EVALUATION REPORT FOR MALI ENTERPRISING LEADERS (MEL)

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FOREWORD

A perfect storm is brewing for UK's Black and Minority Ethnic (BME) Communities. They are at the sharp end of continuing austerity, ongoing discrimination in the labour market, and the Brexit-induced psychosis which is tearing away at our social fabric. Policy-makers and practitioners with an interest in employment and equalities issues struggle against these towering structural issues. But contemporary interest in 'inclusive growth', race disparity audits, and place-based regeneration offers a glimmer of hope. Behind these labels is an implicit recognition that fostering the talents and resilience of local communities and enterprise is important if these laudable aspirations are to more than slogans.

This timely report makes the important – yet too often neglected – connection between the endeavours of 'street-level' BME community initiatives and engagement with wider policy objectives on economic and social inclusion. It focuses on six exemplar community-based projects that are gamely endeavouring to make a difference to lives marginalised communities. The challenges faced by these projects are identified; and importantly, concrete steps are taken by the authors to promote the resilience and capacity of these beacons of hope for those on receiving end of structural disadvantage. There are important lessons here for anyone with an interest in practical ways of nurturing the assets that reside in all our communities.

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EXECUTIVE SUMMARY

Introducing our Groups

The 5 groups who provided case studies were:

The Lewisham Sports Consortium

Manchester Congolese Organisation (MaCO)

Making Education a Priority (MEaP)

198 Contemporary Arts and Learning (CAL)

Carnaval del Pueblo Association (CdP)

Our sixth group was:

TAP (The African Pot)
They led our contribution to the growth of the next generation of BAME community entrepreneurs aged 18-30 yrs. TAP organised youth enterprise events in Manchester where they worked with the young entrepreneurs aged between 18 – 30 yrs from our case study organisations in Manchester.

Background

Though community businesses exist within the black community, and black community organisations who owned their own premises have been in operation over the past 50 years, it took research by The Ubele Initiative to highlight the degree to which some of these black organisations have lost or been dispossessed of these buildings and community facilities. That research – A Place to Call Home – also revealed that these organisations were not benefitting from the many initiatives directed at encouraging community ownership and management of assets. The research found out that whilst some of these facilities were owned by communities of interest, they were available for use by a wider diverse range of people and organisations: from the statutory sector for meetings and events to community groups and even by the private sector and individuals. Their activities encompassed different sectors from health and wellbeing sessions for young and older people, after-school clubs, youth clubs, food banks, support for new migrants and more and included activities supporting some of the most excluded and disadvantaged groups.

The loss of these buildings was found to be of huge detriment to the community as a whole, and not least those groups most in need of support. For this loss to be addressed, the report found, there was an urgent need for targeted support, advice, capacity building, organisational development work and investment to help these BAME organisations retain and grow and in some cases gain new premises. There was also a need for resources and materials, for sustainable business models, effective succession planning to encourage participation of younger people and next generation leadership to be implemented.

Having not taken the opportunity to help some of these community organisations involved in business enterprise in the past, it was important to finally address the issue of support to enable some of these existing organisations to grow. Harnessing the creative energies of the newer type of community entrepreneurs to engage in social enterprise will help ensure that as sets will be managed properly to make an impact on their local communities.

In 2016, The Ubele Initiative made an application for funding to Power to Change to implement a programme of intervention with six black and minority ethnic community organisations. The application had six elements the could be grouped under two main parts:
• Redressing past exclusion - reactive
• Shaping the future -proactive

This report documents the evaluation of the project discussing the processes, the delivery contents and makes conclusions and recommendations on the next steps.

Objectives and delivery

The six elements of the programme as stated in the proposal were to:

• Increase awareness
• Assessicapacity
• Supporti community business
• Encourage next generation Leadership
• Test Organisational support models
• Develop a Toolkit for BME social enterprise
• Secure local authority participation in project activities

The activities to deliver each of objectives are described in the table below:

REACTIVE	REDRESSING PAST EXCLUSION
Objectives	**Delivery**
Increase BAME organisations' awareness of current and emerging trends in asset development and community enterprise in London and Manchester	General advertising and identification of groups who could be part of the programme. Over 80 persons attended launch events in Manchester and in London. Development of the selection criteria that the groups should: • Have access to property • Have young adults involved
Contribute to the sustainability of existing BAME-led organisations with community assets through increasing their capacity to establish and run community owned businesses	Capacity Assessment Schedule (CAS) implemented for 5 groups before and after intervention on these critical elements: • Governance & leadership • Operation & organisational management • Human resources • Procedures, systems & infrastructure • Programme design, content and delivery
Offer a menu of tailored community business support to 5 BAME community-based organisations in London and Manchester	Community business support for 5 groups: • Governance and trustee development • Business planning and strategic planning • Trustee and board development • Social impact analysis • Fundraising and financial planning • Marketing and communication
PROACTIVE	**SHAPING THE FUTURE**
Objectives	**Delivery**
Contribute to the growth of the next generation of BAME community entrepreneurs aged 18-30 years	Erasmus+ Funded projects invited MEL participants to attend Training in Berlin and Athens. The opportunity to learn about Theory U and Appreciative Leadership. TAP, MaCO 198, MEaP; Carnaval del Pueblo; and consultants were beneficiaries of this additionality. TAP also attended Erasmus+ training events in London and Spain
Support organisations to begin to develop and test out community enterprise ideas	'Sharing the Baton': MEaP, MaCO and 198 CAL; 'Emerging from the work': The African Pot (TAP) in Manchester and the range of seminars held
Commission BAME led support providers to provide local, tailored and targeted support services directly to and within BAME organisations and communities and introduce them into the Power to Change enterprise eco-system	First national BAME community business toolkit developed in collaboration with Locality and disseminated nationally and internationally. Final event to round off project attracted over 60 people including those who had benefitted from the programme. Key project learning was disseminated and national launch of community business toolkit

Methodology

This evaluation assesses the relevance, effectiveness, efficiency impacts and sustainability of the main organisations that were the subject of the intervention and comments on the challenges of the intervention.

It also examines the project design, the processes involved in carrying out the intervention and the extent to which the participants were satisfied with their experience of the programmes. The evaluation also presents lessons that were learnt during the intervention and makes recommendation on future work that is required as a result of the intervention.

Because of the wide-ranging objectives of the programme of intervention and the breadth of activities during the year that the two years that this project has been running and the different timing for each of the elements of the programme, a mixed methods approach was adopted to ensure that enough data on the delivery of the project was captured. As with all such evaluations the problems relating to the inability to capture in-depth data will be noted in this report with suggestions for future programmes.

The methods used for this evaluation included: questionnaires, key informant interviews, surveys, filming, field trips, focus groups, brainstorming, concept mapping, world café and peer and expert review methods.

Key findings

Reactive – redressing past exclusion

Element	Process	Outputs
Awareness	• Advertising the programmes using: • Existing networks • Wider networks of other organisations • Targeted young people	• London and Manchester • 200 individuals • 30 organisations

This element of the programme was extremely important because:
• Potential participants and organisations from ethnic minority communities are not aware of programmes encouraging community asset ownership and initiatives to encourage participation in asset transfer programmes
• Mainstream programmes do not specifically target ethnic minority organisations because these organisations are often excluded from influential networks
• Stories are still emerging about potential and actual loss of BAME led community assets with little evidence of groups accessing and/or being aware of available support

Element	Process	Outputs
Capacity Assessment	• Rigorous selection process to identify organisations • Young adult volunteers • Premises or intention to acquire premises • Challenges in arranging the assessments	• 25 consultant days • Lewisham Sports Consortium, (LSC) • Carnaval del Pueblo,Southwark (CdP) • 198 Contemporary Arts & Learning, Lambeth (198-CAL) • Manchester Congolese Organisation (MaCO) • Making Education a Priority (MEaP), Manchester

• Most of the organisations found the assessment useful in establishing a benchmark of their strategy and operations
• The issue of intergenerational volunteering continues to be problematic
• Initial and end of programme assessments showed an improvement

Element	Process	Outputs
Community Business Support	Process issues included: • Challenges in contacting some groups • Key personnel often busy with own work • Intervention delivered over time • Longer timeframe needed for such projects	• 100 consultancy days • Board member involvement • Volunteer involvement

• Though most of the organisations were busy and focused on their day to day activities, they appreciated the different styles of intervention that were tailored to their needs and time commitments
• The consultants were able to develop meaningful relationships with the organisations that made the interventions effective
• Business planning, governance support and advice and fundraising assistance were import ant to these organisations who were in transition to help them grow
• Organisations were confident that they would be able to move forward as a result of the intervention

Proactive – shaping the future

Element	Process	Outputs
Next Generation Leadership	• Activities targeted at young adult volunteers of the selected organisations	• 5 intergenerational trips outside the UK • Groups formed as result very useful

• Being part of the programme has helped young emerging leaders access other opportunities for networking
• Training mobilities to other parts of Europe was very helpful in building their confidence
• Training mobilities to other parts of Europe helped gain new skills
• Possibility of forming groups of young adult (18 – 30 yrs) leaders was important to their development as leaders

Support Models	• Activities expanded in Manchester to cover potential organisations	• 5 training events and workshops

• Training programmes helped engage with wider groups and emerging organisations at different stages of development
• Training provided useful information about intergenerational work

BAME community Enterprise Toolkit		• 1 Toolkit produced in collaboration with Locality

• Potential to be a useful national tool to encourage persons from BAME communities to engage in social and community enterprise development

Conclusions

Evaluating a project such as this with its wide-ranging objectives and numerous Key Performance Indicators provides us with an opportunity to comment on a variety of issues in addition to examining whether the project met its outputs and targets and whether the process of delivery was robust and sound.

Targets and Outputs

In the main, the project met all its targets including:
• organising awareness raising sessions that attracted a large number of participants
• administering capacity assessment schedules to 5 organisations before and after the intervention of business support,
• providing more than 100 days of business support to 5 organisations who had started owning and managing their own properties or were at the cusp of acquiring such properties.
• developing an innovative toolkit thatthat offers BAME case studies throughout and can act as a positive guide.

The project also provided a next-generation leadership dimension that engaged with newer emerging organisations, who were intent on owning their own properties. This was achieved through the leadership of a youth-led enterprise (TAP) that coordinated the youth input from the 5 case study organisations. Training sessions as part of the Erasmus+ programme and youth enterprise activities/training were also coordinated by our lead youth-led enterprise.

Achievements and Successes

Most respondents mentioned that they were not aware of programmes or initiatives aimed at helping organisations to acquire their own premises. Therefore it was an important achievement to get several emerging organisations together to attend awareness sessions and training programmes.

Programmes of intervention such as these often lose some of their clients during the programme, the fact that all the 5 organizations completed the programme to the extent that they all want to have a continuing relationship with Ubele is a major indicator of the value placed on the support provided by Ubele. This success is underlined by the fact that the programme managed to penetrate black networks that needed assistance but that felt that they were marginalised when working with mainstream providers. The programme has brokered a relationship between the local councils and these groups. Their willingness to seek assistance from the local authority as in the new-found involvement of the local authority in Manchester is another testimony to the success of the programme. The initial outreach work to recruit groups and the subsequent training workshops delivered evolved organically as the programme sought to respond to real needs with the community for information, instruction about what is happening and for new ways of looking at community and statutory sector relationships.

The programme ended up undertaking lot of development work with emerging groups, extending previous work uncompleted by CVS voluntary sector organisations but recognising that this work can only be effective if undertaken by persons and organisations that have taken the time to develop meaningful relationships with needy groups.

Technical Competence

The consultants chosen to work on the programme were technically competent with high level expertise. They also possessed relevant experience of engagement and development work within the black communities. It was this understanding that helped to sustain and support the groups in what was a long period of engagement on the different elements of the programme. As well as with their breadth of knowledge on a variety of community organisational development issues from governance, business planning, fundraising strategies, they came with a well structured toolkit for diagnosing the state of organisations and recommending measures of assistance. The training seminars were well structured and enabled the participants to learn about themselves as well as the next steps in the development process. The leadership programme was practical while also providing methodolgies based on new theories of community cooperation and resilience. The resulting toolkit will be useful for existing and prospective business developers.

Institutional Capacity

Managing a year-long programme of intervention for different community organisations was going to be a challenge for any organisation. This programme was about identification of groups who needed organisational development assistance, and about new groups who will be encouraged to adopt a model of community business that will enable them to acquire their own premises.
In between the project sought to encourage the groups to develop a positive attitude to succession planning and the engagement of young people in volunteering and taking over from the older generation.

This project had other challenges too. There were some difficulties in engaging with the main groups because their managers were too busy operating the organisations with a shortage of professional staff. At stages this delayed the programme but it also created an opportunity to tailor the intervention to the specific needs of the organisations, with these needs changing in a dynamic way.

Managing a multidisciplinary team of high-level consultants, trainers, evaluators, policy experts and report writers has its problems because these skilled people came into the programme with their own methods of working, managing their processes and time. Though a project plan with key performance indicators and a phased schedule of activities had been developed at that start of the project consultants did not always know how they fitted into the project. Information about what was happening in the other aspects of the project and completion dates were not always available. There was no specific template for the business support aspect of the programme and though there were frequent meetings and consultants shared information about progress they did not share information about the content of their programmes. The staff changes and reassignments however were skilfully managed on the programme.

