Better Outcomes for All (BO*f*A) by adopting an Asset-Based Equitable System & Culturally Inclusive Collaborative Approach

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Introduction

Tutu Adebiyi *FCMI ChMgr*

Over 18 years experience of working at senior management level in Charitable, Social Enterprise and Further Education sectors. Collaborated with a range of stakeholders and commissioners to develop and deliver social change through employment, education, skills and capacity building of micro/small enterprises and long-term unemployed individuals.

Consultancy Role in the South-West and South-East England

SW: Lead Consultant at BSWN on the Make It Work (MIW) programme. MIW's strategic objectives are to deliver better ASC outcomes for Black and Minoritised communities from a cultural and quality lens by increasing the pipeline of BM local providers through capacity building and support to successfully get onto the ASC framework. Also, more broadly, to aid their business sustainability and development.

SE: Consultant at ARE on Local Authority & Grant Funded programmes with the strategic objectives of building the resilience and capacity of Black and Minoritised-led businesses to access grant support, and culturally appropriate business support to grow and sustain their businesses and create local employment.

SW: Strategic Objectives to Better Outcomes (MIW)

Enhance the Adult Social Care and Support offer available to local Black, Asian and Minoritised Communities in Bristol.

Explore the Barriers and Opportunities in Procurement and Commissioning of Black and Asian led organisations to be in a strong business position to successfully bid for BCC ASC contracts.

In effect acting as a feeder into:

- Ready pipeline of BAM-led local providers

- Diversity of the council's ASC supply chain

- Culturally sensitive/appropriate services

- Increase capacity to deliver a range of packages

- Increased engagement with the BM community

- Business development and sustainability of BAM organisations

- Connection to employment for local people

- Implementation of good practice from the learning in a cross-sectoral framework

https://www.blacksouthwestnetwork.org/make-it-work

SE: Strategic Objective of Business Recovery Programme

One of the strands

Facilitate Inclusive Entrepreneurship in the borough (Islington):

Provide tailored support to underrepresented groups, particularly those from Black, Asian and Minority Ethnic backgrounds who would not usually access seed funding grant programmes.

Address the challenges to entrepreneurial growth for leaders from Black, Asian and Minority ethnic backgrounds.

In effect:

- Increased visibility and access to opportunities for the BAM community

- Improved capability and business sustainability of BAM organisations

- Help more of the residents to start up their own businesses

https://www.islington.gov.uk/business/support-information-for-business/business-recovery-programme

https://www.actionforraceequality.org.uk/islington-entrepreneurs/

- *"We also want to support and enable Islington businesses, particularly small businesses, successfully tender for council contracts. This is what we mean by progressive procurement. "*

