

Sikh Sanjog: Academic Report



Sikh Sanjog

Leith Walk Business Centre
130/ 12/13 Leith Walk
Leith
Edinburgh
EH6 5DT

01315534737

info@sikhsanjog.com

3/1/2011

Fresh Sight



FreshSight

Consultants for non-profit organisations

Contents

1) Project Brief.....	3
2) Executive Summary.....	4
3) About Fresh Sight.....	5
4) Sikh Sanjog History.....	6
i. What has been done to date.....	7
ii. Progression of the Project.....	8
iii. February 2011 – Current Business Plan for Social Enterprise Café.....	8
5) What people have said about Sikh Sanjog.....	10
6) Company and Volunteer Breakdown.....	11
7) Footflow in Leith.....	12
8) SWOT analysis.....	13
9) CIC.....	15
10) Other Social Enterprises.....	16
i. The Innovate Trust, Cardiff.....	16
ii. Baltic Café	16
11) Funding opportunities for Punjab’N De Rasoi.....	18
i. Traditional Grant Awarding Bodies.....	19
ii. Scottish Government Grants.....	22
iii. Banks.....	23
iv. Further resources.....	24
12) Recommendations from the Council and other relevant bodies.....	25
13) Questionnaires and Case Studies.....	27
14) Data Obtained from the Questionnaires Carried out.....	41
15) Marketing.....	43



i. Advertising.....44

ii. Diversification.....49

16) Conclusion52

Project Brief

Sikh Sanjog requires support in evidencing the need for their social enterprise in an academic way that would enhance any applications for funding and also look at different ways of attracting sponsorship. An evaluation of its service and successes through gauging the experiences of the women using the service would be of great importance. Interaction with users of the service and Sikh community members would need to be conducted to assess the positive impact of Sikh Sanjog in the community. This information will be particularly useful when applying for grants.

A funding scheme exclusive for the social enterprise (the café) would need to then be created. Considerations of possible funding streams would need to consider the possibility of transformation into a Community Interest Company (CIC). Evidence as to the possible benefit of transforming to a CIC and how to effectively accomplish this transition would be acutely beneficial.

Executive summary

Sikh Sanjog has asked FreshSight to devise a report that will provide evidence for the need for funding for their social enterprise as well as research on other potential funding schemes that may be available to them.

FreshSight conducted research over an eight-week period and created this document to list and describe its recommendations as well as report for Sikh Sanjog. As we looked at the social enterprise, we realised the café, as a business, will need some addressing.

The following pages outline FreshSight's recommendations for Sikh Sanjog, which are split into 14 sections: Foot flow and the demographics of Edinburgh; in particular Leith Walk, SWOT analysis of the café, the benefits of a CIC, research on other social enterprises with similar models to Sikh Sanjog, Funding possibilities, recommendations from council and other bodies, questionnaires and case studies devised and recommendations for Sikh Sanjog for the future.

The foot flow and demographics section involves the research into the trend of number of individuals in a particular area and how this in particular could affect Sikh Sanjog.

The SWOT analysis section looks at the café's strengths, weaknesses, opportunities and threats to Sikh Sanjog as well as the potential benefits and drawbacks if Sikh Sanjog does change its structure to a CIC (Community Interest Company).

The next section involves an insight into other social enterprises with a similar business model to that of Sikh Sanjog.

The funding section looks at the various schemes that are available to Sikh Sanjog as well as an analysis of whether Sikh Sanjog has met the criterion to apply.

The next section looks at recommendations that individuals from the council have given us as well as other relevant bodies.

The penultimate section looks at questionnaires that we devised, and case studies that we carried out, to see the impact of Sikh Sanjog on past volunteers and current volunteers as well as its local community.

The final section looks at recommendations to Sikh Sanjog that we have come up with.

About FreshSight

FreshSight is a professional student organisation that provides pro bono consulting services exclusively for non-profit organisations. We strive to assist these organisations by channelling our time and energy into providing services that may be out of their reach, or primary focus.

We engage in semester-long projects with each of our selected clients to deliver comprehensive solutions that tackle strategic and operational problems they may face.

We also provide valuable and varied training sessions for our projects teams to consolidate what they learn on the job and to ensure that our clients receive high quality recommendations.

FreshSight fosters strong links between the University of Edinburgh students and non-profit organisations across a wide range of sectors. We firmly believe that our dedication to find solutions for our clients can hugely impact their work and help them maximise their contribution to our local community.

Research carried out by:

Emma Bain

Katie Ciclitira

Eva Czabanska

AnujNehra

Payal Shah

Sikh Sanjog History:

Sikh Sanjog was originally founded in 1989 under the name of ‘Leith Sikh Community Groups.’

The charity was founded after it became evident that Sikh boys and girls had specific needs which were not being met by services currently available in Leith – the majority of which appeared not to cater for or even to welcome members of the minority ethnic communities. Furthermore it was realised that many Sikh women were isolated and, for cultural reasons, it was difficult for them to join any groups for social activities outside their own religion. As a result of these two realisations the project decided to address the unmet needs of women and their families.

While they began humbly, running occasional outings and activities for isolated Sikh women and their children, today they are a charity which reaches out to many more people in the community. They still aim to provide a range of quality opportunities for Sikh women and their families, which reflect their educational, recreational, cultural and social needs, recognising the potential for lifelong learning and social inclusion. But they also hope to provide a focus to promote links between members of the Sikh community and local resources. They are active in their local community, not only working within the Sikh population but also working more widely within Leith and Edinburgh, taking part in community events as well as being involved in a number of anti-racism campaigns to help further social unity.

What has been done to date:

“Social Enterprise is a different kind of wealth creation that doesn’t try to make ‘profit’, but attempts to carry out a business that is empowering people.”

The brief of the Social Enterprise, the community café run by Sikh Sanjog, is outlined below and is quoted from their business report.

“The idea for the community café emerged from the projects commitment to developing the social and practical skills of our client group (Women of the Sikh Bhatra community) and the need for the organisation as a whole to be self sustaining in the light of the funding changes for the voluntary sector. One of the main aims of the venture was to challenge oppression (which the women that we work with face internally on a daily basis) through this ‘pilot’ community café we would be working to community development praxis involving the women of the community to identify their strengths, needs rights and responsibilities. We would be looking towards future sustainability of Sikh Sanjog by working with and investing in the capacity of our client group and developing their skills as a result the change would be long-term. We see ourselves as a bridge between the Sikh/Asian and Scottish communities. Food brings people together, we don’t just look at our own community through this venture we hope to create something which benefits the whole community.”

The focus of the charity, Sikh Sanjog is on social mobility, which they define as, “progressing stage by stage to the maximum of your potential, without ever having unreasonable or unfair barriers”. They feel this is particularly relevant with respect to the women in the Sikh community who not only face the external pressure of racism from the predominantly white community, but also considerable internal pressure placed on them due to “restrictive and dated cultural values’ in relation to the societal place of women. They feel that the social enterprise café will enable them to give education and training to these women, who exist in an often ignored section of society. As they state, “From an early age it is the norm for Sikh girls to be taught, in the home, to cook and cater for large numbers of guests, to very high standards of cuisine, nutritional value, hygiene and organisation. Cooking for others, therefore, is considered a natural skill and talent that women from this community are expected to have. To extend this into the “new” world of work seemed a natural and non-controversial means to further the aims of Sikh Sanjog.” In this way they are able to develop skills and notions which exist within their cultural community, but are then able to build upon this to help the women to further themselves and help them to integrate in to a different cultural setting. The training offered for volunteers at the café includes food hygiene, customer care, communication skills, numeracy and literacy. Sikh Sanjog hopes that the

social enterprise café will be a place where Sikh women can learn these skills which will help them to become not only more financially independent but also achieve a great level of self-confidence. Furthermore, the Social Enterprise project hopes not only to support the women of the Sikh community who volunteer in the café, but also to help towards a move of the voluntary organisation becoming more self-sufficient as funding grants from Local Councils and other organisations both within and outside of the government become harder to come by.