Economic and Social Value

As a project set up to address economic and social issues Enterprising Leaders operated in two dimensions:
- a **reactive dimension** sought to address issues of marginalisation and exclusion by identifying organisations, assessing them and providing support and advice that they had not been able to access from traditional sources;
- the **proactive dimension** entailed recruiting younger people and encouraging them to participate in leadership activities and developing a toolkit to assist all from the black community who want to take advantage of initiatives to set up community businesses.
While the value of traditionally marginalised black organisations involved in community business activity cannot be immediately estimated it will invariably assist in the social transformation of the local area where these businesses are situated as the multiplier effect of collaboration and local participation is unleashed to transform these areas in the inner city into vibrant areas of economic activity.

The impact of these businesses to their local communities is likely to be resounding and if they survive and thrive will create local jobs and social transformation from the grassroots.

Sustainability

The success of this pilot programme has implications for a new approach providing business support to black community businesses. The approach taken was at times intensive but the programme was flexible enough to enable all participants to take part in it despite the busy schedules of some of the recipient directors and their volunteers. The programme proved to be effective in that all who started successfully completed the activities and most committed to putting into practice the knowledge gained from the programme and the transferrable skills that they have acquired. For some of these organisations, it was a template for completing a funding application or for eliciting opinion of potential market, for others it was a set of documents for bringing on new trustees or a methodology for reporting on social impact.

The intention from Ubele is that the programme, or various elements of it, will be used on-going to provide a sustainable pathway for small organisations who are thinking of acquiring property.

Lessons Learnt

Given that this was a pilot project and the purpose of the evaluation was to find ways of scaling the project, we comment on some issues that can be improved for future replication and implementation.

• The proposal identified roles to be played by the different partners in the implementation of the project and though the KPIs were set, the delivery phase could have benefited from more monthly meetings of all partners scheduled at the start of the process.
• The programme would have run more smoothly if the interconnectivity between the different elements of the project had been established and shared amongst all the partners at the start of the project.
• Greater clarity on the objectives of each element of the programme and how and who would be responsible for the delivery should have been shared with all partners who were part of the project.
• Greater flexibility should be built into the delivery phase of the project; in the event it was the flexibility of moving consultants to different tasks that enabled the project to be completed successfully.

Recommendations

1. The Mali Enterprising Leaders experience of intervention to create and develop sustainable organisations would be enhanced using a model of 'secondment of professionals' into organisations for 12 months minimum to drive the programmes from inside and create an environment of organisational support coupled with coaching and mentoring.

2. The professional secondees should meet regularly to exchange ideas, best practice and pool information, to further strengthen their knowledge and the offering to the organisation within which they are working directly.

3. The organisations should use a standard template to evaluate the performance of the consultants and together reflect on their own learning and experiences.

4. Tools examining and highlighting racial awareness, unconscious bias and emotional intelligence could be usefully implemented to help underpin the creation of a productive and cohesive working environment for all. 'A Place to Call Home' identified the difficulties and insecurities faced by many BAME led organisations trying to safeguard community assets. We often start from a lower base which reflects the wider issue of the impact of enslavement and colonial history, the lingering psychological damage and pathology of mistrust, which can sometimes cloud decision making in working .

5. A key feature of Mali Enterprising Leaders will always be the intergenerational activities to introduce and then integrate young people in to the leadership and the management of organisations to ensure relevance and sustainability.

6. Hold community events to raise awareness of local government activities and businesses in operation, and provide physical networking opportunities which are integral to building resilient communities.

7. Develop the different elements the programme in such a way that they can stand alone and can be delivered to different businesses in different time frames according to need.

8. That research be commissioned by Power to Change into black and minority ethnic social and community businesses; the sectors being covered, their support needs and the agencies, their motivations for setting up, the challenges they have faced, and the factors for success.

Feedback from participants

Increasing awareness
This element of the programme was extremely important because:
• Potential participants and organisations from ethnic minority community are not aware of programmes encouraging community asset ownership and initiatives to encourage participation in asset transfer programmes.
• Mainstream programmes do not specifically target ethnic minority organisations because these organisations are excluded from networks

Assessing capacity
• Most of the organisations found the assessment useful in establishing a benchmark of their strategy and operations
• The issue of generational volunteering continues to be problematic
• There was improvement in capacity scores consistent with the business support they received

Supporting community business
• Though most of the organisations were busy and focussed on their day to day activities they appreciated the different styles of intervention that were tailored to their needs and time commitments
• The consultants were able to develop meaningful relationships with the organisations that made the interventions effective
• Business planning, governance support and advice and fundraising assistance were important to these organisations who were in transition to grow
• Organisations were confident that they would move forward as a result of the intervention

Encouraging next generation leadership
• Being part of programme has helped them access other opportunities for networking
• Foreign trips very helpful in building their confidence
• Possibility of forming groups of youth leaders was important to their development as leaders

Testing organisational support models
• Training programmes helped engage with wider groups and emerging organisations at different stages of development
• Training provided useful information about intergenerational work

Developing a Community Enterprise Toolkit for BAME social enterprises
• Potential to be a useful tool to encourage persons from BAME communities to engage in social enterprises

INTRODUCTION AND CONTEXT

The BAME Community Enterprise Context

Introduction

The reality of vibrant community enterprise activity within the black community has been under researched and widely ignored in the literature of black business development in the UK. This discussion of the different structures of businesses and how they have been supported over the years provides a context for Mali Enterprising Leaders intervention. The discussion notes some of the challenges faced by these black enterprises and comments on the fact that an opportunity was missed in not harnessing this important aspect of economic activity that has existed within the black community over the years.

Black people have operated businesses in Britain in the four main types of business structures that are the subject of this discussion.
• Community enterprises - businesses developed as part of an existing community organisation set up to address social issues, these are usually registered as companies limited by guarantee with charity status,
• Cooperatives are worker-owned and managed businesses that set up to provide a service for a profit under the banner of the industrial provident society,
• Conventional business as a self-employed, company limited by shares or a partnership and
• Social enterprise as an organisation under the community interest organisation or community interest company structure and some companies limited by guarantee.

Community enterprise organisations

Community organisations have been a feature of the black presence in the United Kingdom, especially in areas where there are large numbers of black people. Most were originally set up to provide welfare and support services to the immigrants in a new country. Whilst most of these organisations started out as self-help support organisations, they were soon able to take on other roles by providing specialist services to their communities in the area of welfare and advice, health and social care, leisure, housing, sports and entertainment, education and skills training. In most cases, in order to provide these services, they were able to negotiate and acquired buildings that were surplus to the needs of their local organisations.

Hylton (1999) in a comprehensive research carried out on Black Caribbean organisations suggests that though African Caribbean activists are often excluded from mainstream community activity, in reality they hold the key to community activity which can not only precipitate change but also foster a positive sense of collective and individual identity. Their survival suggests that there are some lessons to be learnt from the way that they have managed to keep their community of interest together and their need to provide services that will make them relevant to the needs of the target community they serve.

The role of these community organisations in the delivery of services has long been accepted by government. In the Treasury's Cross Cutting Review, there was a recognition that "Voluntary and community organisations (VCOs) including social enterprises have a key role to play in this. They grow out of the determination to provide high quality support to particular groups, are often uniquely placed to reach marginalised groups and enable individuals to participate actively in their local communities". (2)
Their importance cannot be underestimated because as Janice Needham found in her research "Though they employed majority black staff and committee members, their services extended beyond their stated client groups to include other ethnic groups and white and mainstream clients". (3)

What is known about black community organisations is that they have performed critical functions within their communities that have included (4):
• A representation role in communication and consultation with the authorities
• Sharing good practice to help develop new organisations to fill the gap in needed services
• Being providers of direct services in areas where cultural sensitivity is essential for effectiveness
• Being projectors of the culture and providing a space to celebrate identity

The provision of direct services to their communities often extended beyond the provision of social services to include commercial services that can now be termed under the new umbrella of social enterprises. Several business people and entrepreneurs who helped to introduce these commercial services have been nurtured by these organisations. The more ambitious of these prospective entrepreneurs eventually moved on to develop their own enterprises or formed collectives and cooperatives that provided useful personal services to the captive black community and became businesses.

Some of the known examples of these community businesses that operated in the 1990s include:
• Ghana Union in London running a printing press that started through a training programme
• Black Elderly Group in Southwark, BEGS and Pepper Pot in Kensington and Chelsea running day care centres for old people that developed into meals on wheels and soup kitchens
• Community Roots Trust running training programmes for the Manpower Services Commission that became the basis of a training college for middle managers
• West Indian Sports and Social running a community bakery
• Brixton Neighbourhood Community Forum running a fully-fledged motor mechanic garage.

Some of these projects were very ambitious, they employed a lot of people and generated relatively huge turnovers. In Brent, the Harlesden Peoples Community Council turned an old bus garage into a multipurpose community centre with facilities that included a gym, a restaurant and a facility for hosting events and included retail and workspace facilities. In Manchester, the PSV Club was a hive of enterprise promoting many shows from black musical artistes and the West Indian Centre caused to be set up the West Indian Organisations Coordinating Committee that set up a workspace project for small black businesses in Manchester.

Whilst some of these businesses were thriving, there were also failures resulting from the fact that these community enterprises were not always encouraged by the local authorities that had originally funded them. They operated under a funding regime that was not always sympathetic to community enterprise, the strict rules relating to veering of funds from revenue to capital restricted their ability to undertake true financial entrepreneurism. The system of clawbacks that operated in the 1980s meant that their grant funding was reduced by any surpluses they generated through community entrepreneurial activity. This disincentive to the entrepreneurial drive of some executive members resulted in their pursuing their business interests elsewhere using other structures of business enterprise.

Cooperatives

It was to the cooperative movement, promoted actively by the Industrial Common Ownership Movement and actively supported by some local authorities, that some of these community entrepreneurs who were interested in pursuing collaborative business ventured turned; they were better supported with funding and advice provided at the local authority, regional and national levels.

Economic Development Units had became popular in the 1990's as local authorities provided help to set up Cooperative Development agencies that also employed cooperative development officers and dedicated business advisors from black and minority communities who provided handholding support for establishment of these organisations.

These agencies provided training, support and funding to these businesses. So, it was, that several black groups were able to set up video and film collectives, bakeries, restaurants, painting and decoration businesses, wholefood shops, bookshops, carpet fitters and some construction cooperatives.

Operating a cooperative comes with several rules and regulations: democracy in decision making, non-hierarchical structure, wage parity, only members being employed in the businesses. Some of these rules became a hindrance to their development and growth as did other problems such as, acquisition of leases, getting insurance cover and in some cases access to finance from conventional finance.

In London, with the abolition of the Greater London Council, the comprehensive support mechanism for cooperatives was discontinued, the funding was stopped and many of the local authority cooperative development units disbanded and the ethnic minority staff reassigned to other duties.

Conventional [5] businesses

Conventional forms of business structure have always remained the favourite amongst black businesses. Though some of these black businesses had access to funds from the banks for mortgages (loans for house purchase), they still found it difficult to raise funding for business and had to rely on their own forms of community pooling of funds through schemes such 'pardner' and 'susu' systems of pooling funds. (6)

From the early 1980s when questions had been asked of why there were so few black people in business (7), and when the problems facing black controlled businesses had been identified as: lack of access to funding, qualified staff, inadequate premises (8) and to a large extent discrimination, business support for black businesses has received more attention from government.

Several local authorities set up Economic Development Units and employed specialist business advisors from the ethnic minority communities to assist in providing support. Central government set up specialist business development units such as North London Business Development Agency, Wandsworth Enterprise Agency, 3Bs in Birmingham, Agency for Economic Development in Manchester, Deptford Enterprise Agency and South London Business Initiative. These agencies helped to provide training programmes and management advisory support and helped with specialist projects such as procurement assistance and bringing small black businesses in touch with larger business organisations and were supported actively by large private companies from both the commercial and finance fields. By the mid-90s most of these agencies had been subsumed in the Business Skills Councils and later into the nationally run Business Links to continue with the support. In so doing government assistance was brought from the margins to the mainstream.

Social Enterprise

Over the past decade the government has started promoting community enterprise again under the guise of social enterprise, providing new structures that make it easier for community organisations to engage in business activity and they have made available several sources of funding for these new businesses.

It is estimated that around one third of these new enterprises are from the ethnic minority community and the proportion continues growing, most of which being in boroughs with a higher proportion of black people in the population. In one of the earliest researches on black and minority presence in the social enterprises, it was found that the numbers where growing but that there is a need for more management support to enable these businesses to thrive. (9)

Other recent research suggests that the number of people from the minority community involved in social enterprise is growing but notes that they are increasingly more complex to identify because they comprise of a variety of types of business structure. (10)

Social enterprises in general have been actively promoted and very much supported over the past decade. Many facilitating organisations have set up and assist them through the provision of business planning help, opportunities for networking and collaboration with other agencies, sharing of good practice and resource information and increasingly various forms of funding from grants to loans available from different sources from private companies to statutory authorities.

