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**DISCLAIMER:**
This report was commissioned by the London Development Agency and undertaken by Milestone Research. The views expressed in this report are those of the consultants and do not necessarily represent those of the London Development Agency. Whilst every effort has been made to ensure that the contents of the report are accurate, The London Development Agency does not accept responsibility for any inaccuracies in the data.
1. Executive Summary

The importance of the voluntary and community sector and Black and Minority Ethnic (BME) communities – demographic data and trends

- Between 1994 and 1999, employment nationally within the voluntary sector increased by 29%, similar to the banking and insurance sector, one of the most dynamic areas of growth in the British economy;
- From 1997 to 2002 the sector created almost 85,000 jobs (2).
- BME communities make up 9% of the population of England, 2% of the populations of Scotland and Wales and less than 1% in Northern Ireland.
- BME communities make up 29% of the population of London.
- The total disposable income of Britain’s black and ethnic minorities was estimated at over £13 billion in 2000 and is likely to be significantly higher now.

In London:

- The voluntary sector raises £1.48 billion per year, of which some 42% (£620 million) is earned income (3);
- There are at least 30,000 voluntary groups, employing an estimated 46,900 workers (full time equivalents) (3);
- There is a disproportionately high number of paid staff and head offices based in the capital (3).
- In 1996, the ethnic minority population contributed £37 billion to the GDP
- In 1997, the BME Community had an annual (post-tax) income of £13.4 billion.
- London’s BME Community generated £7.2 billion in 1997.

Findings from the research

Out of 51 charities invited to take part in this research, 10 (20%) responded.

Recruitment, retention and development of fundraisers from BME communities

- All respondents have, or are developing equal opportunity policies.
- 70% of respondents carry out equal opportunities monitoring.
- Where equal opportunities monitoring is analysed there are significant differences with regard to the number of applicants, for fundraising posts from the BME community.
- None of the respondents used the BME press for recruitment purposes.
- 70% of respondents do not have a member of the BME community at a senior level in fundraising.
- 5 respondents employ fundraisers from the BME community.
- 50% of the respondents are taking steps to recruit more employees from the BME communities.

Reaching out to BME communities

- Only 2 out of the ten respondents were strategically targeting BME donors but on both the occasions where this has occurred it has proved extremely successful. All other respondents said it was something they would like to do.
- Success in fundraising from the BME community has been through partnership programmes, either with a relevant organisation or with individuals from the BME community.
Recommendations

Diversity and Equality in the recruitment, retention and development of BME fundraisers within the mainstream voluntary sector

- Fundraising directors and personnel officers need to work more closely together to analyse monitoring and recruitment processes and put in place appropriate strategies to promote job vacancies within diverse communities.

- Charities should use the BME press to advertise posts and publicise their vacancies within local, regional and national BME and voluntary sector networks and with BME business and professional networks (in particular for senior positions).

- Charities should share good practice and success in recruiting BME staff with one another.

- Charities should become aware of the resources available. For example in March 2002, the Association of London Government published a series of guidelines to help voluntary organisations support an equal opportunities culture. The issues addressed include how the recruitment process is carried out.

Reaching out to BME communities

- Charities should introduce strategies to reach donors from BME communities and assess the need to train staff in valuing and managing diversity, developing the specific knowledge and understanding of diverse communities necessary to target donors new to their organisation effectively.

- Consider developing capacity-building relationships with individual BME organisations (along the lines of the Macmillan Cancer Relief/Cancer Black Care model) that will have spin-offs in raising awareness and attracting potential new donors from BME communities.

- Consider developing fundraising partnerships with individual BME organisations – through joint campaigns etc. (translating the Help the Aged/HelpAge India model to the UK).

- Encourage community and volunteer fundraisers to form links with local BME community fundraisers and with local BME community and voluntary organisations to organise joint fundraising events and activities, with facilitation from local and regional BME and mainstream Voluntary Sector networks.
2. Introduction

London is a diverse and vibrant place to live and work. More than one in four people in London are from Black and Minority Ethnic (BME) communities. It is estimated that BME children will represent 20% of the population within the next 20 years. Already in some London boroughs the BME community is predominant, which is bound to impact on the voluntary sector as an employer and on fundraising.

