

The background is white with several large, colorful triangles and smaller purple triangles scattered across it. The colors include shades of purple, blue, green, orange, and pink.

OUR STRATEGY 2026-2030

Voice4Change England is recognised for its infrastructure support, but our mission extends further.

Our charitable objects include:

- *Promotion of equality and diversity*
- *Promotion of racial harmony*
- *Promotion of social inclusion*
- *Development support for Black and Minoritised Ethnic communities to strengthen their voice, expand opportunities, and fully participate in society*

OUR VISION

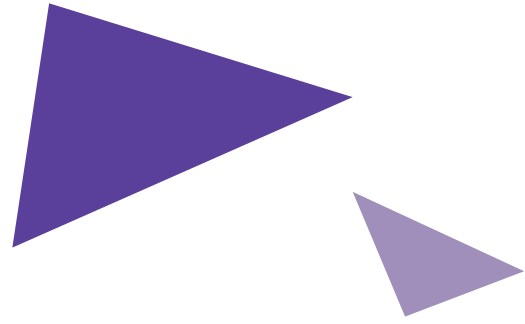
A stronger, more inclusive civil society without racism, inequalities or discrimination.

OUR MISSION

To work to build a stronger and more inclusive society and end race discrimination and inequalities.



OUR VALUES



EQUITY

We are committed to treating all individuals and organisations with respect and fairness, ensuring equitable access and opportunity in everything we do.

CREATIVITY

We embrace new and imaginative ways of working, seeking effective and forward-thinking solutions to the challenges faced by our sector.

TRANSPARENCY

We operate with honesty, clarity, and openness; ensuring our processes and decisions are visible and accountable.

AMBITION

We are bold, enterprising, and future-focused. We welcome new ideas, take thoughtful risks, and prioritise long-term sustainability in our work.

COLLABORATION EMPOWERMENT

We believe we are stronger together. We reject siloed working and instead build partnerships across boundaries, sharing knowledge and learning from diverse skills and experiences to amplify our collective voice for the communities we serve.

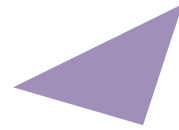
Our work is rooted in collective empowerment, enabling communities to drive real and lasting change for social justice.

TRANSFORMATION

We are committed to continuous improvement; transforming our own organisation and supporting others to create the change they envision.



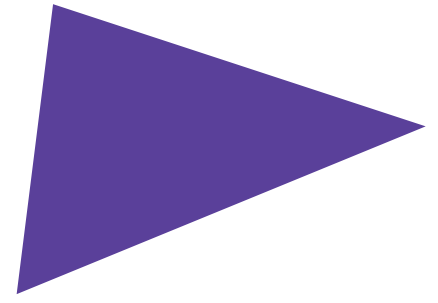
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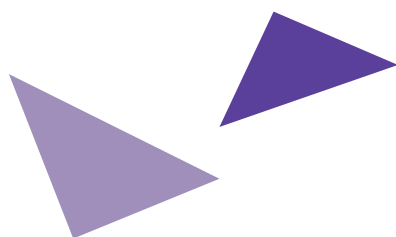
- **To advance race equalities**
- **To work as a leading national membership organisation with the BME VCSE sector to develop evidence, collaboration, and resilience to lead to systemic change for race equality**
- **To develop high quality, tailored infrastructure support through collaboration and coproduction to enhance BME VCSE and individual skills, opportunities, relationships, and achievements**
- **To promote sustainability and resilience within the BME VCSE**
- **To enhance the BME VCSE capacity to be agents of change**



PRIMARY OUTCOMES



- *Increased BME VCSE capacity to influence public policy and inclusive service delivery*
- *Advancing race equality and greater awareness and knowledge of how to embed anti-racist approaches into policies, strategies, and delivery practices*
- *Improved performance, impact, resilience, and financial sustainability of the BME VCSE sector leading to greater and more effective capacity to help disadvantaged BME individuals, families, and communities*
- *Increased understanding of race equality issues and awareness of different approaches to respond to them*
- *Strengthened social capital and cohesion*



