Equinox Consulting

the Pillar Consortium

Development Report

&

Strategic Plan: 2005 - 2008

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1 Executive summary

The Professionals in Local Learning and Regeneration (PILLAR) Consortium began as an initiative of 8 BME infrastructure organisations operating in London to provide a sustainable framework within which frontline organisations can access capacity building services, thereby strengthening the BME voluntary and community sector. This was delivered through funding from the Government Office for London (GOL), as managers of the Home Office's Active Community Unit (ACU) early investment programme for the imminent Voluntary and Community Sector's (VCS) infrastructure review initiated as a result of the VCS review element of HM Treasury's cross cutting review.

The project bid termed "Solutions through Ideas" sought to build a robust consortium to represent and act as a voice of the BME infrastructure sector and subsequently the BME VCS within the various policy initiatives from central government that are being rolled out at the national, regional and local level.

Between April and June 2004, the consortium consulted and mapped the sector to produce a trawl of around 230 infrastructure organisations in London, directly serving or with an expressed remit to mainly serve BME voluntary and community sector organisations. By the end of the process, and through consensus reached mainly at the Conference held at the Kings College, London on 29th June 2004, the Pillar Consortium has now been established as an independent, accountable legal entity, set up to promote performance improvement, manpower development, sustainable funding and improved governance for the BME VCS in London through a robust network of infrastructure organisations delivering services in accordance with identified specialisms, thematic, geographic and demographic coverage across London. The organisation will operate within a social enterprise construct with the following strategic objectives:

- ? To provide coordination to BME infrastructure organisations so that there is a London-wide coverage of services to the sector
- ? To create a forum for the exchange of ideas and timely and relevant information about developments in the sector
- ? To secure resources for collaborative working in the sector by developing joint bids for project work with Pillar as the main anchor
- ? To support BME infrastructure organisations in representing BME voluntary sector at the local level and to engage at strategic boards such as Local Strategic Partnerships, Primary Care Trusts and other statutory partnerships

The main services that will be delivered by Pillar will be to infrastructure organisations and mainly through its membership networks and Pillar itself will deliver no services directly to the community.

Pillar will be managed by a board of trustees that will be elected from representatives of member organisations and will be supported by sub committees and task groups. In the initial period of operation, Pillar will market itself to partner organisations at different levels including the statutory sector.

To be effective, Pillar will initially operate with a small cohort of staff members on secondment from its membership until such time that it becomes necessary to increase the level of staffing to achieve specific and/or strategic objectives.

This document outlines the initial investment that will be necessary to fully establish the Consortium within its first three years of operation. It is intended to fund this requirement through a matrix of grants and earned income from government departments, statutory organisations and private charities in London.

2 <u>Introduction</u>

This document sets out the strategic focus for the Professionals in Local Learning and Regeneration (PILLAR) Consortium. Pillar intends to explore issues relating to partnership and new ways of working amongst BME community and voluntary organisations and will provide a credible basis for future effective collaboration between BME infrastructure organisations operating in the London Region

This document also sets out the context and strategic environment within which Pillar will operate, the proposed work programme of the organisation in the light of current gaps in provision and the requisite opportunities presented by initiatives such as Change Up, the resources required and the framework strategy under which the organisation will function successfully. The precursor project to the Pillar Consortium included the following organisations;

- ? Ethnic Business Development Corporation (EBDC)
- ? Black Neighbourhood Renewal & Regeneration Network (BNRRN),
- ? Black Training & Enterprise Group (BTEG),
- ? Council for Ethnic Minority Voluntary Organisations (CEMVO),
- ? London Chinese Community Network (LCCN),
- ? London Voluntary Sector Training Consortium (LVSTC),
- ? Migrants Organisations Development Agency (MODA) and
- ? Race on the Agenda (ROTA); hosting MiNet.
- ?

The initial vision is to ensure that BME infrastructure organisations are further strengthened through the synergy of pooling ideas and resources so as to be able to provide solutions to the problems faced by frontline organisations. The intention of the project was to identify mechanisms for building the capacity of the BME sector by identifying the gaps in service delivery and by engaging infrastructure organisation to work collaboratively with mainstream, more generic infrastructure organisations in reaching solutions to common problems. The main aim for securing the funding from the Home Office's Early Investment Programme under the VCS infrastructure review managed by the Government Office for London was:

"To develop a social enterprise based organisation that will be responsible for co-ordinating BME infrastructure support in London, unlock funds for delivering this support and agree guidelines on organisational development, quality and benchmarking in infrastructure support delivery to front line organisations"

The development phase involved the completion of certain key tasks namely:

- ? The mapping of BME Infrastructure organisation to determine their specialisms
- ? The production of a directory of infrastructure organisations in London
- ? The development of a constitution and terms of reference to underpin the legal and administrative framework within which the consortium will operate
- ? Dissemination of information and sharing of learning about the project through the development of a website
- ? Consultations intended to widen participation of other BME Infrastructure organisations to explore ways of taking the project objectives forward.
- ? Establishing an independent legal entity with a social enterprise construct to substantively deliver the objectives of the project
- ? Publishing a report on the development phase, including a strategic plan (for the Pillar Consortium) that will take the work of the project further.

2.1 Pillar background

The project was granted financial resources up to 30th June 2004 from the Active Community Unit of the Home Office, and managed by the Government Office for London to undertake exploratory work. The working title of the project then was "Solutions through Ideas." As a consortium project, the bid sets out clear guidelines on how the project will be managed and in the event, identified three organisations with specific responsibilities within the project. These were:

- ROTA to be the lead body for the project
- EBDC to manage the Secretariat and
- BTEG to hold all project funds, disburse and account for same to stakeholders

The project was committed to achieving the following objectives as key outcomes;

- To identify coverage of BME infrastructure in London
- To determine BME infrastructure specialisms
- To explore collaborative working amongst BME Infrastructure organisations in London in order to avoid duplication
- To set up a pan-London consortium with a social enterprise construct and appropriate legal framework with responsibility for securing resources to undertake the specific task of enhancing infrastructure support to frontline organisations

Overseeing the above roles was the Steering Committee - the body with overall responsibility for ensuring that the project meets its delivery objectives. In this respect, it was agreed by the consortium members and Government that these objectives will be met by undertaking the following activities;

- a mapping exercise to identify coverage of the BME Infrastructure in London
- invite other BME infrastructure organisations to establish a formal consortium
- agree a constitution and terms of reference for the consortium
- publish a directory of BME infrastructure organisations in London
- develop a website to promote the service areas and specialisms of consortium members
- Register and formally launch the consortium as a separate legal entity.

The project was completed within the time frame outlined by Government. Suffice it to say that the project met its main objectives, the most significant being the registration of the Pillar Consortium as a legal entity. In the interim, the project successfully launched a website with information and templates for searching for potential infrastructure organisations across London, based on geographical and/or thematic coverage. The publication of a directory of infrastructure organisations in London was another milestone achievement by the project, not least because for the first time, an attempt was made to collate information on the sector on the basis of their spatial distribution and subject or thematic specialisms.

A rather more significant outcome of the project was the opportunity accorded participants for closer working, given the disparate nature of the main partners. This resignation from the project by ROTA's Director on somewhat spurious grounds resulted in GOL initiating additional support through a facilitator to explore in detail, better and more effective ways of working to ensure that all the main BME infrastructure organisations agree a framework for collaborative working. The result of this intervention is included in the appendix.

2.2 The consortium arrangement

The Pillar consortium arrangement worked relatively well over the three months between April to June. The organisations involved in the consortium felt that it was a welcome opportunity to work together with other infrastructure organisations to bring their joint experiences and expertise to bear on problems that face the sector.

There is a broad commitment to the bid document and objectives that they had signed up to and found the necessary time to attend the meetings and participate in the deliberations that has made it possible to complete the initial developmental phase successfully and to register the consortium.

The consortium arrangement was set up in such a way that there were three organisations with executive roles.

ROTA was the lead body and was expected to liaise with the funders to provide information and reporting in accordance with the grant conditions. EBDC, as the secretariat had responsibility for delivering the major aspects of the project, arrange consortium meetings and learning activities and liaise with the other members of the consortium. BTEG as the accountable body had to ensure that there was financial probity and the systems set for the disbursement and accounting for the project funds were robust and transparent.

As an exercise in working together for the first time, the bid document was used as an operational guide and it was very useful that the objectives of the project were used as the arbiter when there were problems as to focus or direction of the consortium. The project team agreed a working terms of reference which was intended to provide some guidelines on duties, obligations and responsibilities of each participant organisation and their representatives. In recognition of the need to accrue some financial recompense to respective organisations, a subvention was agreed to be paid over to the organisations whose representatives attend meetings. The project also researched and supported training for participants at the NACVS organised workshop on Pilot Local Public Sector Agreements.

Although the project was operational within a short space of time, for the consortium to have met all the deliverables must be commended. This success was not without some element of disparagement but it must be noted that all the project's partners saw the project through to its conclusion and final activity (the conference of 29th June 2004). The consortium accepted the resignation of two organisations after the conference on the grounds that they had fundamental misunderstanding or interpretation of the project's exit strategy and hence could not reasonably be expected to participate on the next phase (registration at Companies House of the Pillar Consortium) of the project.

The Consortium arrangements therefore offered some learning opportunity for participants. In the event, the inadequacy of time and the prerequisites of coalition building was as a major hindrance in forging a tighter partnership. This analysis is nonetheless fraught with misconceptions. When you consider the areas on which disagreements occurred, it becomes clear that there is a resource issue underpinning partnership development within the sector. This is neither a new phenomenon nor is it the exclusive preserve of the BME sector. However, there is the indication that BME organisations tend to be incessantly destructive where resources are in the fray, much more so than mainstream VCS, faced with identical circumstances. It is for this reason that this strategic plan emphasises partnership development as a continuing requirement in sustaining collaborative working amongst BME organisations. The Pillar Consortium, taking forwards this agenda will seek to secure adequate resources for this work within its core responsibilities.