The London Development Agency (LDA) is keen to understand these changes and find out whether voluntary organisations are tapping into this rich resource and making their work appeal to diverse communities.

The aim of the research is to increase our understanding of diversity in the recruitment, retention and development of fundraisers from Black and Ethnic Minority (BME) communities.

We also aim to explore ways in which leading charities are reaching out to involve and engage with diverse communities.

The method used by the research incorporates:

1) A review of the demographic influences that will affect the voluntary sector in London and the UK over the next 20 years.

2) Identification of the proportion of fundraisers from the BME community working for leading charities based in London and throughout the UK.

3) Identification of ways in which leading charities are reaching out to diverse communities.

4) Examples of how leading charities are addressing these issues.
3. About the London Development Agency

The LDA’s vision for London

London is a great international city with a rich history – a vibrant place with an unrivalled mix of people, businesses and cultures. The vision of the LDA is to harness this vibrancy and, in line with the Mayor’s vision, create a prosperous city in which all share in the benefits of wealth created in London’s dynamic economy.

The role of the LDA

The LDA is the Mayor’s agency for business and jobs. It prepares the Mayor’s business plan for the capital, investing over £300 million a year and mobilising the support and resources of other organisations to create a better environment for London’s diverse people, businesses and communities to thrive.

It has three main roles:

Promoting success
The LDA is responsible for the promotion of London’s success and growth, working to retain and attract more investment and trade and encourage more business visitors, tourists and students to London and the UK.

Supporting inclusion
The LDA invests directly in quality initiatives that help people, especially in disadvantaged communities, enhance their skills, develop businesses and secure jobs. It focuses its resources on areas of greatest need, such as deprived parts of London, and areas of greatest opportunity, such as emerging business sectors.

Renewing London
The LDA coordinates investment and direct support for deprived parts of London, to unlock the potential for new homes, jobs and community facilities and to help deliver major initiatives such as the 2012 Olympics and Thames Gateway development. It also makes the case for better and new infrastructure for areas in need of renewal.

The London Development Agency appreciates the vital role played by the voluntary and community sector in social and economic regeneration, both as a service deliverer and as a sector of the economy and work.
4. The Voluntary Sector

The European Commission has described the voluntary sector as contributing to employment creation as well as active citizenship, democracy, social services and in promoting and safeguarding human rights. The London Development Agency sees the voluntary sector as a significant social and economic force, providing services that are vital to a wide range of groups in society.

There are approximately 140,964 general charities in the UK (1). The sector is large and complex, ranging from small community-based organisations with no paid staff to large “household-name” charities with thousands of paid staff. Figures for the voluntary sector show:

- Between 1994 and 1999, employment nationally within the voluntary sector increased by 29%, similar to the banking and insurance sector, one of the most dynamic areas of growth in the British economy;
- GDP contribution amounts to £5.4 billion (1), representing 1.89% of UK GDP (6);
- The sector’s workforce is larger than that of the agricultural, textile or car manufacturing industries, employing approximately 563,000 paid staff – equivalent to 2.2% of the total UK employees (1);
- From 1997 to 2002 the sector created almost 85,000 jobs (2).

However

- One-third of all organisations with paid staff have difficulty in recruiting employees (4).

In London:

- The voluntary sector raises £1.48 billion per year, of which some 42% (£620 million) is earned income (3);
- There are at least 30,000 voluntary groups, employing an estimated 46,900 workers (full time equivalents) (3);
- There is a disproportionately high number of paid staff and head offices based in the capital (3).
5. Current Demographics

The following data is taken from the 2001 Census.

