



GLOBAL INC.

BME LONDON LANDLORDS ANNUAL REPORT 2020





BME LONDON LANDLORDS

BME London consists of 14 CEO's, the executive leads of some of arguably the most dynamic community facing social enterprises that currently exist in London today. As providers of social housing (affordable homes that have benefitted from public investment) each organisation is subject to delivering its services to BME communities within the context of a highly regulated sector that demands the highest standards in organisational governance and consumer standards.

The collaboration initiative started with highlighting the unlocked potential in the sector which could be realised through closer working. The shared objectives were to deliver enhanced value for money for residents, communities and organisations, share best practice and to provide opportunities for residents to access to services, such as employment support, that the Housing Associations would be unable to deliver alone.

MISSION

To work together in partnership to deliver ambitious, innovative and influential projects that provide positive outcomes and enhanced value for money for our residents, communities and organisations.

VISION

Our vision is to be a leading example of successful collaboration; together we will increase our capacity, pool our resources, increase our social value with greater efficiencies and greater impact. We will also be a key influencer in the housing sector; using our collective insight and bargaining power to shape relevant policy and our service delivery.

GOALS

1. Delivering More For Our Customers
2. Advocating For Our Communities.
3. Harnessing the group's combined bargaining power

CHAIRS STATEMENT

GINA AMOH CHAIR BME LONDON LANDLORDS



Our collaboration has been built on a shared vision across the boards and executive leadership of the housing associations involved. We are proud to have achieved a level of trust and understanding between the group that allows us to work together to realise real benefits for our residents and local communities, and to respond to the challenge to truly unlock our potential. Over the past year, we have continued to deliver in the areas where we believe our collective impact initiative can make a real difference.

Savings were made in joint procurement, with positive outcomes coming from our employment, learning and development streams. Underpinning this was the development of our advocacy work to influence and lobby around issues affecting BME residents and communities; with the ultimate aim of shaping and driving policy development, which is now needed more than ever, with the impact of Covid-19 and public opinion following worldwide protests after the death of George Floyd.

We are particularly proud of how we have developed Leadership 2025, which has a long-term ambition of supporting the creation of a housing sector that is vibrant and diverse at all levels, with better representation of BME individuals at leadership levels. Leadership 2025 has support both across the sector and outside.

Our work with The L&Q Foundation and The Greater London Authority established the Build London partnership (BLP) with the vision of working together to help address the housing crisis in London by delivering more good quality, affordable homes. This partnership aims to unlock small sites across the capital in order to deliver 300 homes a year, reaching a total of 1,000 new properties by 2024. Grant funding from the GLA supports the genuine affordability of each of these homes.

Coming out of the shadow of the Grenfell tragedy, The Windrush Scandal, a turbulent Brexit process, and now the impact and stigmatisation of Covid-19 on BAME communities, and demand for change after the death of George Floyd BME London landlords will not rest on our laurels and do not underestimate the commitment that is required to make our collaboration meaningful and long-term success in impact terms.

We are grateful to the Mayor of London, Sadiq Khan and other sector leaders for supporting Leadership 2025. I would like to thank my BME London colleagues who have all worked so hard to make our collaboration a success, most of all to our chairs for their encouragement for us to be bold.

Gina Amoh - Chair BME London Landlords

PARTNERSHIPS

LEADERSHIP 2025



A PARTNERSHIP INITIATIVE LED BY BME LONDON, L&Q, OPTIVO, EY AND ALTAIR

We've have seen 17 alumni of the programme successfully develop their careers being appointed to senior executive positions after completing the programme, with a new cohort to start the programme in the autumn of 2020. Leadership 2025 are now being consulted regarding the setting up cross sector diversity initiatives.

Leadership 2025 is an intensive 9-month leadership development programme, developed by BME London Landlords in partnership, L&Q, Optivo and delivered in partnership with Roffey Park supported by Altair.

Available exclusively to senior leaders from BME backgrounds working in the housing sector. More than just a leadership programme, Leadership 2025 is positively disrupting the housing sector by challenging current perceptions and promoting the fact that diversity is not just something that ticks boxes but is actually good for business. The housing sector has begun to follow BME London Landlords lead.