2.3 The policy context

At the national level the government recognises that the problems that are faced by community and voluntary organisations are exacerbated for BME community and voluntary groups. BME voluntary and community organisations are, in general, more prone to be:

- ✍ fragmented, un-coordinated and lacking in capability and capacity to effectively deliver on public services
- ✍ poorly resourced with mostly short term "PROJECT" funding
- ✍ small in scale and scope, often serving insular communities
- ✍ disengaged from mainstream policy processes and decentralisation
- ✍ reliant on a few committed people, mostly volunteer "sweat" labour
- ✍ "misconstrued" or "misunderstood" by statutory funders

But despite all these perceived problems, it has been established that given the right resources and support, the BME Voluntary and Community Sector will be able to deliver more effective services to their communities and may be the catalyst that will enable people to contribute to a shared vision, sense of community, inclusive society that will promote citizenship.

There are now enhanced opportunities and increasingly more robust initiatives to engage the BME community sector to participate visibly and actively as direct public service delivery partners. It is also becoming increasingly clear to government that voluntary organisations constitute a vibrant delivery agent - trusted as part of local communities - and that their networks are properly or acutely more aware of the needs of the communities within which they operate.

The strategies span different methodologies and mechanisms. Themes have ranged from increased consultation, participation and representation strategies through funding and other support, involvement in local partnerships and relations between the sector and the mainstream, developing the capacity of the BME VCO to engage with volunteering and mentoring initiatives.

The basis for the policy context is the new understanding articulated in the Treasury's cross cutting review of the voluntary sector whereby certain fundamental tenets have been acknowledged that there is a need to increase the scope and scale of voluntary and community organisations in service delivery. There is also the recognition that in order to do this successfully and make it sustainable in the long run, it will require a certain modernisation of the sector and the removal of obstacles to efficient service delivery.

The recommendations of this review that are gradually being implemented included:

- ✍ The legitimisation of full cost recovery by the sector
- ✍ The development of the sector's capability through infrastructure organisations
- ✍ Improvement of the mechanisms for funding the sector
- ✍ Support for social enterprises
- ✍ Implementation of strategies at the national, regional and local level
- ✍ The encouragement of best practice at the local level
- ✍ The rolling out of the futurebuilders fund
- ✍ Implementation of the COMPACT

Underpinning the above are the policy imperatives to create active communities, combat racism, promote community cohesiveness and forge social inclusiveness. This, it is believed, will ensure that people from minority ethnic communities participate in the activities of their local areas and take their citizenship responsibilities seriously.

The Pillar Consortium will be proactive in promoting the Compact as a monitoring tool in maintaining sustainable relationships between the BME VCS and mainstream, statutory and Government Departments. This strategic intervention is mandated by the historic imperatives of unequal access to resources that tend to hinder growth within the sector.

However, it is accepted that the BME VCOs experience of the COMPACT has not always been positive for the following reasons:

- ✍ they have limited knowledge of the compact
- ✍ they need to be able to represent their own community of interest
- ✍ they are marginalised in local policy issues
- ✍ they are overstretched and under resourced and
- ✍ there is no cohesion between the BME VCO

However, the BME COMPACT Code of Good Practice identifies some of the areas of assistance that are needed by BME voluntary and community organisations so that the relationship between central government, local government and the sector can be based on a principle of mutual recognition of partnership and collaboration.

A comprehensive set of principles meant to tackle disadvantage and ensure that the BME Voluntary and Community Sector is not further excluded from the mainstream are outlined within the Compact though mooted due to ineffectual currency. These principles must underpin the good relationship recognising the role of the sector and the fact that the sector deals with socially excluded communities, and mainly engage the "hard to reach" communities that are susceptible to deprivation, disadvantage or exclusion. These set of principles that are meant to be used by all Government Offices across the regions and translated into local areas include;

- ✍ Valued partnerships

- ✍ Recognition and support

- ✍ Effective and transparent equal opportunities policies

- ✍ Building good relationships and consulting widely

- ✍ Establishing race equality strategies

- ✍ Fair and equal access to procurement opportunities

- ✍ Setting aside EXTRA funding for BME participation

- ✍ Making better use of targeted grants

- ✍ Including Race Equality issues in best value frameworks and

- ✍ Requirement that all partnership bids to have effective BME contribution and participation.

As a result of this Code of Practice, various initiatives have been piloted and established to ensure that communities continue to tackle racism, inequality and exclusion.

The *future*builders programme takes forward some of the proposals for funding the sector and further recognises that some voluntary and community organisations can indeed be considered as social businesses that are able to secure external resources to develop their capacity and capability.

The DTI initiative on social enterprise is meant to encourage the implementation of the construct for voluntary sector organisations whose income is derived from service level agreements and contracts with the statutory sector. Within the context, voluntary and community organisations need to examine their delivery profile to ascertain whether full cost recovery can be attained.

Voluntary and community organisations can increase their participation in the delivery of public services if they start adopting business practices and adhere to compliance regulation mostly associated to strategic enterprise environment.

ChangeUp is the initiative with a direct impact on the sustainability of the Pillar Consortium as it is intrinsically linked with the Consortium's strategic objectives. ChangeUp has set targets for improvement that are being backed up with extra resources to create national hubs in five main areas where the government intends to provide assistance

   ✎ Workforce development
   ✎ Performance improvement
   ✎ Information and communication technology
   ✎ Financing voluntary and community activity
   ✎ Governance

These hubs must be beacons of best practice, promote strategic leadership and have sector-wide overview, the information provided must be adapted locally and the hubs though housed in existing organisations must be linked to each other. The hubs must also reflect and promote diversity and must tackle the legacy of inequality that has left some communities with a limited capacity to engage with other communities or even address their own problems.

The new charities bill is expected to streamline the operation of voluntary and community organisations and make it simpler to register organisations that are involved in social enterprise through the new Charitable Incorporated Organisations

The Commissioning Initiative is a revision of public sector procurement processes that accords a better opportunity for engendering strategic working between the public sector as procurers and the voluntary sector as suppliers.

Public Service Agreements is an initiative that enables local and regional authorities to take advantage of extra government funding that will enable them to deliver towards their targets under the Public Service Agreements. PSAs are emerging as a tangible mechanism for the voluntary and community sector to fully engage in design and implementation of local services inn line with agreed targets set and agreed between Government and local stakeholders. The implication for the voluntary and community sector is immense and unless a strategic organisation accords a mechanism to cascade information on such initiatives, it is likely that the BME Voluntary and Community Sector will lose out. Specifically, PSA 8 is intended to *"increase the proportion of Voluntary Sector Organisations involved in Public Service delivery by 2006."*

Other relevant policy objectives include manifest intentions;

 ✎ To create more vibrant, cohesive and active communities

 ✎ To recognise the voluntary sector as a partner in community development

 ✎ To develop the capacity of the BME Voluntary and Community Sector to deliver more responsive services to their communities

 ✎ To achieve a just, equitable and fair society where everybody is supported to reach their full potential

It is within the context of heightened policy initiatives to support the voluntary sector in delivering public services whilst promoting cohesion and tackling racism that the Pillar Consortium must be viewed. There is also the social prerogative to augment the work of frontline voluntary sector organisations, providing them with a visible framework of support through capacity building. There is also the Change-Up objectives to support development through hubs in order to benchmark and cascade best practice within the sector.

Apart from Government's policy context however, the argument remains to be made to support the establishment of a visible, accountable and representative voice for a BME Infrastructure sector in London as presented here by the Pillar Consortium.

2.4 Focused discussions from "solutions through ideas" to Pillar

The original partners consisted of EBDC, BTEG, MODA, LVSTC, LCCN, BNRRN, CEMVO and ROTA, incorporating MiNet, the Home Office funded regional network for London. These original 8 partners are signatories to the bid document to GOL, submitted to deliver the project titled: Solutions through Ideas. The partners were formed into a loose consortium, operating under a terms of reference with technical validity for the term of the project i.e. up to June 2004. As part of the project objectives, other BME Infrastructure organisations in London were to be invited to join this consortium in their deliberations on how to find appropriate "solutions through ideas." The opportunity to widen participation on the project came through at a seminar hosted by BTEG at NCVO, Regents Wharf on 27th May 2004; an open invitation was made to widen the consortium membership. A total of 8 organisations took up this invitation. Currently, the Consortium consists of around 45 members including around 6 CVSs in London, 2 mainstream second tier organisations and 5 consultancy and training organisations.

Developing a framework strategy document to drive the operation of Pillar required further discussions with the original partners to test their views of the development process and the activities that would form the first phase of the implementation of the Pillar concept.

Discussions with the founding organisations focussed on eight main areas.

2.3.1 Services and specialisms provided by organisations

The organisations provided a breadth of services to BME frontline organisations using a variety of methods.

They were involved in

- Advocacy
- Capacity building and organisational development
- Research and policy
- Advice and information
- Translation
- Partnership formation
- Provision of premises and access to funding

Most of the organisations work across London to assist all ethnic minority groups, but there were some who focused on specific ethnic minority groups such as the Chinese or who worked in specialist areas such as with migrants or specialised in regeneration or sectors such as technical assistance to ESF projects.

2.3.2 Gaps in the sector

A key outcome of the development phase of this project is the evidence of gaps in coverage highlighted by the mapping exercise. There are patches in London that are not covered by infrastructure support organisations and there were increased difficulties with access to funding and partnership working. The Community Fund undertook a recent piece of work on the implications for BME voluntary and community organisations and their use of infrastructure organisations as a source of organisational development and fund raising support. The project was started in July 2002 and ended in March 2004. It was initiated by Community Fund's senior management team in response to concerns expressed by the London management team about the number of small BME led groups who were running into difficulties delivering their project, sometimes to the extent that grants were withdrawn. There was also concern that smaller BME groups can find accessing Community Fund funding more difficult.

