Black Entrepreneur Development Programme

May to October 2022

Evaluation Report



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Background

Lewisham is home to many amazing diverse businesses and organisations across the borough however the findings of the Lewisham High street survey report outlined challenges including systemic inequalities and disproportionate impact of Covid-19 among ethnic minorities. 66% of Lewisham independent businesses are Black, Asian and ethnically diverse entrepreneurs. The Black Third Sector is least likely to secure contracts or funding and require support for growth and systems change to remove the barriers if the dramatic race inequality is to change. Systems change was the number 1 priority for Lewisham’s Black African and Caribbean communities (BLACHIR report 2022)

Objectives

Working together, Lewisham Economic Development, Big O Coaching and KINARAA delivered a scalable Black Entrepreneurs Development Programme that:

1. Contributed to local work to enhance Lewisham local economic recovery
2. Supported 20 local Black entrepreneurs to develop leadership of their organisations
3. Delivered tailored one to one business coaching and group sessions to social entrepreneurs alongside mainstream work for high street businesses
4. Engaged new segments of the Lewisham Black business community addressing social and wellbeing issues in two-way dialogue particularly important post COVID19
5. Increased positive outcomes through focus on cultural relevance, accessibility and outcomes and flexibility in place of high outputs
6. Improved awareness and visibility of range and types of support available to them to support their growth
7. Successfully leveraged the network and communication channels of KINARAA and their partners resulting in programme being oversubscribed with an 85% completion rate
8. Created an opportunity for ongoing engagement to gather feedback from a seldom heard community regarding the business landscape in Lewisham.

This financial support demonstrated a strong commitment

* from Lewisham to the future of underrepresented entrepreneurs and ethnic minority led organisations, particularly Black African and Black Caribbean business leaders in the borough.
* to systems change and race equity putting the Black community at the heart of Economic Development’s work for recovery for a unique diverse population.





Programme Design and Format

There were 2 waves of [publicity](https://www.canva.com/design/DAFKP2SfZXA/_sEI1Y19c1G4KBVTUosJxA/view?utm_content=DAFKP2SfZXA&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink) promoting the Black Entrepreneurs 6 month Programme initially to the Black Third Sector businesses and social entrepreneurs among KINARAA’s networks. The second wave of publicity 10 days later opened the programme to all Black led businesses and working with Lewisham Economic Development, who promoted it to their list of organisations and on the Lewisham Council website. The programme was over-subscribed with 28 applications for 20 places and offered up to 4 monthly one-to-one business coaching sessions by zoom. 4 group sessions, half by zoom and half in person.

Flexibility was built into the programme to ensure it was inclusive and accessible, providing the best possible experience and outcome for each person who secured a place and their organisation. Coaching sessions were available a number of times each week at different times of the day for each person to create their personal programme of goal setting and review with support and some challenge in their role as leaders. The early evening 90-minute group sessions aim was to build relationships, provide peer support and create a business network. Mornings were most popular for coaching on registration, but in reality, a number had to rearrange their sessions to other times of the day.

Registration

The [registration](https://www.surveymonkey.co.uk/r/SYKRFJM) process created personal profiles and individual programmes of coaching and group sessions for each organisation based on personal choice. The [expectations](https://www.surveymonkey.com/results/SM-MhDDP5gSq1fcZ4QV_2Ffe0VA_3D_3D/) they had of the programme reflect their aspirations to: explore, plan and start to implement their short, medium and long-term vision and actions through the goal setting and progress review of each session.

Data was generated and used to manage the project and enabling the cross-sector partnership to successfully guide the project, managing risk and unforeseen circumstances as the programme progressed.

What The Data Showed

90% of enterprises were registered for the programme were based in Lewisham.

