



BME LONDON LANDLORDS

ANNUAL REPORT 2021

BME LONDON LANDLORDS MEMBERS

BME London Landlords board consist of Chief Executives of 13 BME led registered social landlords, arguably the most dynamic community facing housing providers that currently exist in London today. Each organisation having existed for over more than 30 years, provide services to some of the most disadvantaged communities in London. The collective experience of each organisation gives a telling insight to the journey's, experience, challenges and everyday realities of the communities they serve. Managing staff teams from 2 to 40 members and serving management boards who provide, governance, strategic guidance and operational oversight within the regulatory framework of the regulator of social landlords.

BME London Landlords membership work in collaboration to maximise the potential of the civic leadership role that BME led organisations in London, as one of the most diverse cities in the world demands and needs.



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SOCIETY**
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EVALUATING OUR PROGRESS

Established in 2017, 12 Black and Minority Ethnic (BME) associations (Now 13) made the decision to come together and explore proactively collaborating on a number of different projects in order to tackle the challenges faced in their communities.

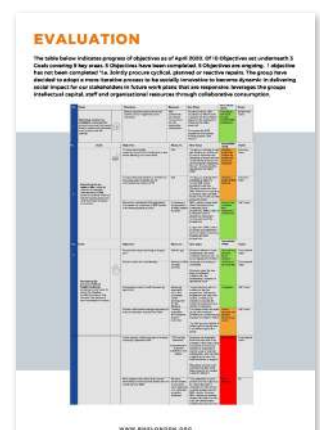
Having made progress with the successes from our original project programme where specific objectives to develop Employment Support for residents, a Joint Procurement initiative, Staff Training Programme, a Mentoring programme to develop staff and attract new talent, the impact of the COVID pandemic, and the global demand for new focus on structural inequalities and race discrimination, became a driver for the collaboration to evaluate what more we could do as collaborative group.

Where members originally saw embarking on this collaborative journey of implementing joint working projects as a potential solution to enabling the associations to increase their ability to deliver greater Value for Money; the group came to realise it was not operating in a political vacuum. Whilst our focus over the past few years has been to deliver a successful 3 year project programme focusing on our residents, the Grenfell Tragedy, the uncomfortable experience of the Brexit political campaign, the Windrush Scandal, the COVID pandemic which revealed health inequalities and George Floyd protests gave the group an added responsibility to advocate for BME communities as a group of organisations that serve BME communities in London.

As we evaluated our performance on our project programme, we reminded each other how our individual organisations mission statements implicitly demand that we be proactive in advocating for and be in support of BME communities. In 2020/21 BME London Landlords collaboration group agreed that our forthcoming programme would be more reflective of this and not just a value for money focus.

The journey of our established collaboration has provided the group the opportunity to undertake more ambitious projects. The circumstances of the past year and a half demands it.

In October we published an Evaluation report on our progress against our Business Plan 2017-2022, and our intention to reframe our business plan to best meet the needs of our stakeholder residents and wider BME communities that can have the most beneficial impact into the emerging landscape where a more heightened awareness for the need for real change to addresses the structural inequalities.



CHAIRS STATEMENT

A YEAR IN REVIEW

A year in review – April 2020 – March 2021 – saw the beginning of the first UK lockdown caused by what was then the threat of the spread of the coronavirus, becoming for UK society the devastating national experience, with so many hospitalised, so many lives claimed by COVID 19. Across the social housing sector day-to-day operations of housing associations changed overnight.



Ben Laryea

Chair, BME London Landlords

Since the collaboration group was formed in 2017 a primary focus was to increase efficacy and value for money for our organisations. We now had to consider our response to the unfolding numbers of disproportionate deaths in BME communities.

The realisation that the majority of our residents were more at risk of being negatively impacted in terms of deaths and serious illness as a result of the coronavirus, challenged our group to reflect on what practical steps we could take as a collective.

Coming together at weekly zoom meetings starting in **April** 2020, we shared notes about risk assessments and plans to keep our staff, residents, tenants and supported homes safe, sharing the successes in connecting with tenants, reaching out to those that were most vulnerable to make sure they were supported.

In **May** Bashir Uddin, Chief Exec at Bangla HA, reported on the Bangladeshi community who were evidenced as the group suffering worst in terms of COVID fatalities than any other BME Community demographic and twice the risk of death than White British Ethnicity. Bashir demanded the group take immediate action.