The views expressed by the project's partners against this background were that the issue about gaps in the sector is related to the ability of mainstream infrastructure to adequately meet and/or are aware of the cultural prerequisites BME sector. It was also recognised that while there may be several organisations involved in providing infrastructure services to BME frontline organisations, there was no real coordination and sharing of best practice. There were issues about organisations working in isolation and the resultant duplication that that potentially causes. It was evident that the capacity building and infrastructure organisations themselves had problems of capacity in terms of sustainable funding and it is therefore vital that a coordinating organisation assisting BME infrastructure organisations to generate their own income will become a viable way of supporting and unlocking new funding.

Although futurebuilders have no direct implications for the Pillar Consortium (futurebuilders is concerned with asset funding for frontline organisations and will direct funds to increase or enhance public service delivery), it has direct ramifications for the work undertaken by Pillar's membership. To the extent that Pillar will provide information and background research support to its members as they support the capacity of front line organisations aiming to access this fund.

There is a significant gap in infrastructure support for the BME Voluntary and Community Sector specifically around issues relating to the Compact Codes of Conduct, both on account of the national codes and emerging local codes developed by Local Authorities and other public bodies. There is also a lack of co-ordination and focus on the BME sector's response and engagement with the Compact at local, regional and national levels. In the event, the Pillar Consortium propose to seek to champion the implementation of the National Compact principles by supporting local infrastructure organisations to engage in the process of development of local compacts within Local Authorities, PCTs, and other public bodies or bodies performing significant public functions.

In our diverse communities, it is necessary that public sector supplier networks are reflective of their client communities to the extant that adequate assurances can be given that particular religious, cultural or traditional precepts are respected. It is critical therefore that a strategic support structure is developed to advice local authorities of the specific issues that need attention when the client pool is of diverse cultural, racial and religious origins.

2.3.3 Experience of partnership and consortium

Most of the organisations had some experience of collaborating with other organisations in partnership. For some, it was in collaboration with a mainstream organisation that needed the expertise of a BME organisation. In almost all cases, they had played a minority role and had not been in charge of the managing the partnership scenarios or events. Some of the organisations however have had some real experience of partnership working with other BME organisations in the sector. It is therefore significant that for BME organisations, especially this disparate a group of organisations, to come together in such a close working relationship as evidenced by the implementation of this early investment project was not only exciting for most of the members of the consortium but represented a new way of working.

A general consensus was that partnership working on any basis need time to develop systems and guidelines that are transparent and understood by all. It became apparent also that appropriate systems for managing extraneous issues such as personality conflicts etc must be in place to resolve issues as they arise. As a result, it was generally agreed that a core objective for the Pillar Consortium will be to secure resources to invest in building a sustainable framework for engaging BME organisations in strategic and sustainable partnership development rather than rely on ad hoc arrangements based on patchy, undisclosed criteria.

2.3.4 Potential problems of BME consortia

In a partnership such as this, there are always bound to be problems. The major problems are problems of trust. But there are some fundamental problems that may relate to the ability of trustees or officers from disparate organisations to agree to participate in such a consortium.

There are also bound to be organisational rivalries. Allocation of resources within the voluntary sector is mostly on the basis of competitive tendering and bidding. This creates a competitive marketplace and an inherent suspicion that organisations benefit from funding at the expense of another. Also, some funders are perceived to rotate their funding amongst different organisations as their priorities change.

The problems of accountability and probity become entrenched when members of a partnership attempt to act in a unilateral manner without recourse to either a terms of reference or a collective decision making process. This tends to increase tensions and render partnerships unworkable because individual organisations have differing accountability responsibilities to their stakeholders and not necessarily to each other within the partnership. It is for these reasons that this project came to the view that a loose partnership or consortium without any legal framework imposing rights, duties obligations and sanctions cannot be sustainable.

2.3.5 The need for and justification of PILLAR

On the whole, the majority viewpoints indicate that the formation of Pillar can be justified in several ways. The key tasks for Pillar Consortium will therefore be;

- ✍ To independently forge collaboration between several BME infrastructure organisations and achieve coverage of the whole of London is long overdue.
- ✍ To take advantage of recent and continuing attention on how the community and voluntary sector at large and the BME voluntary sector in particular delivers public services.
- ✍ To devise a communications strategy that will accord a free exchange of information amongst infrastructure organisations.
- ✍ To help unlock extra funding for projects existing organisations in order to secure the sustainability of infrastructure organisations especially at local levels.
- ✍ To wield the mandate to represent and work at a strategic level on behalf of the sector on policy developments and initiatives such as Compact, Local PSAs etc.

What has also been agreed that Pillar will use a social enterprise construct as a vehicle for achieving its aims whilst it will also be the main body that will facilitate the development of social enterprises that is increasingly an important area in the operation of BME voluntary and community organisations.

2.3.6 Mechanisms for improved performance

The BME VCS is not currently working as effective as it could be because there has never been a definitive infrastructure framework within which the sector's development aspirations were being met. The plethora of mainstream infrastructure provides an indomitable support infrastructure that more often fail to take account of BME specialist needs and requirements. Organisations such as NCVO, ACEVO, NACVS, LVSC, LVSRC etc are still not sufficiently representative of the diverse VCS and the communities they serve. This lack of diversity prompted the Prime Minister to issue a challenge to the Voluntary Sector round about September 1999 – The Prime Minister's Diversity Challenge – this was subsequently championed by the ACU at the Home Office.

The lack of appropriate documentation and profiling of best practice within the sector has not helped in making the very credible case for a BME specific infrastructure framework so far; In the event, the BME VCS has not taken advantage of the benefits of presenting a unified voice – not even CEMVO plays this role or accepts this mantle, contrary to widespread misconception in the mainstream. Pillar's objectives could be better achieved and more easily so, if its members are committed to working collaboratively. A significant advantage for the Pillar Consortium is that its origin and legal framework are embedded within a social enterprise construct. It should ensure that all the organisations that sign up to it are aware of the synergies of working together to attract EXTRA funding in order to extend the range and depth of work that they carry out. Clarity of purpose, sense of belonging, true partnership and a realisation that all are working together for mutual benefit is essential for success.

The Pillar Consortium is intent on delivering appropriate mechanisms for performance improvement for the BME infrastructure sector. The consortium will promote the development of an infrastructure toolkit alongside other generic systems devised by mainstream infrastructure organisations. This will draw from the combined experience of mainstream generic and specialist BME infrastructure.

The development of a performance improvement framework will also be made relevant to and linked with the national hub for performance improvement being established under Change-Up. There is considerable work being done by BME infrastructure organisations in meeting the unmet needs of diverse organisations as well as reaching the "hard to reach" groups.

2.3.7 Key role of pillar

Pillar has a role to play as a coordinating organisation that will enable and engender the formation of BME consortiums to attract extra funding to deliver infrastructure support services to front line organisations; to provide complete coverage of a BME Infrastructure framework in the London regional area; and that all the major thematic sectors and specialisms of a viable BME Infrastructure are integrated within more generic or mainstream support provision for front line organisations so that the BME Voluntary and Community Sector benefit in terms of increased activities; quality-led provision of services as close to the point of need as possible and for the most cost effective means possible. It is generally envisaged that such a delivery framework will augment the ability of the BME Voluntary and Community Sector to increase their participation in public service delivery.

Within this delivery profile, PILLAR can also establish a strategic mechanism to cascade information to frontline organisations through its network of BME infrastructure organisations at local levels; support BME infrastructure organisations at borough levels to be more actively engaged in local policy development and processes such as Local Compacts; The Commissioning Initiative; Direct Payments; Local Public Service Agreements etc.; implement a communications strategy that makes appropriate use of electronic means and internet technology such as on-line data search facilities, information streaming, email groups etc.

3   Strategic analysis: Strengths, weaknesses, opportunities, and threats

Pillar will be a strategic organisation and therefore its establishment needs to be underpinned by rigorous analysis of the internal and external environment.

3.1.1 Strengths

The Pillar Consortium's strengths relate to its knowledge of the BME communities and their organisations and the ability of the partners as infrastructure organisations to continue to provide critical support. That the organisations have survived the uncertainty of funding provides an indication that they will be able to deploy the strategies required to ensure that the Pillar Consortium survives. The partner organisations have diversified funding streams and have demonstrable experience of managing public funds and also delivering against policy objectives. They also represent some of the most visible and credible BME organisations in the Region. There is the obvious synergy that will accrue in the formation of this consortium and a signal that the BME sector is coming of age.

3.1.2 Weakness

The Pillar Consortium's main weakness derives from the fact that it is a new and untested organisation. However, the experience of its major promoters and the membership structure guarantees that it can benefit from a credible mix of skills and resources to make it sustainable over the long run. The Pillar Consortium can easily be weakened if it does not focus on its main objectives to support its membership but rather embark on chasing funding, to the extent that it is perceived as competing with its members instead of delivering a credible service to enhance a viable BME infrastructure in London. The structure on which Pillar is embedded must be strong and stable. It must also be accountable and transparent. Capacity to deliver should not be an issue if governance is strong and capable and if the members are committed to achieving the organisation's objectives. There is an inherent weakness that outside this consortium very few of the organisations have been in a successful lead role in any partnership. Appropriate systems should therefore be put in place to support a structure that is transparent and secures that membership benefits are available to all.

3.1.3 Opportunities

There are many opportunities for Pillar, the concept of organising on the basis of commonality is not new, but coming from the BME community, it is fresh. It takes advantage of partnership working between specialist organisations, focussing delivery to a community of interest that has often been categorised as hard to reach and often impenetrable. Pillar will not only have access to new funding opportunities but will gain a lot of support in working with the statutory sector in partnership. The idea of the social enterprise structure ensures that its stakeholders are immediately aware that the costs of services it provides must be fully recovered.