Progression of the Project

The project started in November 2006, when they began by working alongside an already existing community café. This helped them to gain experience which enabled them to set up a better Social Enterprise. They catered for a number of events for around 200 people, which created funds to help them as they moved towards the initial ‘Pilot’ phase. Further help came from Lottery Funding from the ‘Big Ideas’ project, which enabled a feasibility study to be carried out and from this it was determined that there was the opportunity for a viable community café in the area of Leith. The ‘Pilot’ phase began in January 2008 and was supported by the Council for Ethnic Minority Volunteer Organisations. The café was originally situated within the Acorn Centre and officially opened in April 2008. Throughout the ‘Pilot’ period the enterprise carried out evaluations of their business, asking the opinions both of volunteers and managers in a constant effort to improve the efficiency and efficacy of their social enterprise. In these evaluations they addressed issues regarding training, marketing, customer bases, the practical running of the business and how they intended to move the project into the future.

February 2011 – Current Business Plan for Social Enterprise Café

These are the main objectives of the Social Enterprise, alongside its long-term goal of being completely self-sufficient within 5 years from April 2011.

- To provide facilities and an environment to enable delivery of Sikh Sanjog’s community services for Sikh Sanjog
- To develop the social, personal and employability skills of women from the Sikh and other BME communities in Edinburgh who, otherwise, have limited opportunities
- To generate income to enable the enterprise to become self sufficient
- To establish Punjab’n de Rasoi as a sustainable business, while continuing to act as a platform for employability training and other community services

Currently the café has received funding from the Edinburgh Jobs fund, which has enabled them to employ a full time café supervisor. This post has enabled the café to be run more smoothly, with increased levels of support and training for volunteers, which is the main reason for the operation of the café.

What people have said about Sikh Sanjog:

Kulwinder Singh - *“When I took the Chair the Sikh community was more insular than it is today and perhaps the best achievement we have made has been to allow the women, children and teenagers to develop themselves in areas which previously would not have been open to them.”*

Young person taking part in the Options project: *“I can’t believe the difference in me since I first came to see you”*

Quote from the “History of Sikh Sanjog – 1989 – 2005”:

“The benefits to women have been immediate. Trishna says, “We tend to work with first and second generation women, and although their spoken English may be good, they haven’t had further or higher education. If they work, it tends to be basic low waged work with no training. The café trains them in food and hygiene, customer care, talking to the public and links them into numeracy and literacy support in Sikh Sanjog if they need it. It’s training which suits their needs and is focused on the café – so what they get also helps the café. They’ve developed confidence, self esteem and, as our customers tell us, the food is delicious and the service is great. We have been a catalyst for lots of women to move into other things. Family businesses are not around to the same extent and women need to work but they need the skills and confidence to do so. The café is providing a stepping stone.””

Company and Volunteer breakdown:

Information regarding volunteers:-

Volunteers February 2007 –February 2008

- **12 volunteers**
- 9 completed placements at Dr Bells Community Café
- 30 weekly sessions 5 hours per week
- Skills gained in Customer Care
- Health and Safety in café setting
- Working in a mixed environment
- Cash Handling
- 2 volunteers moved onto other areas; community language tutor, board member of Edinburgh Lothian Racial Equality Council and one left due to health reasons

February 2008-2009

17 Volunteers of these

- Retained 8 from previous year
- 9 new volunteers
- 12 on placement with Punjab'n De Rasoi at Acorn Centre during pilot run of café
- 56 weekly sessions 8 hours per week April – October
- 12 completed Accredited Food Hygiene Course April 2008
- 5 were moved onto sessional paid roles
- 9 volunteers continued weekly sessions at Dr Bells community café
- 1 is now employed at Dr Bells Community Café as a sessional worker
- 2 moved onto employment in childcare

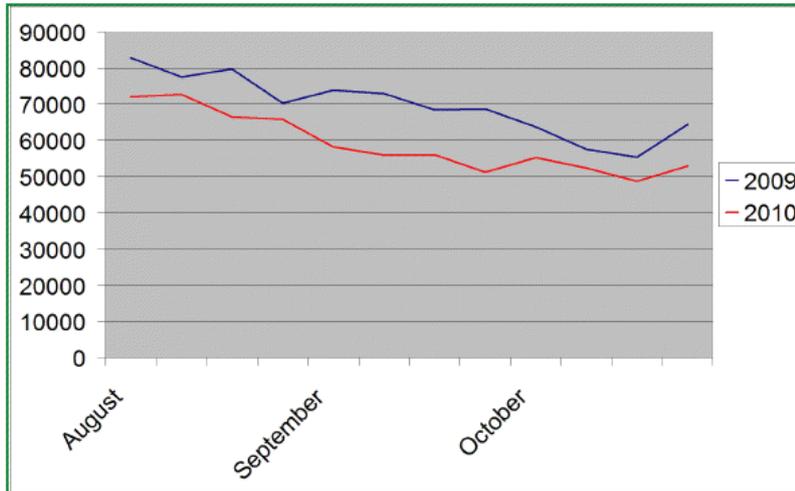
February 2009

21 Volunteers

- Retained 5 from previous year
- 16 new volunteers
- 6 continue to be placed at Dr Bells Community Café March-December 09
- 8 are on in house training course in preparation of café opening Sept- Dec 09
- 4 volunteers will be completing Food Hygiene Training at Telford College
- 8 received First Aid Training Nov 09
- 3 completed Accredited English communication SVQ level 3

Training provided: 5 weeks in-house training; Edinburgh Council funded 12 places on Health and Hygiene recognised courses in 2008.

Footfall in Leith



In accordance with what should be expected in the current economic climate the footfall on Leith Walk dropped by 13% between 2009 and 2010 according to data collected by Essential Edinburgh. As the majority of business for the Sikh Sanjog community café comes from people who are walking by the shop, the drop in footfall could have a detrimental effect on business.

SWOT analysis:

We have decided to conduct a SWOT analysis in order to clearly identify where Sikh Sanjog' Café is now (strengths and weaknesses) and which market events (opportunities and threats) can influence its efficiency.

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Unique service • Experience from the pilot phase • Full time café supervisor • Established feedback system from customers and managers • Benefits the Sikh community • Optimal location (cheap with easy access) • Improved opening hours • Improved menu • Clear vision/mission statement • Improved menu 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No breakdown of funding • Dependence on volunteering • Inefficient communication about expectations and abilities • Insufficient marketing • Lack of business acumen/ commercial purpose
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Clear need for the service in the community • Possibility to benefit from experience from other Sikh community projects • Unexplored students' market • Big Asian community in the Leith market • CIC form of business 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Low funding • Cultural differences • Unrealistic expectations from workers

From the table above it can be seen that Sikh Sanjog has more strengths than weakness', which shows that the Café is on the right path. However in order to achieve the goal of self-sustainability and profitability weaknesses such as insufficient marketing have to be addressed. By emphasising the new improved hours and menu as well as using inexpensive marketing media (e.g. social websites), the café can attract more potential customers. Moreover the table details market opportunities which Sikh Sanjog has not yet explored and which will help in achieving the goal of self-sustainability. For example the unexplored student market could provide a new stream of customers. However, the weakness of insufficient marketing has to be addressed in order to adequately exploit this opportunity. Some potential threats to the business have also been listed. It is important to closely evaluate their likelihood and exact impact on Sikh Sanjog. Counter strategies should be created beforehand to diminish the negative impact on the Café.

CIC

A Community Interest Company is different from a Social Enterprise as it provides legal framework, brand identity and the possibility for investors to invest and receive dividends (with some limitations by statutory cap). The aim does not change; the community, not shareholders, is the primary beneficiary from the service.

The structure can be ‘limited by shares’ or ‘limited by guarantee’. In ‘limited by shares’ options, investors buy shares, one share is one vote and dividends can be paid. In ‘limited by guarantee’ form, investors receive a cash guarantee if the company fails, each have one vote and dividends cannot be paid.

The main advantage of CIC is the possibility of extra funding from investors. However, CICs are not exempted from taxes. Careful calculations of extra input from funds and extra costs in taxes should be carried out. Moreover, CIC should produce an annual report for the investors and focus on having at least minimal level of profits. On the other hand, there is a possibility to pay salaries to directors and CICs are not subject to as many regulations as charities.

We would recommend changing the legal form of the Café to a CIC. However, firstly research should be carried out regarding potential investors. The change is not straightforward and it would not be optimal to put many resources into it and not gain enough funding.

Based on www.cicregulator.gov.uk

Other Social Enterprises:

The Innovate Trust, Cardiff

The Innovate Trust started out as a group of University of Cardiff students wanting to make a difference to the community, but quickly evolved to become a self-sufficient charity in its own right, with the creation of Cardiff University Social Services (CUSS) in the late 1960s. The charity changed its name to Innovate Trust in 2003, and has since continued to grow in leaps and bounds. It now has an annual turnover in excess of 5 million pounds.