With Bashir's leadership supported by the rest of the collaboration group Bangla HA's successfully bid to The National Lottery Fund for the Bangla COVID 19 Advice Project, a targeted awareness COVID19 safety, advice and support project with Video's, Social Media campaigns and targeted telephone calls delivered to residents in Bengali.

A year later Bangla HA's award winning Bangla COVID19 Advice Project, is recognised as one of the standout models of the social housing sector's responses during the pandemic.

CHAIRS STATEMENT

A YEAR IN REVIEW

By the beginning of **June** the viral video of the unforgettable image of police officer Derek Chauvin's knee on George Floyd's neck had become the symbol of the structural inequality and a reality check on the abuse and dynamic of power faced by Black people worldwide.

The momentous the global call of Black Lives Matters became a marker, demanding a reset in addressing racial and social justice, which saw from national and global corporations, financial institutions, local and national governments, statements and commitments made to address inequality moving forward.

Our collective statement in response, expressed our solidarity with those protesting against the murder of George Floyd and our commitment as a collaboration to work towards using our collective voice to address structural inequality, in housing and UK society.

Our challenge was to look beyond the statements and the conversations and focus on practical action steps from our position as BME social landlords. We committed to avoiding tokenism and challenge ourselves to be bold, through action, play our part with our proximity to BME communities to responsibly represent and act as agents of change within our member organisation's implicit mission and mandates.

In **July** we started a strategic planning process deciding in addition to increasing efficacy and value for money for our organisations, advocacy for BME communities would become central to the work of the collaboration. This led to us developing a new programme plan for the next 3 year period committing the collaboration to do better for BME communities by advocating for change in the housing space, and use our influence as a collaborative group to work with others to address the many challenges the communities we serve face.

In **September** as the new chair of our group I began developing a closer working relationship with the Mayor of London, Sadiq Khan joining his Homes for Londoners Board to contribute to strategic oversight housing delivery across London.

Our collaboration started quarterly roundtable meetings with Deputy Mayor of London for Housing Tom Copley, where the group are now contributing to shaping the delivery and accountability of the Equality, Diversity and Inclusion stipulations for the Afford Housing Programme 2021/2026. We also engaged the Deputy Mayor of London for Communities and Social Justice – Debbie Weekes-Barnard to look at opportunities where BMELL members can play a role in COVID Recovery Plan's.



Strategic Planning process

In **November** we agreed a new projects programme for the next 3 years that seeks to increase our influence, create more cross fertilisation across the work of our member organisations to leverage the expertise across our staff teams, and also give voice to our tenants by creating the opportunity to be heard directly by policy makers and highlight the need for more homes and investment into BME communities.

Whilst ambitious we have committed to doing what we must to keep the issues of inequalities facing BME communities and social housing tenants high on the agenda. This started in earnest over the last year with our work supporting the National Housing Federation to review the social housing sector's new code of governance, setting new standards for all housing organisations to be reflective of the communities that they serve, not just calling for diversity on their boards, but making equality, diversity and inclusion (EDI) implicit in their policy framework, publishing annual information to identify progress made.

CHAIR'S STATEMENT

A YEAR IN REVIEW



We have been part of NHF's key discussions around EDI engaging with Kate Henderson and her team with our collaboration members playing an increasing central role in the Federation's and the social housing sector's initiatives.

Other partnerships in the new year have included the Kickstart Housing Partnership providing 18 paid youth work placements; exploring work with Hyde Housing on developing, practical implementation to achieve net zero carbon emissions, as well as developing best practice in building and fire safety as the UK Government introduces its new building and fire safety legislation following the Grenfell tragedy. We are also developing a partnership with London Metropolitan University to look at social justice for BME communities in housing via our project programme.

Our work with the Black Training Enterprise Group aims to explore accessing more funding from the charity sector and corporate sponsors to level up the disproportionality of need and lack of access to resources to support capacity building in the BME voluntary and community sector in London to address inequality.

Special acknowledgement goes to the hard work our members organisations have put into The Build London Partnership with L&Q's team, to keep pace with developing the 200 new homes target within the challenging year we've had.