https://democracy.islington.gov.uk/documents/s23016/Progressive%20Procurement%20Strategy%202020-27%20-%20strategy%20document.pdf
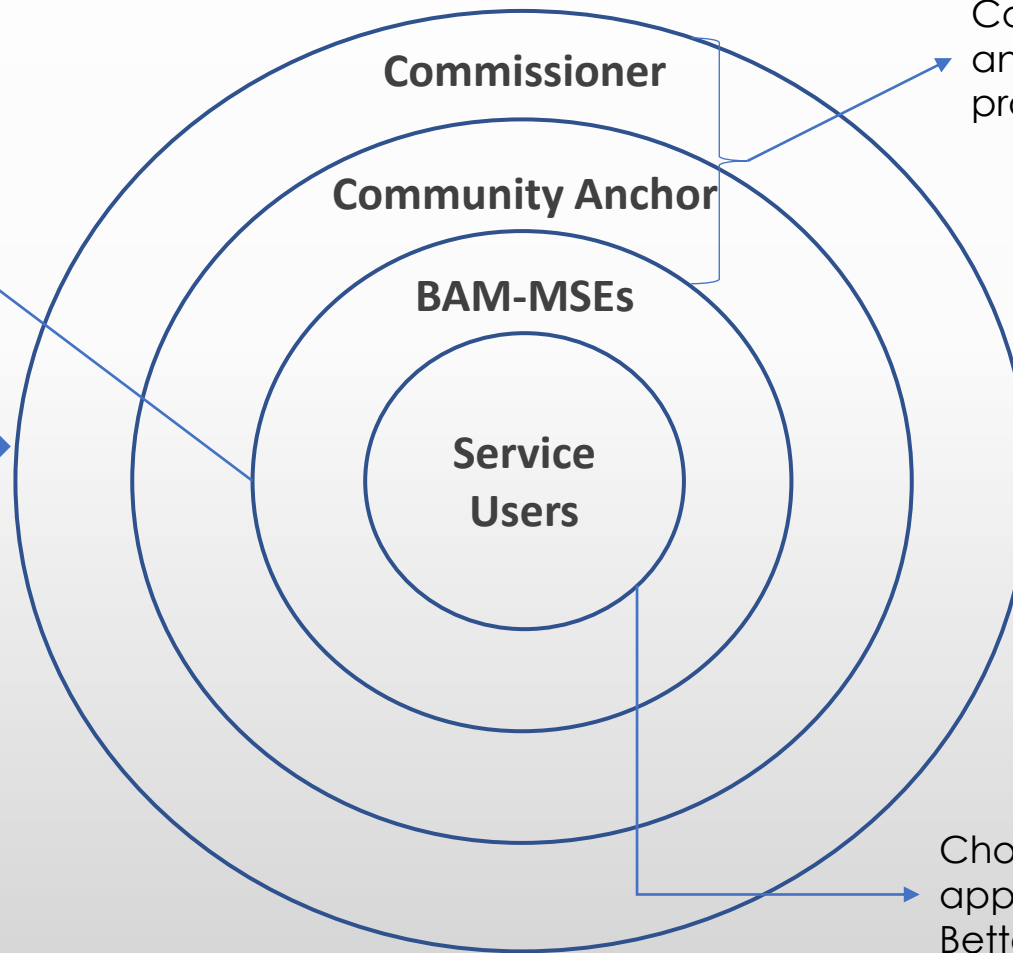
An Approach to Impact and Outcomes

The Barriers & Ways to Strategic Objectives

Barriers perceived and/or experienced	Ways to overcome barriers
Constrained by systems and processes - fear of unfair advantage, restricted to operate/think 'outside the box', limited knowledge of the potential contribution of the BAM-led organisations	Strategic liaison between council officers and community organisations, building relationships and trust, sharing intelligence, co-production of engagement content, creating an environment of learning and sharing (mutual)
Poor communication - delay in response to queries, dated contact details, no response to emails, distance in their engagement. It's like we are bothering them and so it's difficult to hold conversation.	Improve communication by having correct information on portals/documents, be accessible, timely response to queries/emails, listen and take things away if best to do so, but do respond. Use a range of communication channels.
Lack of visibility - not seen by the council, too small and invisible, under-valued.	Widely publicise market events/pre-tenders, tenders and opportunities. Engage anchor organisations who have the reach to the organisations/communities. Consider other ways that minoritised organisations can be involved to add value e.g. co-production, test and learn projects, clear lines into future opportunities, etc.
Lack of accessibility - cumbersome processes, complex language in tender documents, ambiguity, requirements not proportionate to the size of the contract value.	Offer support, co-design solutions, proportionate requirements e.g. social value, business continuity, low value tenders, off framework opportunities, review of commissioning framework, tender documents, accessible market events, etc.
Relationship is transactional: One-sided relationship. No engagement continuity. Lack of cultural awareness.	Open engagement and 2-way conversation/learning. Open dialogue to encourage and ensure transformational relationships and working.
Prolonged process - long turnaround time from application submission to evaluation results. Long delay from success to contracting or project start.	Review capacity. Keep the organisations informed.
Lack of access to data - difficult to access data to ascertain where the gaps are / or support service offers	Improve data access and knowledge sharing of service gaps and/or local intelligence

Impact and Outcomes

Some of the immediate impact of MIW include:

- Increased/diverse ready pipeline of providers – some already delivering services

- Increased/diverse service capacity and culturally appropriate care for citizens

- Better community engagement, provider visibility and relationship building

- Increased asset-based conversations and knowledge/intelligence sharing

- Evidence-based learning and good practice for cross-sectoral input/scalability

- Addressing racial inequality in health and socio-economic dimensions

- Community wealth building from local and national contracts

- Increased social capital and their bidding power through collaborative working and inclusive partnerships

Thank You

Questions