It is tailored to support those with disabilities and learning difficulties and allow them to be integrated into the community, similar to Sikh Sanjog's premise of integrating Sikh women into the local community.

The portfolio of services that the trust manages is quite varied:



Three projects in particular share many similarities with Punjab 'N' DeRasoi:

- Baltic Café
- Park View Café
- Greenshoots Catering

Baltic Café

The Baltic Café is an informal café serving quick, easy-to-prepare meals and drinks. Trainees gain working knowledge of the café business; food hygiene and preparation, customer relations, numerical and calculation skills, and general work experience.

Upon having gained sufficient training at the Baltic Café, trainees are able to move on to the more challenging, busier Park View Café. Throughout this process, they have a mentor who guides their decisions.

The Park View Café is situated in central Cardiff and serves a variety of meals, as well as hosting various events throughout the year. It provides more rigorous training for the trainees, allowing them gradual integration into the society and greatly improving their work skills along the way.

Trainees can gain further experience through Greenshoots Catering, a recently formed catering establishment. It was featured on the SE 100 (Social Enterprise 100), sponsored by RBS as one of the fastest growing companies, doubling its turnover within the yearly period 2008/09. At the moment, 75% of its income is from sales, and 25% is from various grants.

Sikh Sanjog and Punjab’N De Rasoi exhibit many of the same ideals and parallels as the Innovate Trust:

- Both were originally reliant on The Big Lottery Fund
- Punjab’N de Rasoi and Greenshoots Catering are relatively new ventures
- Both aim to provide a disadvantaged group of people with life skills and knowledge, and are therefore relatively successful in application for grants.

Both are still reliant on grants, however, through various initiatives, Greenshoots Catering and the two cafes are quickly moving towards being self-sustainable. While they have been established longer than Punjab’N De Rasoi, they show that it is possible to become self-sustainable as a business in a very short time.

Funding Opportunities for Punjab’N De Rasoi:

There are a wide variety of funding schemes available for social enterprises in Scotland. Although a large majority of these are only on offer for start up social enterprises or those that have been running for over three years there are still a couple of opportunities and funding programmes available for Punjab’N De Rasoi.

This guide has been set out in three easy to read sections. The first section, and perhaps the most useful, contains a list of traditional grant awarding bodies. The second section contains a list of Scottish and other government funding bodies that offer funding opportunities. Finally, the third consists of a list of high street banks which specialize in offering loans and funding to not-for-profit and charitable organisations.

Section 1: Traditional Grant Awarding Bodies:

Our research has found a variety of funding bodies that offer funding and grants that Punjab'N De Rasoi would be eligible to apply for in the near future. They range from larger umbrella foundations to smaller organisations with an interest in community cohesion.

Scottish Community Foundation

Community Grants awards are made up of money from the many different funds distributed on behalf of companies, individuals and charitable trusts as well as money raised by participants in the Foundation's fundraising events the Caledonian Challenge and the Caledonian 100. SCF match the applications they receive to the criteria of the various funds we have available at any time. These criteria determine which parts of Scotland, or which types of project any particular fund can be used for. Because of the wide range of funds they manage they are able to support the activities of many different kinds of community groups and charities across Scotland and they welcome applications from any suitably constituted not-for-profit group.

They award grants of £250-£10,000 to a broad range of small, not-for-profit constituted groups working in the area of social welfare and community development.

Punjab'N De Rasoi would be eligible for applying for a community grant. There are two categories of community grants: Scotland-wide programmes or local programmes.

Scotland-wide Programmes consist of either (i) Express Grants which give up to £2000 or (ii) Main Grants which give up to £5000 to fund activities for up to 12 months. Both these programmes support relatively small organisations with an income of less than £250,000 per annum. These grants are available to fund projects, equipment or activities where the contribution will be at least 25% of the cost.

Local programmes: A number of clients choose to support projects in specific areas of Scotland. The nature and purpose of these funds vary considerably so each has its own application process. They specialize in supporting small charities and community groups.

Further information and application forms can be found at:

<http://www.scottishcf.org/strengthening-communities/apply-for-a-grant>

The Esmee Fairburn Foundation

The Esmee Fairburn Foundation provides support for registered charities and not-for-profit organisations. The average grant amounts to £50,000 including core running costs and project

costs.

Their Main Fund distributes most of their funding. It is responsive to requests for support across the broad range of our interests, which are: the arts, education and learning, the environment and enabling disadvantaged people to participate fully in society.

They prioritize work that:

- Addresses a significant gap in provision
- Develops or strengthens good practice
- Challenges convention or takes a risk in order to address a difficult issue
- Tests out new ideas or practices
- Takes an enterprising approach to achieving its aims
- Sets out to influence policy or change behaviour more widely

For more details visit: www.esmeefairbairn.org.uk/funding/main-fund

The Tudor Trust.

Tudor is an independent grant-making trust which supports organisations working across the UK. They aim to support work which addresses the social, emotional and financial needs of people at the margins of our society, and are particularly interested in helping smaller, under-resourced organisations which offer direct services and which involve the people they work with in their planning. This Trust provides core funding, development funding, project grants and capital grants to charities and organisations with established charitable objectives. There is no maximum or minimum application amount. Their current guidelines are dates April 2009 to March 2011 and can be downloaded from their website. Although they will be introducing new guidelines in April 2011 any organisation which is eligible under current guidelines will still be eligible.

More Information can be found at: <http://www.tudortrust.org.uk/>

The Hugh Fraser Foundation

This foundation provides over 250 grants, in almost all fields of charity, especially in Scotland. As they are located in Edinburgh, the likelihood of Punjab' N De Rasoi getting a grant is increased. They do not have a website but accept written requests and enquiries at:

Heather Thompson The Hugh Fraser Foundation Turcan Connell Princes Exchange, 1 Earl Grey Street Edinburgh EH3 9EE

Henry Smith Charity:

The Henry Smith Charity is a large grant making charity. They make grants totaling approximately £25 million each year to up to 1,000 organisations and charities throughout the UK for initiatives and projects that address social inequality and economic disadvantage. They particularly put an emphasis on projects that provide culturally appropriate services to Black, Asian and Minority Ethnic communities; including those that promote integration and access to mainstream services. They offer two forms of grants. Main grants which are for over £10,000 or Small grants programmes which are for less than £10,000. Main grants are broken up into two categories revenue grants (for running costs or core costs) or capital grants (for one off purchases.)

Further details can be found at: www.henrysmithcharity.org.uk

Additional:

There were also a number of additional funding bodies which provided grants however either deadlines have passed or Punjab’N De Rasoi was not eligible. These included:

- Lloyds TSB Foundation for Scotland
- Lottery funding
- The Robertson Trust

Section 2: Scottish Government Grants:

Unfortunately due to the time of year and the cutbacks on spending, funding from the Scottish Government is very limited. However, we have included our research and perhaps more funding opportunities will become available to Punjab' N De Rasoi in the future.

Scottish Investment Fund

This Fund provides funding packages of £100,000-£1,000,000, of which at least 50% is repayable, to established social economy organisations that have been trading successfully for at least 3 years.

There are however, a few drawbacks to applying for this fund. These need to be thoroughly considered before an application is put forward. These include:

- All SIF investments include an element of repayable funding
- They require that organisations applying are 'investment ready'. Although this can be measured in a number of ways they regard some key features of readiness as: a track record of generating income, other than grants, for at least three years. As Punjab'N De Rasoi is such a young enterprise this may count against you.
- They will also not accept proposals that relate to the on-going delivery costs of service or projects.

If you are however still interested in pursuing this you can find all the relevant information at: www.scottishinvestmentfund.co.uk

Third Sector Enterprise Fund

Unfortunately this fund is now closed.

Social Entrepreneurs fund

Unfortunately this fund is only available to individuals developing new social enterprises.

Section 3: Banks:

Whilst Punjab’N De Rasoi may not be in a position to apply for loans from Banks our team believes that it is worth mentioning this possibility for consideration in the future.

Bank of Scotland

The Bank of Scotland has a specialist team working with the not-for-profit sector providing flexible lending facilities.

Big Issue Invest

Big Issue Invest is a specialist provider of loan (£50-£250,000) and investment (£50,000-£500,000) finance to social enterprises.