Population

An estimated 58,836,700 people live in the United Kingdom, an increase over the past 20 years of 2.5 million people (4.4%). The population of the constituent countries of the United Kingdom is estimated as follows:

<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
<th>% of total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>England</td>
<td>49,181,300</td>
<td>83.6</td>
</tr>
<tr>
<td>Scotland</td>
<td>5,064,200</td>
<td>8.6</td>
</tr>
<tr>
<td>Wales</td>
<td>2,903,200</td>
<td>4.9</td>
</tr>
<tr>
<td>Northern Ireland</td>
<td>1,689,300</td>
<td>2.9</td>
</tr>
</tbody>
</table>

BME population

4.6 million (7.9%) of the total UK population is from a minority ethnic group, which breaks down as follows:

<table>
<thead>
<tr>
<th>Ethnic origin</th>
<th>Population</th>
<th>% of total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>54,153,898</td>
<td>92.1</td>
</tr>
<tr>
<td>Mixed</td>
<td>677,117</td>
<td>1.2</td>
</tr>
<tr>
<td>Indian</td>
<td>1,053,411</td>
<td>1.8</td>
</tr>
<tr>
<td>Pakistani</td>
<td>747,285</td>
<td>1.3</td>
</tr>
<tr>
<td>Bangladeshi</td>
<td>283,063</td>
<td>0.5</td>
</tr>
<tr>
<td>Other Asian</td>
<td>247,664</td>
<td>0.4</td>
</tr>
<tr>
<td>Black Caribbean</td>
<td>565,876</td>
<td>1.0</td>
</tr>
<tr>
<td>Black African</td>
<td>485,277</td>
<td>0.8</td>
</tr>
<tr>
<td>Black Other</td>
<td>97,585</td>
<td>0.2</td>
</tr>
<tr>
<td>Chinese</td>
<td>247,403</td>
<td>0.4</td>
</tr>
<tr>
<td>Other</td>
<td>230,615</td>
<td>0.4</td>
</tr>
</tbody>
</table>

Geographical breakdown

People from BME groups are more likely to live in England than in the other countries of the UK. In England, they make up 9% of the total population compared with only 2% in both Scotland and Wales and less than 1% in Northern Ireland.

BME populations are concentrated in the large urban centres. 45% of the total BME population in the UK live in Greater London, where they comprise 29% of all residents.

After London, the second largest proportion of the BME population live in the West Midlands (13%) followed by the South East (8%), the North West (8%) and Yorkshire and Humber (7%).
78% of Black Africans and 61% of Black Caribbean’s live in London. Other BME Groups are more dispersed. 19% of Pakistanis reside in London, 21% live in the West Midlands, 20% in Yorkshire and Humber and 16% in the North West.

**Economic activity**

The 2001 Census shows marked differences between the economic activity rates of different ethnic groups that are the proportion of people who either have a job or are looking for a job.

Men and women from the White group are more likely to be economically active than their counterparts in minority ethnic groups. Rates were 85% for white men and 74% for White women. Black Caribbean women had economic activity rates almost as high as White women at 72%. Bangladeshis had the lowest economic activity rates among men (69%) and women (22%). Pakistani women also had very low economic activity rates at 28%.

Within all ethnic groups economic activity rates are higher for men than women.

Statistics from the Ethnic Minority Business Forum show that that in 1997, people from ethnic minority backgrounds represented 5% of the UK population, yet entrepreneurs from ethnic minority backgrounds were responsible for 9% of new business start-ups. Again in 1997, people from ethnic minority backgrounds owned 19% of all businesses in London.

Further evidence shows:

- In 1996, the ethnic minority population contributed £37 billion to the GDP
- In 1997, the BME Community had an annual (post-tax) income of £13.4 billion.
- London’s BME Community generated £7.2 billion in 1997
- One in ten UK businesses are ethnic minority owned.
- It is estimated that there are over 20,000 ethnic minority businesses in Greater London alone.
- South Asians run 25% of all the UK’s small businesses.

**Unemployment**

People from minority ethnic groups had higher unemployment rates than White people. This was the case for men and women.

Bangladeshi men had the highest unemployment rate at 20% - four times that for White men. The unemployment rate among Indian men was only slightly higher than that for White men, at 7% compared with 5%. For all other minority ethnic groups unemployment rates were between two and three times higher than those for White men. This pattern is the same across different age groups.
6. Future Population Estimates

Predictions for the population of the United Kingdom

Data from the National Statistics Office publication, Population Trends 111, published in Spring 2003 indicate:

- The population of the United Kingdom is projected to increase gradually from 58.8 million in 2001 to reach 63.2 million in 2026.
- This is equivalent to an average annual rate of growth of 0.28%
- Around 60% of the projected 4.3 million increases between 2001 and 2026 are attributable to the assumed level of net inward migration. The remainder is due to projected natural increase (more births than deaths)
- Longer-term projections suggest the population will peak around 2040 at nearly 64 million and then gradually start to fall.