Considering the top 5 areas of work Black Entrepreneurs were involved in:

* 29% worked in area of equality and diversity,
* 21% healthy eating, with the same proportion undertaking research and community engagement.
* The vast majority were working to address the impact of social and personal factors experienced by Black African and Caribbean and other communities.
* Other areas of activity included: providing an internet service, fairtrade with farmers in the Americas, storytelling and book publishing, cultural heritage and pod casting, health and trauma healing, new product development

The Cohort

* 32% of the Black Entrepreneurs
* 20% limited by guarantee provide services in Lewisham,
* 21% provide services to global clients
* 32% provide services for children and young people aged 12-15, and 16-24
* 18% of the Black entrepreneurs were involved in supporting people with mental health, supporting vulnerable adults or working with older people
* 14% were supporting people with day to day living and 17% supporting people who couldn’t leave their homes
* 3% provided services for refugees
* 1% to those in the criminal justice system.
* 1 organisation provides a digital platform for Black LGBT people through regular podcasts
* 1 organisation provides personal fitness training for LGBTQ women of colour

Legal Structure

* 74% registered with Companies House
* 40% limited by shares
* 24% Community Interest Company
* 4% Registered Charity
* One entrepreneur was registered as a sole trader
* 1 in the process of CIC registration
* 1 social enterprise,
* 2% Not sure
* 1 had not yet started and theirs was still an idea

Migration Museum Event 13th September 2022

Aimto bring Black led organisations, commissioners and funders together for informal conversation and relationship building in an informal and relaxed setting.

Speakers:

Jason Page, Migration Museum

Mark Berbeck, Lewisham Economic Development

Iain McDiarmid, Assistant Director - Adult Integrated Commissioning, Prevention, Inclusion and Public Health, Community Services Lewisham Council & SEL CCG

Sakthi Suriyaprakasam, Community Development Service Manager, LB Lewisham Community Services Directorate

Barbara Gray KINARAA, Development Lead

Mahari Hay, Lloyds Bank

Cecil, Foundervine

Saul, My Petit Village, Case Study

Sabrina Dixon, SIRG London Case study

Partner attendees

Genevie George, Third Sector Manager, Communities, Partnerships & Leisure

Bailey, Ashak, Procurement Team Member

Sam Hawksley, Chief Executive Lewisham Local VCS Infrastructure organisation

Karen Jeffrey, Equalities Fundraiser, Lewisham Local

Wonyo Setufe KINARAA Board member

15 Black entrepreneurs (attended

Appendix 1













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Appendix 2

When asked what they aspired to achieve by the end of the programme the respondents stated

* Support and advise on growth and sustainability
* Development
* Mandatory antiracism training for SLT and Board members in Lewisham Council
* To learn a lot form the coaching and get partners who will help me facilitate my goal
* Be able to grow my business so I can have a bigger impact in helping the community where the business is based and the community where the products are sourced from.
* I hope to launch some innovative new work and to receive support and guidance setting this up to a new market.
* More knowledge and to be inspired
* To learn
* Get direction
* Knowledge sharing and growing network
* connect with like-minded, develop capacity, improve BME volunteers CIC
* Well-structured business, and increase in business margins while having a bigger social impact. Also connect with other business
* To make connections with other local businesses, to learn tools for growing my business and increasing my customer base.
* Social media and marketing knowledge
* Workable plan for growth through tech
* To build network connections with projects involving vulnerable young people, and funding
* to impact knowledge gain during training to other children who are vulnerable and non-vulnerable.
* Greater awareness of the organisation financial and sustainability for the coming year
* To better understand ways to expand my reach. To better understand how to make my business more viable and accessible
* Skills, experience and ideas
* Achieve a better understanding of the 3rd sector and be in a position to bid write commission work.
* The understanding that my process and progress towards my goals are the right steps to take and take in ways to improve it.
* To see how far I can take this within the next 12months and understand if I'm pushing myself too much or not enough.
* To develop an action lab to move the business forward, to position in order to bid for potential funding opportunities.
* New phase governance, a recruiter and organisation structure, a Kings Health Partner. 20organisations complete the programme
* Partnering opportunities and growth and business development from a personal and professional perspective.