In addition to the mixture of funding sources, social businesses continue to benefit from several agencies of support that assist them with project planning, and marketing to ensure that they make a social impact within their communities. To what extent these support agencies would continue their work cannot be predicted as Ram et al. noted that "However, there was acute uncertainty over the future of many of these organisations and a great deal of fear that the more established agencies would survive at the expense of specialist community-based organisations". (11)

Supporting black community enterprise activity

Whilst black small businesses have received support over the past 50 years, the efforts at assistance seems to have been weighed in favour of cooperatives based on the push to set up alternative forms of business structure and on the new promoted business structure of social enterprise. Conventional businesses have also been supported though they still have problems with extending their markets beyond the captive ethnic market into gaining access to networks where they can push into larger markets.

An opportunity to support community enterprises and harness their strengths has been missed completely despite these organisations being the focal point around which their communities revolve. These organisations had better 'reach' into the black community, had superior intelligence into the captive market, had a better ability to pool funds for financing projects and more importantly most of these organisations have premises and community facilities for bringing the community together.

Recent research by The Ubele Initiative – A Place to Call Home, revealed disturbing findings regarding the loss of these community spaces, and argued for increased support for some of these organisations. (12) The research also highlighted the fact that Black community organisations that had access to premises have not benefitted from the various initiatives of previous years. They lost out on funds available for Big Society initiatives and they are in danger of losing out on new schemes such as the Community Ownership and Management of Assets schemes that have been promoted by Locality.

The report concluded that potential and existing BAME community organisations are in danger of losing out because:
• they are unaware of the new opportunities available or if communicated, this is not done earlier enough for them to make a considered response (when taking into account staffing capacity issues);
• because it is not targeted to meet their particular circumstances;
• entry requirements are often too high for them to apply for it
• capacity building support required in order to produce an effective application is not available, and
• because of a lack of understanding of the systemic shift taking place from grant aid to social investment and how to build sustainable organisations using a mixed economy.

Support for these community enterprises is crucial if we are to reverse this loss of community facilities, but it is even more critical that the black community is able to take advantage of new schemes that empower local communities and to own and manage their own places.

It is against this backdrop of a challenging environment for black community organisations to survive and thrive that this project was conceived, to provide assistance to some of these organisations at a crucial period when they have acquired community assets and to ensure that they have the robust management to enable them sustain their operations to so that they will make a more resounding impact on their local areas.

It was felt that if organisations on the cusp of acquiring property can be identified and assisted and if these organisations can be encouraged to include younger people in the management of their organisations so that a clear path of succession to can be created, these social enterprises will be better able to secure their premises and safeguardtheir future.

Alongside the intervention, Ubele were also able to develop an important toolkit (13) that will be of immense value to future generations of young people who decide to venture into social enterprise.

Objectives of the Evaluation

This evaluation will assess the relevance, effectiveness, efficiency impacts and sustainability of the project and its activities, in line with the resources which were available for delivery.
The main challenges were in getting organisations to communicate planned activities in advance so that the evaluation team could become involved in built in assessment mechanisms. As a result, it has been difficult in some instances to get a more in-depth evaluation of activities from more than one perspective or experience.

The most important lesson here is to have the evaluation enshrined in the agreements entered with external organisations with an assurance of compliance with those seeking to evaluate in a fair and consultative process. We need to communicate the value of evaluation as a tool for growth and development and not punitive measures or critical observation.

We were able to measure participant experience through feedback using audio visual tools, and written forms. We had anticipated more focus group activities but lacked the cooperation to make this happen. In this instance the community were involved in the implementation of the project but did not participate wholeheartedly in the monitoring mechanism.

Overall the project design was relevant to the specific needs of the target population because people from the community did participate fully, and when asked to they did provide feedback which was sincere. There has been an opportunity to measure impact, as nearly all the organisations involved in the pilot have progressed their work and have achieved a level of sustainability with an upward trajectory.

Management and reporting systems were adhered to, participant organisations were successfully recruited, we exceeded targets in the engagement of young adults and organisational capacity assessments were done at the start and end of the project. Local BAME organisations were engaged in a series of community business development activities with the aim of increasing their assets. Local authority participation in project activities was secured

METHODS AND METHODOLOGY

We used a mixed methods approach of surveys, interviews and case study research that allowed us to build a complex picture of grassroots BAME organisational challenges around sustainability. Our survey that was sent to n=5 organisations, consisted of a base-lining, 'capacity assessment' tool called the Capacity Assessment Schedule (CAS) developed by FW Business (FW Business Ltd, 2018).

We used the following to gather individual feedback:
• Email questionnaires
• Face to face questionnaires
• Key informant interviews
• Photo Voice
• Stories [anecdote]
• Survey
• Filming
• Project Records

Observation:
• Field Trips
• Berlin/Athens Learning and Development Opportunities

Groups:
• After action review
• Brainstorming
• Concept Mapping
• World Café
• SWOT Analysis

To gain external validation:
• Peer / Expert Review

The Capacity Assessment Schedule (CAS) allowed us to conduct a pre-project assessment of the target organisations' efficacy and viability across five areas:
1. Governance & Leadership
2. Operation & organisational management
3. Human resources
4. Procedures, systems & infrastructure
5. Programme design, content and delivery

The Capacity Assessment Schedule (CAS) seeks to measure the capacity of an organisation against its stated objectives and plan. Capacity (or development imperatives) is measured at four levels, using a 54 point questionnaire, where Level 1 is 'Inadequate capacity' and Level 4 is 'High level of capacity'. The minimum level at which we would expect organisations to be operating is Level 2 – 'Adequate level of capacity'. An overall capacity rating above Level 2.5 is therefore an indication of an organisation moving towards being 'Above average level of capacity.

In addition to the data from CAS, we also collected data for seven Key Performance Indicators (KPIs):
1. The establishment and delivery of a national BAME community business pilot project
2. The introduction of management and reporting systems
3. The successful recruitment of project-participant organisations
4. The engagement and involvement of at least 10 young adults
5. Conducting Organisational Capacity Assessments
6. The delivery of community business development activities that aim to increase the sustainability of BAME community assets
7. Local authority participation in project activities

Our delivery partners (i.e. consultants working with our participating community organisations) also submitted monthly reports about their progress with the groups. Using these reports, the CAS recommendations, and additional interviews, we wrote a case study for each group that uncovered their progress on the CAS recommendations.

EVALUATION FINDINGS

CASE STUDIES

The case studies that follow are based on the five organisations that were part of the journey. A follow up re-assessment was undertaken against those areas identified as 'needing development' against which recommendations were made (Fig 1).
What follows, by way of summative reflection, indicate that organisations:

• Rate (%) of change from the initial assessment to the re-assessment averaged 7% with individual changes ranging from 2% (LSC and MEaP) to 20% (CdP) with the average overall 'Capacity Score' improving from 1.62 to 1.73 (7% increase);
• We're grappling with concerns over the recruitment and development of management committee volunteers. Almost all the organisations indicated that this was a major pre-occupation and need in steering their organisation. In most cases it was evident that generational volunteering, competence and commitments were common concerns;
• Engaged in and were, in some instances, successful in securing training and fund-raising opportunities as a result of the support provided;
• Had shown improvements on their overall assessment scores consistent with the level of support and needs initially identified;
• Were appreciative of the support they received with all organisations indicating a positive feedback on the benefit of the support received in enabling them to move forward within the time-scale available;
• Found the opportunities to network and engage in 'learning journeys', by being part of a network of organisations, enabled them to access other opportunities that would not have been possible were they not part of that network (i.e. ERASMUS supported programmes that were offered across the Ubele wider suite of activities, for example).

What follows are the organisation's responses in relation to the recommendations as well as additional and general feedback on the extent the support provided through Project MEL supported their development and of their progression.

Fig 1: Capacity Assessment Schedule (CAS): Re-assessment position by 'Capacity Score' and rate (%) of change
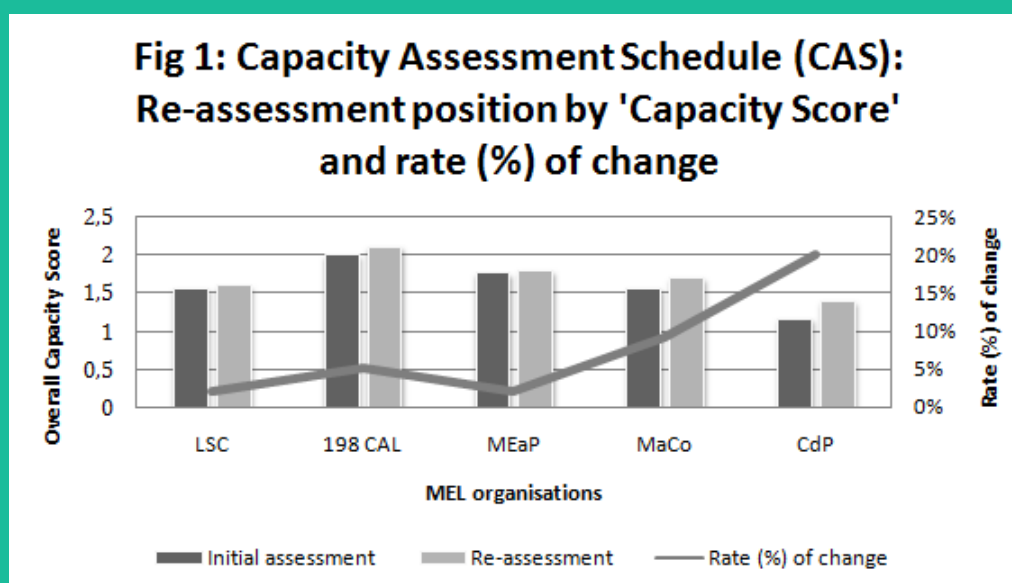
Case Study 1: The Lewisham Sports Consortium

The Lewisham Sports Consortium (LSC) was incorporated in 2001 as a Company Limited by Guarantee and a registered Charity in May 2005. The board of trustees are volunteers with experience of running sporting activities for all age groups. There are currently no paid full-time workers within the 'Consortium'.

The group originally came together because of a lack of open space and places to play football and other sports in the Borough of Lewisham. In addition, there were concerns about the lack of access to provision and disadvantage suffered by sports people in the Borough who are from black and minority ethnic backgrounds.

The group first worked successfully with the Council to bring back into use Summerhouse Playing Field, which was managed by the Consortium on behalf of the Council until the Council contracted out all its parks and green spaces to a commercial company. The group was invited to put forward proposals (along with other voluntary groups) to develop one of four vacant sites for sports with the Firhill Playing Field offered to the Consortium following an extensive application process.

The main purpose of the organisation is to benefit the community, in particular targeting people from the Black and Minority Ethic (BME) community residing in the London Borough of Lewisham through a provision that:

• Provides a multi-purpose facility that caters for education, training, sports, physical activity and community needs;
• Targets young people, the disadvantaged with particular focus on the BME communities in Lewisham and throughout South East London.

LSC's initial overall Capacity Assessment Score (CAS) compared with end of programme re-assessment score

Capacity Imperatives	Start of programme assessment score	Re-assessment score
Governance & Leadership	1.91	1.91
Operation & organisational management	1.28	1.33
Human resources	1.4	1.4
Procedures, systems & infrastructure	1.75	1.88
Programme design, content and delivery	1.5	1.5
Overall Capacity Assessment Score (CAS)	**1.57**	**1.60**

Recommendations and Outcomes from CAS assessment

Recommendations

Outcome from support

Recommendation 1:

As there is a draft Strategic Plan in place, which includes a-not-as-yet completed financial plan, this should be a priority going forward and well as obtaining much needed help and support in securing funding to absorb some of the revenue costs.

The LSC managed to secure some pro bono support for a planning survey for their site in addition to working on an application to Nesta's Connected Communities Fund (14) to help with the upgrading of their facilities.

Due to some latent health related concerns the pro bono support was put on hold for many months. However, the support, at the outset, had enabled an initial architectural plan to be produced. Unfortunately, that plan was rejected as the proposal sought to "double up the kitchen area" as a meeting/teaching area and as such was deemed inappropriate and not meeting planning regulations: "some further work is being undertaken as we are looking at other options. The support being offered through Voice4Change England, as part of the Mali Enterprising Leaders programme, is lending whatever support they can."

An application was made to Sport England for additional support, especially around administrative support, but that was unsuccessful. This area of support work is on-going and, until the LSC secures some meaningful capital support, the development of the provision will be slow.

While a financial plan was developed until it has met a number of conditions it will remain 'work-in-progress' as so much depend on capacity on the ground, given that all who are involved are volunteers. The situation is perhaps best summarised in the following remark: "We still have capacity on the ground issues."

Recommendation 2:

The Strategic/Business Plan needs to be completed with revisions and further working up of both the capital and revenue implications.
At present they are incomplete and, with support, should be completed and so provide a strong basis for identifying fund raising opportunities.

Through support a series of partnership events were put in place as part of the strategic planning process which included meetings with the local Community Development Worker at the Stephen Lawrence Trust (SLT) to set out plans for developing a new Lewisham BAME network of organisations to enhance support for local partnerships and collaborations; meetings with the Charities Aid Foundation (CAF) and the Social Investment Business (SIB) to consider options for possible social investment around the building of the new community hub space; meetings with Voice4Change England (V4CE) to consider development targets and the changes needed to support and resource the governance of LSC while the Chair of the consortium was experiencing long term ill health issues. Despite the challenges, especially against a backdrop of limited on-the-ground staffing capacity, the LSC was able to produce an 'action plan' that would take the organisation through some urgently needed governance and leadership challenges.