3.1.4 Threats

There are threats to the consortium in the form of renewed activity by generic and mainstream organisations repositioning themselves as being more able to deliver infrastructure services to BME communities. However, Pillar is convinced that its structure and engagement with diverse infrastructure organisations operating at local borough levels will be robust enough to promote collaborative working with the mainstream as a more sustainable engagement on both sides. After all, the specific services of representation and advocacy that BME infrastructure bring to the table is real enough and must substitute for the record of mainstream infrastructure to identify with the diverse communities at strategic levels. There is also the threat of some of the existing partners may break off to form their own rival partnerships or consortium. This threat is predicated on the misconception that if successful, Pillar will tend to subsume existing organisations. This is unlikely to happen because the Pillar concept and methodology as agreed by all partners will underpin the operation of the consortium

3.2 Political, economic, social and technical analysis – PEST

3.2.1 Political

The current political climate is one that is very fluid and the terms of engagement of the BME community are very critical. Government increasingly require BME and other socially excluded communities to become more engaged as active citizens so that cohesive and more inclusive communities will be used as a central plank in tackling racism, exclusion and disadvantage. Also, the intrinsic link between race, asylum seekers and benefit almost always tend to misconstrue the overriding objective to secure a fair and just society where everyone can be assisted to reach their full potential. As government becomes more committed to allocating resources in order to drive up and modernise public service delivery, there is increasingly a recognition that a vibrant BME voluntary and community sector becomes essential in this agenda and that infrastructure organisations underpinning the sustainability of the voluntary and community sector, specifically and maybe more so for the BME Voluntary and Community Sector become strategic.

3.2.2 Economic

The government accepts that services that are delivered by voluntary and community organisations must provide value for the money. The recent funding review promises to look at these issues more closely and to release more funding to help strengthen the sector. The key area recognised by government is the strengthening of infrastructure organisations. If these organisations provide the critical geographical coverage they will help to build capacity for the sector as a whole. There are several funding streams available that are looking critically at providing funding. In all the literature on new initiatives, issues around diversity and the work of specialist BME second tier organisations have been highlighted as critical for support. The major problems are to what extent the funding will be properly applied so as to make an impact.

3.2.3 Social

Excluded communities create problems for all. Community cohesiveness has become an important slogan, but community cohesiveness is now accepted as going beyond geographical communities, to embrace communities of interests. The BME community is one of the communities that need more assistance to make an impact because it is a newer community in Britain and though it has a track record of delivering services it is still struggling to be formalised. Generic capacity building organisations are not reaching the critical parts that would enable for a sustainable sector and black specialist infrastructure organisations must lead the way and prove that they are able to strengthen the sector.

3.2.4 Technical

New methods of operation are critical in the sector. Quality measures and standards setting have helped to raise professionalism in the Voluntary and Community sector and this is particularly evident within some thematic sectors. The Charities Evaluation Services have devised and widely promoted the self assessment quality measure (PQASSO). This is increasingly becoming the baseline quality measure for the sector. Information and communication technology needs to be applied for effectiveness and the new structure of social enterprise is gradually taking root. The BME infrastructure sector must be innovative and embrace change in order to cascade information and knowledge on appropriate use of emerging technology and new concepts of community development, civil renewal, neighbourhood renewal and new deal for communities within a joined up approach to raising the service delivery profile of BME organisations. Change Up accords opportunities for reviewing the infrastructure framework with detailed emphasis on performance improvement, workforce development, governance, ICT and finance and fundraising. Along these broad themes, the Pillar Consortium will be emphasising focus on the cross cutting implications for BME infrastructure and specially drawing attention to the commissioning framework, social enterprise development and full cost recovery for front line BME VCS.

4   Realising the vision

Based on the discussions with the initial stakeholders; an analysis of the mapping exercises; a review of the development phase of the consortium during the past three months; a comprehensive review of the literature and an overview of developments in the sector, Pillar is confident that it can exist as a fully fledged organisation that will play an important role in the BME community and voluntary sector.

Given the above policy context, the Pillar Consortium has the following aims:

- Champion implementation of the Compact at Local and regional levels
- Support and contribute to the Compact Secretariat and the BME Compact Subgroup's initiatives for implementing the national compact
- Provide network members with background research to support frontline organisations in accessing resources from mainstream initiatives such as futurebuilders
- Monitor engagement of BME Voluntary and Community Sector in public service delivery through promotion of initiatives to build capacity to engage in initiatives such as Local PAAs; the Commissioning Initiative and other central and regional government schemes

4.1 Vision

The Pillar Consortium has a vision that: The effectiveness of the BME voluntary and community sector will be improved and increased through the expansion of the delivery capacity of BME infrastructure organisations and that these organisations are empowered to work collaboratively with mainstream infrastructure at local levels.

4.2 Mission

The mission of the Pillar Consortium is therefore To maximise resources that accrue to the sector by improved coordination of activities, the creation of a forum for the timely exchange of ideas and information and the creation of mechanisms for joint collaboration amongst BME infrastructure organisations.

4.3 Services

These objectives have been translated into the following services

- To provide coordination of BME infrastructure organisations across London involving a partnership brokerage with guidelines
- To create a forum for the exchange of ideas and timely and relevant information about developments in the sector
- Providing representation for the BME voluntary sector at the all levels and be involved in formulation of manpower development and standards of performance
- To secure resources for collaborative working in the sector by developing joint bids for project work with pillar as the main anchor

4.4 Work Plan

Objective	Activities	Tasks	Targets
To provide coordination of BME infrastructure organisations across London	Database of member organisations Website Newsletter Outreach Survey & research	map the sector to determine specialism training needs analysis for workforce development Prioritise member contact through a rolling programme Cascade information to BME networks	Staff in post Agree work programme and set guidelines for implementation Identify 50 BME infrastructure organisations in London
	Meetings, Seminars, Outreach, Away day, Workshop sessions Information dissemination Survey & research	Year 2 Development of mechanism for involvement of all groups Empowerment of groups to deliver new systems of working together Development of quality systems and models of representation Agree frameworks for benchmarking BME Infrastructure development with mainstream	Engage with up to 25 infrastructure groups in London Engage with representatives of 15 Borough based / Pan London mainstream Infrastructure organisations 2 practical seminars on partnership working Evaluate quality assessment systems and publish report
	Meetings, Seminars, Outreach, Away day, Workshop sessions Information dissemination Survey & research	Year 3 Provide capacity building to enable groups deliver projects and represent their membership Review the work programme Provide a forum for BME infrastructure development across London Represent BME infrastructure's aspirations to mainstream infrastructure, other stakeholders and funders	Leadership Skills course commissioned – 32 beneficiaries from infrastructure organisations registering for certificate course 4 information papers on funding sources and applications Away day to review work programme and assess progress Feedback and appraisal from membership analysed

Objective	Activities	Tasks	Targets
To create a forum for the exchange of ideas and timely and relevant information about developments in the sector	Update database, Outreach, Information dissemination Survey & desk research	**Year 1** Development of database of members and stakeholders Sorting out membership and establishment issues Outreach and information dissemination Strengthening of newsletter, publications and website development Re launch PILLAR and combined newsletter	80 members recruited Produce 6 newsletter a year with at least 8 pages Distribute 1000 copies London BME Social enterprise event Participate in Compact Week
	Update Website Sponsorship, Outreach, Information dissemination	**Year 2** Development of website's notice board Make use of Regional, Community and Local radio station Make use of ethnic newspaper on regular basis Contacting and forging links with organisations and individuals to contribute to the Pillar marketing vehicles. Sponsor BME annual awards ceremony	Improve on website Profile up to 12 members and associate organisations each quarter - supply information on their work Organise London BME Compact seminar Organise London Change-UP conference around Around 200 people attend events
	Update website; Meetings; Seminars; Outreach; Away day; Workshop sessions; Information dissemination ; Survey & research	**Year 3** Maintain website with links to other relevant sites Organise two seminars with a variety of stakeholders on key areas: education, young people, health, crime, employment and enterprise, housing, culture, arts and leisure Organise community consultation meetings to meet consultation schedules of Local Authorities and other key service providers in London Sponsor BME annual awards ceremony	make website interactive; Organise seminars on the following thematics; sustainable funding for BME infrastructure compact implementation & Local compact development Public sector procurement Local Area Agreements Around 400 people attending events

Objective	Activities	Tasks	Targets
Providing representation for the BME voluntary sector at the local level	Meetings; Seminars; Outreach; Workshop sessions; Information dissemination; Survey & research.	Identifying consultation opportunities at local levels e.g. local compacts etc; Identify and support local BME infrastructure ; Agree ways of working with local, mainstream infrastructure such as CVS Establish links with service providers working on thematic areas e.g. the commissioning framework; LAAs etc. Set up task groups of PILLAR Link into ChangeUp, futurebuilders, Charities Bill, social enterprise, LDA, arts boards, PCT, LSC, BL4L, GOL etc Developing a mechanism for representation and feedback and map out representation on the basis of thematic specialisms	Support local infrastructure representatives to sit on various bodies LSC, PCT etc circulate reports from local infrastructure reps each quarter identify and publish information on best practice each quarter AGM to receive and consider reports on BME representation at various forums across London
	Research; Workshop; Membership Liaison; Respond to consultations	Year 2 Set up task groups to respond to policy proposals from different boroughs and the LDA Produce/commission information briefings on 4 thematic areas	Policy Officer appointed Create database of people with skills to play a representative role Develop forms to provide feedback from meetings Circulate minutes of meetings of, Advisory group,
	Meetings; Project development; Information dissemination; Desk research.	Year 3 Specific project development e.g. BME volunteering Commission policy papers and scrutinise policy documents from the statutory sector	Co-ordinate consultation responses Expand BME representatives on local Boards

Objective	Activities	Tasks	Targets
To secure resources for collaborative working in the sector by developing joint bids for project work with pillar as the main anchor	Identifying funders and writing applications Meetings Seminars Desk Research	Identifying and contacting all stakeholders to provide funding needs proposals on different themes Prioritising which themes will be dealt with when Holding discussions with statutory sector about their needs Undertaking joint funding bids Develop code for working with BME second tier organisations	15 statutory and non statutory 40 people at seminar
	Meetings, Outreach, Workshop sessions Information dissemination	Year 2 Effective contact with other stakeholders Initiating collaborations Developing and fine tuning basis for the collaborations	10 meetings 4 collaborative seminars 40 participants at seminar
	Meetings; Seminars; Outreach; Workshop sessions; Information dissemination ; Survey & research	Year 3 Extend the collaborations Identify new projects and new funders Examine community cohesion and social inclusion issues Review work of Pillar	Special Projects and Collaboration Officer appointed 1 project with Statutory Sector and REC 40 participants

5 Management and organisational parameters

The organisational structure of Pillar and the way it will be managed are very critical to its success as an organisation and go to the core of its ability to sustain it.

