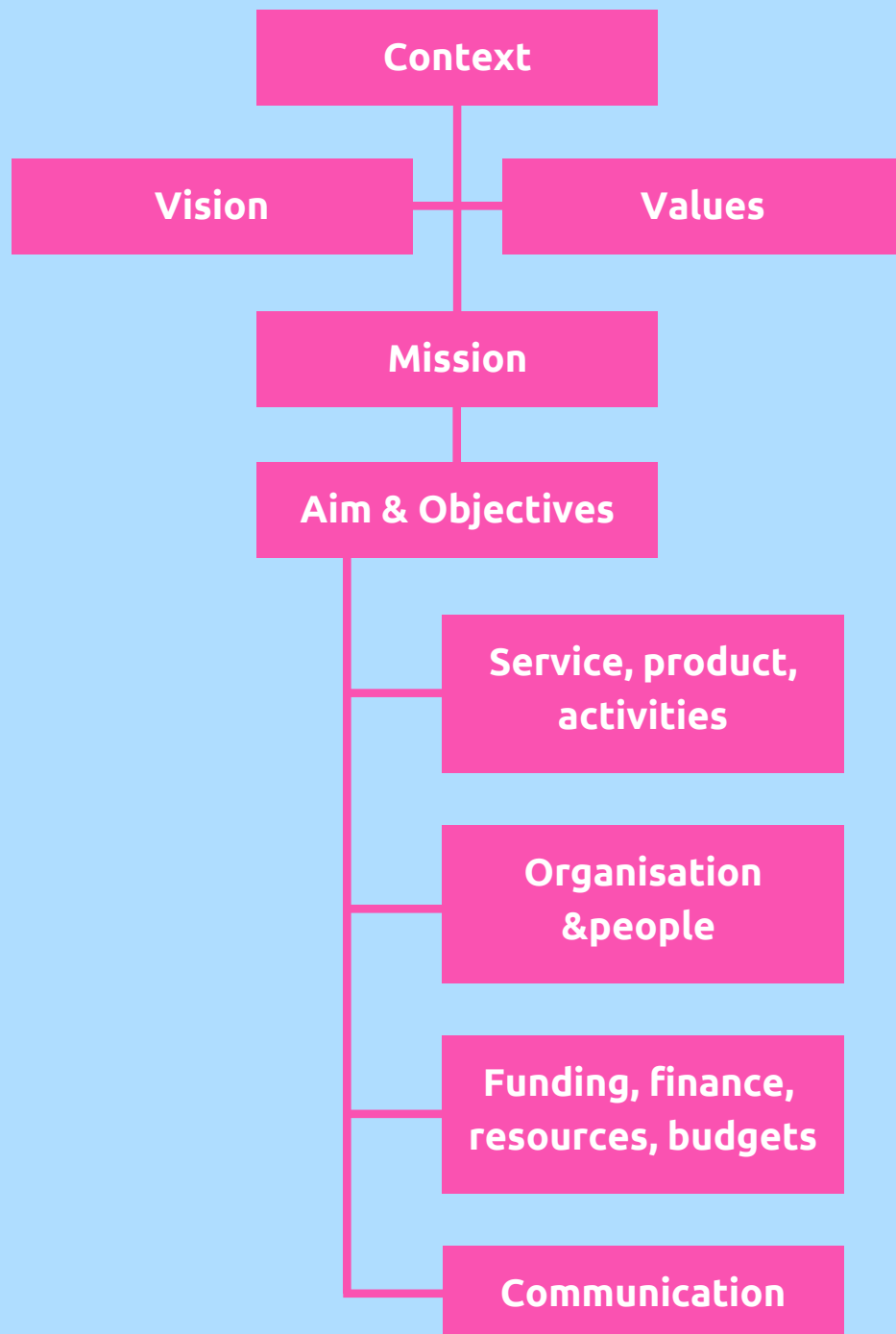
Artist: Penelope Mendonça

Think through the following model.