Charity Bank Ltd

Loans of £3,000-£350,000 to registered charities and charitable projects.

RBS

Specialist team working with the not-for-profit sector providing tailored borrowing solutions.

Social Investment Scotland

Loan finance of £10,000-£500,000 to social economy organisations who are unable to raise any or all of the loan finance they require from commercial sources.

Triodos Bank

Triodos Provides loans of £10,000-£250,000 to businesses and charities bringing social and environmental benefits to the wider community.

Further Resources:

Advice and information on funding is also available from sources such as:

- The Enterprise Companies: www.scottishenterprise.com/www.hie.co.uk
- Scottish Council for Voluntary Organisations: www.scvo.org.uk
- From specialist databases such as www.funderfinder.org.uk and www.grantfinder.co.uk,
- Through local authorities.
- CDFI Funding
- Futurebuilders Scotland
- <http://www.unltd.org.uk> (also see the guardian's social enterprise website; they are currently formulating a partnership with unltd.): This a great resource with links to a variety of other websites
- <http://www.grantsonline.org.uk/>
- Association of Charitable Foundations: www.acf.org.uk

Recommendations from the Council and other relevant bodies

In order to access what funding schemes were available to Sikh Sanjog through the council, we decided to first approach the Interfaith Forum in Edinburgh.

We got in contact with Victor Spence, who is the General Secretary of Edinburgh Inter-Faith Association, he first directed us towards Janice Lee, who is part of CEMVO. However Mr Spence did suggest the idea of improving the marketing technique and strategies currently employed by Sikh Sanjog.

Knowing that Sikh Sanjog previously applied to the Scottish Community Foundation, we looked at the potential of applying to a community grant programme, which could potentially offer the recipient a sum of £5000.

We believe if Sikh Sanjog applied to this grant, it will benefit and potentially will be successful as it currently meets the entire requirement set out by the eligibility of the grant:

Eligibility:

- The community grants offers funding to groups or organisations rather than individuals.
- Your group must have a written constitution and a bank account in order to apply.
- You don't need to be a registered charity, but your group should be a non-profit making organisation with charitable aims and objectives.

However, if Sikh Sanjog were to become a CIC, they would fail the last eligibility criterion and will not be successful.

We believe Sikh Sanjog “direct their charitable giving to good local projects” by training local women, with skills and confidence to enter the labour force again. However, one restriction mentioned is that the organisation must not have an income of over £250,000.

The benefit of applying to this grant is that it has no deadline date and therefore an instant decision or application is not necessary on deciding whether to apply for this grant or not.

We spoke to Mr Nick Addington, who is the Grants Director at Scottish Community Foundation (SCF). He got us in contact with Ms Ros Houldsworth, who was the Grants Officer dealing with Sikh Sanjog's application.

In her opinion, the reason why Sikh Sanjog stood out initially was that it was a new business with an innovative idea. As compared to other social enterprises, much of the groundwork for Sikh Sanjog had already been laid out. For example they had already carried out a feasibility pilot study as well as having undertaken some market research.

Finally, we spoke to Ms Janice Lee, Social Enterprise Capacity Building Officer for CEMVO Scotland, who said she is already working with Sikh Sanjog in relation to funding and grants.

Questionnaires and Case studies

Introduction:

In order to gather the necessary information for the academic report evidencing the need for Sikh Sanjog's social enterprise – Punjab'N De Rasoi – FreshSight decided that it would be appropriate to compile and distribute a number of questionnaires. It was also felt that we should supplement the information gained by conducting focus groups and group interviews with the volunteers to gain a more in depth view of the impact volunteering at Punjab'N De Rasoi had upon Sikh women.

Research:

Information about the most appropriate style and structure of questionnaire was used was obtained from *surveymonkey's* questionnaire design resource. FreshSight decided to use a combination of open-ended and close-ended questions. The close-ended questions allowed us to gather a reliable amount of statistical information whilst the open-ended questions allowed respondents to provide us with free responses and enabled us to gain a better insight into their feelings and attitudes.

Aims:

The academic report had two clear aims:

1. Provide Sikh Sanjog with evidence of the need and benefits of their service:
2. Provide Sikh Sanjog with a broad evaluation of the services the café provides and explore the potential for development of these.

The data collected about the volunteers was aimed to provide evidence of the positive impact volunteering has on Sikh women's lives, gauge the broader impact of Sikh Sanjog in the community and see whether they felt that there were any aspects of the café that could be improved. Overall this information was hoped to provide us with the necessary information to evidence the need for Sikh Sanjog's social enterprise.

The data collected about the café customers and members of the Sikh Community was intended to provide us with some general information about the service provided at the café and its clientele. Through this we hoped to gain a better idea of what the café could do to increase its revenue and whether there were any aspects of the service provided at the café's or its marketing approach that could be improved.

Structure:

In order to gather the necessary information for the academic report evidencing the need for Sikh Sanjog's social enterprise – Punjab'N De Rasoi – FreshSight compiled and conducted three surveys. One survey was distributed to past and present volunteers, one to members of the Sikh community and one to a random selection of customers in the café. Although FreshSight was originally planning focus groups and group interviews with the volunteers to supplement the data gathered in the

questionnaires time restraints unfortunately prevented us from doing so. However, we were able to conduct several telephone interviews with past and present volunteers and employees which enabled us to gather sufficient evidence to supplement the data obtained from the questionnaires and gain a more in depth view of the impact the service had upon Sikh women volunteering at Punjab’N De Rasoi.

Distribution:

Although FreshSight was originally planning on distributing questionnaires online via surveymonkey’s distribution service it was felt that we would illicit a better response if questionnaires were distributed personally. We would like to take a moment to thank Trishna Singh for her invaluable efforts in the process of distributing the surveys on our behalf. Thanks to her help we were able to gain a good response from all groups to whom the survey was distributed.

Target:

1. Questionnaire for employees
2. Questionnaire for Sikh Community
3. Questionnaire for customers/Wider community in Leith

Additional:

Case Studies: We are ideally looking at people who have worked in the café and then gone on the secure employment. This will help show prospective funders how the café can and has benefitted individuals in more depth

1.Questionnaire for Employees/Volunteers:

Thank you for taking the time to complete this survey that Freshsight has compiled for Punjab' de Rasoi in affiliation with Sikh Sanjog.

Your feedback is important to us in how we can better improve the services offered and gauge the effect that working at Punjab'N de Rasoi has had on its employees. The information that you provide is aimed to help Punjab'N de Rasoi and Sikh Sanjog improve their services and secure charitable funding for the continuation of their work within the Sikh community in Edinburgh.

This survey should take about 5 minutes of your time.

Questions:

1. Do you currently work at Punjab'N de Rasoi?

Yes

No

2. How long have you been working at Punjab'N de Rasoi? / How long did you work at at Punjab'N de Rasoi?

0-6 months

6-12 months

18+ months

3. Have you gained anything from working at Punjab'N de Rasoi? If yes please tick the relevant boxes.

Yes

No

Numerical skills

Customer service skills

Improved confidence

Improved language skills

Independence

4. If you are no longer employed by Punjab’N de Rasoi are you in employment? If yes, what?

Yes

No

5. Do you feel that working at the café helped you to secure another job?

Yes

No

6. Do you think that Sikh Sanjog, and the café in particular is successful in helping the sikh community integrate into the wider community?

Yes

No

7. Would you or your family use additional services in the café space if they were offered, such as dance classes, art groups etc?

Yes

No

If yes please tick which the services you or your family would use.

Services	Definitely Use	Maybe Use	Not Use
Art Classes			
Dance Classes			
Coffee Mornings			
Outside trips			
Music Groups			
Book Groups			

8. Do you have any suggestions for the improvement of the café or services it provides? If yes, what?

9. What age range are you in? (This is necessary in order to see what age groups most benefit from working at the cafe.)

Age Range	Please Tick relevant box
Less than 20 years	
21-30 years	
31-40 years	
41-50 years	
51+ years	

If you are willing to speak to us in further detail about the impact working at Punjab’ de Rasoi has had upon you and your family please enclose your contact details.

Contact details:

Current Employee/ Previous Employee

Name

Telephone Number

Email

Thank you for your time.

**Survey for Evaluation of Services Provided by SikhSanjog and its Social
Enterprise Punjab' de Rasoi**

2. Questions for people within the Sikh Community:

Thank you for taking the time to complete this survey that Freshsight has compiled for Punjab'N de Rasoi in affiliation with Sikh Sanjog.