The BMELL collaborative group have used the challenges of the past year to make a renewed commitment to making change already rooted in each organisation's mission, and are unified around this renewed sense of purpose that as a collective we must challenge ourselves further to be dynamic social innovators as BME community facing enterprises.

I'd like to thank all of my colleagues at each member BMELL organisation, with a special mention to every individual within their staff teams, to acknowledge their hard work and dedication to support our residents, neighbourhoods and the communities we serve. We must not understate the important role we play and have yet to play in improving the lives of BME communities in London. We also appreciate all of our colleagues in the social housing sector and other partner organisations who have reached out to us to explore how we can work together effectively to reduce the inequalities that exist in our society, to extend and improve the quality of services we provide to residents and wider communities. We have a lot of work to do. Let's meet the challenge head on.

Ben Laryea
Chair, BME London Landlords

BMELL STRATEGIC PLANNING PROCESS

5 PILLARS FRAMEWORK

PILLAR	Area	Method To Address COVID/BLM/DATA/Digital	3 MONTHS	6 MONTHS	9 MONTHS	1YR
INFLUENCE	DEPUTY MAYORS - LONDON MP'S - EQUALITY ADVISOR - LA CLLR's and LA DECISION MAKERS	Round Tables/Events/Webinars/Comms				
LEADERSHIP	COMMISSION HOUSING MANIFESTO FOR CHANGE - DIVERSITY AT BOARD LEVEL/LEADING ON ANTI-RACISM/LEADERSHIP 2025	White Paper/Campaign/Project Programme/Comms				
USER EXPERIENCE	EMPOWER BME TENANTS VOICE/BOROUGH'S	Tenant Scrutiny Panel/BMELL Tenant Forums/Social Value Survey/Reports				
EFFICIENCY	SHARING RESOURCES/SERVICES/IDEAS/ EXPERTISE	BLP/HALA/ POOLED TRAINING/MORE Collaborative Working Cascaded Down Orgs/Social Value/Digital				
COMMUNITY ENGAGEMENT	NARRATIVES OF BMELL WORK/BANGLA COVID19 ADVICE PROJECT/TAMAL COMMUNITY CAPACITY BUILDING	Community Enabling Model/Capacity Building/Digital Inclusion/Kickstart				

As of July 2020 the BMELL group started working with DWC global consultants to determine its strategic outlook, by challenging itself on it could do collaboratively to become more impactful, influential and carry the torch for BME communities, given the peak interest in social, racial justice after George Floyd.

Even though the demonstrable inequalities linked to disproportionality of deaths in the Public Health England report in June 2020, and the Prime Ministers call for a commission on race and ethnic disparities, whilst making headlines we felt that the issues politically would diminish over time. The group agreed on a 5 Pillar Strategic Framework which highlighted:-

- **Influence**
- **User Experience**
- **Community Engagement**
- **Leadership**
- **Efficiency**

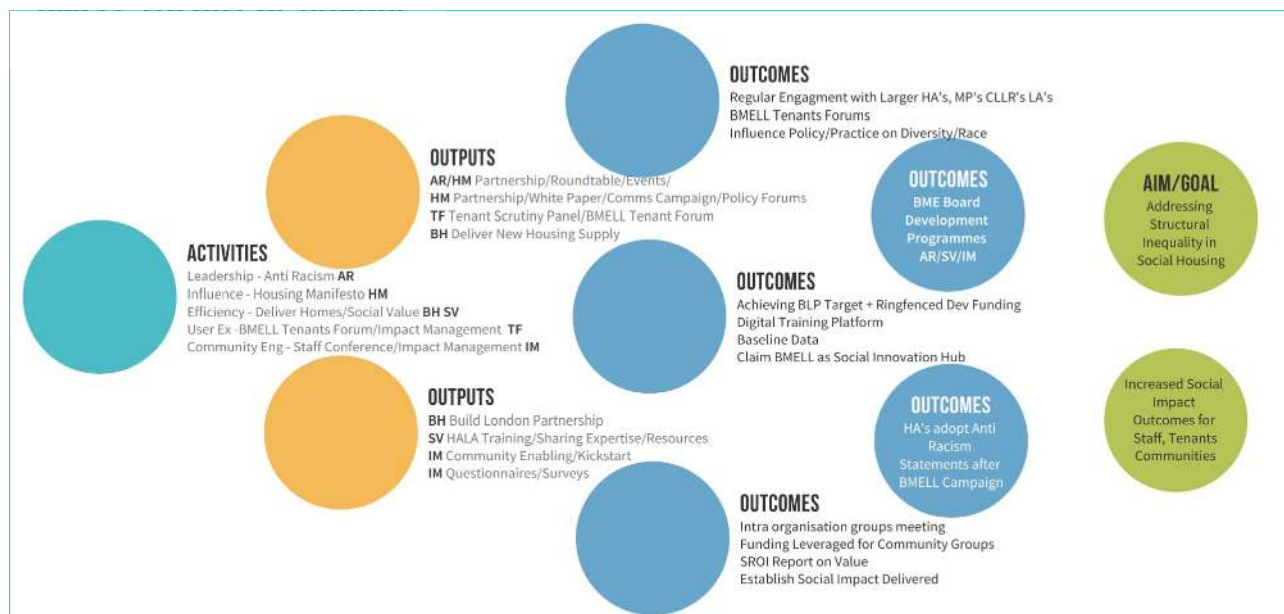
The Framework would serve to provide the strategic lens through which the collaboration could measure its impact and inform how it could create more value and opportunities for the groups BME tenants and residents. Also enable the Collaboration to frame its leadership role as BME led social landlords through the socially innovative community investment work already being delivered by members of the group and the partnership work that seeks to strip back some of the systemic and structural inequalities that currently exist and have yet to be challenged.