5.1 Structure

In terms of a legal structure, the Pillar Consortium has been set up as a social enterprise, registered in England & Wales as a company limited by guarantee No: 5191212. This legal structure is the most appropriate for social enterprise organisations under current law. It will enable PILLAR to maintain its focus as an infrastructure organisation owned by the membership from which the board of trustees will be appointed.

The structure will allow the organisation to source funds from statutory sources while at the same time undertake work on contract with statutory and non-statutory agencies. This structure also makes allowance for different types of membership and accords the ability to charge fees, levies, dues etc to its members as part of a comprehensive income generating portfolio.

The Pillar Consortium's governing document is a Memorandum and Articles of Association (M&A) which has been agreed and adopted prior to registration with Companies House. The M & A is of standard format except for its objects clause which sets out expressed terms:

"to provide an enhanced network of support within a social enterprise construct to BME frontline organisations in order to strengthen the BME Voluntary & Charity Sector, such provision to be as close to the point of need as possible, is cost effective, value driven, quality & standards based and where possible, undertaken in collaboration with mainstream and/or other generic infrastructure organisations."

Other aspects of the Consortium's structure relates to its distinct separation of administrative and governance functions. The Secretary is the Chief Officer of the Consortium and so receives policy mandate and is directed by the Board of Directors to implement the policy objectives of the Consortium. In the event, the Secretary is not a member of the Board of Directors. Further, as Chief Officer, the Secretary is responsible to the Board for day to day management of the Consortium's administrative functions and thereby report and answer directly to the Board of Directors. The Secretary is employed by the Board at a remuneration to be agreed and can also be dismissed by the Board as the Board would any employee.

The Board of Directors have the full legal responsibility for the Consortium and answers directly to the Consortium's stakeholders. Any duty undertaken by the Consortium's staff therefore must be expressly delegated by a decision of the Board and cannot be contrived or assumed unless it is in direct furtherance of the normal functions of an administrative, regulatory or compliance duty.

Another key element of the Consortium's structure is the weight of the different classes of membership, their duties, obligations and powers attributed by the M & A. This is also further supported by the adoption of specific bye laws and edicts such as the terms of reference outlining roles and responsibilities of members to and on behalf of the Consortium. It is crucial that a complaints procedure is embedded into these procedures so that grievance, if it arises can be dealt with internally and in the occasions where this is not possible, there is recourse to an external agency or process to institute alternative dispute resolution (ADR) for example through agencies such as ACAS, Compact Advocacy Group etc.

5.2 Membership

Pillar is a membership organisation with different status of membership. These are:

- ✍ Ordinary members with full voting rights will be BME second tier organisations who are properly constituted and delivering a service to frontline organisations

- ✍ Associate members will be BME frontline organisations providing a service to their communities

- ✍ Affiliate members will be all other organisations and individuals who sign up to the objectives of the organisation.

In addition to the 9 original members who played a crucial role in the developmental phase of the organisation, the directory was able to include 136 organisations that are all second tier organisations who will qualify as ordinary members with voting rights.

There are around 230 organisations that have been identified in the database who are known to operate some degree of infrastructure function and will have a potential role to play in the development of the consortium because they may qualify as full, associate or affiliate members.

The Consortium's membership will be strategic because this is the primary constituency from which the Consortium derives its legitimacy. There will be a concerted effort to make membership attractive by the development of adequate and appropriate services for members. In addition, members will become partners in delivery because it is crucial that the Consortium harness the skills and resources of its members in its own development whilst building the capacity, experience and track record of members as credible infrastructure organisations.

Membership from other infrastructure organisations in the mainstream will be key in demonstrating the generality and broad acceptance of the Pillar concept and the consortium's objectives. Membership from frontline organisations is also significant, especially those front line organisations that operate a dual function. This diversity of membership will ensure that the Consortium secure tangible support from the sector stakeholders, driving forwards to achieve the objectives of a robust BME infrastructure support organisation that is sustainable in the long run.

As a social enterprise organisation, it is expected that its income generating function will dictate that it raises some of its operational resources from membership fees. According to the governing document, the membership fees have to be determined from time to time by the membership either by consultation or through delegated authority by the Board of Directors. In the event, the Board of Directors have the power to invite contributions based on the level of service enjoyed by particular or general members.

Membership of the Consortium accords some primacy in determining potential partners for joint collaborative bids. The Consortium's members will be strategic partners in the design and delivery of its specific project functions agreed with external funders and stakeholders. In the event, the Consortium will institute duties, fees or other levies to those members for whom it has been able to secure financial benefit. These accruals may be derivable as management fees or project supervision costs. The costs will be agreed and included in the design of the project and therefore must secure agreement from the resource provider before it can become due and payable. The objective for this subvention is to accord long term sustainability for the Consortium through a systemic programme of cost recovery and financial prudence. In the event, the Consortium must be able to raise its own future investment resources through a fair and equitable charging policy.

5.3 Operations & Management

The Pillar Consortium will be managed by a board of directors, elected on a yearly basis at the annual general meeting in accordance with the governing document. The chairperson, and treasurer will be elected directly at the meeting. The Secretary will be appointed by the Board on remuneration to be decided. The elected directors will operate under functional committee as follows;

5.3.1 Sub-committees

Five sub-committees will support the work of the Board of Directors. Mirroring the Change-Up national hub contextual areas, these sub-committees are:

- ✍ Finance and Fundraising
- ✍ Performance Improvement
- ✍ Workforce Development
- ✍ Governance
- ✍ ICT and Asset Development

The **Finance and Fundraising sub-committee** will supervise the internal financial control procedures for the consortium as well as ensuring that adequate systems are in place to account for the organisation's resources. This committee will co-ordinate work around BME fundraising and develop a sustainable funding strategy for the BME infrastructure sector. Closely shadowing the national hub for financing infrastructure, this committee will draw from representation at regional and sub-regional planning frameworks to inform a strategic approach to sustainable funding for the BME VCS

The **performance improvement sub-committee** will shadow development within the national hub for performance improvement and have responsibility for devising input into performance improvement strategy for the BME VCS. The performance improvement committee will also represent the Consortium within the various sub-regional frameworks and the overall London Infrastructure planning process

The **Workforce Development sub-committee** will monitor the sector mapping activities to capture data on the human resource baseline; identify skill and asset base of the sector and plan for a comprehensive workforce development strategy that is relevant to the sector. This committee will integrate a sector wide training needs analysis with a planned up-skilling profile to ensure that standardised frameworks of capacity building can be provided across London to the BME VCS. This committee will shadow the national hub for workforce development to synchronise training provision across the board as well as integrate training for volunteers and BME volunteering development within a skills growth curve for the sector

The **Governance sub-committee** will co-ordinate learning and training initiatives for BME Volunteer Boards and other Governance structures and arrangements. This committee will be strategically placed to shadow, inform and advice mainstream infrastructure on specific aspects of BME governance attributes and will be instrumental in securing BME voluntary sector adherence to compliance and regulatory frameworks with respect to VCS management and accountability.

The **ICT and Asset Development sub-committee** will be responsible for informing on the Information, communications technology systems and property asset deficit that predominates amongst BME infrastructure and frontline VCS. This committee will be responsible for co-ordinating a strategic BME ICT policy and the implementation of a communications strategy to ensure that the BME VCS is wired-up and maintained in terms of software use and licensing through deployment of a "Circuit Riders" framework to support BME ICT requirements. There is also the potential for this committee to oversee Print communication asset to enable the Consortium to develop a resource centre to undertake printing for the VCS across London. Charges, based on cost recovery will sustain the consortium and enhance its income generating capacity. This committee will shadow the national ICT Hub and make recommendations for the London Infrastructure planning group on BME Asset development and ICT needs.

5.4 Staffing strategy

The strategy for the operation of the Consortium will be to secure staff from within member organisations on the basis of secondment. This will enable it to function in a more strategic way and ensure that the experience of members of the consortium are called upon from the off while according an opportunity for members to back-fill on the resources allocated for that secondment. It may be possible that staff seconded to the Consortium can work from within their organisation but will have some direct reporting obligations to the Pillar Secretariat

The option for a lean staffing level has to be balanced against the pressure that will be put on the organisation in terms of managing its internal growth curve without necessarily having secured all necessary resources required in the initial period. The Consortium must therefore secure high calibre staff, competent within the sector and who readily are apprised of the Consortium's strategic environment.

Three main members of staff are recommended in the first year of the consortium.

The Executive Director will head the Secretariat and have a developmental function. This post will be filled by the Secretary to the Consortium's Board of Directors and will be responsible for the development of systems for the operation of the organisation and be the main link with funders from the statutory sector on the development and operation of projects. He will also play an important role in supporting the board of directors, members of the subcommittees and task groups.

A Development Manager will support and report directly to the Executive Director. This person will be responsible for developing projects for delivery by the consortium through its members. The Development Manger will research the capacity needs of members; co-ordinate workforce development initiatives; identify performance improvement indicators; assess ICT needs and requirements and devise appropriate interventions for supporting Governance compliance for the sector .