SA1 To advance race equality	
Implementation strategy	Outcomes
Strengthen national leadership role on race equality	
V4CE articulation of perspectives on issues to advance race equality V4CE lead and coordination on briefings to advance race equality and counter harmful racist campaigns, e.g., leading to violence against immigrants and asylum seekers V4CE provision of a channel for escalating equality issues nationally to raise awareness of the need for and benefits of equality and human rights legislation	V4CE leadership role in articulation of issues that impact on race equality, including recommendations where relevant Briefings to counter racist disinformation and campaigns Improved information of equality issues aiding national action to promote race equality and human rights legislation and practice
Advocacy and representation	
V4CE engagement with policy and strategy bodies to increase knowledge and understanding of race inequalities impacting on the BME sector and communities Advocating and representation for race equality V4CE initiatives to help policy and strategy bodies understand benefits of multiculturalism and what is needed to build cohesion	Policy better informed through V4CE engagement and information V4CE role as advocate and representative provides increased visibility and credibility to help advance race equality V4CE information and recommendations to build awareness of the benefits of multiculturalism and effective action for cohesion
Portfolio working	
Strategic alignment of research, policy, campaigning, infrastructure development, and partnership working around thematic sectors to advance race equality; e.g., sectors such as housing, health, education, and the environment	More effective impact through thematic approach, for example greater awareness of action needed for race equality in housing or health
Anti-racism	
V4CE development of anti-racist tools and materials to advance race equality; e.g., ways	Increased awareness of how to embed anti-racist and culturally competent approaches

SA1 To advance race equality

to combat racist messaging or materials to build effective multicultural practice

into policies, strategies, and delivery practices

SA2 To work as a leading national membership organisation with the BME VCSE sector to develop evidence, collaboration, and resilience to bring about systemic change for race equality.

Implementation strategy

Outcomes

Collaboration and research for systemic change

Collaboration with the BME VCSE sector to develop a reliable BME-owned evidence base of racial inequalities and injustice

An improved evidence base to inform and support equitable and inclusive policy and practice

V4CE information and advice to help the BME VCSE Sector develop and promote evidence-based approaches to policy making to lead to systemic change for race equality

V4CE support building greater ability of the BME VCSE sector to contribute to inclusive policy making that can tackle causes of structural race inequalities

Campaigning and lobbying

Work with the BME sector to develop networking, using information from this for the provision of policy and communication briefings to raise awareness of anti-racist approaches and positive action to tackle structural race inequalities

Increased awareness and understanding within the BME sector and wider, of action to take to develop anti-racist approaches and solutions to racism and structural race inequalities.

Work to help the BME sector develop action to tackle racist discourse and violence, including how to tackle dangerous myths in immigration and asylum, racist public discourse, and harmful social media messaging.

Increased action from the sector developing work to tackle racist discourse and violence, as well as build resilience and belonging in their communities and increase support for the BME perspective.

V4CE support to increase ability of the BME sector to use skills in campaigning, lobbying, advocacy, and negotiation to address the issues that face them.

Increased ability of the BME Sector to use skills to build effective campaigns and lobby for more equitable and inclusive systems

SA2 To work as a leading national membership organisation with the BME VCSE sector to develop evidence, collaboration, and resilience to bring about systemic change for race equality.

Networking for systemic change

Facilitating collaboration and stronger voices between BME VCSE organisations to contribute to public policy for systemic change	Advanced race equality through V4CE acting as a catalyst for increased networking and learning in the BME VCSE sector to help development of policy that tackles the causes of systemic race inequalities Greater collaboration and partnership within the BME Sector for greater impact in tackling structural race inequalities
Active recruitment of members across the UK to build collective action and provision of stimulating membership services	Improved ability of V4CE to collect significant information through members to contribute to system change and to keep members informed of relevant matters
Facilitating collaboration and stronger cross-sector voices between the BME VCSE, the general VCSE and the public sector to tackle race inequalities	Improved awareness among external agencies of race inequalities and potential solutions
Increase support within and beyond the BME VCSE for anti-racist approaches	Increased influence for inclusive policy

SA3 To develop high quality, tailored infrastructure support through collaboration and coproduction to enhance BME VCSE and individual skills, opportunities, relationships, and achievements.