Does your Business Plan or Funding Application tick all the boxes?

Your area may be in some level of lockdown for the foreseeable future. Do your plans take the changing circumstances into account? Are you looking to the future and trying to anticipate how to adjust your services to meet the needs of your community short and long term.

GETTING READY FOR BUSINESS PLANNING AND FUNDRAISING



	Questions to ask	Tools and models to help	Any BAME and/or COVID implications or issues to consider?
CONTEXT	<p>What was happening in the world to trigger the original need for your organisation? Who established it – and why?</p> <p>Locally, national, internationally? Has it changed? Pre-Covid/during Covid/post-Covid comparison</p>	<p>PESTLE: political, economic, social, technological, legal, environmental</p> <p>https://knowhow.ncvo.org.uk/organisation/strategy/externalanalysis/pest</p>	<p>Covid-19 is exacerbating the effect of differing health, mental health, work, poverty outcomes on BAME groups.</p> <p>How is this playing out in your organisation?</p>
VISION	<p>A vision statement gives a sense of how things could be, the ideal future, it says what the world could become.</p> <p>What's your vision? Can you describe it in a straightforward way? Has Covid-19 changed or had an impact on your Vision?</p>	<p>https://www.culturehive.co.uk/wp-content/uploads/2017/05/CultureHive-Vision-and-Mission-Guide.pdf</p>	<p>How is your 'service' targeted to address BAME issues? What has changed as a result of Covid-19?</p> <p>What is your re-set vision for the future of your organisation during-and-post-Covid?</p> <p>For example: pre-Covid, you ran a Lunch Club focusing on BAME elders in your area.</p> <p>What's important – to deliver food or to contact the elders every day?</p>
VALUES	<p>Organisational values describe the core ethics or principles which you will abide by, no matter what.</p> <p>Define what's important about the way your organization works? – Is it who you work with? Is it how you work with them? What are your core principles about the way your organisation is run/communicates/provides its services?</p> <p>Are your organisational values reflected in every aspect of the organisation? Mission, Aims & Objectives? Marketing methods, etc.</p>	<p>https://www.worklogic.com.au/services/organisational-values/</p>	<p>Do your Values still hold true? Maybe re-visit them to check.</p> <p>For example, it's important to you that Users are supported face-to-face. If this is no longer possible, how can you re-frame your values to provide the quality of service you feel is vital?</p>

	Questions to ask	Tools and models to help	Any BAME and/or COVID implications or issues to consider?
MISSION	<p>Your mission keeps you on track. What are you going to do? Who are you doing for? Where are you going to do it? How will you do it?</p>	<p>See VISION web link above</p>	<p>What will you do differently during-and-post-Covid-19 to achieve your Vision?</p> <p>For example: pre-Covid, you ran a Lunch Club focusing on BAME young people and/or elders in your area.</p> <p>The decision is to that the human contact is the most important service.</p> <p>How can you re-adjust the mission to take account of this? Maybe phone calls or socially distanced home visit.</p>
AIMS & OBJECTIVES	<p>What do you want to achieve – specifically? By when? How will you do it?</p> <p>What steps/milestones along the way?</p> <p>What does success look like? How do you measure the results of your work (for example the number of people who will benefit)?</p>	<p>SMART objectives</p> <p>https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-231-Setting_Smart_Objectives.pdf</p>	<p>What's changed? Can your organisation achieve as much now (during/post Covid-19)? Are things completely different?</p> <p>Can you achieve more? Less? Will it take longer? Cost more money? Need more people/resources?</p> <p>Adjust your sights about what is realistically achievable and write aims and objectives that match.</p>
SERVICE, PRODUCT, ACTIVITIES	<p>What do you do – to achieve your mission? Do you provide a service? Produce something? Sell a product?</p> <p>How does it benefit your target users?</p> <p>Search web for case studies of similar organisations. What did you learn? Does it give you any ideas?</p>	<p>https://www.gmcvo.org.uk/case-studies/responding-covid-19-kashmir-youth-project</p>	<p>Example: Was face-to-face but now is by phone or a digital platform such as Zoom How is this of benefit to your users? How do you reach people who potentially need your service?</p>