An Administrator will be responsible for supporting members in the following ways;

- ✍ Upgrading and updating the membership database
- ✍ Co-ordinating networking and consultation events.
- ✍ Upgrading and updating the website; collating information for dissemination
- ✍ Channel communication amongst staff, members and other external stakeholders
- ✍ Maintain proper records of information and resources

In employing and managing staff, Pillar will have to adopt a formal competency based approach that will ensure that the right person is appointed through an objective and transparent process. The persons appointed must also go through an informative process of induction, be provided with the job description that can be converted in line with the work programme of the organisation. The targets set for the workers must be measurable and achievable and the appraisable and review process must be rigorous. Pillar must operate all that is best practice in the sector and the staff and volunteers must be supported and provided the necessary training to enable them to do their jobs well.

5.5 Operational strategy

The development strategy of the organisation will be based on certain principles that have been stated in the themes that guided the setting up of the organisation.

The partnership must be an equal partnership and all members must have an equal chance of contributing and participating in the consortium.

Organisations will be assigned to work on projects based on their initial involvement in the structuring of the project bid, their understanding of the processes and methodologies for delivering, their capabilities and capacity to deliver and their continued commitment to the operations.

Pillar will manage all the joint bids though the funding for each aspect will be handled by a partner organisation that will play the role of an accountable body.

A democratic structure will underpin the operation of this organisation that will be recognised as a mutual benefit organisation.

The Consortium will implement the following operational policies;

- Health & Safety
- Equal Opportunities
- Human Resources
- Volunteering
- Quality measures
- Financial controls and procedures

Other policies will be worked out as the consortium starts in the search for its first project to deliver.

6 <u>Marketing and communication strategy</u>

The marketing strategy of the Pillar Consortium will be grounded in social marketing principles of how socially desirable organisations stay close to their stakeholders and interest groups. The focus is how to sell the benefits of the organisation to interest groups and how a collaborative working arrangement will be established and maintained.

6.1 Social marketing

A process of stakeholder identification to ensure that there is constant dialogue with them will be implemented. For the purposes of marketing, the stakeholders of the organisation will be extended to include:

- ✍ membership of the Pillar Consortium
- ✍ Statutory sector organisations and agencies
- ✍ The wider voluntary sector

The wider voluntary sector stakeholder analysis has been identified as follows:

Services	Primary beneficiaries	Benefits
Networking and information	Members and community organisations	Improved information flows; development awareness; visible BME Infrastructure
Coordination of member organisations	BME Infrastructure Mainstream Infrastructure BME Frontline Organisations	Bending resources to the BME VCS Improved performance, stakeholder accountability Collaborative working
Consultations and representation	Central Government Local Authority Other statutory sector	Compliance with duty to consult and delivery of efficient and effective services Compact driven
Collaboration and special projects	Central, Regional and Local Government Other Statutory sector BME Infrastructure BME voluntary organisations	Effective project delivery Meeting social objectives Development awareness Community renewal and cohesion Compact driven

A mixture of media sources and messages will be appropriate in implementing the marketing of the organisation. These include:

- ✍ A directory – one has already been developed. This is being widely circulated to members and also to the wider voluntary sector and statutory organisations.

- ✍ A presentational brochure will developed and sent to new members on receipt of their registration forms. This brochure will include the terms of reference and pertinent material outlining the Pillar Consortium's strategic objectives

- ✍ A quarterly newsletter will be developed to provide information to all members about the activities of the consortium, the projects and opportunities that are available. It will also include information on workforce development opportunities and performance improvement indicators, toolkits etc.

✎ Leaflets and posters, and literature to publicise events of the organisation will be adapted to provide a clear message of the organisation.

Pillar and its members will be represented at all BME voluntary sector organisations in all the boroughs across London and it will send representatives from the Pillar that are local to the borough.

The annual report will be turned into a document that encapsulates the activities of the organisation and this will be circulated widely to members as well as to statutory sector funders and partners.

Opportunities to participate in discussions at the local radio stations will be exploited. Panellists will be properly briefed to present the organisation's view in the most positive light.

There is the potential for a slot on the local cable television channel this will be aggressively pursued.

The Pillar Consortium has developed a website as a significant outcome of its development phase. This website will be transformed into an interactive resource and will be made relevant by being updated on a regular basis to ensure that the information provided is timely and useful. There are already links to the websites of member organisations and other useful statutory and voluntary sector sites. A forum for discussions will be maintained using the site.

Other events to promote the organisation's work such as the launch of reports or briefing papers will be organised.

Social marketing is about relations and contacts since there is no tangible product on offer. The services provided may take a longer timeframe to yield results but representation also has to be about consistency and frequency.

6.2 Marketing schedule

Publics	Year one	Year two	Year Three - Five
members	Brochures & Posters Advertise on radio and Newspapers Circulate newsletter to a wider public Organise events to which groups and individuals are invited	Continue contact through non conventional channels take advantage of photo-call opportunities	Progress report community associations Get news items published in local press. Redesign brochure for the next years
Wider Voluntary Organisations	Write letters to organisations about programmes and provide information programmes Organise open day sessions about programme	Continue to send groups information Invite interested organisations to meeting	Provide synopsis of end of programme report
Funders and statutory sector	Provide various funders of projects with information about the activities Send out information pack to funders on application for funding Send out annual report to all stakeholders	Provide quarterly report of progress and achievements Invite them to programme launches	Produce report for funders evaluating the programme

7 Financial requirements and funding strategy

The total budgeted fund for the first three years of operation is estimated at £979,431.25. A summary of these costs is provided below.

Budgeted funds	Year 1	year2	Year 3
Staff cost	£105,812.04	£109,019.00	£111,519.00
Programme costs	£79,400.00	£99,250.00	£124,062.50
Overhead costs	£91,900.00	£114,875.00	£143, 593.75
Total	£277,113.04	£323,144.00	£379,175.25

7.1 Staff costs

Staff costs are based on the employment of an Executive Director, Project Development Manager and an Administrator for the first year of operation plus the costs of recruitment and national insurance benefits

Year	One	Two	Three
Staff			
Chief Officer	36,000.00	37,704.89	38,065.46
Project Development Manager	25,400.00	26,162.00	26,946.86
Research Officer	17,500.00	18,025.00	18,565.75
Administrator	15,000.00	15,450.00	15,913.50
Advertising and selection	575.04		
National Insurance and benefits	11,337.00	11,677.11	12,027.43
Total Staff Costs	£105,812.04	£109,019.00	£111,519.00

7.2 Running and programme costs

The running costs of the organisation have been estimated at £83,300 in the first year rising to £88,373 in the third year of operation.

Year	One	Two	Three
Staff Costs	105,812.04	109,019.00	111,519.00
Office Equipment & Furniture	5,500.00	6,875.00	8,593.75
Premises costs	30,000.00	37,500.00	46,875.00
Other premises costs (e.g. training room hire)	7,800.00	9,750.00	12,187.50
Printing, stationery & postage	9,500.00	11,875.00	14,843.75
Telephone & Utilities	6,000.00	7,500.00	9,375.00
Professional fees	4,100.00	5,125.00	6,406.25
Marketing & Publicity	14,000.00	17,500.00	21,875.00
Training (staff & volunteers)	800.00	1,000.00	1,250.00
Volunteer expenses	7,200.00	9,000.00	11,250.00
Monitoring & evaluation costs	7,000.00	8,750.00	10,937.50
Total Overheads	£197,712.04	£223,894.00	£255,112.75

Work programme	Year 1	Year 2	Year 3	Total
Communication costs (websites, newsletters etc)	14,400.00	18,000.00	22,500.00	£54,900.00
Consultations & partnership working	3,000.00	3,750.00	4,687.50	£11,437.50
Sector mapping & capacity building needs analysis; workforce development; training needs analysis – WORKFORCE DEVELOPMENT	9,750.00	12,187.50	15,234.38	£37,171.88
Commissioning (policy papers & research)	13,500.00	16,875.00	21,093.75	£51,488.75
Promotion & Publicity (Directory, members' services, media etc)	11,750.00	14,687.50	14,687.50	£44,796.88
Benchmarking, Peer Learning, skills exchange etc	18,000.00	22,500.00	28,125.00	£68,625.00
Asset development	9,000.00	11,250.00	14,062.50	£34,312.50
total	£79,400.00	£99,250.00	£124,062.50	£302,712.50

7.3 Capital Costs

The minimum requirement for refurbishment and equipment to run the office has been established as £20,689.00. This represents £5,975.00 for furniture and fittings and £14,714.00 towards the cost of equipment.

Capital Costs	Quantity	Cost	Total
Furniture and fittings			
Desks	5	135	675
Visitors Chairs	4	105	420
Reception chairs	5	105	525
Meeting Tables	5	135	675
Meeting Chairs	30	100	3,000
Filing Cabinets	4	120	480
Cupboards	2	100	200
Total furniture and fittings			5,975
EQUIPMENT			
Computers	3	1,500	4,500
Printers and scanners	1	1,500	1,500
DTP software	1	500	500
TV and Video	1	600	600
Projection Unit	1	200	200
Flipcharts	2	50	100
OHP	1	200	200
Dictaphones	1	200	200
Binding	1	150	150
Laminating machines	1	100	100
Photocopier	1	5,364	5,364
Fax machine	1	300	300
Telephone system	1	1,000	1,000
Total Equipment			**14,714**
Total Capital Costs			**20,689**

7.4 Funding sources

There are a variety of funding sources that have been identified for the organisation. The criteria for these sources are in line with the objectives of PILLAR and there already indications that these sources will welcome approaches from Pillar.

The strategy is for Pillar to have a diversified funding base with a mix of funding from statutory sources as well as from private charities. It is also important that a mix of core and project funding.

In the initial years of operation the strategy would focus securing as much funding as possible to achieve credibility for handling funding and then use whatever core funding that will be attracted as a base for attracting project funding/

The possible sources of funding projected are outlined below:

Funding Sources	
ChangeUp	
Lottery	
Esmee Fairbairn	
Bridgehouse Trust	
City Parochial	
London Development Agency	
Learning and Skills Council	
Government Office	
Active Community Unit	
DTI	
Local Authorities	

8   Appendices

8.1 Appendix 1 - Mapping the sector

The mapping exercise was delivered through a combination of direct mail, follow-on calls and telephone interviews to a pool of around 750 organisations in London. A very simple questionnaire was used to ask questions relating to four main issues of respondents:

- ? Legal structure and status
- ? Administrative details
- ? delivery specialisms
- ? demographics of their users
- ? Geographical coverage.