Implementation strategy	Outcomes
Ensuring responsiveness to needs	
Work with the BME sector to understand and respond effectively to needs and opportunities to improve efficiency	Reliable evidence base of sector infrastructure support needs; Infrastructure services designed and delivered to maximise impact in meeting needs
Identifying future needs as the environment changes and delivering the infrastructure needed for these.	Increased ability to identify the impact of environmental change on infrastructure needs and provide for this

SA3 To develop high quality, tailored infrastructure support through collaboration and coproduction to enhance BME VCSE and individual skills, opportunities, relationships, and achievements.

Providing high quality resources for development

Research and feedback to shape resources for development

Evidence base from the BME sector and V4CE research to help shape resources

Developing and disseminating our suite of ready-made infrastructure support resources (templates, toolkits, guidance documents)

Increased access nationally to effective infrastructure support resources

Development and delivery of workshops and one-to-one surgeries

More tailored support through workshops and personalised one-to-one surgeries

Infrastructure support to develop ICT skills, particularly with regard to emerging technologies such as AI.

Delivery of workshops, for example on AI, to help organisations develop effective use of technology

Supplement face to face delivery with use of digital media (online training, webinars, podcasts, AI, chatbots)

Greater access to support through the provision of useful online resources

Increasing choice in infrastructure support

Collaborations with local and thematic VCSE, particularly BME VCSE providers, for face-to-face delivery of training and infrastructure support resources

Increased access to face-to-face infrastructure support

Increased choice and availability of infrastructure support at local, regional and specialist levels including intersectional and under-represented interests

Extending support and development through peer learning

Facilitating BME VCSE access to peer group learning to aid development, support and collaboration

Skills and knowledge within the sector are valued and shared aiding development

The quality of support provided is diversified and strengthened through access to peers

Greater access to opportunities through relationships

SA4 To promote sustainability and resilience within the BME VCSE

Implementation strategy	Outcomes
Promote and advocate for race equality and BME VCSE inclusion in funders' and commissioners' policies and funding	
Work with funders to raise awareness of barriers preventing BME VCSE access to funds to promote inclusive funding	Grant makers have a better understanding of race equality, the BME VCSE role, impact, opportunities, barriers to development, and what can be done to build inclusive access
V4CE provision of good practice guides, resources and case studies	Improved access through VCSE support resources
Representations and support to commissioners to create inclusive pathways for BME VCSE access to commissioning	Greater awareness of what inclusive and equitable commissioning looks like
V4CE work to raise awareness of the disproportionate funding for the BME VCSE sector and of any inequalities in distribution	Greater awareness of discrimination in resourcing to help lead to more equitable funding
Promote V4CE role as fund administrator	
Prepare a business case for funders (equity, reach, understanding, relationships, learning transfers, and capacity building) for V4CE to administer funds targeting the BME VCSE; provide evidence of V4CE impact as a fund administrator	Recognition of V4CE effectiveness and impact in managing fund distribution
Develop and manage funding programmes targeting the BME VCSE, improving access to grants	Increased access to funding for under-served BME VCSE organisations
Increase access to finance	
Encourage BME VCSE to develop effective and achievable fundraising strategies	Greater fundraising ability in the BME VCSE through planned strategy
	BME VCSE empowered to connect with different models of revenue and capital funding
Collaboration with BME VCSE organisations to increase income diversification; support for BME VCSE to develop contract and investment readiness	Increased skills and knowledge to help develop trading and investment income
Promote funding, social investment, and commissioning opportunities	BME VCSE organisations increase access to diverse funding sources through promotion and signposting

SA4 To promote sustainability and resilience within the BME VCSE

Promotion of BME VCSE to increase access to funding opportunities, for example, through partnerships and consortia

Greater access to funding opportunities through increased awareness of BME VCSE achievements and impact.