GOVERNANCE REVIEW

BMELL THEORY OF CHANGE

AND IMPACT PLANNING

BMELL Theory of Change



Impact planning

<ul style="list-style-type: none"> WHAT PROBLEM ARE WE TRYING TO SOLVE? Structural Inequality from a BME led organisations social housing perspective WHAT IS OUR PROPOSED SOLUTION TO THE PROBLEM? 5 Pillars of Action Framework WHO EXPERIENCES CHANGES IN THEIR LIVES AS A RESULT OF WHAT YOU DO? Tenants/residents, wider BME community, pan London, sector colleagues/organisations, local authority partners, community groups, local, regional and national politicians WHAT CHANGES ARE (OR LIKELY TO BE) EXPERIENCED? Awareness of Challenges, Confidence, Independence, More Connected, More informed, Happiness HOW CAN WE MEASURE THESE CHANGES? Survey, Interviews, Engagement, Asking Relevant Questions, Comms to seek engagement, Response to campaigns, Groups formed as a result of interventions, Measuring outcomes, SROI/Social Value 	<ul style="list-style-type: none"> HOW MUCH OF EACH CHANGE HAS HAPPENED (OR IS LIKELY TO HAPPEN)? Short term 0.5/1-3years, to 700 tenants, 50 Colleagues, 10 Orgs, 20 Community Groups, 15 Local Politicians, 5 local authority partners, 3 MP's HOW MUCH OF EACH CHANGE IS CAUSED BY OUR ACTIVITIES? A measurement to be decided about what is proportionate relating to what decision we are trying to influence by what audience is targeted HOW LONG DO WE NEED TO MEASURE THE CHANGES FOR? Over a 3 mth, 6mth, 9mth, 1yr, 3 year period WHAT IS THE RELATIVE IMPORTANCE OF THE DIFFERENT CHANGES? Demonstrable change from baseline set that maximises improvement providing guidance that relates to the importance of social impact outcomes WHICH CHANGES MATTER AND ARE IMPORTANT ENOUGH FOR US TO MANAGE? To be determined from the scope of the problem identified and the priorities determined as manageable by the executive group
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Governance Review

September 2020 we reviewed our governing instruments, constitution and memorandum of understanding and signed off our initial 3 year programme, as we worked towards co-designing a new project programme to fulfil a new strategic outlook.

BMELL Theory of Change and Impact Planning

Reflecting further on the groups strategic process seeking to maximise future impact the group took on board the concept of impact planning and impact management by answering 10 Impact Questions and developed a Theory of Change for the collaboration moving forward to clarify our thinking to be clear about the actions that would be prioritised.