An impressive database has been produced during the short period of the project and the results of that research is summarised by way of a mapping poster showing the activities, thematic scope and coverage of infrastructure organisations in London. A key element of this exercise was the capture of London's CVSs and their relative roles in developing BME infrastructure organisations specifically within their management of Community Empowerment Network (CEN) and Neighbourhood Renewal Funds (NRF) in the Region. Although some of these networks are relatively new entities, the hope is that they bring together a more representative group of stakeholders and given strategic and collaborative working with CVSs in London the Pillar Consortium can use this synergy to support the development of BME specific infrastructure in London. The following is a rough indication of numbers registered against the objective focus of this study as outlined above;

8.1.1 Organisational structure

structure	No	%
LTD by guarantee	24	68.57
Charity	22	62.86
Social Enterprise	11	31.43
Private Company	2	5.71

Several of the organisations surveyed were companies limited by guarantee with charitable status. This seems to be the most preferred form of registration for facilitating organisations because it gives them the flexibility of being operational organisations in their own right with an opportunity to enter into contracts for service delivery as well as benefit from grant aid without undue exposure to the trustees. Significantly 11 or 31% of the organisations classified themselves as social enterprises.

ethnicity	No	%
BME Led	24	68.57
Mainstream	2	5.71

8.1.2 Ethnicity

Only 2 organisations stated that they are mainstream organisation but 24 expressly said that there were BME led. Looking down the list of organisations however, it would seem that there were several that are by definition BME led though they did not see fit to disclose this presumably because they delivered serviced to a varied client group.

8.1.3 Ethnic focus

Ethnic focus	No	%
African	14	40.00
African Caribbean	10	28.57
Indian	9	25.71
Bangladeshi	7	20.00
Pakistani	7	20.00
Vietnamese	4	11.43
Chinese	3	8.57
Turkish	1	2.86
Balkans	1	2.86

A wide range of ethnic minority organisations are covered by the respondents. The established communities are better covered than the newer communities and there was only one group the expressly catered for the needs of the new wave of immigrants from Eastern Europe.

8.1.4 Delivery focus

type	no	%
Infrastructure	20	57.14
Co-ordinating / Umbrella	11	31.43
Network	6	17.14
Frontline	1	2.86

Only one of the organisations was dual focused providing frontline services as well as services to other community and voluntary sector organisations. The majority describe themselves as infrastructure organisations that meant providing support services to organisations.   Some of the organisations were also membership, umbrella and coordinating organisations that made them second tier organisations

8.1.5 Client focus

Client group	No	%
Young People	15	42.86
Women	14	40.00
All Groups	14	40.00
Elderly	11	31.43
Refugees	11	31.43
Disabled	7	20.00

The client focus of the groups are evenly spread. Most of the organisations work with groups that are focused on the main disadvantaged issues as affect black and ethnic minority communities such as the youth, women, elderly and refugees.

8.1.6 Service specialisms

specialism	No	%
Community Development	28	80.00
Skills Development	23	65.71
Fundraising	21	60.00
Partnership Working	21	60.00
Organisational Planning	17	48.57
Race, Policy & Diversity	16	45.71
Social Enterprise Development	16	45.71
Regeneration	15	42.86
Human Resource Management	14	40.00
Monitoring & Evaluation	14	40.00
Project Design & Management	14	40.00
Consultancy	13	37.14
Volunteering	13	37.14
ICT	12	34.29
Advocacy	11	31.43
Quality Assessment	10	28.57
Training the Trainers	9	25.71
Finance Systems	8	22.86
Mentoring	8	22.86
Health Procurement	7	20.00
Meditation & Dispute Resolution	5	14.29
Asset Management	4	11.43
Social Housing	2	5.71
Accountancy	1	2.86
Compliance & Regulation	1	2.86

8.1.7 Geographical coverage

borough	no	%
London Wide	22	62.86
Redbridge	4	11.43
Barking & Dagenham	3	8.57
Enfield	3	8.57
Haringey	3	8.57
Newham	3	8.57
Waltham Forest	3	8.57
Camden	2	5.71
Hackney	2	5.71
Lambeth	2	5.71
Lewisham	2	5.71
Southwark	2	5.71
Barnet	1	2.86
Bromley	1	2.86
City of London	1	2.86
Croydon	1	2.86
Greenwich	1	2.86
Hammersmith & Fulham	1	2.86
Havering	1	2.86
Islington	1	2.86
Tower Hamlets	1	2.86
Wandsworth	1	2.86
Westminster	1	2.86
Bexley	0	0.00
Brent	0	0.00
Ealing	0	0.00
Harrow	0	0.00
Hillingdon	0	0.00
Hounslow	0	0.00
Kensington & Chelsea	0	0.00
Kingston upon Thames	0	0.00
Merton	0	0.00
Richmond upon Thames	0	0.00
Sutton	0	0.00

The geographical coverage of the respondents suggests that there are areas in London where coverage is patchy. Over 62% said that they delivered London-wide services. Some of the London boroughs did not have any specialist coverage from these second tier organisations

8.2 Appendix 2 - Stakeholders Conference

The conference provided another opportunity for the wider organisations that had been surveyed and who had already signed up to the idea and implementation of the Pillar Consortium to discuss issues that were critical to the smooth implementation and operation of the concept.

The views of the other stakeholders were recorded during the conference. These views are presented below.

The discussions focused on four main and important themes for development. These are:

Themes for development

- ✍ Structure and governance
- ✍ Partnership working
- ✍ Resources
- ✍ Delivery and sustainability

The discussions on the different themes are summarised below:

8.2.1 Partnership working

The issues of partnership working were seen as an important one because it was fairly new amongst the sector. The experience has been several organisations chasing the same pot of funding and therefore the issue of mistrust has always prevailed.

This issue of mistrust has affected the way umbrella bodies have operated in the past because of suspicions that persons in executive positions tend to advocate for their organisations to the detriment of other people who are members.

Pillar in the view of the participants is a fresh approach to partnerships where there is perhaps greater clarity in who will below the consortium for the different projects and initiatives that are advocated. Pillar will remain strategic and therefore transparent. Information flows will be handled differently and the membership must be kept abreast of what is happening.

The bigger and more established organisations should not dominate the partnership and there should not only be room for information sharing but a conscious effort to ensure that the consortium undertakes a continuous needs analysis.

There must be clear procedures for bidding for funds and for delivery services to frontline organisations. Members of the consortium must also be fully aware of what they intend to get involved in by joining the organisations. Pillar is not about duplication of the services offered by existing organisation or about competition for scare resources from existing funding streams.

Pillar is about taking advantage of newer funding and support initiatives for the benefit of the BME frontline organisations.

As much as possible the Pillar consortium must offer all BME second tier organisations in London an equal opportunity to work together. How pillar functions will be dependent on the capacity of the members of the consortium to deliver and the organisational structure that is adopted.

8.2.2 Structure and governance

Pillar intends to adopt a social enterprise construct as the organisational structure that will allow the raising of funds independently of the governmental grant system and to investigate ways of generating its own funding to keep the organisation operational.

This business model will allow pillar to be more professional and less dependent, it will ensure that those who are directors are more imaginative in looking for innovative sources of money to keep the consortium on a sound footing at all time.

The structure calls for clarity in defining the membership of the organisation, their participation and responsibilities and the benefits that would accrue to joining.

The recommendation was for three classes of membership.

Ordinary members with full voting rights will be BME second tier organisations that are properly constituted and delivering a service to frontline organisations

Associate members will be BME frontline organisations providing a service to their communities

Affiliate members will be all other organisations and individuals who sign up to the objectives of the organisation.

As a social enterprise, it is important that all the members should be levied a fee on a yearly basis for participating in the organisation. The membership fees will be critical in continuing to provide members with information about the organisation and covering the administrative and legal costs of reporting.

It is important that only ordinary members with voting rights are represented on the board of directors.

Since the organisation will seek to participate in joint bids, it is also important that board members are aware at all times of conflict of interest issues and therefore it is imperative that a code of conduct be agreed at the earliest opportunity to maintain the integrity and reputation of the organisation at all times.

8.2.3 Delivery and sustainability

The Pillar consortium by itself will not deliver any services. All services that will be delivered under the ambit of the Pillar Consortium will be delivered by members of Pillar. Its main reason for existence will be to ensure that its members who will be mainly second tier organisations are sound enough and have the capacity to deliver services to frontline organisations.

Pillar will be concern with ensuring that when consortiums are formed to bid for projects, the members of the consortium have the necessary standards and internal systems to enable them to complete the projects successfully.

Pillar will take a strategic rather than an operational view of the sector and its role will be in facilitation member organisation to work together and to exchange ideas, share information and develop strategies that can be transferable across the sector. Pillar will achieve these through the consultations that it will hold amongst its members, the information sharing that will take place and the assistance with searching for areas where there are obvious gaps in service delivery and assisting existing second tier organisations to bid for funding.

Pillar recognises that funding regimes have and that any organisation that attempts to grow within would need a mixture of core funding and project funding. Pillar therefore intends that its establishment will be small but that the funds that it assists in raising in project funding may used directly by members to achieve results for frontline organisations.

Pillar however may need its own project money to deliver services to second tier organisations. Such services will however be delivered by a member organisation rather than Pillar employing permanent staff to deliver.

Services that are demanded from the sector include:

- Information and translation services
- Training services
- One on one support for the sector.
- Coordination
- Unlocking of new resources
- Gateway top mainstream and generic networks

It is also crucial that the sector be vibrant enough to capture all permutation of needs.