Predictions for the BME population in London

<table>
<thead>
<tr>
<th>Ethnic Origin</th>
<th>2001</th>
<th>% of total population</th>
<th>2011</th>
<th>% of total population</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>5,414,529</td>
<td>72.4</td>
<td>5,700,503</td>
<td>69.0</td>
<td>5</td>
</tr>
<tr>
<td>Black Caribbean</td>
<td>359,454</td>
<td>4.8</td>
<td>381,023</td>
<td>4.6</td>
<td>6</td>
</tr>
<tr>
<td>Black African</td>
<td>326,330</td>
<td>4.4</td>
<td>440,636</td>
<td>5.3</td>
<td>35</td>
</tr>
<tr>
<td>Black Other</td>
<td>131,638</td>
<td>1.8</td>
<td>166,225</td>
<td>2.0</td>
<td>26</td>
</tr>
<tr>
<td>Indian</td>
<td>454,046</td>
<td>6.1</td>
<td>518,497</td>
<td>6.3</td>
<td>14</td>
</tr>
<tr>
<td>Pakistani</td>
<td>146,986</td>
<td>2.0</td>
<td>190,208</td>
<td>2.3</td>
<td>29</td>
</tr>
<tr>
<td>Bangladeshi</td>
<td>143,560</td>
<td>1.9</td>
<td>192,895</td>
<td>2.3</td>
<td>34</td>
</tr>
<tr>
<td>Chinese</td>
<td>74,080</td>
<td>1.0</td>
<td>88,056</td>
<td>1.1</td>
<td>19</td>
</tr>
<tr>
<td>Other Asian</td>
<td>161,977</td>
<td>2.2</td>
<td>196,644</td>
<td>2.4</td>
<td>21</td>
</tr>
<tr>
<td>Other</td>
<td>262,869</td>
<td>3.5</td>
<td>381,900</td>
<td>4.6</td>
<td>45</td>
</tr>
<tr>
<td>Totals</td>
<td>7,475,469</td>
<td></td>
<td>8,256,587</td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>
7. Diversity in the Voluntary Sector

The data gathered in the preceding sections highlights the increasing importance of the voluntary sector as an employer in London and of the capital’s growing BME population.

To what extent is the growth of the BME population in London reflected in staffing levels in voluntary organisations?

What steps are charities taking to reach out to diverse communities and involve them in their work and, more specifically, their fundraising?

In the following three sections, we look at the background to these questions, review current thinking and present the results of the LDA research.

Section One - Recruitment and Employment

According to the report “Ethnic Minorities and the Labour Market” published in March 2003 by the Cabinet Office, ethnic minorities remain disadvantaged in terms of employment and occupational achievement in the wider labour market. It is to be hoped that a different picture might emerge among voluntary organisations, many of which, by their very nature, were established to end discrimination and promote equality.

However, voluntary organisations have been criticised for failing to achieve diversity in their workforces. Chris Ball, National Secretary of the not-for-profit sector trade union Amicus said “The blunt reality is that there are very few ethnic faces among senior staff in voluntary organisations that are possibly deriving funds and delivering services to a very mixed population.” (Third Sector 27th March 2002)

Krishna Sarda, Chief Executive of the Council of Ethnic Minority Voluntary Organisations, is quoted as saying that equal opportunities practices in the public and voluntary sectors in the past 20 years have been “a complete failure”. He told a Third Sector human resources seminar in March 2003 that the proportion of women and minority ethnic people working for large charities and public sector organisations had not changed significantly over that period (Third Sector 19th May 2003).

Meanwhile, the Charity Commission reported that 68% of charities attract new trustees through word of mouth and among the largest charities this figure rises to 85%. The Commission is concerned that recruiting via word of mouth means trustees always come from a similar background. The report says “[This is] likely to actively work against diversity”.

- LDA findings
A representative sample of 51 charities who appear in Henderson’s top 150 charities were invited to take part in a questionnaire survey. 10 charities responded, representing 20% of the total number contacted.