Your feedback is important to us in how we can better improve the services offered and gauge the effect this charitable organisation has had within the wider community.

This survey should only take about 5 minutes of your time. Your answers will be completely anonymous.

Questions:

1. Have you heard of the café? If you haven't would you consider going?

Yes I have heard of it

No I have not heard of it

Yes I would consider going/Using the services it provides

No I would not

How often do you use the service?

One a week

Once a month

Once every couple of months

Yearly

Never

How did you hear about it?

Local newspaper

Radio station

Word of mouth

Other advertising (please specify)

If Sikh Sanjog offered more services such as dance classes or English classes would you or your family utilise them?

Yes

No

If yes to the above question please tick which of these additional services you or family would use.

Services	Definitely Use	Maybe Use	Not Use
Art Classes			
Dance Classes			
Coffee Mornings			
Careers Advice			
Music Groups			
Book Groups			
English Classes			

Do you think that Sikh Sanjog, is successful in helping the sikh community integrate into the wider community within Leith?

Yes

No

Are there any other services that you would like to see offered in the space? Please specify.

Thank you for your time.

**Survey for Evaluation of Services Provided by SikhSanjog and its Social
Enterprise Punjab’N de Rasoi**

3. Questions for the Customers of Punjab’N De Rasoi:

Thank you for taking the time to complete this survey that Freshsight has compiled for Punjab’ de Rasoi in affiliation with Sikh Sanjog.

Your feedback is important to us in how we can better improve the services offered and gauge the effect this charitable organisation has had within the wider community.

This survey should only take about 5 minutes of your time. Your answers will be completely anonymous.

Questions:

How often do you use the service?

One a week

Once a month

Once every couple of months

Yearly

This is my first time

How did you hear about it?

Local newspaper

Radio station

Word of mouth

Other advertising (please specify)

If they offered more services such as dance classes, cookery classes etc would you or your family utilise them?

Yes

No

If yes please tick the relevant box(es) as to which additional services your family would utilise.

Services	Definitely Use	Maybe Use	Not Use
Art Classes			
Dance Classes			
Coffee Mornings			
Music Groups			
Book Groups			
Cookery groups			

Do you think that Sikh Sanjog, and the café in particular, are successful in helping the sikh community integrate into the wider community within Leith?

Yes

No

Are there any other services that you would like to see offered in the space? Please specify.

If you would be interested in hiring the space or finding out more about the catering services provided by the café please contact our Café supervisor NaseemSuleman on 0131 553 4737/ 07865895022 or alternatively email her at: naseem@sikhsanjog.com.

Obviously this is all personal information and I said that it is confidential so we cannot include names in the final report.

Telephone Interviews:

Interviewee 1:

Details

Age range: 21-30

Length of Volunteering: 6-12 months

Current Employment: sessional crèche worker and Further Education Part-time

Skills gained: numerical, customer service, improved confidence, and independence

Questions about volunteering:

When did you volunteer to and from?

Feb – September 2010

Why did you volunteer?

Interested in project

Wanted permanent work but it needed to be sessional because of young children.

Had no previous work/ work experience so was keen to gain skills

What did you gain?

Working at the café was a massive confidence booster and really made me acknowledge my worth and my ability to do things. Following volunteering I applied for other jobs. I now work as a sessional crèche worker and have recently started a nail technician course. I am now massively motivated, have fixed long term goals and eventually hope to open my own beauty salon.

Why do you feel that volunteering helped you secure another job?

As above. Gave self motivation and work experience helped me to secure another job. Now I set myself goals and have found something that I am really interested in – beauty – and I am pursuing it.

Do you think that if you had not had the opportunity to volunteer you would not have got another job?

Yes it helped me get my current job and decide upon what I want to do long term and pursue these goals.

Questions about the café:

How and why do you think that Sikh Sanjog and the café have helped the Sikh community integrate?

My family moved to Edinburgh two generations ago and Sikh Sanjog, helped them integrate into the community and build their confidence. Sikh Sanjog was the only service that offered these opportunities. It allowed them to meet other Sikhs and the large community subsequently supported them. It offered help and support with a close-knit group of people who understood cultural values and limitations. It was supportive and informative all the time and helped them solve a wide range of problems such as financial and housing problems. It is especially helpful for people with a language barrier as they offered support for people who speak Punjabi.

After working at the café do you have suggestions about how the café could run more efficiently or improve its service?

In the café a softball area – something for children

Sikh Sanjog – more youth groups (especially something for the 5-12yr age range) and a crèche. This would allow women to go to work. (Dr Bell offers something similar.) It would be especially helpful to have reduced rates for families on benefits and longer slots than Dr. Bell's service currently offers. This service would be especially beneficial as parents often worry about the safety of their children when they are looked after outside child minders.

Do you go to the café?

Due to limited time I don't really go.

Personal Questions:

Were you born in Edinburgh?

Yes

What level have you been educated to?

No-highers, No GCSE's

Do you have any dependents?/ Do you have children?

3 dependents

Interviewee 2.

Details

Age range: 31-40

Length of Volunteering: 0-6 months

Employment: None

Skills gained: improved confidence

Questions about volunteering:

When did you volunteer to and from?

Previous volunteer. Now paid by Sikh Sanjog to work at the café.

Why did you volunteer?

I enjoy cooking and wanted to meet more people. It is especially nice because of the community feel.

What did you gain?

Asian women often find it very difficult to go out to work because of family and cultural issues. This offers a 'half-way' house opportunity. Once you start working at the café you build confidence. And talking to customers helps integration. It offers me the opportunity to go to work and if I had not had this chance, I may not have gone out into the workplace.

Why do you feel that volunteering helped you secure another job?

N/A

Do you think that if you had not had the opportunity to volunteer you would not have got another job?

N/A

Questions about the café:

How and why do you think that Sikh Sanjog and the café have helped the Sikh community integrate?

As aforementioned it is very difficult for Asian women to go out to work. This offers a starting point. It allows women to work in a field that they feel confident and familiar with (many Asian girls learn to cook for their families from a young age.) It is like working with a big family – you feel secure and confident in what you do – and you can meet different people but in an environment you feel safe in. The volunteers often explain to customers how they made the food and this builds confidence but also promotes interaction and integration.

After working at the café do you have suggestions about how the café could run more efficiently or improve its service?

The café should offer different kinds of food services such as snack boxes, a lunch time set menu, buy one get one free offers, burgers, more side dishes and work time lunches to appeal to more people

Personal Questions:

Were you born in Edinburgh? If no, how long have you been living in Edinburgh?

No, brought up in Edinburgh from a very young age

What level have you been educated to?

Nothing, left school at 14 for family commitment

Do you have any dependents?/ Do you have children?