At time of going to press the G15 London consortium of the largest RSL's have announced a commitment to increasing their board member levels to 30% and an internal BAME Leadership initiative for their own organisations.



PARTNERSHIPS

BUILD LONDON PARTNERSHIP



SUPPORTED BY
MAYOR OF LONDON

**A PARTNERSHIP INITIATIVE TO DEVELOP AFFORDABLE HOMES
STARTED BME LONDON LANDLORDS AGREEING TO WORK WITH
L&Q, SUPPORTED BY THE GLA**

The Build London Partnership started as a result of L&Q approaching BME London Landlords to explore the possibility of an ambitious and dynamic plan to unlock small sites and realise the capital's build potential through the Build London Partnership programme.

After the successful launch of a pilot programme an additional 11 smaller housing associations across London jointly funded by the L&Q Foundation and the Greater London Authority, raised the target of the programme to 1,000 new affordable homes in London by March 2022.

Senior figures from the GLA, Ealing Council and leading housing association L&Q gathered on Monday 1 July to join Ricky Scipio CEO, of Westway HA to celebrate the start of construction works on the Build London Partnerships first site.

Gina Amoh, Chair of BME London Landlords said: "We want this to be a flagship example of how larger HAs and the GLA can help support smaller HAs to develop and help increase supply of affordable housing."



BEN LARVEA, MICHELLE NELSON OF EKAYA HA & L&Q TEAM, START OF CONSTRUCTION AT HAYLING RD BLP DEVELOPMENT IN CROYDON



RICKY SCIPIO, GINA AMOH WITH DAVID MONTAGUE & L&Q TEAM START OF CONSTRUCTION AT MONTPELIER RD BLP DEVELOPMENT

PROGRAMME REVIEW

A REVIEW OF BME LONDON LANDLORDS PROJECT WORK STREAMS

EMPLOYMENT

During the year, the Employment Project work stream continued to work with the OLMEC RISE Programme – The group agreed to deliver the joint-employment service to 40 customers. BME London is working with OLMEC to provide an employment offer to its tenants through the RISE programme.

20 tenants from BME London HA attended the first round of the programme, and a further 20 places were purchased. The current HACT social return on investment figure stands at £17: £1. This is a notable achievement.

In addition to the RISE Programme, that is aimed at individuals that are close to employment, the employment project group has been looking at how to engage with applicants that are farther away from the employment front, potentially with the support of L&Q Foundation.

A proposal is being developed for a Pathways into Meaningful Employment project, structured in such a way as to be able to attract external funding, with potential funders also being researched.

LEARNING & DEVELOPMENT

HALA

BME London's membership of Housing Associations Legal Alliance continues to serve partner landlords well in terms of the reduced fees for legal work in agreed areas.

An additional benefit of our membership of HALA is the take up of free training spaces covering areas that are useful and in some cases important to the work of BME partners.

The areas of training include:

- Corporate governance and finance
- Housing and asset management
- Property and development

Mentoring program

The offer to BME partners still stands in respect of mentoring second and third tier staff of partner BME organisations to be mentored by partner BME CEOs.

Members feel that this is a unique offering and have expectations that there is still demand for places. This will be supported by a survey that will assess demand from partner organisations for mentee places.

General training

Partner organisation carrying out bespoke training are still offering places to partner organisations.

The above reflects that collaboration between BME partners especially in terms of value for money, savings.

PROGRAMME REVIEW

A REVIEW OF BME LONDON LANDLORDS PROJECT WORK STREAMS

PROCUREMENT

Procurement projects in the last year:-

1. Joint Legal Services – The group continue to be members of the Housing Associations' Legal Alliance (HALA) consortium, with each Housing Association able to call on a legal supplier when needed. HALA also provides a comprehensive list of training sessions for staff members to attend and a set of bespoke sessions for the Directors. The group identified savings of c. £92k in legal fees in 2019/2020. 33 staff also attended a total of 9 courses under the HALA Training Programmes, which represented a saving of c. £1k last financial year. This is a valuable cost saving and provides strong value for money metrics for joint procurement.

2. Gas Servicing – this has just been renegotiated, with more members looking to join this framework. It continues to deliver benefits for its members.

Both these projects have been real successes for the group, in achieving financial savings and value for money.