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ORGANISATION & PEOPLE	<p>How are you organised? Social Enterprise? Charity? Small business? Freelance?</p> <p>Who is involved in running it? Who are the stakeholders? Who are the funders? Who else would have an interest in your organisation? What support might you need from your Trustees or Directors going forward?</p>	<p>https://makeanimpactcic.co.uk/2018/02/whats-the-difference-between-a-cic-and-a-social-enterprise/</p>	<p>You've had to change the way you work – what impact on staffing/volunteers – now/future? Have you had to furlough staff? Have your volunteers disappeared?</p> <p>What are your plans short-term/longer term?</p>
FINANCE, FUNDING, BUDGETS, RESOURCES	<p>Am I clear about strategic objectives and how they affect the running of the organisation?</p> <p>Have I accurately forecast the number of people required to meet objectives?</p> <p>Are there likely to be any changes?</p> <p>Am I clear about the income?</p> <p>Am I clear about outgoings?</p> <p>Are there any factors on the horizon that might have serious implications for the budget?</p>	<p>https://www.resourcecentre.org.uk/information-category/managing-money/</p> <p>https://www.cafonline.org/covid-19-support/help-for-charities</p>	<p>Some Funders are prioritising Covid-related projects. Make use of it!</p> <p>Contact your Funders to see if there is any information they need – or if there is any additional funding available (sign up to your regular local CVS newsletter)</p> <p>I need to deliver my objectives. Will I need to fundraise to cover any shortfall as a result of Covid-19 or provide new services?</p>
COMMUNICATION	<p>What's the best way to communicate with users, local council, interested local people and organisations, local businesses, other stakeholders?</p> <p>Website; Social Media; Regular bulletins & newsletters; Flyers and leaflets; Word of mouth; Attending open Zoom meetings; Phone calls</p> <p>Make sure you focus on the most useful communication methods. Don't spend all your budget on an amazing website when it needs to give just basic information</p>	<p>https://www.resourcecentre.org.uk/information-category/getting-your-message-across/publicity-and-communication/</p>	<p>Update your website, publicity materials and other communication methods.</p> <p>Use examples showing how Covid is affecting your users – film for Tik-Tok etc.</p>

CASE STUDY

Flexible and fast-moving

CREATIVE DESIGN AND MANUFACTURE



CDM UK is repurposing the existing grant funds at their textile design and training centre based in Ardwick in Central Manchester. They train people in hand-processed textile manufacturing skills. Face to face training has been on hold from mid-March 2020.

The organisation diverted efforts into making scrub bags for the NHS and also masks, which are reversible, reusable and from breathable fabric. They launched a donation appeal for fabrics, which was remarkably successful. The material was recycled, cut up and sewn into over 350 scrub bags to local hospitals and over 50 to local nurses and doctors. Masks went to their volunteers and the local community free of charge. Then fees were introduced to the general public to cover the volunteer costs and emergency supply for the vulnerable.

The funders were flexible and agreed to re-appropriate the funds which would have been used for venue hire, lunch, and transport costs for trainees. Instead, they bought sewing machines and gave them to learners to use in their homes and started the training virtually using online platform such as Zoom. They also developed a resource pack and dropped it off to the homes of the learners.

So, the project changed its format of activities from face to face group-based training to online training to adapt with the changing circumstances due to COVID-19 and funded machines that can be loaned to learners in their homes. This allowed the vulnerable and disadvantaged women they work with something positive to do, creating unique creative items as well as items for the NHS while locked down at home. Doing what they did to cope with the impact of COVID-19, CDM UK changed their thinking and successfully created a positive out of a negative.

Thanks to Creative Design & Manufacture (CDM) UK
www.creativedesignmanufacture.com



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