SIX PRIORITY PROJECT AREAS

PROJECT PROGRAMME 2021-2023

Project Programme 2021-2023

1 ANTI RACISM INITIATIVE

Challenge the social housing sector to action on Anti Racism

2 BMELL TENANTS FORUM

Empower BMELL Tenants to champion their voices so that they are heard separately to influence policy and shape service delivery

3 HOUSING MANIFESTO FOR CHANGE

Research Paper focusing on the disparities faced by BME tenants and BME Communities in social housing

4 ESTABLISH SOCIAL VALUE

Develop Mechanism to establish Social Value of Social Impact created jointly and individually from BMELL member organisations

5 BUILD HOMES

75 New Homes in 21/22

6 STAFF CONFERENCE

Engage BMELL staff to review collaborations achievements date, challenges, potential and future opportunities

1. Anti Racism Initiative

Challenge the social housing sector to action on Anti Racism

2. BMELL Tenants Forum – (TF)

Empower BMELL Tenants to champion their voices so that they are heard separately to influence policy and shape service delivery

3. Housing Manifesto For Change – (HM)

Research Paper focusing on the disparities faced by BME tenants and BME Communities in social housing, with findings and recommendations to influence and shape social housing sector policy

4. Establish Social Value – (SV)

Develop Mechanism to establish Social Value of Social Impact created jointly and individually from BMELL member organisations

5. Build Homes

Build 75 Homes in 2021/2022

6. Staff Conference

Engage BMELL staff to review collaborations achievements date, challenges, potential and future opportunities

PARTNERSHIPS

BUILD LONDON PARTNERSHIP

Build London Partnership

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 with a long term vision of enabling smaller housing associations to become involved in optimising the capital's build potential through the Build London Partnership programme.

Launched with an original agreement with 9 members from BME London Landlords, this groundbreaking development initiative has seen a total of 46 completions and 101 new units either on site or terms agreed for development starts in the pipeline. Although not without its challenges, the introduction of the Build London Partnership has worked well for the BME London Landlord members and L&Q who learned much from the process adapting and developing robust systems to take advantage of the partnership learning curve. Two years in, despite the lockdowns last year, BMELL members have completed 46 new homes and are on course to start on site 200 new homes by March 2022.

Our collaborative can take credit of the steps taken by our members which have led to an additional 45 smaller housing associations across London joining the partnership started by BME London Landlords and L&Q to access funding from the Greater London Authority via the partnership to build more new homes for the those in most need.