Promote enterprise cultures

Develop culture within BME VCSE so organisations can develop enterprise as well as an enterprising spirit that can develop opportunities

Increased resilience and sustainability for BME VCSE organisations through developing enterprise and an enterprising spirit

Provide enterprise development and business management support to the BME VCSE so organisations can develop and maintain effective enterprise

Improved sustainability through support to build viability and effectiveness of enterprises

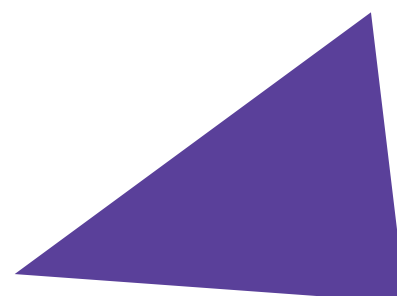
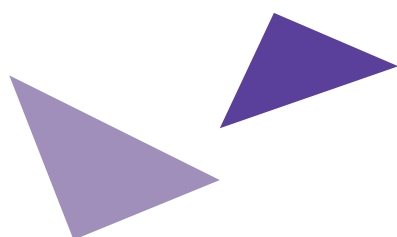
Sustainability and resilience through strategic and business planning

V4CE support to help BME VCSE transition to long-term strategy and planning, including sustainability and resilience planning

BME VCSE has improved ability to move from survival mode to long-term strategy and planning to build effectiveness and sustainability

V4CE information, advice, and resources on strategic and business planning including business continuity plans and management of organisational crises

BME VCSE access to resources and support for effective planning including managing organisational crises



SA5 To enhance the BME VCSE capacity to be agents of change

Implementation strategy	Outcomes
Skills Development, Brokerage, and Information	
To equip BME sector organisations to engage with policy and decision makers at local, regional and national levels, by empowering these organisations through the provision of support, information, training, consultation, and development help	Increased skills and confidence of BME VCSE to build relationships and influence policy and decision making
V4CE provision of policy briefings on matters relevant to the BME VCSE sector and sharing of national and local research, information, and knowledge	Improved knowledge in the BME VCSE sector to be better able to identify issues that require change and to define how they work for this
V4CE coordination of information and responses to Government and other relevant policy consultations to ensure BME voices are heard	Increasing inclusion and understanding of the value of hearing lived experience and multi-ethnic perspectives Increased awareness and value of V4CE role as an enabler of coordinated BME VCSE responses to policy development
To raise visibility of BME organisations and their impact, by enabling and building their participation in initiatives and forums and increasing their ability to build key relationships	Increased visibility and value of BME work leading to improved relationships and collaboration providing better opportunities to influence change
Showcasing effective reach, engagement, and impact of BME VCSE	Publicity of the benefits of BME VCSE will help the organisations' inclusion and ability to continue as agents of change
Leadership development	
Building organisational and individual skills in leadership, advocacy, representation, policy, communications	Increased capacity to engage with policy and decision makers at local, regional, and national levels through improved skills
Facilitating joining up of local, regional and national BME voices	Stronger voice on race equality through joined up work at different levels

SA5 To enhance the BME VCSE capacity to be agents of change

Networking

National networking of local and regional BME VCSE for information sharing, mutual support, and to contribute to a national evidence base on successful influencing: issues, responses, and case studies

Collaboration to increase ability of the BME VCSE to be agents of change, particularly in sharing approaches to what works

Reduced risk and development costs through learning from others

Strengthened social capital

Campaigning

Supporting local BME VCSE to increase local awareness of issues impacting on BME communities and to engage with local policy and decision makers

Increased awareness of race equality issues and impacts at local levels

Improved race equality in policy and decision making forums

Provision of specialist resources in communication and negotiation to help BME VCSE campaign for change

Development of skills to negotiate for needed change

Greater ability of the BME VCSE to represent their communities to help them tackle the barriers they face