Two dependents

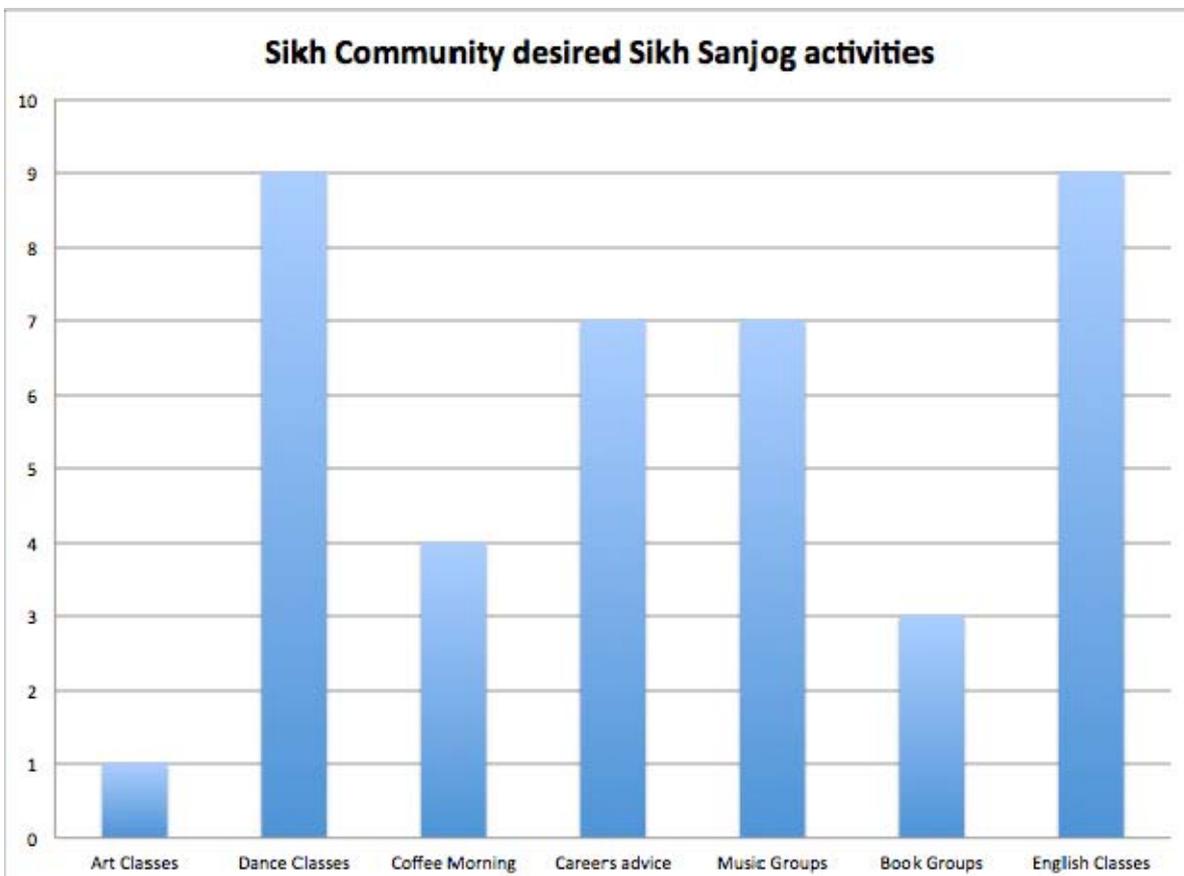
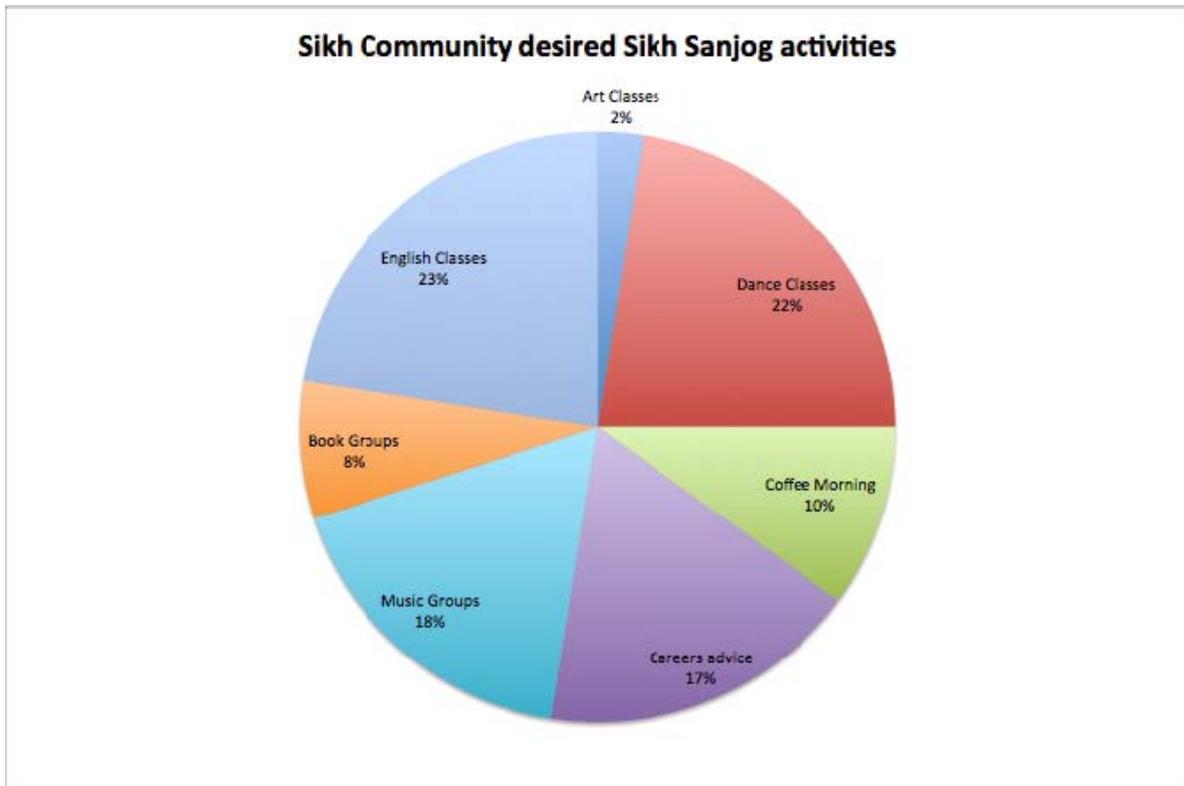
What was your previous employment if any?

I used to work in a major department store (Sikh Sanjog recommended a course which helped me to get this employment.) Then I became a stay at home mum but subsequently started volunteering at Punjab’N De Rasoi and I am now a paid employee of the café.

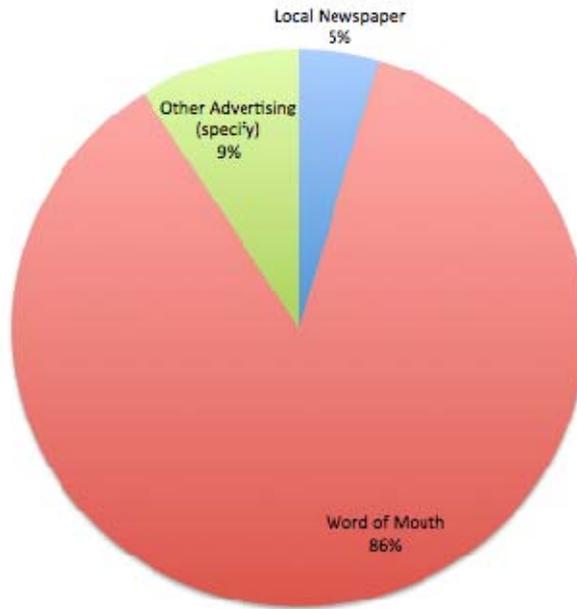
Other Comments from the employee:

Sikh Sanjog do brilliant work. They give another life for Asian people to do things. Before Sikh Sanjog started, and before the café was established, many Asian people, particularly women, were too scared to go out of the house and get a job. This provides a brilliant stepping stone to further employment allowing Asian women to work in a field they are familiar with.

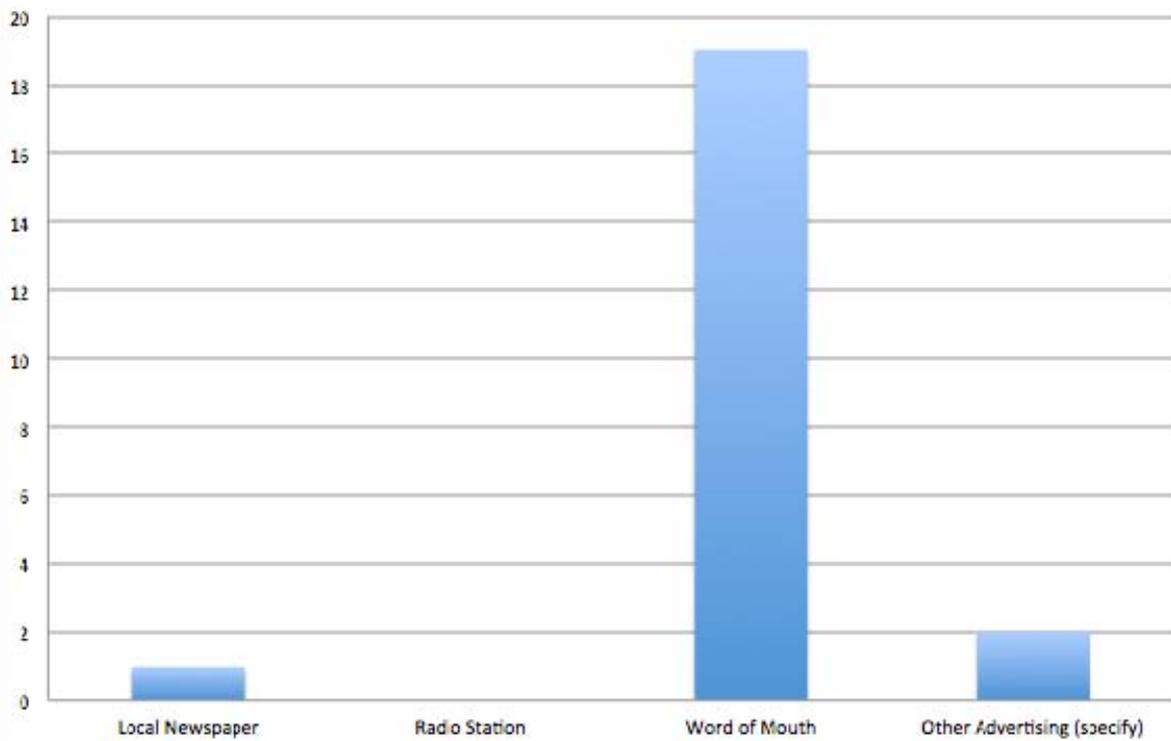
Data obtained from the questionnaires carried out:



How the Sikh Community heard about the Sikh Sanjog Cafe



How the Sikh Community heard about the Sikh Sanjog Cafe



Marketing

At the moment the café is extremely reliant on grants, and in the long term FreshSight feels that this must change. One problem is that the marketing strategy for the Café could be seen as inadequate, and with improved, more focused marketing strategies, it is likely that the business revenue streams will become more viable.

Upon research and careful deliberation, FreshSight has concluded that improved marketing and therefore better business performance will have positive knock-on effects on at least four key areas:

- Existing Customers:

Amongst existing customers, the café has an excellent reputation, with the majority of respondents in various surveys praising the food quality and relatively inexpensive prices in particular. Punjab’N de Rasoi can only grow if it is able to maintain this reputation and build up customer loyalty.

- Potential Customers

As research has shown, foot traffic in the Leith area has fallen considerably over the past few years, and it is becoming increasingly difficult for the café to attract new customers. Advertising for the café is sporadic, as a result of which it does not seem to be attracting large numbers of people. With better marketing strategies, as this report will go on to outline, the café can attract more potential customers.

- Prospective Investors

As the café moves towards operating more as a business and less as a social enterprise reliant on charity funding schemes, it will need to attract investment in one form or another. All potential investors look to see whether a company is growing or not. In order for Punjab’N de Rasoi to grow, it needs to develop a comprehensive business plan, one key area of which is improving its marketing strategy.

- Grant/ funding applications

As competition for existing grants and other funding avenues intensifies in this difficult business climate, grant awarding bodies are increasingly looking at providing funds to charities that are showing increasing turnovers, and are on the path to becoming self-sustainable. Sikh Sanjog has been successful in its application to various funding schemes, however if it, and specifically the café, wants to continue this success, it needs to show evidence of growing as a business. Improving the marketing facet will help in achieving this goal.

Punjab’N de Rasoi’s marketing strategy can be divided into two key components:

1. Advertising
2. Diversification

Advertising

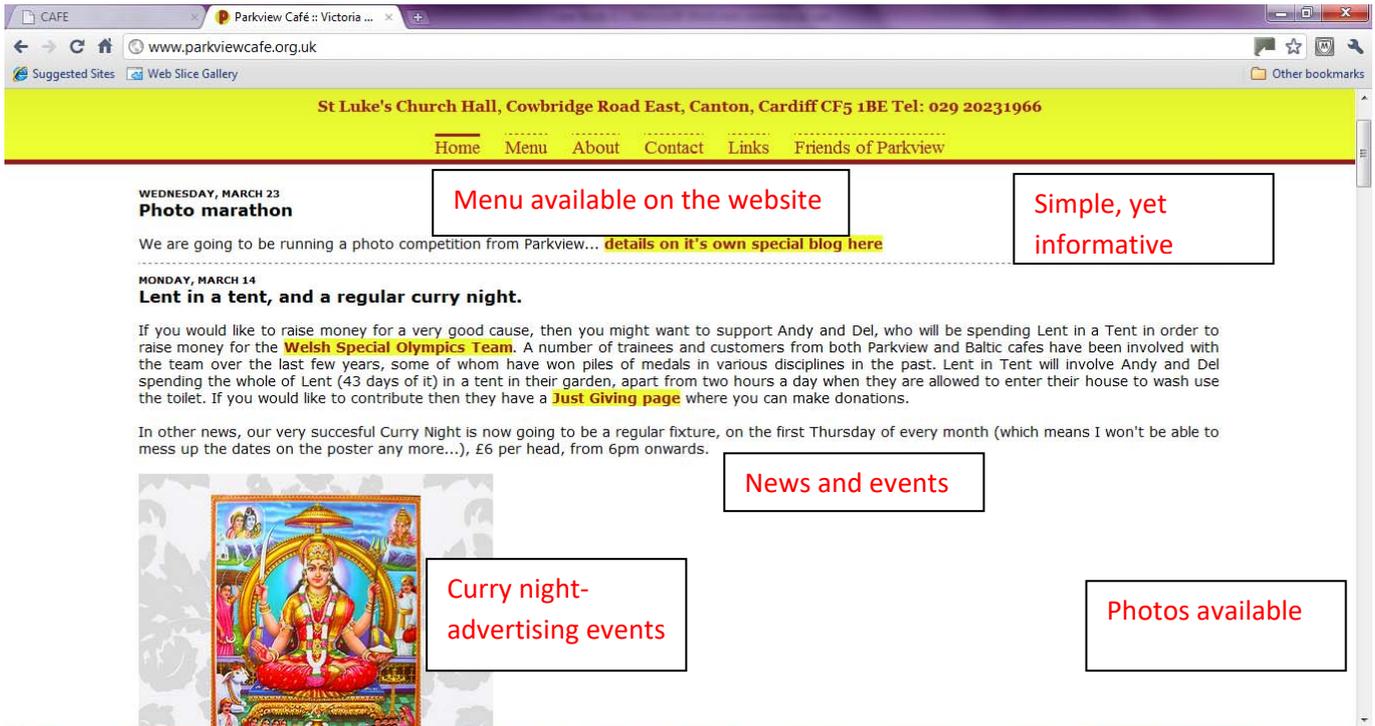
FreshSight takes into consideration that Punjab’N de Rasoi is extremely limited, both in terms of funding and human resources. We have therefore outlined a few key areas of advertising that the café could exploit:

The Internet- The Sikh Sanjog Website, Social Media

- The internet is a potent, cheap advertising tool that the café needs to make a lot more use of:
 - The Sikh Sanjog Website

While the website is very informative on Sikh Sanjog, its history and its aims, it has little information on the café. This needs to change, as the café is a primary source of income for Sikh Sanjog. Simple, effective tricks involve:

- Uploading pictures of the café to the website
- Advertising events that are happening
- Updating news and information about the café specifically
- Below is a screenshot of the Park View Café (Cardiff) website. It is a very simple website that requires little upkeep, and yet is informative and key in increasing traffic to the café:



The screenshot shows a web browser window displaying the website for Parkview Café. The browser's address bar shows the URL www.parkviewcafe.org.uk. The website's header features a yellow navigation bar with the following text: "St Luke's Church Hall, Cowbridge Road East, Canton, Cardiff CF5 1BE Tel: 029 20231966" and a menu with links for "Home", "Menu", "About", "Contact", "Links", and "Friends of Parkview".