**Key issue: fundraisers from BME communities**

In the sample of organisations responding, there were a total of 1,419.5 fundraisers. The range is extremely wide, with one charity employing just 4 fundraisers and, at the other extreme, 824 fundraisers in another organisation. The average across the sample is 142 fundraisers.

Four charities said their fundraising team did not include any BME individuals. The other four had between them a total of 102 BME fundraisers between them, ranging from 1 to an estimated 90 in the charity employing the largest cohort of fundraising staff reported in the survey.

On average, the proportion of BME fundraisers in the sample is 9.4%. Two responding charities did not know how many of their fundraising staff are from BME groups.

**BME individuals in senior fundraising role**

When asked if anyone from a BME community worked in a senior fundraising role, two respondents said yes and seven, representing 70% of the sample, said no. The remaining charity did not know.

![Figure 1. % of fundraisers from the BME Community in 8 leading charities](image)

**Key issue: Equal Opportunities monitoring**

Nine charities have an equal opportunities policy and the remaining one is in the process of establishing one. Equal opportunities monitoring is undertaken in the recruitment of fundraisers in seven out of ten organisations. Of the 7 charities that do carry out EO monitoring, fundraisers in 4 organisations receive results and 3 do not, although one has access to them.

When asked what the proportion of applicants was from BME groups for the most recent fundraising vacancy, five were able to give a figure, which ranged from 0 to 50%. Four did not know, while one did not answer the question.

**Key issue: analysis of Equal Opportunities monitoring**

Of the seven charities that carry out equal opportunities monitoring, five said their organisation does analyse the results. However, none knew what results of that analysis were. It is apparent that, although the majority (80%) of fundraisers interviewed are directly involved in recruitment
of fundraising, they do not routinely receive monitoring information about applications received.

Figure 2. Proportion of charities carrying out different stages of the monitoring process

Key issue: steps to influence numbers of BME employees

Three said no steps are currently being taken to influence the numbers of BME employees, while two respondents did not answer the question.

Five respondents said that their organisation is taking steps to influence the numbers of staff from BME communities. When asked to provide examples of how this was being done, five charities cited general organisational procedures that address equal opportunities in recruitment.

Two charities give training for all staff in equal opportunities and diversity awareness, one specifically addressing the issue of recruitment and selection. One charity cited its Equality and Diversity Policy, but did not explain how this actually encourages applicants. Two charities said that all job adverts state the Equal Opportunities commitment of the organisation; one of these goes further and states that BME individuals are under-represented in the organisation.

In one charity, a group of senior management examines the results of Equal Opportunities monitoring and passes its conclusions to directors to act upon. There is no detail of how directors follow this up. One charity highlighted the use of media covering a broad spectrum of the wider population for placement of its advertisements.

Of ten respondents, 8 are directly involved in recruitment of fundraisers. All ten respondents use recruitment agencies and the press to advertise their vacancies. Three also use their own or other appropriate websites; two also use word of mouth. One charity also uses regional Institute of Fundraising channels.

Of the publications used to advertise, all ten organisations use the Guardian. Four also use Professional Fundraising; three local newspapers; three use websites; and one uses Marketing Weekly. None advertises in The Voice, Asian Express or Public Eye, the key BME publications used for voluntary sector recruitment.

Key issue: future action

Two respondents indicated that their organisation is planning to take action to encourage greater diversity in their workforce. One charity is setting up Diversity working group as a strategic objective. The second says Equal Opportunities are high on its agenda and it wants to attract people from range of backgrounds. The charity is now recording and monitoring information to get an accurate picture to act upon but says it will take three to nine months to implement.

Case Study: Shelter

Shelter is deeply committed to equal opportunities and recognises the need to reflect cultural diversity across the organisation. To this end they have introduced procedures that include:

- Advertising vacancies widely, including, where appropriate, in black and ethnic minority publications.
- Supplying information in different formats, which is indicated on the job advertisements.
Section Two - Reaching BME Donors

Statistically it has been demonstrated that some individuals from BME groups may be disadvantaged in the labour market. Nonetheless, data on the economic activity of the BME community indicate that considerable financial resources exist.