"An action plan was developed and produced which we are working through. Our governance arrangement and structure has been re-modelled which now includes young volunteers with the skill sets to take-forward the strategic vision of LSC. We are an 'ageing' management structure and we now need committed and youthful injection of talent alongside specialist supporters such as the person offering us the pro bono support with the planning application to the Council. We need succession planning around our strategic aims coupled with operational support and capacity. It has not been easy to recruit volunteers as some have asked that we have in place structures and processes when in fact that is precisely the help we are looking for in our volunteers. We find ourselves in an almost Catch 22 situation: we need volunteers to help but they want an organisation that is already well established and well supported. We want people wanting to take on the challenge."

The overarching strategic plan is still being developed as the focus has been to resolve the capital programme issues which entailed having in place a clear plan of action that would achieve this objective, especially given two unsuccessful applications for capital funding support (i.e. Sport England's 'Community Asset Fund' programme (15) and Nesta's Connecting Communities Fund).
A re-submission to Sport England has been made and LSC is awaiting decision on that resubmitted application.

Recommendation 3:

A review of the Business Plan is recommended. As there were no evidence in the Plan of comparisons with similar provisions, this aspect would help to better understand the 'market' (should also consider options of partnership working with Fusion or similar, for example).

LSC reviewed the heavy workload of the management team, which seemed to be exacerbated by the absence of a key member of the team.
To support this challenge a series of governance and leadership training and support package was initiated. LSC board members participated in governance workshops and undertook a recruitment process as a direct result, from which they were able to recruit four young volunteers to work with the existing management team: "12 new volunteers, mainly under the age 21, attended the workshop sessions along with trustees and established volunteers. From this we were able to recruit four (4) people who will work closely with us as we go forward."

It is still the case that operationally the site is being manged through volunteers who are finding it difficult to cover all the bases: "we have a waiting list for use of the pitches with little internal spaces due to using portacabins, which restricts our capacity. We need funds to help secure additional staffing capacity, which would take up some of the slack. However, we are stuck with not having sufficient space from which to develop programmes… What we do know is that to go forward with the capital planning we need to secure council approval and that process has a shortfall which we have to find to be in with a shout with any funder."

Case Study 2: Manchester Congolese Organisation (MaCO)

The Manchester Congolese Organisation (MaCO) is a volunteer led organisation with a focus on supporting the Congolese community and other BME groups in Manchester to reconnect, rebuild their lives so they can achieve their full potential and contribute to the local community. The reason for our intervention was to assist MaCO to acquire a community asset that they had been working on and to begin the development of that building to enable groups to access it and for it to meet compliance regulations.

MaCo seeks to promote the benefit of the Congolese citizens in Manchester through:

1) The advancement of education and training;
2) The relief of poverty, sickness and distress;
3) The promotion of good health; and
4) The provision of recreational facilities in the interest of social welfare with the object of improving their conditions of life.

MaCO does this by providing a range of services to the Congolese and wider community in Manchester through the delivery of a range of programmes and activities which falls into the following broad areas of development and delivery:

• Youth Programme (e.g. Homework Club, Youth Club, IT and Sports activities)
• Information, Advice and Guidance services
• Financial and Employability advice
• Education
• Translation and Interpretation services
• Health Advice Services (e.g. Early Prevention Mental Health, Healthy Lifestyle and Nutrition, Health Advice and Advocacy)

MaCo's initial overall Capacity Assessment Score (CAS) compared with end of programme re-assessment score

Capacity Imperatives	Start of programme assessment score	Re-assessment score
Governance & Leadership	2.00	2.00
Operation & organisational management	1.61	1.78
Human resources	1.60	1.60
Procedures, systems & infrastructure	1.63	1.63
Programme design, content and delivery	2.00	2.00
Overall Capacity Assessment Score (CAS)	**1.77**	**1.80**

Recommendations and Outcomes from CAS assessment

Recommendations

Outcome from support

Recommendation 1:

Development and production of a revised and/or new management structure that would govern the new building and finish and revise the new Business Plan.

MaCo was successful in securing a building and as a result of the pre-start Building Survey report a number of key issues were identified. As a result, Maco has to address:
- Policy for the management of the building, including H&S, Safe guarding, volunteering and building hire agreement
- Allocation of key tasks to trustees for each of the key policy areas.
- Fire inspection revealed that an additional door is required

The new management board is in place and have started to implement the survey requirements, all of which need to be in place before they can physically occupy the building. Some capital funding will be required to satisfy the requirements.

"We have been successful in acquiring the building for a 10 year period though the actual occupancy has been delayed due to asbestos, which now needs to be removed following the buildings survey, which we hope will be by end of July. We have a ground floor space, though small but suits our purpose. We are in discussions to agree a reduced rent arrangement and this is yet to be confirmed."

"Now that they have acquired the building work is taking place to strengthen the management arrangement for the MaCo with a need to engage volunteers who can take the lead and who are committed. We currently meet bi-monthly with the hope that once we settle in this will become 6-weekly. We are updating our policies and memorandum. With support from TS4E and Mali Enterprising Leaders, we have been able to undertake and produce our safeguarding policy amongst other policies.
It has been a lengthy process with numerous delays from the local authority insisting on our governance and business plan is in place. We have now done that and because of the May Council Elections, it was further delayed but now they have approved it.

Because one year has elapsed since we first produced our business plan, it is now time to revise it. We are 90% completed as we were waiting for the asbestos survey to be able to better cost and determine how we go forward.

We are totally in control of the building and our organisation is stronger for it. We now have the challenge of having to raise funds for the 'Building Manager', we have written an application for support though not yet submitted because we are awaiting a fully costedestimation of our overall repairs/maintenance needs."

Objective:

Focus on finding capacity to build reserves as this is vital going forward in both the short term and the longer term. Currently there is a 100% reliance on grant aid and this is "proving not to be consistent". There is no unrestricted fund in the accounts and this should form a strong basis going forward.

The process to securing the building was challenging. It took over four months of repeated efforts just to secure a meeting with the council after repeated calls and meetings with counsellors and council officers to approve the asset transfer. Additionally, meetings with neighbourhood housing Officers did not result in any meaningful and/or committed decision with all decisions placed on hold until the local Council Elections took place in May, almost one year since Mali Enterprising Leaders engaged with MaCo on this objective.

Since the decision in June, MaCO has developed a plan for increasing their unrestricted funding within the business plan, which includes the development of their website, which is seen as a key platform for communicating what MaCo is about and how people can access the provision.

"Work is taking place to build up our reserves and this will now feature in our revised plan. For example, we have been looking at income generation models that include members' contribution and donation; hiring charges for the rooms and available spaces for office uses, charged for after-school programmes as well as 'crowdfunding' drive using our website to attract interest and on-line presence. Once this has been completed it will give us a strong presence to promote what we do."

Recommendation 2:

There is a need to update the website and the marketing and communication materials. For example, monitoring and/or evaluation reports on the work of the organisation could be shared and a shortened version of the key points within the strategic plan could be uploaded.

The building will now soon be available which enable MaCo to raise unrestricted funding. The council is being asked to undertake some additional work and once completed, the group will gain access to the building to commence programme delivery. All forms of marketing and promotional activity will be used to generate interest and visitors to the centre such as a new website. The website will include an online booking facility to aid income generation from the ease of online bookings.

"We are looking into marketing the building and the organisation which will include flyers and best use of our Congolese Film Festival event, especially around our Independence Day celebration. We want to start making short videos that will accompany our September event, developing opportunities to raise the voices of the community, have in place discussion forums and to develop a volunteer led support programme.

On the ground we intend to undertake outreach work and to organise events such as 'women's events' and to produce a community profile of local BAME businesses in the area whom we may be able to approach.

Going forward, other than our need to continue seeking funding through grant applications, we want to establish a strong building management arrangement, provide training and to recruit to the Board of Trustees. We are undertaking elections at the moment, as we want to have volunteers with a building management experience."

Case Study 3: Making Education a Priority (MEaP)

Making Education a Priority (MEaP) was incorporated as a Community Interest Company (limited by guarantee) in 2015 arising from a conference held at Manchester University in 2012. MEaP is a consortium of supplementary schools, social providers, cultural providers and educational providers from across the Greater Manchester area, which includes:

1. Highway Hope Supplementary school
2. Highway Hope Social Enterprise
3. W.I.O.C.C. Supplementary School
4. Grace Incorporation Faith Trust (GIFT)
5. Strategies To Elevate People (STEP)
6. Aquarius After School

Working with its 'strategic partners' MEaP's aim is to promote education and life-long learning as key drivers for urban regeneration. It does this through acting as a hub for Supplementary Schools and Community Education through a focus on 'Community Enterprise and Partnership building' across Manchester by establishing an 'accredited centre' that focuses on 'supplementary schools' and 'Lifelong Learning' so as to:

1. Share teaching, capital and human resources across the hub
2. Focus on teaching core curriculum subjects (English, Maths and Sciences)
3. Use digital, media and creative industries education and training as a medium for teaching core curriculum subjects
4. Provide high quality academically relevant enrichment (extra-curricular) activities across the hub
5. Support volunteer teachers across the hub with their Continuing Professional Development and Initial Teacher Training
6. Form partnerships with various educational, cultural and social providers so that the hub can strengthen its educational provision within the communities it serves
7. Become a UCAS, OFSTED and OCR registered centre.

MEaP's initial overall Capacity Assessment Score (CAS) compared with end of programme re-assessment score

Capacity Imperatives	Start of programme assessment score	Re-assessment score
Governance & Leadership	1.82	2.09
Operation & organisational management	1.56	1.72
Human resources	1.00	1.00
Procedures, systems & infrastructure	1.63	1.88
Programme design, content and delivery	1.88	1.88
Overall Capacity Assessment Score (CAS)	1.57	1.71

Recommendations and Outcomes from CAS assessment

Recommendations

Outcome from support

Recommendation 1:

A developed Business Plan would ensure the other 'weak areas' indicated would be achieved as well as covering aspects of the Operation and organisational Management areas of 'Financial policies' amongst others.

There is already a framework/ statement of strategic intent that should be further developed so as to take account of existing commitment and resources as well as looking ahead, especially if MEaP is to secure its own 'office' space or facility.

Since engagement with Mali Enterprising Leaders MEaP has expanded its board of Directors and has looked at how it can maximise the resources it currently enjoys. MEaP is still looking for an independent office space but in the meantime is administratively convening at one of its consortium premises. In terms of strengthening the areas around financial policies and organisation management, MEaP has appointed a Compliance Officer (from the board of Directors). This has allowed MEaP to work in a more streamlined fashion across the consortium especially in the area of bid writing and strategic development.

"In terms of MEaP's business plan, the consortium is going through the process of setting up a Multi Academy Trust (MAT) (16). This process of envisioning, consultation, refining, re-envisioning and further consultation has been key in helping MEaP write a business plan for its Academy plans. In looking at potential business opportunities for the consortium, such as the possibility of purchasing an independent school to convert into an academy, the Compliance Officer has been key in centralising the due diligence checks that helped MEaP make an informed decision not to go down that particular route. In working towards setting up Multi Academy Trust, MEaP has been able to look at its governance and financial structure at the same time as part of the overarching academisation process."

Recommendation 2:

MEaP should identify and consider funding possibilities to approach which would not place undue burden on the consortium as a collaborative.

MEaP has developed a central fund into which consortium members contribute and begun to focus on Twilight School provision on the MMU Brookes Building Campus, as this service combines the efforts and participation of all of its consortium members.

"The Twilight School has become a central plank in MEaP's development strategy for two reasons. Firstly, MEaP is looking at increasing its unrestricted funds by the fees generated year round through the Twilight provision while at the same time has developed Twilight provision to include Easter and Summer intensive revision programmes. Secondly, the Twilight programme has become a testing ground for envisioning how a Free School could be run and also in terms of assessing need for such a school in the area. Since the Twilight School is also MEaP's teacher-training facility in terms of Qualified Teacher Learning and Skills (QTLS) (17) status, the Twilight School has been invaluable in allowing MEaP to develop its own unique pedagogy and curriculum for its intended Free School, in which it is now consulting with its wider stakeholders."

To further their source of unrestricted income and reflecting its unique pedagogy, "…MEaP has also developed a cultural competency-training programme that it intends to deliver to mainstream schools and the Local Authority as well as to its own teachers participating in its QTLS programme."