- total geographical coverage across London
- infinite diversity of operators
- inclusion of all communities
- representation of all cultures
- translation of national policies
- the sector is greatly fragmented and at present the major operators have no formal channels for talking to each other

Pillar has a crucial role to play in coordination the sector and acting as a voice especially on specific initiatives that include:

- The compact
- Charities bill
- changeup
- futurebuilders
- BME social enterprise

Pillar as an organisation may earn management fees from projects that it will facilitate that will be delivered amongst partners.

8.2.4 Resources

One of the biggest problems that has plagued the fortunes of third sector organisations, especially BME organisations is access to stable funding. There is always a need to deliver to what funders require. So private charitable trusts have their own priorities that are based on research carried out in the mainstream and statutory bodies have their own outputs and targets that are linked to what politicians want to happen. So the sector is caught between, often having to decide what it must deliver on the basis of secondary research.

That is gradually changing and with it the new issue as to what sustainability is for the sector. Larger organisations often find it harder to respond to these changes and a few third tier organisations have found their funding sharply reduced and staff made redundant.

Pillar should adopt a lean organisation structure raising its own funding to sustain its development and growth but working hand in hand with its partners and members to release more funding for project work.

So pillar can work with generic CVS to unlock funding to ensure total geographical coverage of capacity building of BME voluntary and community organisations throughout London and with specialist BME capacity building organisation to ensure that all the thematic sectors are covered and all the different nationalities and ethnic groups also become hotbeds of voluntary activity and therefore of civic activity.

Pillar will strive towards a diversified funding base. It must apply to private foundations for core funding to match what it gets from the government for core funding, it must apply to the statutory sector for project funding and must apply to community fund and other national funding agencies for capital and revenue funding and must apply for project funding in partnership with consortium members who will deliver the services.

Pillar must not apply for funding on its own because it may be accused of competing with its members for funding.

Pillar will need appropriate strategies to ensure that it is able to develop robust internal systems to deal with the disparate nature of its potential members and their aspirations for capacity support; it will also need to be mindful of the experience of the past three months and look at a communication strategy that will be fresh and innovative and will capture the imagination of all second tier BME organisations operating in London.

8.3 Appendix 3 - The key organisations - discussions

	BNRRN	BTEG	CEMVO	EBDC	LCCN	LVSTC	MODA	ROTA	MiNET
services	Solutions to social exclusions. Works with all sectors in stimulating economic development neighbourhood renewal in BME communities. Strengthen and support BME participation in projects. Provides networking and partnership advice and information on fundraising opportunities	Policy, Research, capacity building, strategic direction and support and assistance in fundraising to mainly 2nd tier	Capacity building for BME groups, London wide programme due to go national, development work in response to client needs	Providing support services to BME organisations. premises, access to finance and organisational planning. Membership organisation that promotes cooperative way of working amongst organisations. Consults on international development issues	Advocacy, representation and consultative body acting pan London for Chinese community organisations and hosted by the Chinese in Britain forum Creates a bridge between the Chinese community and other communities	Technical assistance to enable community groups to access esf funding. Provides assistance with applications, monitoring and closure and walking organisations through the process of looking for structural funds	Professional support organisation that provides a voice to migrant organisation through services of training, technical outreach, information, translation and interpreting support and creation of forums	Social policy think tank researching BME policy issues and responding to government policy on behalf of BME and translating government policy for BME. Pan London organisation	Advocacy for London BME o2nd tier organisations, promote effectiveness of sector, unlock funds through providing e-bulletins and consultation events and briefings. Also engages key funders in London to support BME
specialism	Training seminar on capacity building, newsletters and briefings, broker new opportunities through relations with funders and statutory sector.	Organisational development and influencing policy	Capacity building	Asset management and social capital development	Specialist knowledge of Chinese organisational issues and focus on extending reach and coverage across London	Specialist on European funding	Flexible one on one development and organisational support and partnering the user organisation in training and provision of strategic information	Policy issues of health, education, crime and safety, regeneration and social enterprise through publications, briefings, events and round table agendas	Information and policy update, link between sector and GOL
Gaps	Work in isolation, no coordination therefore duplication, insufficient core funding. Staff need capacity building themselves	Unsatisfied demand, inadequacy of some services, leadership deficit, core support for ICT	Not enough support services that is user led, organisations not focusing entirely on users because of their own survival needs	Inadequate asset base and therefore no sustainable resources in sector, restricted resources and underachievement, bridging loans, business incubation, manpower deficiencies	Gaps in a network that embraces all BME communities at the London level and coordination of how the 2nd tier organisations link to their frontline bases	Funding and capacity building	One to one outreach, partnerships for practical support, access to long term funding and governmental sources, lack of coordinated and coherent voice	More research on partnerships, BME social enterprise agenda, capacity building and need for equivalent of LVSC	Some capacity building issues, some central coordination issues, some issues around partnership working

	BNRRN	BTEG	CEMVO	EBDC	LCCN	LVSTC	MODA	ROTA	MiNET
Partnership experience	A timebank to recruit black volunteers BNRRN is part of Partnerships for Change, with includes, BITC's London Accord, ROTA, OLMEC. This focuses on the education needs of BME young people.	Partnered bassac, ROTA, NCVO, NAVOLUNTARY AD COMMUNITY SECTOR, CEMVO, PFE, BRN and several BME as well as mainstream organisation on projects	There is not enough partnership work between organisations because some of these are very new. Exciting experience in Pillar. Sector needs to be user led in response to needs rather than driven by what government would fund	Worked with several second tier organisations by providing them with premises and also been engaged in community diversity awards and with infrastructure organisations such as ROTA and BTEG. Chinese in Britain forum and MODA	In existence for only 3 years but been involved in several partnerships from which it has learnt a lot	Worked with several second tier organisations. Depends on how well developed the organisations are and how matured in their management processes. Need for capacity to complete all paper work. Enjoyed the Pillar experience	Worked with large size city organisations and involved in several refugee partnerships and has worked strategically with CVss ad CEMVO found the Pillar experience very fulfilling	Partnered BNRRN, Olmec BTEG, LVSTC on several issues Experience in pillar was traumatic	Worked jointly with several organisation including, Kente, Rota and Cemvo and set up some thematic subgroups
Potential partnership problems	Agreement of roles, mutual benefit, trust to honour agreements	Organisational cultural differences, different processes for decision making, personality clashes	Not sharing relevant information, organisations keeping information to themselves because of insecurity of funding	Leadership issues and inability to take out inter-organisational rivalries, PILLAR project very useful learning experience and started together and ended together despite the problems	Need for such organisations to be proactive and to deal with all emerging issues	Communication, lack of clarity about aims and objectives and partnership must reflect the intentions of the members	Commitment is essential for all since a lot of time is taken at meetings, partnerships are risky and therefore time must be spent to make them work. Some functions could be outsourced and the partnership must be strategic so that all benefit	Financial accountability changing of decisions, unclear remit of steering groups	Trust, transparency and financial probity

	BNRRN	BTEG	CEMVO	EBDC	LCCN	LVSTC	MODA	ROTA	MiNET
Environment for working well	Clarity of aims and roles, input into work plan, trust between stakeholders and shared ownership	Specialist and not competing with member organisations Social enterprise structure Loose partnership	Transparency and open process, a Professional approach without any one organisation intending to dominate. People should read and analyse what they are signing up for.	Synergy between organisations to help plug a gap that all are likely to benefit form Standardisation of delivery and a need to be outcome based with objective measures	True sense of belonging and partnership, should be owned by members, should share information and operate as a real consortium where benefit is based on involvement	Transparency and clarity, understanding of aims and objectives, reinforce existence and the rule book	Should be democratic in decision making, consultative and strategic in its outlook. It should be a tool to open access to funding and increase coverage across London	Stick to original remit of social enterprise and not attempt to do things that are being done by existing organisations	As presently constituted Pillar is not working well, partnership is not equal, structure is not transparent and bad experience of 3 months working
	BNRRN	BTEG	CEMVO	EBDC	LCCN	LVSTC	MODA	ROTA	MiNET
Justification	Add value and of mutual benefit to all	Huge gap in social enterprise Collaboration, partnership, campaigning, getting funding	Nothing like Pillar in the sector that will be customer focused. Pillar needs to lead second tier organisations putting their users first before their survival. A true partnership will be larger than the sums of the parts	Full coverage of London by second tier organisations Provision of standardised quality services, little support for infrastructure and dual role organisations, better coordination and a voice needed, need to assist in the creation of BME forums at local levels to work with lsps more advocacy and representation is required in working with the cvss	Pillar must not focus on sectors or on nationalities but must be all embracing to make it a tangible network. It is needed but not to carry out work that other organisations are involved in already	Voicing opinions together, assistance in accessing mainstream funding and getting mainstream support	Some one needs to sharpen. Need to interact with others to know what they do so that collaborative working can take place. All can contribute to the organisation but it must not replace any organisation. New ideas about the sector can be generated	Social enterprise organisation need, but danger of taking money from other agencies	BME social enterprise agenda as in original brief otherwise no need for another organisation

PILLAR Services	Coordinator, one voice, joint bids for funding	Role to hold other second tier organisations together	Partnership activity, skills in tendering and bidding for work, enhancing the process of dialogue amongst all	Research to continue the mapping, resources to deal with human resource deficit, secure resources on a project by project basis to be delivered by member organisations, training in key areas and a provision of an anchor to advance community cohesiveness and participation agenda, assistance on social enterprise issues	A social enterprise construct is a useful agent to propel change. 3 months was too short and there is a need to continue with the networking role	Enhance and build on work that is already being undertaken, lobbying for sector and ensuring that a real voice exists. Positive engagement	Strategic coordination, strategic fundraising, strategic professional training and strategic networking	Pillar should not continue. The experiment was traumatic. The gaps could be filled by existing organisations working together in a better way	Social enterprise agenda pan London on for BME
Respondent	Janet Strasser Williams	Joseph Adama	Cleve Mcollin	Titus boye-thompson	Richard Lam	Humera Gondal	Kamal Rasul	Dinah Cox	Rafiu Williams