For example, the yearly publication of an Asian Rich List demonstrates very substantial wealth, at least in the Asian communities. This year’s publication, listing the 200 wealthiest Asians, values their joint wealth at over £7 billion, an increase of 5% on last year.

The total disposable income of Britain’s black and ethnic minorities was estimated at over £13 billion in 2000 and is likely to be significantly higher now.

At the Institute of Charity Fundraising Manager’s Convention in July 2000, fundraising consultant Deepak Mahtani drew attention to the potential source of income available from black and ethnic minorities. While he pointed out that charities need to understand how cultural differences impact on attitudes to giving, he urged charities to develop mutually beneficial relationships and in particular to target young, upwardly mobile people from ethnic minority communities.

Examples of charities who have benefited from fundraising from BME communities include Oxfam who have worked closely with the Asian community to raise funds for those affected by the floods in Bangladesh and Orissa in India. NSPCC followed up on a suggestion of an Asian member of their national appeal board and organised an event to celebrate the Hindu festival Holi. The event proved very successful and raised £38,000.

Key issue: reaching BME donors

Two charities said their organisation does target BME Donors. One of these is described in the case study below. In the other charity, proposals are currently being prepared for management approval. Eight said that their organisation currently does not target BME donors, although one of these said it is on their “to-do” list.

Case Study: Help the Aged

Help the Aged has successfully been raising funds from affluent British Indians for about 3 years. The Appeal initially focussed on work overseas with British Indians supporting HelpAge India. The charity’s fundraising team supported a number of individuals within the British Indian community resulting in Help the Aged gaining support and respect from this community. The “Reaching the Unreached Appeal” has been a great success and led to the charity being designated “Charity of the Year” by the Asian Business Awards 2003. This has led Help the Aged to start broaden its fundraising initiatives to the British Indian
Section Three - BME Voluntary Organisations

- Funding and support for BME organisations

Another important issue in the discussion of multicultural Britain and the voluntary sector is that of BME voluntary organisations set up specifically by and for people from Black and Minority Ethnic communities.

In 2000, the Home Office funded a three-year project, the Black and Ethnic Minority Sustainability Project, to investigate the funding inequality of BME voluntary and community organisations. The study is due to be completed by July 2003, but in its interim report has confirmed that the BME voluntary sector is less well developed and can suffer discrimination and disadvantage. It calls for more investment in training and support of BME organisations to develop their fundraising capacity. It also says that it is essential to establish a real and substantial dialogue between the funder and the funded.

The Compact between the Government and the voluntary and community sector outlines key points for a framework of partnership between Government and BME organisations, which include:

- Commitment by both Government and the sector to taking forward race equality together.
- Investment in the BME voluntary and community sector
- Supporting the development of capacity and infrastructure within the BME sector at local, regional and national levels.
- Recognition of the importance of local relations and partnership involvement.

The agreement adds:
“Government should aim to support the efforts of BME organisations to generate income and increase fundraising capacity”.

It cites as an example of best practice the Home Office funding of a “Twinning” programme to encourage equal partnerships between larger established mainstream organisations and BME voluntary and community sector organisations.
LDA findings

Key issue: partnerships
Some charities have started to consider the need, as outlined above, to work in partnership with BME-led voluntary and community organisations. This helps to develop knowledge of how to address culturally sensitive areas and has the potential of engaging not only with a broader range of clients but also of donors. One example that highlights this approach is from Macmillan Cancer Relief.

Case Study: Macmillan Cancer Relief

Macmillan has worked with Cancer Black Care since 1998. At that time the charity began discussions of placing a Macmillan Cancer Information Officer at Cancer Black Care’s office in Hackney, London. The purpose of the service was to provide high quality cancer information to the local community, 50% of whom were from the BME Communities, and to raise awareness of the importance of providing culturally sensitive health and social care with providers and commissioners.

Macmillan has worked with Cancer Black Care to help strengthen and develop the organisation including:

- Funding of a management consultant to aid them in the development of a business plan.
- Funding towards the post of Development Officer. This senior post is intended to raise Cancer Black Care’s profile and over time develop a fundraising strategy.
8. Conclusions

This research was carried out to gain an understanding of the issues with regard to the BME community and fundraising, as well as creating a platform for further debate and discussion. This research has enabled us to draw the following conclusions:

Only 20% of the organisations invited to participate responded to the questionnaire. Within that group, some respondents did not know enough about BME employees in their organisation or about organisational policies designed to reach the BME community to be able to answer some questions fully.