Case Study 4: 198 Contemporary Arts and Learning (198 CAL)
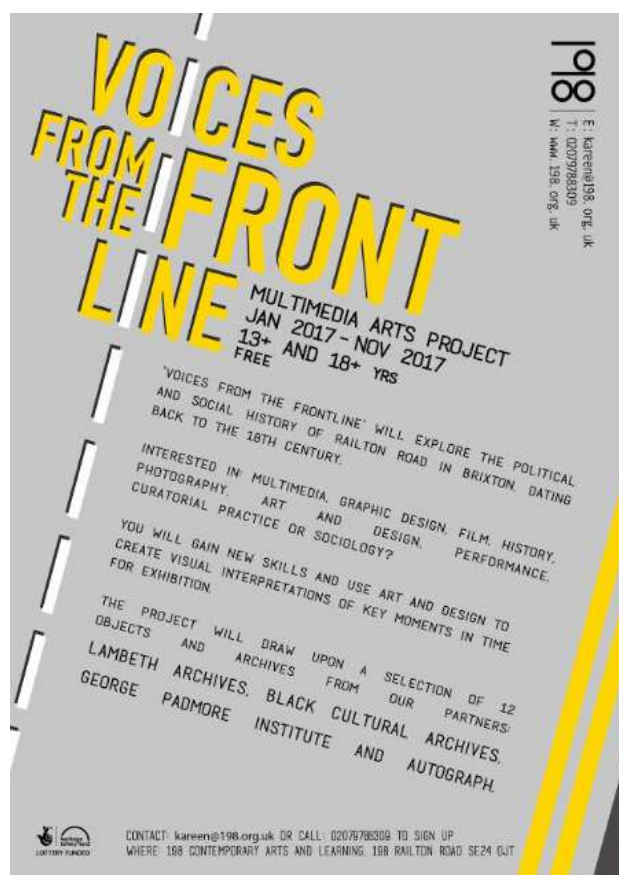
Founded in 1988, Contemporary Arts And Learning (CAL) initially focused on the need to provide a platform for Afro-Caribbean artists as part of the Black Arts Movement and, more recently, it focuses on projects by artists whose work investigates emerging cultural identities. It is called '198' by many locals due to its address on Railton Road, Brixton in South London. 198 CAL is a small organisation which, working in collaboration with upcoming artists, curators, educators and partner organisations, and by not being afraid to be experimental or challenging, has managed to make an impact nationally. It does this through provision of a visual arts space which has helped to nurture the careers of emerging artists, particularly those from culturally diverse backgrounds; advocating for diversity within the visual arts by providing opportunities for those wishing to develop careers in the creative and cultural industries.

198 grew out of the social unrest of the 1980's, when racism and discrimination to be found in urban UK cities at the time was exacerbated by the introduction of SUS laws which reflected in, mostly, young black men being indiscriminately and randomly stopped and searched openly in the street. This increased conflict and tension between the local community and police in the summer of 1981 lit a powder keg of resentment and frustration, resulting in some of the most serious street disturbances seen in Britain since the war.

198 CAL's aim is to advance public interest in the visual arts, as well as nurture and support the career of emerging, under-represented artists, seeking artistic excellence, and committed to delivering critical exhibitions and events, that foster debate around topical political and social issues.

198 CAL's initial overall Capacity Assessment Score (CAS) compared with end of programme re-assessment score

Capacity Imperatives	Start of programme assessment score	Re-assessment score
Governance & Leadership	2.09	2.36
Operation & organisational management	2.28	2.33
Human resources	1.80	1.80
Procedures, systems & infrastructure	2.13	2.25
Programme design, content and delivery	1.75	1.88
Overall Capacity Assessment Score (CAS)	**2.01**	**2.12**

Recommendations and Outcomes from CAS assessment

Recommendations

Outcome from support

Recommendation 1:

Review and refine the Business Plan in the light of the perceived financial projections. In particular, carry out some further work and development in how the Hustlebuck programme is 'managed' as well as income generated through workshops.

198 CAL has received assistance with funding applications to help them to expand their premises, which would enable them to extend their income generating activities. Indeed, 198 CAL had to prioritise income generation so as to better manage costs relating to core staffing and development. Also a priority was the need to broaden the Board of Trustees to include much needed technical skills in order to more rigorously demonstrate the social impact on their wider stakeholders.

At the time of the Ubele involvement 198 CAL was in the throes of bidding for support to develop the building as part of a major capital objective. The 'business plan' was to help meet this priority alongside its much broader and specific objectives that underpinned its inception: "the aim was to develop 198 CAL into a two-storey provision. The MEL Project provided support to identify capital development opportunities. We have been able to secure match funding promise from the Mayor's Office and now we have to secure the balance over a 12 month period or lose it. We also had to consider the future governance structure in the light of the development and therefore been working on a twin track approach: capital funding and governance.

The governance approach has been driven by a need to plan for the future as our board of trustees are of an age where we need younger generation input and leadership. They are our future leaders, custodian of the community space.

A series of short training and recruitment programmes have been put in place where young people have been engaged in training and understanding about charities and leadership. The plan on-going is to hold a series of 'masterclasses' with young people between 18 – 30yrs who are interested in being part of the Youth Board as a feeder into the Main Board. The approach is that the Youth Board will be a 'sub-committee' of the Main Board and will have representation. This will operate in parallel and be the feeder through and into the Board.

The conversion of Hustlebucks into a Community Interest Company (CiC) has been delayed and we have brought that back in-house on a reduced scale. This was due to the degree of energy required and the higher priority of securing the capital funding for the development, where it will be integral to the future of the building."

Recommendation 2:

The assessment did not delve deeply into the 'programme development and delivery' aspect and those aspects indicated as low scores reflect internal coordination and planning processes. Some further work in developing impact evaluation is recommended.

A survey was undertaken to examine the impact of local businesses on 198 CAL's activities. This formed part of their work with local partners, and was especially useful with regard to recruiting trustees onto the Management Board. Due to time constraints, 198 CAL required support with drawing up a trustee recruitment pack for them to enable them to start their recruitment. Once this was done, they were helped to measure their social impacts and advised on the best funders to pursue.

The impact evaluation development has seen a revision of the initial framework which required some further work. The framework was developed from looking at a number of frameworks on reporting social impact and we are now in the throes of revising our earlier approach, which was indicated that that framework was perhaps too simplistic and failing to cover key areas such as how our partners added value. The Project as helped us to undertake this review and feel we are now at a stage where we feel we have a format and approach that will work for the needs of 198. When complete, this new framework will help us to get the information across in ways that will really show what we have been doing and the impact of our work.

When we started on this journey 12 months ago we were preoccupied with the building related concerns and, with the support from the Project, we have received support to look at a number of concerns and to help us drive forward our vision of a capital building project that incorporates an enterprising element.

We have seen young people and participants associated with 198 becoming involved in European initiatives; two young women recently took part in two projects offered through Ubele Initiative and, as a result, have been transformed and cemented their aspiration: one young woman participated in the pan-European youth participation event 'Yo Fest programme' held in Strasbourg and presented her experience at the London Mali toolkit launching event while another attended the event in Berlin, as part of the PatHerways International programme.

Case Study 5: Carnaval del Pueblo Association (CdP)

Carnaval del Pueblo Association (CdP) has been established now for over 18 years and is a social enterprise registered as a Company Limited by Guarantee. The CdP is based in the London Borough of Southwark and delivers an annual carnaval extravaganza in Burgess Park. This large-scale event showcases the authentic Latin American cultural heritage of music, dance and food.

CdP seeks to develop a year-round programme of arts, cultural, educational and entrepreneurial events that culminate in an outdoor festival celebration in Burgess Park: Carnaval Del Pueblo alongside other programmes that include:

- Plaza Latino: Through funding from the Southwark High Street Challenge Fund programme, CdP has been able to transform East Street bringing a Latin American 'feel' on one day in August each year. The first three Plaza Latina events took place in 2014 and they have since successfully delivered four such events which has grown into an established Latin American Festival in London, bringing with it entrepreneurship, diversity and inclusion to East Street.

- Studio Gil and University of Brighton: Working with architecture students from Brighton University and Studio Gil, an architecture and design company, CdP is able to network them into into the Elephant and Castle area. Over the past few years, the design briefs have focused and placed itself firmly within the Latin American community, leading to a number of inventive, contextual, sensitive and celebratory design proposals.

CdP's initial overall Capacity Assessment Score (CAS) compared with end of programme re-assessment score

Capacity Imperatives	Start of programme assessment score	Re-assessment score
Governance & Leadership	1.45	1.55
Operation & organisational management	1.17	1.39
Human resources	1.00	1.20
Procedures, systems & infrastructure	1.25	1.38
Programme design, content and delivery	1.00	1.50
Overall Capacity Assessment Score (CAS)	**1.17**	**1.40**

Recommendations and Outcomes from CAS assessment

Recommendations

Outcome from support

Recommendation 1:

To develop and articulate the capacity and vision of the organisation through supporting the strategic development of the Board's leadership, roles and responsibilities, especially if they are successful in obtaining registered charity status.

One of the major objectives for CdP in working with Project MEL was receiving support to help secure premises that they had been working towards for 12mths. However, from the outset it became very clear that there were other challenges associated with working with the freeholders and the Council which created some added pressure and burden in securing the provision. After a protracted period of discussions, it was decided by the freeholders not to grant CdP leasehold occupancy of the premises. CdP had hoped to deliver community classes in entrepreneurship, while the other two shops would focus on 'incubation spaces' and a café for small businesses and a 'Community Hub'. The failure in not securing the lease to the three buildings dealt a terrible blow to the morale of the organisation, the result of which has meant not being able to plan the 2018 Carnaval.

Having reconciled with the loss of the premises CDPA has been engaging with the Latin American Consulates and organisations for sponsorship and grant funding support to re-establish the organisation.

"…despite the crisis, this has made us, as individuals and as an organisation, much stronger. We have come to recognise that not everyone has your interest at heart; there are some unscrupulous people out there! It was painful. We have learnt a lot from the experience. We have become so aware of how inequalities operate and how to seize opportunities. We have since worked with partners such as Heartstone, re-connected back with the Bermondsey Carnaval in Southwark Park, where we first started, and having discussions with opportunities in Colombia and the London New Year's Day Parade (LNYDP), which is an American focused travel and tourism programme that takes place in London each New Year."

"… the support provided through Project MEL has meant that CdP can refocus its energy especially with respect to forward planning (e.g. Growth Fund application submitted and awaiting decision (18) and support from the Mayor of London's Office)."

Recommendation 2:

To produce a financial strategy in view of the three 'shops' acquired and/or about to take possession (e.g. financial projection, cashflow and funding possibilities etc).

This recommendation, in the light of the loss of the premises in East Street Market, was not possible given the circumstances surrounding the reasons for the loss of the premises.

The objectives underpinning the lease proposal was to provide for 3 shops that would accommodate a range of activities and support services from a housing trust, and for which CdP had received a match funding grant from the GLA with some funding from the East Street Challenge Fund programme from the London Borough of Southwark.

Despite the loss of the premises, CdP continues to look for office premises and has been successful in securing £10, 000 funding from the GLA to participate in the Bermondsey Carnaval, and the Columbia Carnaval as well as the London New Year Day Parade and now have secured a major role for 2019.

"…in the aftermath of the unsuccessful bid to secure the shops in East Street, we were so demoralized and demotivated and during this period of reflection we engaged in dialogue with the event organisers of the London New Year's Day Parade (LNYDP) which entailed us taking part for the first time in January 2018. The experience was inspiring as for the first time Latin American influence was recognized and as such, we have been invited back to participate in the 'Welcoming the World' themed programme for January 2019. CdP is now playing a crucial role in bringing the Latin American experience to the streets of London. We are working on a pilot project with a group from Colombia from one of the most disadvantaged areas near La Manga. This has opened our eyes as it made my concerns about not getting the shops pale into insignificance when you see people practicing in the streets due there being no facilities. All being well, we will take part in the 2019 event."

Recommendation 3:

If CDPA secure registered charity status, more funding opportunities would become available and these should be explored alongside securing short-term volunteer support.

The initial support role envisaged by MEL was to provide support to strengthen the governance and to help with business planning, especially with respect to fund raising opportunities alongside leadership training and support, especially in the light of CdP securing Registered Charity Status.

The impetus and driving force behind the need to register as a charity had been overtaken by the loss of not being able to secure the East Street shops. However, the process had brought about other unexpected opportunities:
"… we encountered many challenges in registering that we had not expected and from which we have learnt a lot. The whole process took so long and now that we have secured the registered charity status we can see the benefit with strengthened governance structure and this has enabled us to really think through our delivery model going forward… we still have issues to resolve around whether we retain two bank accounts or suspend one, especially as the bank we are dealing with is taking so long to process our papers!"

"…through support provided through the MEL project has enabled CdP volunteers to engage with training and other development opportunities, such as with one of our volunteers going on to enrol on a Youth and Community degree course, board members taking on opportunities and responsibilities and undertaking recruitment of new board members. We now have some really competent members but, sadly, due to work pressures, this is likely to have implications for regular commitments."