Appendix 3

**13 September 2022 Event at Migration Museum - Feedback**

* “Hi Barbara,

I wanted to send a follow up and say thank you for bringing your Black Enterprise event to the Migration Museum last week. It looked amazing and I'm glad you had a positive result, full house and such a receptive audience. The work you are doing to close the gaps between the council and authorities and the businesses in our communities. It is important work!

Even though it was a straight space rental, it was a pleasure to support the event and meet such wonderful local businesses and people”

* Jason Page Migration Museum
* “HI Barbara,

Thanks for inviting me today. It was so great to see the Migration Museum. I had several interesting conversations with people.

 By way of follow-up, I wanted to send a quick bit of information for Untold Stories that could be sent to participants.

 Untold Stories

[Untold Stories](https://www.london.gov.uk/what-we-do/arts-and-culture/about-commission-diversity-public-realm/untold-stories-grants-commission-diversity-public-realm/untold-stories-frequently-asked-questions) is part of the Mayor’s [Commission for Diversity in the Public Realm](https://www.london.gov.uk/what-we-do/arts-and-culture/commission-diversity-public-realm/london-unseen-heritage-tours-and-trails/london-unseen-tours-trails-and-events/queer-tour-embankment-and-city).

Untold Stories offers grants of up-to £25k for community-led projects that either:

 create new objects (such as murals, artworks, plaques, benches, gardens, play areas) that increase diversity and representation in London’s public spaces

OR

provide context, insight or draw attention to invisible, contested or absent diverse heritage in London’s public spaces (this could be things like walking tours, digital trails, augmented reality projects)

 It’s open to not-for-profit organisations, based in London with a turnover of less than £500k per year.

All projects should take place in the public realm.

The deadline for applications is: 5 October 2022

More information is available on our website: [Untold Stories](https://www.london.gov.uk/what-we-do/arts-and-culture/about-commission-diversity-public-realm/untold-stories-grants-commission-diversity-public-realm/untold-stories-frequently-asked-questions) Anne.Hartley@london.gov.uk GLA”

“Good everything

It was awesome and special to share with you today.

I look forward to developing on our conversation.

A deep thank you to you Sister Barbara.

* Yannick, [BME Volunteers CIC](https://greenwichcommunitydirectory.org.uk/kb5/greenwich/directory/service.page?id=o4q0fbwWIY4)”

“Hi Barbara

Thank you so much, it is an honour and I didn't take it lightly.

If I had this opportunity when I wanted to start in 2013, am very sure I wouldn't be where I am today. I would have gone far. I appreciate you and your team support to help everyone that are willing to embrace it.

* Abimbola Ulrich”
* Hi Barbara,

What a fantastic event! Thanks a lot for inviting me to the event yesterday. It was wonderful to be in a room with those on your program and the council stakeholders. It was also a very great location to do this event, I think the migration museum was an excellent and fitting choice. It was great to meet you in person too and you have a great energy about you and can see that many look up to you as a great role model.

After attending, I feel a little closer to understanding the goals and aims of what you are doing and it completely aligns with the social impact that Foundervine would like to achieve. It is also great that there are a number of people in the room who are already aware of Foundervine or are working with Foundervine in different forms.

In terms of next steps, I would like to understand what a roadmap would look like for Foundervine taking over activities and also what the budget to support this would be. Would we be able to set up a meeting in the next week or so to discuss some of these topics? The following slots would work for me, please let me know if they work for you”

* “Hi Barbara,

Thank you for organising such a vibrant event. Like I said to others I didn’t even want to leave the room when I had to go! You may have forgotten to attach the showcase file to the last email?