Firstly, in terms of the recruitment, retention and development of BME people in fundraising, it is apparent that most organisations have Equal Opportunities policies and monitoring procedures. However, in some cases information is being collected retrospectively and staff feel the picture is too incomplete to be useful.

Consequently, the research dataset available for analysis is small and could not be considered statistically significant. However, some useful and interesting data has been provided and the study has been significant in showing that there are positive developments within the sector in reaching out to multicultural Britain.

Almost all charities monitor equal opportunities in their recruitment procedures. However, not all are actually analysing the results and disseminating them to staff responsible for recruitment. Essential lessons can be learnt from monitoring that can then be used to inform recruitment and marketing practice. More cross-departmental cooperation is needed to complete the monitoring loop.

Half of the charities featured in the research are taking steps to recruit more employees from BME communities, with some providing diversity training across the whole organisation. For such initiatives to become part of the organisational culture takes time but there are clear indications that in many larger charities diversity is clearly recognised as a central plank of organisational strategy.

Secondly, in terms of how top charities are reaching out to BME communities, charities have provided the study with examples of excellent practice, for example in targeting and involving donors from BME communities and in working in partnership with BME organisations. However, there is enormous potential for other voluntary organisations to identify similar projects and partnerships to forward their fundraising and build overall capacity.

Finally, as a consequence of its wider research, this study has revealed that there are already numerous initiatives being undertaken by government bodies and voluntary organisations, often working in partnership, to find out more about and promote diversity in the voluntary and community sector. It is essential that the knowledge gained from these initiatives is brought together and made widely available so that there can be greater and more significant steps taken to further promote and develop a truly diverse voluntary sector.
9. Recommendations

Diversity and Equality in the recruitment, retention and development of Black and Minority Ethnic (BME) fundraisers within the mainstream voluntary sector

- Fundraising directors and personnel officers need to work together more closely to analyse monitoring and recruitment processes and put in place appropriate strategies to promote job vacancies within diverse communities.

- Charities should use the BME press to advertise posts and publicise their vacancies within local, regional and national BME and voluntary sector networks and with BME business and professional networks (in particular for senior positions).

- Charities should share good practice and success in recruiting BME staff with one another.

- Charities should become aware of the resources available. For example in March 2002, the Association of London Government published a series of guidelines to help voluntary organisations support an equal opportunities culture. The issues addressed include how the recruitment process is carried out.

Reaching out to Black and Minority Ethnic (BME) communities

Charities should:

- Introduce strategies to reach donors from BME communities and assess the need to train staff in valuing and managing diversity, developing the specific knowledge and understanding of diverse communities necessary to target donors new to their organisation effectively.

- Consider developing capacity-building relationships with individual BME organisations (along the lines of the Macmillan Cancer Relief/Cancer Black Care model) that will have spin-offs in raising awareness and attracting potential new donors from BME communities.

- Consider developing fundraising partnerships with individual BME organisations through joint campaigns etc. (translating the Help the Aged/HelpAge India model to the UK).

- Encourage community and volunteer fundraisers to form links with local BME community fundraisers and with local BME community and voluntary organisations to organise joint fundraising events and activities, with facilitation from local and regional BME and mainstream Voluntary Sector networks.
Appendix 1 – Research Methodology

Questionnaires

Questionnaires were sent out to 51 charities. These charities were selected on the following criteria, that they:

- Appear in the top 150 charities by income (Henderson’s Top 3000 charities)
- Participate in a broad range of fundraising activities e.g. major donor, direct marketing, face-to-face etc.
- Have an international or national remit

Desk research

Reports and data were used from a wide variety of Agencies including NCVO, Office for National Statistics and London Development Agency’s internal data.