FINDINGS RELATED TO PROJECT KPIs

Activities Implemented	Relevance to final outcome
Business Support / Training to 5 BAME organisations with community assets	Lewisham Sports Consortium – Training to advance the social, moral and intellectual development, as well as professional expertise in Business Development, Marketing, and Raising Capital funding. This enabled them to provide opportunities for volunteers, and summer programs for families. Program design content and delivery. Human resources. Operation and Organisational management.
	MEaP Manchester Education – Engagement with specialist free schools consultant and five day asset transfer course.
	MaCO -Two days governance training / funding workshops /Shift from grant aid to social investment. Website upgrade /Marketing; Income generation to enable sustainability and building maintenance costs to be covered; A new robust Management Structure to govern the building; Update Business Plan, secure capital costs for transition into the building
	Both MEaP and MaCO Training on Youth Leadership and Transition led by Steve Conway, the Ubele delivery partner in Manchester. Both organizations have been encouraged to work jointly where possible.
	198 CAL - Review legal structure CIC asset locked;
	Carnaval Del Pueblo – the CEO has received support to encourage a rethink of options and become creative in how she operates going forward to rebuild the business.
Generate new learning - Learning and Development Opportunities in Europe	Erasmus+ Funded projects invited MEL participants to attend training in Berlin and Athens. The opportunity to learn about Theory U and Appreciative Leadership. TAP, MaCO 198 CAL, MeAP; CdP; and consultants were beneficiaries of this additionality.
	Wider Impact: Ubele secured Wolves Lane Horticultural Centre with as part of consortium managing a 25 years lease alongside 4 other organisations. Another spin off has been the acquisition of Brixton Dominoes Club in Lambeth. MEL has attracted investors to Ubele and enabled access to more learning opportunities in the management, growth and sustainability of larger projects as mentioned above.
5 Case Studies	See Pages 23-37
Mali Enterprise Leaders Model for BAME	'Sharing the Baton': MEaP, MaCo and 198 CAL. Emerging work.

Recruitment of young People

Activities Implemented	Relevance to final outcome
Each organisation recruits and engages at least two young adults Minimum of 10 young Adults [18-30]	MEaP–x2 One person/accessed international opportunities via Ubele. They participated in the planning for community engagement work made decisions on planning and aspirations ie Heritage Cultural Event and MaCO young people submitted application HLF based on that. Young Roots Fund MaCO - x4 people - two of whom are now board members. 198 CAL has a 'Young people's Committee of 6. Michael and Phillip will be working with 198 on Sharing The Baton 4/5 June 2018 to develop board membership to include young people. Carnaval Del Pueblo has recruited young people onto their board one of whom has already enrolled in University based on the exposure, engagement and new networks Extended the reach to a further group of young people at TAP who accessed Ubele opportunities for Erasmus+ Training, and attendance and participation at events in London and Manchester. TAP spearheaded diaspora Youth forums including international opportunities with one young person attending a 26 person international programme hosted in London. 12 new volunteers mainly under the age 21 attended the workshop session along with trustees and established volunteers. 4 of which will work closely with V4CE or Mali Enterprising Leaders. A total of **18** young people were recruited Board Level and **over 30** engaged in Community Leadership and Intergenerational activities

Organisational Capacity Assessment

Activities Implemented	Relevance to final outcome
Launching an assessment of the situation of the organisations before intervention commenced 3 Organisations showed areas of improvement as follows	See case study pages 23-33 for mapping of improvements for Lewisham Sports Consortium, MaCO, MEAP and 198 CAL.

Community Business Development Activities

Activities Implemented	Relevance to final outcome
10 x Community engagement workshops 4 Sunday Solutions in Manchester / 1 in London see appendix for evaluation forms - Westwood Street Manchester, Coin Street Manchester. Lewisham Business Seminar Sat 25th November 2017.	A wider level of participation allowed community engagement activities take place. This forum offered the widest opportunity for varied people who may not be connected to social media and limited in networking opportunities. This meeting in a physical space also enhanced online connections and created more concrete opportunities to exchange information and build alliances across community business sectors, generations, and skills.
1:1 consultancy activities. There were numerous consulting sessions with organisations in groups and with individuals – In some instances specialist advisors were hired and in others Mali Partner teams ran workshops. MaCO consultation with Asset Transfer specialist consultant MEaP consultation with Schools development specialist x 4 consultations	Specialist consultations ensured that organisations work to their strengths and in line with up to date and relevant policy for their particular sector. This is an area that is lacking because majority of BAME organisations are led by people who are older or retired, and their skills and knowledge are useful but not quite in keeping with a rapidly changing environment. However, they do have a legacy of knowledge from which younger participants could benefit. Sustainability of these projects requires knowledge which is up to date, relevant and at a pace with the current flow of information across media.
Business Plans – MACO; MEAP. Plan which incorporates New Academy - MACO. Plan which details the asset transfer, there is a 30 year lease in the pipeline. 198 CAL – Governance £470k for their building through London Growth Fund. Carnaval Del Pueblo Business Plan Lewisham	The Business Plan provides that objectivity which is often missing from organisations that are predominantly concerned with social aims and creative endeavour. The focus tends to be on delivery by any means necessary and this, although ensuring service delivery, does not maximise on available opportunities for growth and diversification. Planning would have enabled many of those underused facilities to see that they need to find ways to utilise space and be more strategic in their approach to the management and development of their community asset. The financial projections and opportunities for forecasting and financial planning can enable an organisation to be adequately staffed and resourced to deliver effective programs which are accountable and transparent.
Bright Ideas Applications	1 from Carnaval Del Pueblo, 1 from Ubele both unsuccessful
3 New Services developed and used within the project	New Service in MeAP Cultural Competence Training Ubele Sharing the Baton Programme CASS Framework tested in use of the baseline assessment
Two new startups involved in pilot project	The African Pot in Manchester received support to become incorporated. Managed and run by young people.

Local Authority Participation

Activities Implemented	Relevance to final outcome
3 Local Authorities to participate: Lewisham; Lambeth and Manchester	Manchester City Council MaCO and Steve Conway meeting councilors and Senior Asset Management officers and Local Neighborhood Management Teams. MEaP about to speak Thamesside Local Authority, Manchester City Council - about Vision Plan for Schools. Lambeth – Engagement on work regarding community assets redevelopment of Brixton Dominoes Club (formerly known as Lloyd Leon Community Centre) – contract secured Lewisham Council Southwark Council

CONCLUSIONS

Learning Opportunities

The Ubele Initiative presented many opportunities to MEL stakeholders / participants to broaden the scope of their learning via Erasmus+ funded projects which ran concurrently and enabled participation on management and leadership themed workshops and seminars.

THEORY U is a change management method and the title of a book by Otto Scharmer who developed an existing theory of learning and management based on the principles of Theory U. These principles are suggested to help political leaders, civil servants, and managers break through past unproductive patterns of behaviour that prevent them from empathizing with their clients' perspectives and often lock them into ineffective patterns of decision. This new concept is underpinned by 7 essential leadership characteristics.

APPRECIATIVE LEADERSHIP - The concept draws from the theory and practices of appreciative inquiry, a process of organizational change that emphasizes positive questions and collaborative inquiry as a source for enhanced performance and creating common purpose.

Some opportunities involved expenses - paid European travel and all enabled the connection with new people across generations and cultures.

Unintentional Spin offs

Wider Impact

Ubele secured Wolves Lane Horticultural Centre as part of consortium managing a 25 years lease alongside 4 other organisations. Another spin off has been the acquisition of Brixton Dominoes Club in Lambeth. MEL has attracted investors to Ubele and enabled access to more learning opportunities in the direct management, growth and sustainability of larger projects across London, UK and Europe.
MeAP developments of cultural competency programme.

Exceptional achievements

Manchester Congolese Organisation and Making Education a Priority as sustainable and robust organisations. 198 CAL has been enriched in its achievement of a more robust trustee group. Carnaval Del Pueblo received an enormous blow and our ability to provide support during this time has been of great benefit emotionally and strategically. Lewisham Sports Consortium desperately needed young people to drive that organisation forward. This was achieved with 4 young people aged 18-30 joining the board. Over 30 young people have been engaged in various ways during the life of Mali Enterprising Leadersand most significant are the number of young people recruited onto existing or new boards who are now active participants in Leadership and Management roles.

Reflections: Implications for future development of work in this area

Mali Enterprising Leaders demonstrates a commitment to addressing the needs highlighted in a Place to Call Home Locality Report (Field, et al., 2015). This report identified that there were inspirational leaders and determination within communities to establish and retain important spaces to meet, support each other, work, learn from each other, celebrate and mourn. The belief that a strong asset base can be fundamental in ensuring the long-term sustainability within community organisations is helping identify the need to consider modelling alternative models of cooperative economics which do not automatically label results as a lack of achievement. For case studies illustrating this need, please see the Wider BAME Grassroots Context section.

What we mean specifically is; how do we upscale community African diaspora methods of management that although often carry initial strategic visions are often responsive rather than proactive to change? During the project, we discussed how African Diaspora community enterprises are often run with limited economic resources and often need to find creative and opportunistic ways of utilising other forms of capital such as social and cultural. This is the very definition of an entrepreneurial mind-set that many African Diaspora community enterprises have in abundance. Working in this way, we found that enterprises needed to be fleet of mind and foot to grasp and sometimes create the opportunities than could generate enough capital to deliver their project/enterprise aims (Ram, et al. 2016).

This means that systems of management, including governance, tend to evolve as organic threads that are intrinsic to the moving parts of the enterprise and its specific operating environment, as it nimbly negotiates the structural barriers to economic capital that it so desperately needs.

So, we reflected that in observing African Diaspora community enterprises, we can often mistake their creativity for chaos and a lack of management structure. We found that without the time to reflect on the organic structures present, African Diaspora enterprises are often unaware of the processes of how they manage their enterprises due to a focus on outputs and outcomes. While this instinctive and creative approach to systems management can work on small scales with small resources, many enterprises find it hard to successfully scale up this method of working in order to successfully manage larger resources (with the lines of accountability that usually accompanies this).

Moreover, to scale up successfully using this method of focusing on outputs and outcomes (which we often exceed relative to our remit), needs robust management systems. These management systems often require different or complementary skills which produce outputs and impacts that can have such a positive effect on those who are affected.

Our work with Mali Enterprising Leaders made us think, in the longer term, that we needed a serious investigation into what constituted a 'native' African Diaspora form of community systems-management. Within the project (via our training events), we already began to explore the concept of Eldership and how this role can help develop younger leaders. We feel that there is something in this, as almost a Jungian archetype of African Diaspora leadership where knowledge in the form of values (cultural) and experience is consciously used as part of the processes of building social and cultural capital. We are already aware of African models of cooperative economics such as Ubuntu. The challenge we face is how do we support African Diaspora enterprises to keep their creative and entrepreneurial mind-sets but develop underlying corporate systems of management that support their 'native' creativity and spontaneity of Diaspora systems management without compromising them and morphing them into 'black' copies of Eurocentric institutions.

Areas for consideration

● To model African Diaspora - deep structures of systems management (e.g. using Action Research methodology)
● Examining organic systems management behind creative and spontaneous decision-making? Who holds the knowledge in these enterprises (i.e. is there an innate underdeveloped/unconscious Eldership model? How is this knowledge processed and acted upon? How do these organic management structures relate to size of resources managed? How do these organic management structures relate to speed of action (decision making, planning, implementation and monitoring)
● Map African Diaspora systems management across to 'Eurocentric' organisational structures
● What are the nodes of confluence between the models - looking at organisational models of creative leadership (e.g. complex adaptive systems (CAS))
● Looking at how systems such as CAS can be used to underpin African Diaspora organic management systems (i.e. long-term strategic thinking v creative, responsive thinking).
● Develop a systems management model that keeps an African Diaspora interface that can be positively influenced by best practice from 'Eurocentric' organisational structures and that enables African Diaspora enterprises to scale up their approach to managing larger resources.

Recommendations

1. The Mali Enterprising Leaders experience of intervention to create and develop sustainable organisations would be enhanced using a model of 'secondment of professionals' into organisations for 12 months minimum to drive the programmes from inside and create an environment of organisational support coupled with coaching and mentoring.

2. The professional secondees would meet regularly to exchange ideas, best practice and pool information, to further strengthen their knowledge and the offering to the organisation within which they are working directly.

3. The organisations would use a standard template to evaluate the performance of the consultants and together reflect on their own learning and experiences.

4. Racial awareness and unconscious bias and emotional intelligence are useful tools to underpin the creation of a productive and cohesive working environment for all. 'A Place to Call Home' identified the difficulties and insecurities faced by many BAME led organisations trying to safeguard community assets. We often start from a lower base which reflects the wider issue of the impact of enslavement and colonial history, the lingering psychological damage and pathology of mistrust, which can sometimes cloud decision making in working cohesively.

5. Key feature of Mali Enterprising Leaders: intergenerational activities which integrate young people into the management of organisations to ensure their relevance and sustainability.

6. Community events raise awareness and provide physical networking opportunities which are integral to building resilient communities.

7. Develop the elements of the programme in such a way that they can be standalone programmes that can be delivered to different businesses in different time frames according to need.

8. Ensure that further research into black community businesses, the type of businesses, the processes for establishment, the agencies of support they have used, their motivations for setting up and the factors for success.

CITATION AND WORKS CITED

Citation

1) In this context, throughout this report we use BAME to describe African Diaspora communities.

2) Treasury, H. (2002)

3) Needham, J. &. Barclay, J. (2004)

4) Equinox Consulting. (2008)

5) For example, self-employed, company limited by shares, partnerships

6) Wyler, S.(2017)

7) Kazuka, M.ed. (1980)

8) Sawyerr, A.(1983)

9) Obeng-Dokyi, S. (2007)

10) Sepulveda, et al. (2010).

11) Ram, et al. (2016)

12) Field, et al. (2015)

13) The Ubele Initiative (2018)

14) In September 2017, Nesta and the Department for Digital, Culture, Media and Sport launched the Connected Communities Innovation Fund. The fund focuses on how we can incorporate non-traditional modes of volunteering - often informal - to tap into the skills and experiences of people within communities throughout the life course. The fund supports organisations with between £75,000- £275,000 to both develop and test early stage ideas, in addition to scaling innovations which demonstrate impact. Twelve organisations across England and wales were successful.