Also there was a motivational speaker after I left who Jane said was excellent. Do you have their name I was hoping to make contact with them. Jane from Better Futures+ also wanted to thank you for the opportunity to be part of the event, connect with you and inform the audience on sustainable practices”

* Mark Berbeck, Principal Small Business and Enterprise Officer, Lewisham Council

Appendix 4

Black Entrepreneurs Coaching Programme Feedback

What has been the benefits of coaching for delegate/organisation?

|  |  |
| --- | --- |
| 1 | Increased confidence, planning and goal setting leading to taking appropriate actions. **RESPONSES** |
| 2 | Clarity, confidence, goal setting and options to move forward and grow business |
| 3 | Agreement on next steps, goals, timetable and leaders. Understand the need to become completer finishers and action collaborations and partnerships on offer. |
| 4 | Insight, ideas and actions to be implemented. |
| 5 | Not applied actions or taking appropriate action |
| 6 | A number of external factors have had an effective on development programme. Continues to persevere and sees possible alternatives once the big hurdles have been negotiated. |
| 7 | Most enlightened secessions to date. Got to some 'deep-rooted nubs of the issues', e.g. ''trust, 'confidence' and 'delegation'. Discussed options and strategies to address the above. |
| 8 | Fully engaged; explorative, reflective and driven by own goals and aspirations for self and organisation. Very receptive to goal setting and looking at options to achieve goals set. |
| 9 | Reappraisal of direction of travel; ultimate goal, capacity and resources to deliver on idea |
| 10 | Forward planning Looking at competitors understanding capacity, resources and time |
| 11 | Direction of travel goal setting collaborations and partnerships |
| 12 | Purpose Goalsetting Budgeting |
| 13 | Identity forward planning effectiveness structure/organisation self-worth engagement with stakeholders and partners self-promotion |
| 14 | Clarity, commitment, ideas behind networking, marketing and recruitment of a new editor |
| 15 | Direction, sense of purpose urgency and a plan of action. Needs to take action in order to reach the next level. |
| 16 | This evening’s session felt like a breakthrough, now ready, at the starting line ready to win… going for gold for our community! |
| 17 | Light bulb moments, needs further clarity on personal role/responsibility regarding newly formed CIC. Has thought deeply about structure and organisation - needs to implement alongside vision, values and CIC goals. |
| 18 | Openness, willingness to explore and dig deep. First session, seen as an icebreaker. Felt comfortable and looking forward to setting goals, implementation and growth. |
| 19 | Looking at planning, growth and being able to step out upfront for self and the organisation. |
| 20 | Highlighting both medium and long-term goals and objectives. Reaching out to clients, stakeholders and self in relation to direction of travel of the business. |
| 21 | Looking at what growth means, is expected, how to apply and how to measure in terms of impact, success and sustainability. Forward planning, short, medium and long term. |
| 22 | Improving knowledge of business, marketplace, potential collaborators/partners. Essence of planning. |
| 23 | Identifying Audience, profit margins, and growth potential as a result of 're-setting' business plan. |
| 24 | First session. H9as missed at least two. Attended 2nd Group session, somewhat off the mark. |

Black Entrepreneurs Coaching Programme Feedback

Overall, any other comments on coaching and/or group sessions

|  |  |  |
| --- | --- | --- |
|  | **RESPONSES** |  |
| 1 | Increased confidence and focus |  |
| 2 | Progress made throughout programme. |  |
| 3 | Did not attend group sessions |  |
| 4 | Difficult period/process. |  |
| 5 | Lightbulb moments that may lead to action to address deep root causes. |  |
| 6 | Full receptive and engaged. |  |
| 7 | Refocus as funding and capacity proved to be a growing issue |  |
| 8 | Needs to refocus on purpose and overall goal/targets |  |
| 9 | Very determined and focused; setting goals that have stakeholders, collaborators, and community on board. Networking effectively. |  |
| 10 | Eager to engage external influences for learning and growth |  |
| 11 | Eager to engage external influences for learning and growth |  |
| 12 | Taking action...turning dreams into reality |  |
| 13 | Positivity, time management issues ongoing |  |
| 14 | Needs to take action. Will discuss public speaking, networking and using resources openly available, e.g., Goldsmiths College |  |
| 15 | Bubbling with direction, positive outlook a set of goals to meet the challenge(s) ahead. |  |
| 16 | Has a sense of purpose. needs to move in terms of growth, funding and building a team to support self/CIC. |  |
| 17 | First explanatory session. Looking forward to follow-up sessions. |  |
| 18 | Enthusiastic, enthused, involved and engaged. |  |