ADVOCACY

Comms Strategy

In the last year the Advocacy sub group developed strategies for comms targeting BME London Landlords primary stakeholders, by empowering our tenant's voices, seeking to engage and lobby local authorities, local councillors, MP's, larger HA's, the Greater London Authority, to shape and drive policy development to address disparities facing BME Communities in accessing quality affordable homes, positive health outcomes, economic social mobility opportunities.

BME staff conference

The first staff conference for BME London Landlords staff teams, aimed at the cross fertilisation of the knowledge, skills and expertise to scale the liaison at all levels within the collaboration was postponed because of COVID lockdown. It is liked this will be now delivered virtually in 2021.

The re-occurring theme for BME London Landlords, building capacity to deliver more was outlined in the staff conference objectives - **focus on staff having clear understanding of the history and narrative of what BMELondon Landlord's Collaboration set out to achieve**

- **seek to inspire BMEL staff reviewing its achievements date, challenges, potential and future opportunities**
- **to develop of a sense of ownership, accountability responsibility and standards, in BMEL staff to recognise they can play an active part of the solution towards addressing disparities facing BME HA' tenants, communities and wider stakeholders**
- **celebrate the beauty of small BMEL HA's with their abilities and pride in having a deeper human level relationships with their tenants, communities welfare and wider external stakeholders**

EVALUATION

10 Objectives were set underneath 3 Goals covering 9 key areas. 5 Objectives have been completed, 5 Objectives are ongoing. 1 objective has not been completed "i.e. Jointly procure cyclical, planned or reactive repairs. The group have decided to adopt a more iterative process to be socially innovative to become dynamic in delivering social impact for our stakeholders in future work plans that are responsive, leverages the groups intellectual capital, staff and organisational resources through collaborative consumption.

No.	Goals	Objectives	Measures	Next Steps	Status/RAG rating	Owner
1.	Delivering more for our customers; improving their access to services that support them to sustain their tenancies and transform their life chances.	 Deliver our joint-employment service (OLMEC/RISE Programme) to 40 customers	65% of residents who attend the course to go into sustainable employment.	To submit a bid to L&Q Foundation by March 2020 to explore how those further away from the employment market can be better supported. To evaluate the RISE programme and continue enrolling tenants if still relevant.	Completed. Achieved through OLMEC/RISE programme	Employment Team
No.	Goals	Objectives	Measures	Next Steps	Status/RAG rating	Owner
2.	Advocating for our communities; using our collective knowledge / understanding of BME issues to positively influence relevant housing policy and using this insight to shape our services.	 To have lead in-depth research by April 2018 to shed light on key issues affecting our communities.	N/A	The group is looking to work with Institute for Social and Economic Research and University of Essex with the "Understanding Society the UK Household Longitudinal Survey". Scoping meeting was planned for March 2020.	Ongoing – linked with Institute for Social and Economic Research	Advocacy Team
		To have effectively lobbied on at least one key policy issue impacting on our communities by January 2019	N/A	The group is looking at the possibility of lobbying around BME elders, possibly through the Windrush generation lens. BME National are launching a research report on BME Elders in April 2020, and the group will attend.	Ongoing – linked to BME National	Advocacy Team
		Deliver our Leadership 2025 programme to increase the proportion of BME leaders in the housing sector by 2025.	% increase in the proportion of BME leaders by 2025.	BME London to take more direct ownership of the Leadership 2025 programme. BME London is funding the work to generate a longer-term income source for the programme. Longer term, BME London to explore a programme to grow own talent, including a possible graduate programme.	Second year complete, third programme commenced	L&D Team
No.	Goals	Objectives	Measures	Next steps	Status/RAG rating	Owner
3.	Harnessing the group's combined bargaining power; increasing overall value for money for members by effecting projects that 'enhance' the delivery of each organisation's mission.	 Procurement of gas servicing by August 2017	20% for gas	Process initiated to renew membership, with more members looking to join. To be an objective for 2020/21.	Gas servicing currently being renewed	Procurement Team
		Continue with HALA membership	Savings of 30% on legal services	Achieved 21% savings in 2019/2020. Members agree this has been a successful initiative with the membership renewed in September 2018.	Continue to be a member	Procurement Team
		Successfully mentor 4 staff members by April 2018	Mentoring evaluation form. And successful career development for the Mentees.	Target achieved, with six mentors on the first programme. The second programme has had a low uptake, so L&D group advised to evaluate the mentoring programme and refresh it, if required.	Completed	L&D Team
		Continue with pooled training programme to ensure it becomes 'business as usual'	Training evaluation form confirms positive outcomes.	Low uptake within the wider group, with members preferring to use the training sessions provided by HALA. The L&D group to refresh its offering and to identify how it can better support the group.	Ad hoc sessions, not become 'business as usual'	L&D Team
		Jointly procure cyclical, planned or reactive repairs by September 2018	20% savings (minimum) Improvement in customer satisfaction with repairs	Members acknowledged there has been little to no progress in this area to date and agreed a re-scoping exercise is necessary to identify areas of potential collaboration, with members suggesting the use of an external advisor to support. Rescoping exercise to be completed by May 2020. New project to be included in plan for 2020/21.	Not Achieved	Procurement Team
		Work together with L&Q's Build London Partnership to develop more homes than we would alone by 2022	5% more homes started on site than each organisation's individual projection combined.	This partnership is yet to provide any real outputs so far. There has been a challenge for L&Q around sourcing suitable sites for BME London. However, BME London are working closely with L&Q to ensure L&Q can identify these suitable sites going forward.	Slow progress	All