15) The Community Asset Fund is a programme dedicated to enhancing the spaces in local communities which would provide people the opportunity to be active.

16) The aim is to establish a 'Free School and Alternative Provision' in education based on the principles of the Multi Academy Trusts (MATs), which has been established to improve and sustain standards in schools more generally. There are at least three core elements that the strongest trusts exhibit: a board that contains a wide range of professional experiences that can deliver the dual responsibility of building strategy to deliver great outcomes for children alongside the culture of accountability that is necessary across the organisation; the appointment of an executive leader, typically an executive head or chief executive officer, who is held to account for standards across the schools; the creation and execution of a school improvement strategy that develops and improves the workforce, builds succession and enables the strongest teachers and leaders to influence outcomes for more children (see: https://www.gov.uk/government/publications/multi-academy-trusts-establishing-and-developing-your-trust)

17) Qualified Teacher Learning and Skills (QTLS) is the badge of professionalism for post-16 education and training as well as qualified teacher status in schools in England through the Society for Education and Training (SET).

18) The Growth Fund aims to support social investors meeting the funding needs of charities and social enterprises which are operating in England, seeking finance of up to £150,000 and seeking unsecured funding. The programme is managed through the Foundation for Social Investment (FIS). For further information, please see https://access-socialinvestment.org.uk/blended-finance/the-growth-fund/growth-fund-investors/

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APPENDIX

CAS Assessments

For further information on the tool, please go to: https://www.fwbusinessltd.com/capacity-assessment-schedule

EVALUATION FINDINGS - MALI ENTERPRISING LEADERS COMMUNITY ENGAGEMENT EVENTS

Community Events were organised throughout the duration of the project and the participant feedback enabled us to ascertain where we were achieving and exceeding expectations, and where we were able to improve and address omissions or simply make note and record aspirations and include in this evaluation report. The experiences and desires of those we engaged with, in the hope that for future planning there is background information that can provide information on current needs and ambitions.

- Mali Enterprising Leaders – Community Business Event - Manchester, Saturday 30th September 2017;
- Community Business Networking - Manchester 29th October 2017;
- Mali Enterprising Leaders Event 27th January 2018;
- A Workshop aimed at exploring the positive impact of intergenerational or generationally layered leadership with each MEL group 16 March 2018;
- The raw data collected is available if required.

Wider BAME Grassroots Context

Mali Enterprising Leaders, Manchester: A snapshot of Manchester's African and Caribbean Community Assets

Introduction

This short report serves as a regional extension of the national 2015 report, Project Mali: A Place to Call Home, which examined "gentrification, [and the] changing agendas in how central government and local authorities perceive the black community" and their impact on BAME community asset ownership (Field, et al., 2015, p. 8). Within the context of the ongoing government Austerity programme disproportionately affecting BAME communities and their local services (both statutory and community) (Khan, 2015), Project Mali: A Place to Call Home was a timely report because it observed that without community assets and buildings, BAME communities lacked the resilience to withstand the effects of the cuts to their services. The report noted that without community assets, BAME communities were currently unable "to build and support a strong network of self-sustaining, independent and financially viable organisations." (Field, et al., 2015, p. 8).

The evidence collected suggests that targeted, intensive and sustained support has not been offered to declining BAME organisations, many of which still remain under the radar of programmes, even those with a local reach. (p. 9)

The City of Manchester Context

Project Mali: A Place to Call Home is particularly resonant for the City of Manchester, where according to the 2011 Census, 33.4% of its population are from BAME backgrounds (as opposed to 9.8% in the Northwest), with its residents as a whole, representing each of the 90 ethnicity-groups categorised within the census (Manchester City Council, 2017). In this reportf our case studies about African and Caribbean-led organisations were chosen from specifically representative wards because "black groups are most likely to live in Moss Side (27.2% of the population), Hulme (16%) and Ardwick (15.8%)" (Manchester City Council, 2010).

So, within this demographic context, this report asks why there are so few sustainable African and Caribbean-led community assets in these wards.

The following section will serve to introduce the case studies and their contextual relevance to Manchester City Council's strategic plans for development.

Introducing our Case Studies

African and Caribbean Care Group (ACCG)

ACCG is an active voluntary sector day-centre offer for older people in Hulme. Their work has been positively recognised in Manchester City Council's Developments following the Day Centres Review (Manchester City Council, 2014). ACCG's provision is strategically important to Manchester City Council's review of the quality of life for its residents aged over 65 because it acknowledges that its residents who reach old age are more likely to live a greater number of years of their lives in poorer health and with greater levels of disability (Manchester City Council, 2016b).

Mothers Against Violence (MAV)

MAV provides Crime and Home Safety advice to its local communities in the Hulme and Moss Side areas. This service seems to demonstrate significant community demand in the context of Manchester City Council's (2010) report that found that less than a quarter of the residents in Moss Side, Ardwick, Gorton North and South and Rusholme felt safe at night.

Chrysalis

Chrysalis runs a wrap-around family support centre in the ward of Moss Side that includes a high quality playgroup. Since child development 'provision'is significantly worse in this ward at 48.3% than the English average of 60.4% (Public Health England, 2016), this service seems to reflect local demand. Manchester City Council (2016a, p. 19)recognises that child poverty needs a long-term strategic approach that is supported by early intervention and prevention, "building on the assets of individuals and communities and ensuring that children's and families' needs and abilities are at the centre of service design and delivery."

Imani Centre

The centre runs community mixed martial arts classes in Ardwick. Manchester City Council (2010)recognises that physical exercise is essential for the maintenance of wellbeing and can have positive effects on anxiety and depression. Ardwick achieves an exercise score of 45%, which significantly outperforms the Manchester average of 36% when measuring the amount of people who exercise five or more times a week. This suggests the important local contribution of the centre to its ward's exercise profile.

Section 2: Case Studies

Chrysalis Family Centre on Westerling Way

The Chrysalis Family Centre is based in Moss Side and has been operating for 24 years. The centre consists of two knocked through Housing Association (One Manchester) houses on the Westerling Way.

The centre was the brainchild of Dr Margaret Clarke who was a paediatrician at the local Alexandra Park Health Centre. Dr Clarke noticed that there was a large number of young single parents (predominantly mothers), who attended her baby clinics. Dr Clarke was keen to set up a support group for the young mothers where via parent classes, they would receive educational support as well as support for building their self-confidence.

Dr Clarke took her inspiration from a similar parenting group in London that she had encountered, earlier. Together with local activists Mrs Elouise Edwards and Mrs Julie Asumu, Dr Clarke organised community consultations about how they could set up their group.

It was at this time that they approached their local housing association who gave them the properties on what was known as the Gooch Close, which has since been renamed the Westerling Way.

The property that the centre now occupies was at the time boarded up and was part of an area notorious for gangs and drugs.

After renovating the building, in 1994 Chrysalis moved in, registered as a charity in 1996 and secured their first Project Coordinator in 1997. They operate 5 to 6 days a week and deliver a range of family services ranging from a play-group, to ESOL courses, employability skills courses, money management courses, family law advice and sewing classes. All of Chrysalis' work, drop-in sessions and recreational sessions have a huge emphasis on 'cultural competency' of the individual.

Chrysalis is still open but it did need to negotiate a temporary reprieve from its social housing landlord, One Manchester, who want the house back for their tenants. Chrysalis are currently exploring their options with Manchester City Council (and other private stakeholders) for finding suitable properties in the area to which they can relocate.

"Local residents chipped in to clear the properties….and we even employed a local recovering alcoholic to become the caretaker for the building…"

African Caribbean Care Group at the Claremont Resource Centre

The African Caribbean Care Group (ACCG) is based at the Claremont Resource Centre in Hulme, Manchester and has been in operation for 30 years.

"Mr Phipps [started the ACCG]…We have a plaque on the wall that commemorates him….Back in the day, he was a visionary and he saw the needs of the African Caribbean community and galvanised support from the statutory services and that's how the services started"

The organisation has been based at the Claremont Resource Centre for 25 years. ACCG has also based some of their administrative activities at Oakland House in Trafford for 3 years. The building used to be a nursing home and as such is an excellent fit for ACCG, who currently provide care services for older people and their families.

"We are historically known as an organisation for older people but we also support the families"

ACCG run a variety care services including dementia care, personal care and social activities, 5 days a week in the centre. ACCG also offers varied intergenerational programmes, such as The Challenge, where young volunteers identify what they want to do in the community and work with ACCG's older service users in the process. Previous intergenerational projects have included work with video and drama.

ACCG has attempted to secure their right to the building under the 2011 Localism Act:

"We've been trying to secure this building for several years. The opportunity arose when the Council said they wanted us to take over the building and they approached us to do so"

ACCG continues to work with Manchester City Council towards the acquisition of the Claremont Building.

Imani Centre on Oxford Place, Ardwick

"A warrior makes decisions for themselves and are leaders not sheep"

The Imani Centre has been operating since 1987 in its current location. Joe Wray and others founded the Centre in what was a rundown, single-storey building called St David's Hall after leaving his previous base at the corner of Claremont Road and Princess Road in Moss Side. The Imani Centre opens 7 days a week as an informal community advice and education training (catering) centre, although its main fusions of martial arts (MAAT) activities take place three days a week on Sundays, Tuesdays and Thursdays.

Joe, who trained as a youth and community education worker and later as a social worker, has been active in the community since 1979. He recalls persuading protestors from burning down his gym in Moss Side during the riots. Joe has also trained in the martial arts under the British Karate Association (BKA). He has kept his Japanese title sensei to reflect the start to his martial arts journey.

"The training empowers them"

Since then and after having established the Imani Centre, Joe has developed a community service that uses martial arts to reach out to community members especially young people. Joe describes his work with young people as helping them to develop their confidence, as they deal with their past issues so that they can become productive contributors to their communities. Joe calls his young people

"Apprentice warriors"

For Joe, his teaching of martial arts at the Imani Centre has become a community focal point where families who send their children to the centre also attend to receive advice across a range of community issues.

Joe is currently attempting to renew his lease on the building.

Mothers Against Violence at the Hulme Hall (Claremont Resource Centre)

Mothers Against Violence (MAV) was founded by Patsy Mckie and other mothers in 1999 a year after the first shooting in the Hulme/Moss Side area. Patsy recounts how her own son was shot in 1999 and also how she was encouraged to join a group of mothers wanting to do something about the emerging gun crime. Patsy clearly remembers a community member saying to her "I think you should be there". From then on, Patsy, a former social worker and trainer, organised MAV, which first started to meet at the Nello James Centre on Withington Road, Whalley Range.

"I think you should be there"

MAV has been operating from Hulme Hall for 6 years, but had previously been operating from the Claremont Centre next-door, for 13 years. Hulme Hall is a one-storey building with a main hall, two back rooms and WCs to the front. The Hall is currently situated on 4 Jarvis Road, which used to be called Rolls Crescent.

MAV operates between 3 – 4 days a week, mainly in the evenings and delivers a wide range of activities including Crime Prevention and Home Safety services for young people, adults and the elderly. The building is partially closed, as MAV are at present the only community group allowed to use the Hall. However, upon acquiring a lease, MAV has plans to extend the provision of their services to crèche facilities but are at present waiting to have their lease for the Hall agreed by Manchester City Council.

Section 3: Results and Analysis: What did we find out in the context of the national Project Mali Enterprising Leaders picture?

Themes taken from Project Mali Enterprising Leaders :A Place to Call Home (Field, et al., 2015, pp. 24-25)

Theme 1: Geographical spread and type of community assets:
● Where are, or were, the key African Diaspora comSmunity assets located in England (i.e. regionally and locally)?
● What type of assets are they (e.g. community centres, shop fronts, playing fields etc)?
● What level of resources did they have access to (e.g. type of rooms, activity areas/spaces, disability access etc)?

All of our case studies were situated in the Manchester wards that had the highest numbers of BAME residents.

Three of our four case studies were registered charities, whilst one of them was an unincorporated organisation working towards attaining charitable incorporated status. In the national report 43% of the respondents were charities (the largest share), whilst 3% self-identified as "other".

All of our case study assets were community centres, which seems to mirror the most popular type of asset, nationally at 44% of the respondents.

Three of our assets had access to the ground floor for their operational activities (like 14% national respondents), whilst one of our assets had operational access to both the ground and first floors (again, like 14% national respondents) as it was formerly a residential setting. Project Mali reports that nationally 43% of its respondents worked in buildings with three or more floors. Disabled access to two of our assets with a first floor would be challenging, sharing difficulties with 14% of national respondents. However, Project Mali reports that 86% of its respondents had good disabled access and suggests further investigation for the reasons behind the challenges around disabled access of its 14% of respondents.

Theme 2: Service provision and take-up:
● What do they currently offer (or what did they offer) to African Diaspora and other local communities?
● Which groups are targeted (e.g. ethnicity, gender, age etc) and to what extent do they use the provisions?

Three of our four case studies offered services to young people. This proportion reflects the national picture where the largest share of 22% represents those respondents who offer services to young people. Two of our organisations offered Arts related activities and the other two offered Sports related activities. Nationally, the percentage share for these activities is 17% and 8% respectively.