Telephone and face-to-face interviews

These were conducted with seven fundraisers working within a selection of the 51 charities contacted. This provided valuable information on good practice.
Appendix 2 – Questionnaire

# Reaching Multicultural Britain

## Questionnaire Survey

The aim of this survey is to increase our understanding of diversity in the recruitment, retention and development of fundraisers from Black and Ethnic Minority (BME) communities. We also aim to explore ways in which leading charities are reaching out to involve and engage with diverse communities, through focused interviews with a selection of voluntary organisations during June.

This research is commissioned by The London Development Agency working in partnership with the Institute of Fundraising.

This survey is CONFIDENTIAL and under no circumstances will individual charities be identified as part of the findings from this survey.

1. How many people work as full or part time paid fundraisers in your organisation? (include yourself)

   Don’t know

2. How many of these fundraisers are from Black and Minority Ethnic (BME) Communities?

   Don’t know

3. Is anyone from a BME community working in a senior or management fundraising role within your organisation?

   Yes  No  Don’t Know

4. Does your organisation have an equal opportunities policy?

   Yes  No  Don’t Know

5. Does your organisation carry out equal opportunities monitoring of applicants for new fundraising posts?

   Yes  No  Don’t Know
6. Do you receive the results of this monitoring?

☐ Yes  ☐ No

7. What proportion of applicants was from BME communities when you last advertised a fundraising post?

☐  ☐ Don’t Know

8. Have the results of your equal opportunities monitoring been analysed in any way?

☐ Yes  ☐ No  ☐ Don’t Know

9. If the answer to question 8 was yes, what have you learnt from this analysis?


10. Has your organisation taken any specific steps to influence the numbers of fundraising staff from BME communities employed in your organisation?

☐ Yes  ☐ No  ☐ Don’t Know

11. If the answer to question 10 is yes, please tell us about any changes or specific action which has been taken. Tell us whether it has been successful, or not.


13. Are you yourself directly involved in the recruitment of fundraising staff?

☐ Yes ☐ No

14. What methods do you use to recruit fundraising staff? *(please tick all those that apply)*

☐ Recruitment Agencies ☐ The Press

☐ Word of Mouth ☐ Other *(please specify)*

15. Where do you advertise new fundraising posts? *(please tick all those that apply)*

☐ The Voice ☐ Asian Xpress ☐ The Public Eye

☐ Professional Fundraising ☐ Local Newspaper

☐ The Guardian ☐ Other(s) *(please specify)* .............................................................

.................................................................................................................................

16. Is your organisation taking specific action to target donors from BME communities?

☐ Yes ☐ No
17. If the answer to question 16 is yes, please tell us about what this action is.

18. Your details *(optional)*

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<tr>
<th>Name</th>
<th>Position/role</th>
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**Organisation**

**How would you describe your ethnic origin?**

- [ ] Black-African
- [ ] Black-Caribbean
- [ ] Black Other *(please specify)*
- [ ] White
- [ ] Chinese
- [ ] Indian
- [ ] Pakistani
- [ ] Bangladeshi
- [ ] Other *(please specify)*
Appendix 3 – Author’s Biographies

Robin Jones
Director and Founder of Milestone Research, Robin specialises in providing a broad range of fundraising research to the not-for-profit sector. He is currently co-chair of the Institute of Fundraising’s Special Interest Group – Researchers in Fundraising.

Nicola Ramsden
Nicola is a freelance writer and researcher and has written numerous articles for the charity press. She founded The Factary, a leading prospect research agency, in 1990 and has been a trustee of the Woodland Trust since 1998.

Sandra Tuck
Director of VisionInc and has over 15 years of experience in providing a wide range of support to the voluntary sector.

Appendix 4 – References
(1) UK Voluntary Sector Almanac, 2002, NCVO
(2) Survey of Job Roles and Salaries in the Voluntary Sector, 1997/98
(3) Competitiveness and Social Inclusion – investing in third sector skills development, 1999, London Borough Grants
(5) NCVO, Richard Grice, 1999
(6) Hems & van Doorn, 1998
Other languages and formats:

A summarised version of this document is also available in large print, braille, on disk, audio cassette and in the languages listed below.

For a copy, please email communications@lda.gov.uk, telephone 020 7954 4500, or write to London Development Agency, Devon House, 58-60 St Katharine’s Way, London E1W 1JX.

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