FINANCE

FINAL ACCOUNT 2020

The chart adjacent show's the income and expenditure for BME London Landlords financial year April 2019 to March 2020

2019/20

<u>Income</u>	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Member Contributions	68,400.00	68,400.00	0.00
 <u>Expenditure</u>			
Learning & Development	8,400.00	24,000.00	(15,600.00)
Procurement	36,000.00		36,000.00
Employment	12,000.00		12,000.00
Bank Charges	-	4.80	(4.80)
Project Support	12,000.00	-	12,000.00
Other	-	16,792.80	(16,792.80)
Total Cost	68,400.00	40,797.60	27,602.40
Surplus/(Deficit)	0.00	27,602.40	27,602.40

Bank Balance as @ 31/03/2020

45,517.06

VFM

BME London's membership fees for the HALA legal consortium are £7,600 per annum. BME London 2019/2020 collective spend via HALA £169,767 for legal services that would have normally cost £261,548 achieved savings of £92,712 against £78,960 the previous year. In addition to benefiting from legal consortium services, group members share information of their experience of service providers and where practically possible explores areas they can collaborate. A number of external consultants have been used to explore different procurement opportunities to deliver value for money savings, to meet the groups default aim to increase its joint purchasing power, to gain from economies of scale and achieve uniform compliance.

Learning from seeking to develop collaborative processes to create more value beyond saving money, gave rise to insightful reflection and debate within the group on the potential of the collaboration to compound the groups social impact by thinking at scale towards collective impact strategies to fit with each organisations social purpose. The group is now developing actions to be more intentional around social innovation, unpacking what role and interventions the collaboration of BME London Landlords should be make. Having considered the impact and debate around the Grenfell Tragedy, The Windrush Scandal, and how the politics of Brexit was affecting BME communities, the global COVID 19 pandemic emerged and then George Floyd protest served to sharpen that focus.

TOWARDS 2020/21

BME London is celebrated as a dynamic collaboration; as the foremost BME community facing organisations working within a structured partnership, in asset terms there is an imperative for the group to show leadership. The impact of COVID 19 and George Floyd Protests have fed the debate on structural inequality, pay gaps, racial disparity and the lack of social mobility for BME communities within UK society. We will be working to empower our residents voices, to identify and meet their needs

Leadership 2025, Build London Partnership two of our stand out programmes will continue and be improved. We have piloted a community enabling initiative, where we support smaller community groups develop their capacity to bridge the gaps in meeting need and develop service provision.

We are engaging, other partners, local authorities, MP's, larger housing association's to work in partnership to address the difficult challenges of disparity, inequality and to drive the diversity agenda forward.

From a policy perspective we are working together with BME National to become an effective coalition on a National and Regional basis to address structural inequalities as they relate to Black and BME communities led by BME Registered Social Landlord's to implement policy recommendations and drive the levelling up agenda to achieve Collective Impact at scale.