Two of our organisations offered Education and Training (compared to a national share of 10%), whilst three offered services for older people (in comparison to a national share of 10%).

"A Place to Call Home" (p. 29) points out that the significant "shift towards commissioning and consortia arrangements" will "require considerable support to develop alternative business models to continue to deliver local service provision".

This point seems to be especially relevant for three of our case studies who deliver services to older people, within the strategic context of Manchester City Council's Developments following the Day Centres Review.

Two of our case studies opened 5 – 6 days a week (nationally, 31%), one opened for 3 – 4 days (nationally, 11%) and the other opened 7 days a week (nationally, 53%).

With this level of service delivery, all of our case studies deliver services to BAME groups within multi-cultural settings mirroring the national score of 81%. Since the wards within which our case studies are located host the highest numbers of BAME residents, this will not be surprising. "A Place to Call Home" points to the ability of BAME-led groups to build trusting relationships with BAME service users. For our case studies who deliver community and crime prevention advice (two case studies) and work with the elderly (three case studies), this observation would seem to be a salient point for our Manchester providers.

Theme 3: Ownership/ management/leadership:
What is the nature of the tenure of those spaces (e.g. ownership, closure etc.)?

What are the key leadership and management challenges facing African Diaspora organisations with community assets?

The assets for two of our case studies are leased from the Local Authority, as were the assets for 57% of respondents, nationally. Our remaining two assets were leased from a private landlord and social housing landlord (7%, nationally).

This is significant because three of our case studies have been operational for over 20 years and one for 19 years (reflecting 49% and 35% of respondents, nationally, respectively). "A Place to Call Home" (p. 32) notes from one of its national respondents that:

"We need security. Leases do not offer security. Council changes the policies, priorities and reduces funding and destabilises communities."

In the context of all of our four long-established groups who are currently attempting to renew their leases (two from Manchester City Council), this (nationally identified) need for security is an extremely important point that strongly resonates across our Manchester study.

Theme 4: Support and sustainability strategies:
How are the buildings financially resourced (e.g. through local authority grant-aid, charitable funding, community use room hire, private functions etc)?
The extent to which organisations had heard of Community Rights or Locality? And if so, to what extent have they used this provision.

Two of our case study organisations are funded by Local Authority grants and a wide variety of other Charitable funds, reflecting 16% and 23% of the national respondents respectively.

One of our case studies seems to rely on Lottery funding and the other from fees collected from its activities. Nationally the funding arrangements for these two case studies are represented by 10% of the respondents.

"A Place to Call Home" (p. 35) reports from one of its respondents that they had challenges around:

"Keeping the cultural identity of the centre as well as financial sustainability and effective management."

This sentiment was echoed fully by one of our case studies but the other three case studies would be able to identify with the points about financial sustainability and effective management.

In terms of support from Locality none of our case studies had received any support from them (69%, nationally) and only one had heard of them (76%, nationally). This also meant that only one of our case studies had sought to secure their "rights" under the 2011 Localism Act (81%, nationally).

With all of these factors affecting sustainability, our case studies broadly identified with the national share of 54% of respondents who thought that their assets were "insecure or very insecure".

Theme 5: Future development opportunities:
● What have we learnt and where are the findings directing us regarding future support and development needs and opportunities for some African Diaspora community assets?

In the Manchester context, our case studies show that a healthy relationship with the Local Authority is crucial for asset sustainability. As has already been identified, Manchester City Council has undertaken many strategic reviews of its services. However, it seems not to have identified many African and Caribbean-led organisations as credible service providers, especially within its most BAME populous wards. This has had a knock-on effect on the security of Local Authority-leased assets for our community organisations.

Our study also points to a lack of structured cooperation in terms of referrals between our community organisations. However, it did find that Mothers Against Violence made referrals to the African and Caribbean Care Group but the nature of this arrangement was still unclear.

This point about inter-organisational cooperation is important because 'A Place to Call Home' (p. 29) identified a "shift towards commissioning and **consortia** arrangements", which will "require considerable support to develop alternative business models to continue to deliver local service provision".

Our study also showed that the national profile of Locality and the knowledge of the 2011 Localism Act within our cohort was very low. This point further highlights the need for more tailored infrastructural support for our BAME-led community organisations, so that they can confidently form consortia and "develop alternative business models" after having gained support from both local and national tier 2 development agencies.

Of equal importance, our study also highlights the need for Manchester City Council to recognise these consortia (as well individual service providers) in their strategic service reviews and commissioning practices. This is now even more important in the context of Greater Manchester's devolved budgets. This means that by prioritising the success rate of Council Asset Transfers and lease renewals, BAME-led service providers would gain greater security for their assets. Assets from which they deliver their much-needed services.

Sub Appendices

Appendix 1: Methodological approach: a synthesis of traditional and creative approaches

Since this report is acting as a snap shot extension of Project Mali: A Place to Call Home from a Manchester perspective, we used the same questionnaire as the national report. We learned from some of the previous report's methodological challenges, which noticed that some of the respondents found completing the questionnaires challenging due to the way the questions were worded and their length as well as the applicability of the questions to their own circumstances. As a result some of the questionnaires had been only partially completed (Field, et al., 2015, p. 67)

We countered this challenge by administering the questionnaire orally in the form of face to face, semi-structured interviews. We found that we generated much more data in this manner than if we had asked our respondents to fill out the form themselves. However, unlike the national report we recognise that we were better able to take this approach because we were working with a vastly smaller data set within a relatively concentrated geographical area in Manchester.

As part of our process of informed consent, interviewees were also sent drafts of all the material that was collected from them (interviews, audio clips and photographs) in order to make sure that they were happy with the data. It was during this stage that we were able to make sure that the final representations of the sometimes wide-ranging conversations (interviews) were edited to remain within the comfort zones of the interviewees.

This was particularly important when interviewees were recounting their structural challenges with the Local Authority. However, two of the case studies, Mothers Against Violence and the Imani Centre were happy to describe their structural challenges in more detail in their audio recordings.

We also collected audio recordings of 'Manchester BAME community assets' which we hope to upload on to an interactive map. Click here for a London example: http://spmaps.github.io/Ubele-map/

For each community asset, we have carried out an interview with one key representative of the space. The map will be updated with other interviews, as they are finalised, so the number of assets mapped will increase. There are multiple aims to this map; firstly, the map intends to raise awareness of the extent of the loss of community assets in London, where community floor-space is constantly diminishing; secondly, the interviews aim to provide some qualitative data about the reasons why community assets are under threat and the main challenges faced by community groups in relation to the management of community assets; thirdly, the very act of getting these assets mapped is a political statement of the importance of these spaces and the people who have fought and worked to keep them within the community, so that they have a chance to share their views on a platform, which has the potential to reach a wide audience.

Community development assessments

We also found that the process of interviewing our "community guardians" (Field, et al., 2015, p. 67) and recording their audio clips, doubled as an informal form of organisational needs assessment. The data that was collected allowed us to make 'soft' referrals to local tier 2 organisations such as MACC and TS4SE, who were able to offer immediate assistance to the organisations, where needed.

Community Selection

Other groups, most notably the West Indian Organisations Coordinating Committee (WIOCC) were invited to take part in this study but they declined our invitation.

Appendix 2: Project Mali: The Questionnaire

1. The city you live in
2. Your post code
3. Your email address
4. Your telephone number
5. Are you willing to share your community asset story as part of this important record being created?
6. Where was or is the building or space?
7. What type of building or space was or is it?
8. Is the space still open or closed?
9. If closed, please state the approximate year that it closed
10. If the building closed please state the main reason(s) for closure (select all that apply)

Management
Reduction in funding
Maintenance
Reduction in usage
Change of use
Local planning regulations
Local Economic Development Plans
Business rates
Rent levels
Repair liabilities
Change to core grants
Other (please specify)

11. Please tell us what activities and services were delivered in the building or space (select all that apply)

Arts, culture or heritage activities
Sports & recreation activities
Festivals & events
Activities for young children (including play sessions, creche or nursery)
Activities for young people
Activities for older people
Access to computers
Education or training courses
Volunteer training and placement
Employment support and advice
Help to develop business or managed workspace
Advice & information services (legal, financial, health related)
Crime prevention or home safety services
Have not provided activities in the last year
Advice & information services (including
Other (please specify)
Activities for young children (including play sessions, creche or nursery)
Activities for young people
Activities for older people
Access to computers
Education or training courses
Volunteer training and placement
Employment support and advice
Help to develop business or managed workspace
Advice & information services (legal, financial, health related)
Crime prevention or home safety services
Have not provided activities in the last year
Advice & information services (including)
Other (please specify)

12. Approximately how long was or has the building been used for these activities?

13. How many days per week was the building or space used for these activities?

14. What, if you remember, was the name of the organisation or organisations that used the building or space?

15. Which age groups were or are the services / facilities provided for? (select all that apply)

Under 5's

19-25

25-34

35-50

Over 50's

16. Which other groups were/are the services / facilities provided for? (select all that apply)

Men

Women

People with one or more disabilities

White British

White Irish

Any Other White

Black Caribbean

Black African

Other Black

Indian

Pakistani

Bangladeshi

Any other Asian

Chinese

Vietnamese

Mixed Black Caribbean

Mixed Black African

Black Asian

Any Other Mixed

17. Name of person who started or ran the organisation?

18. Tell us about the background of the person. If more than one person tell us a little about each.

19. Describe any pioneering work that they provided for local people of African heritage.

20. Have you heard of the Localism Act 2011?

21. Have you heard of Locality?

22. Have you attempted to secure your right under the Localism Act 2011?

23. If yes, please describe the activity or activities you have been involved in and what has happened as a result.

24. Did you receive support from Locality?

If no, why not?

If yes, what support was offered and/or provided?

Appendix 3: Instructions for the Audio recording – for inclusion on the interactive digital map

Please state your name and your asset

Give a brief history of the asset

What do you do now?

What challenges have you faced?

What have been your successes?

Your hopes for the future

Appendix 4: Project Mali questionnaire responses

18.4.17 Chrysalis: Other information

Post code(s)	Telephone, email, website and audio recording	Activities delivered	Ages	Gender, disability and Ethnicity	Knowledge and assistance of Locality and 2011 Localism Act
M16 7EA	0161 226 8090	Arts, culture or heritage activities	Under 5's	Men Women	None
	chrysalismanchester @gmail.com	Sports & recreation activities	19-25		None
	http:/chrysalisfamilyc entre.wordpress.com	Festivals & events	25-34	People with one or more disabilities	None
		Activities for young children (including play sessions, crèche or nursery)	35-50	White British White Irish	
		Activities for young people	Over 50's	Any Other White - Polish, Swedish, Italian	
		Activities for older people			
		Access to computers		Black Caribbean Black African	
		Education or training courses		Other Black - Afghani, Egyptian, Arab, Iranian,	
		Volunteer training and placement			
		Employment support and advice		Indian Pakistani Bangladeshi	
		Advice & information services (legal, financial, health related)		Mixed Black Caribbean Mixed Black African	
		Crime prevention or home safety services		Black Asian – Jamaican Indian, Kenyan Asian	
		Advice & information services			

7.4.17 ACCG: Other information

Post code(s)	Telephone, email, website and audio recording	Activities delivered	Ages	Gender, disability and Ethnicity	Knowledge and assistance of Locality and 2011 Localism Act
M15 5FS	0161 226 6334	Activities for older people	35-50	Mixed	None
M16 OPQ	admin@accg.org.uk		Over 50's	People with one or more disabilities	None
	https://www.accg.org.uk/	Access to computers		White British White Irish	Yes
				Black Caribbean Black African	
				Indian Pakistani Bangladeshi	
				Mixed Black Caribbean Mixed Black African	
				Jamaican Indian	

18.5.17 Imani: Other information

Post code(s)	Telephone, email, website and audio recording	Activities delivered	Ages	Gender, disability and Ethnicity	Knowledge and assistance of Locality and 2011 Localism Act
M14 5GS	0161 248 9520	Sports & recreation activities	5 – 16	Men Women	None
	info@martialartstemple.co.uk		16-25		None
		Activities for young people	25-34	People with one or more disabilities although venue not yet adapted	None
	http://www.martialartstemple.co.uk/imani-centre	Education or training courses	35-50		
		Activities for older people	Over 50's	White British White Irish Any Other White	
		Advice & information services (legal, financial, health related)		Black Caribbean Black African Other Black	
				Indian Pakistani Bangladeshi Any other Asian	
				Chinese	
				Mixed Black Caribbean Mixed Black African Black Asian Any Other Mixed	

15.5.17 MAV: Other information

Post code(s)	Telephone, email, website and audio recording	Activities delivered	Ages	Gender, disability and Ethnicity	Knowledge and assistance of Locality and 2011 Localism Act
M15 5EP	0161 226 8134	Arts, culture or heritage activities	6 – 18	Men Women	None
	http://mavuk.org/		19-25		None
		Activities for young people	25-34	White British White Irish	Yes
		Activities for older people	35-50	Black Caribbean Black African	
			Over 50's		
		Help to develop business or managed workspace		Indian Pakistani Bangladeshi	
		Advice & information services (legal, financial, health related)		Mixed Black Caribbean Mixed Black African Black Asian	
		Crime prevention or home safety services			

*Building Partially Closed
Management, Repair liabilities

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