The main content area includes the following sections:

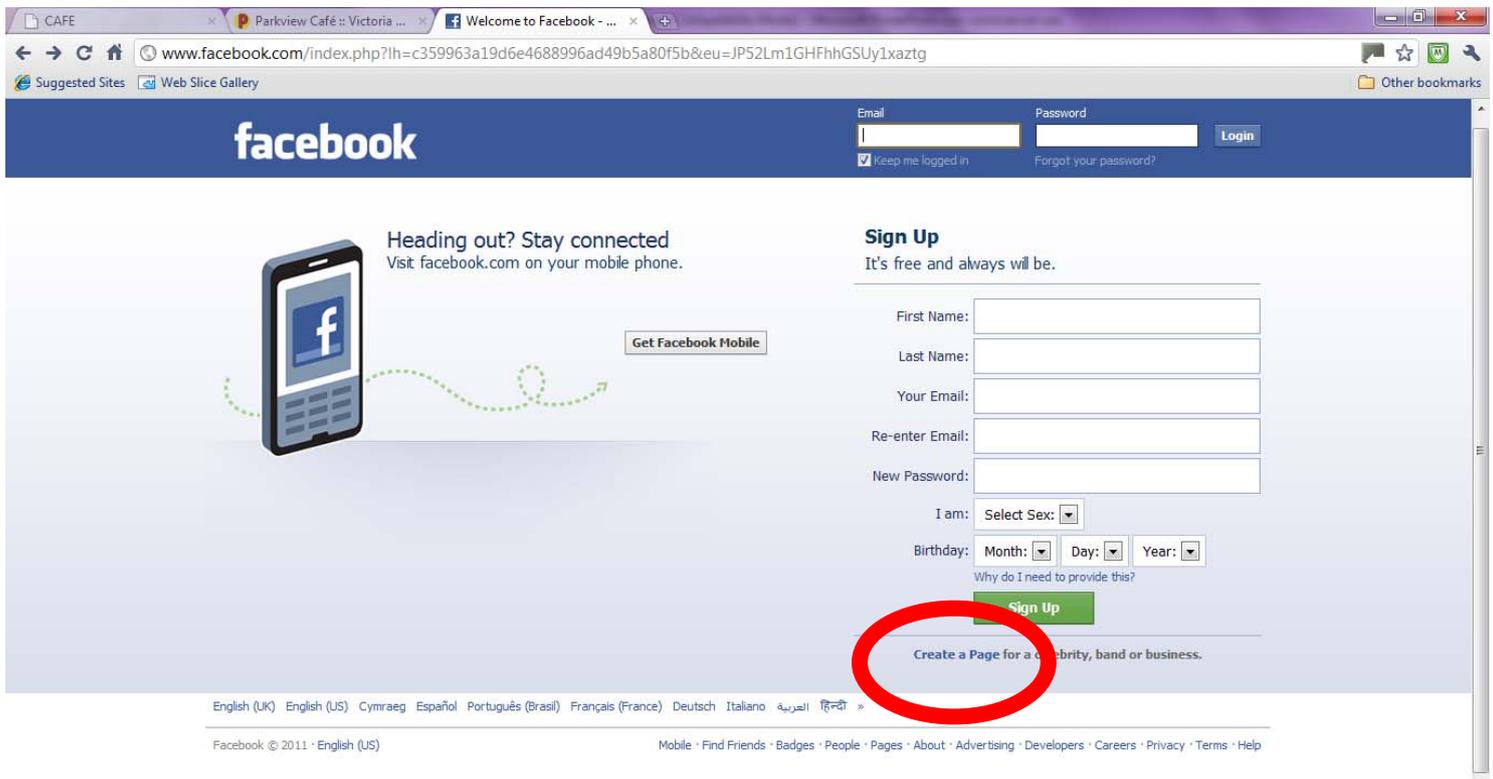
- WEDNESDAY, MARCH 23**
Photo marathon
We are going to be running a photo competition from Parkview... [details on it's own special blog here](#)
- MONDAY, MARCH 14**
Lent in a tent, and a regular curry night.
If you would like to raise money for a very good cause, then you might want to support Andy and Del, who will be spending Lent in a Tent in order to raise money for the [Welsh Special Olympics Team](#). A number of trainees and customers from both Parkview and Baltic cafes have been involved with the team over the last few years, some of whom have won piles of medals in various disciplines in the past. Lent in Tent will involve Andy and Del spending the whole of Lent (43 days of it) in a tent in their garden, apart from two hours a day when they are allowed to enter their house to wash use the toilet. If you would like to contribute then they have a [Just Giving page](#) where you can make donations.
- In other news, our very succesful Curry Night is now going to be a regular fixture, on the first Thursday of every month (which means I won't be able to mess up the dates on the poster any more...), £6 per head, from 6pm onwards.

Annotations on the screenshot include:

- A box pointing to the navigation menu: "Menu available on the website"
- A box pointing to the "Photo marathon" section: "Simple, yet informative"
- A box pointing to the "Lent in a tent..." section: "News and events"
- A box pointing to the "Curry night-advertising events" section: "Curry night-advertising events"
- A box pointing to the "Photos available" section: "Photos available"

○ Facebook:

- It is important to create a Facebook page for Sikh Sanjog. Of all the various social media tools available, Facebook requires least maintenance and is one that most people have a working knowledge of. Below, the steps on how to form a page for Sikh Sanjog/ the café are outlined:
 - Create a page on www.facebook.com. All the steps are outlined on Facebook.
 - Upon creation, fill the page with information about the café, its location, perhaps its menus
 - The page then only has to be maintained once or twice a week i.e. for event promotion, promoting classes, advertising offers etc



All these are simple methods that require no expense and very little time. The Café could look for volunteers simply to help with maintenance and upkeep of the website and Facebook. Attracting volunteers will be done through advertising this as an opportunity to gain some web design and computer experience, which is an obvious CV-enhancer.

- Other areas of advertising to consider are:

- Leith FM and Leith newsletters:

These are avenues that Punjab’N de Rasoi has already pursued, however, it needs to make more use of them. Being a charity means that it is more likely to get discounted rates, or even free advertising space. Use of these two should therefore be maximised, i.e. it should be given HIGH priority.

- Appealing to foot traffic:

- The majority of customers that Punjab’N de Rasoi gets are people walking past the café at any given moment. Research has shown that foot traffic in the Leith area has been falling considerably over the past few years, therefore it is imperative that the café look as visually appealing as possible so as to attract as many customers as possible.



Make sure the sign is accurate i.e. doesn't state 'CLOSED' when the café is in fact open

Advertise specials and particularly discounts available

Display events happening: both for the café and other events around Leith/related to the community

Diversification

- Offering other classes:
 - Bhangra (dance classes) have been seen to be extremely popular. The Edinburgh Bhangra Crew based at the University of Edinburgh has offered to co-ordinate these classes, if required. The space at the café can also be rented out to other groups wishing to hold dance classes.
 - Cooking classes are very popular as well. The market for Indian food is one that will continue to grow, and it is very easy for Punjab’N de Rasoi to make full use of people’s willingness to learn how to cook healthy, easy and yet delicious meals. Once fortnightly is sufficient to generate a steady revenue stream.
- Catering for other charities’ events
 - Punjab de Rasoi already provides catering services. However, a definite way to increase publicity would be to offer catering services to other charities at discounted rates. For example, the Mosque Kitchen (www.mosquekitchen.com) has a lucrative arrangement with various charities based at the University of Edinburgh- it provides catering for these charities’s events (most recently for WaterAid Edinburgh) at low prices and in the process gains invaluable publicity. Punjab’N de Rasoi could apply similar rates, particularly to charities holding events in and around the Leith area. (<http://www.aboutmyarea.co.uk/Midlothian/Edinburgh/EH6/Charity/Charities>) has a list of charities based in the area, to be used as a starting point
- Niche markets:
 - The Edinburgh Farmer’s market is an upscale farmer’s market that happens every Saturday. In the long run, Punjab’N de Rasoi could look into creating some sort of Scottish-Indian fusion cuisine/ chai or any other uniquely Indian foods and operate a stall at the farmer’s market. However, this is a low priority suggestion, and one that the café could look into only once it is more established.
 - The Edinburgh Food Festivals, although they only happen annually are major events and an opportunity for the café to gain recognition. FreshSight would recommend investing in stands at these festivals:

- Edinburgh Foodies (<http://www.foodiesfestival.com/edinburgh-book-a-stand/>) 11-14 Aug 2011, contact at 0131 226 7766

- The Student Market
 - The Edinburgh student population is huge, with students comprising at least 25% of Edinburgh's population. As a result, it is imperative that Punjab'N de Rasoi increases its contact with the student population.
 - This is slightly difficult due to its location in Leith, however, the café can still make minor changes to hopefully attract a greater student clientele, for example:
 - Slightly different opening times- while this may be difficult due to the volunteers' schedules, opening the café half an hour longer may make a change.

Conclusion

Overall, the café has immense untapped potential, such as the various unexplored markets that we have outlined in the previous section.

In order to exploit these markets, it is important to make the most of relatively inexpensive advertising methods.

It is key that Sikh Sanjog maintains a high sense of business awareness in order to reach their potential and move from Grant-reliability to sustainability.

We believe Sikh Sanjog can achieve their goals by developing a long term vision rather than relying on short term funding ventures.