North London Muslim HA – Church Rd, Walthamstow



Ekaya HA – Haling Park in Croydon



Odu Dua, Kilburn High Rd



North London Muslim HA, Holtswite Hill Enfield



North London Muslim HA – Lavender Court, Enfield



Westway HA – Zenith Court, Ealing



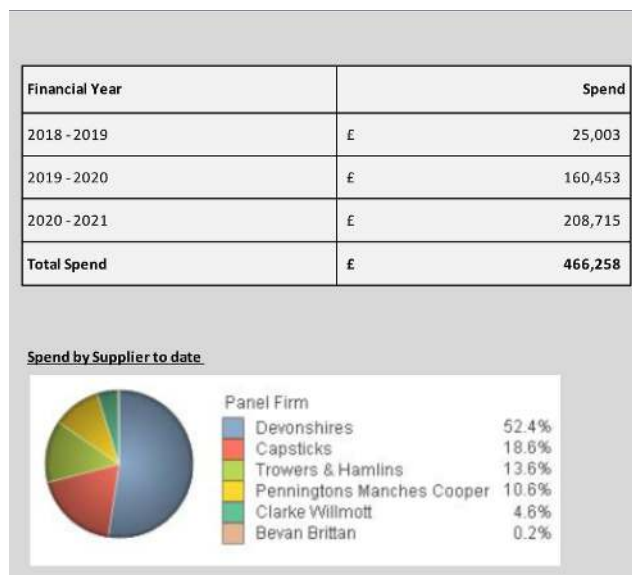
North London Muslim HA – Tudor Crescent



PARTNERSHIPS

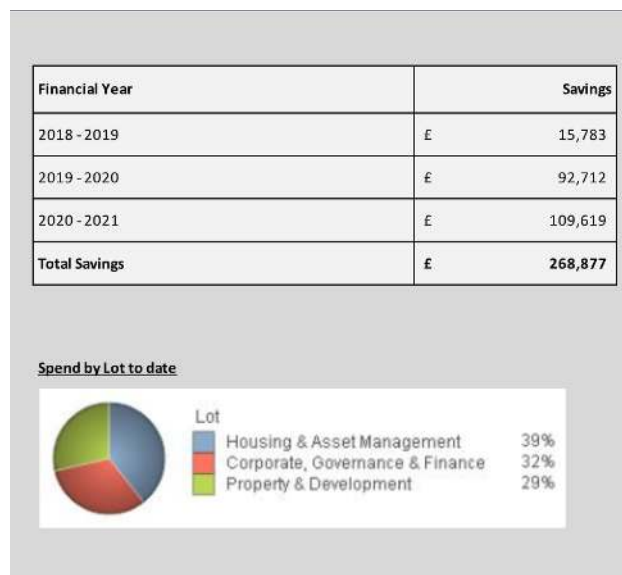
HALA, LEADERSHIP 2025

HALA



HALA – Housing Association Legal Alliance

Group members staff have continued to access training from HALA's training briefings which took place online throughout the last year, as well as reduced costs on legal services from a range of solicitors within HALA. Total expenditure by BMELL members in 2020/2021 is £ 208,715, a 30% increase on the previous years expenditure. In terms of savings made from BMELL's membership benefitted from a total savings count of £ 109,619 representing a 34% saving for the group.



Leadership 2025

In 2018, BMELL birthed the successful Leadership 2025 the intensive 9-month leadership development programme, that supports and empower BME senior professionals to become sector leaders of the future, supported by L&Q, Optivo, Roffey Park and Altair Ltd. Of the 18 BME alumni on this programme, all 18 have become Senior Leaders now hold Senior Executive Positions in Leadership 2025 is continuing to develop as a independent charity and seeking to work with local authorities and the private sector to extend the programme in other sectors. BMELL Collaboration is very proud of this achievement and are exploring to developing other initiatives to bring more opportunities for those from BME Communities to thrive in the social housing sector.



PARTNERSHIPS

KICKSTART HOUSING PARTNERSHIP

Kickstart Housing Partnership

In response to the unprecedented unemployment levels predicted as a result of the Covid-19 pandemic, the government developed the Kickstart Scheme to create new 6-month job placements for young people who are currently on Universal Credit and at risk of long-term unemployment. These placements are to support the participants to develop the skills and experience they need to find work after completing the scheme.

Clarion Housing Group approached the BME London Landlords to collaborate on this new government initiative that aims to reduce the impact of unemployment for 16–24-year olds. This provided 9 BME London Landlords members organisations the opportunity to provide 18 fully funded paid work placements for young people previously out of work 6 month contracts to develop relevant skills and experience that will kickstart their careers

and hopefully open doors to other opportunities for them to progress. In addition each placement has career development skills programme where each young person throughout their work placement will.

BME London Landlords Member	No. Kickstart Placements
Tamil	4
Apna Ghar	2
NLMHA	1
IDS	2
Westway	1
Ekaya	3
Imani	1
Arhag	2
Innisfree	2

BANGLA COVID 19 ADVICE PROJECT

STANDOUT AWARDING WINNING MODEL PROJECT

Bangla COVID 19 Advice Project

Bangla Housing Association received Hackney Councils Civic Award for the incredible work of its Bangla COVID19 Advice Project, which has been duly recognised as one of the standout models of the social housing sector's responses during the pandemic. Bangla HA in developing The Bangla COVID 19 Advice Project, committed to a challenging set of management tasks (within a six month period) in the most challenging of circumstances (The 2nd and 3rd UK lockdowns). Bangla HA and its Chief Executive Bashir Uddin have demonstrated excellent leadership in their diligent work to overcome these challenges to achieve the project aims.

Project Aims

To reach out to most of the 10,000 households and 40,000 people in the community across both boroughs engaging with others raising awareness. Emphasis to be given to the most vulnerable including the elderly and those with underlying health conditions.

The core project activity included creation of COVID 19 Safety Health Advice video and literature in Bengali and Sylheti for dissemination to the Bangladeshi Community in Hackney and Tower Hamlets. Also deliver advice and support telephone calls to Bangla HA's Bangladeshi residents, using the Bangladeshi press and social media to mobilise a community response through the development of a volunteers network, engaging other community agencies, mosques and statutory agencies to work in partnership to get the COVID19 safety health messages across to the Bangladeshi community. Key deliverables were:-

- **Video Production,**
- **Advice and Support Calls,**
- **Production and Distribution of Leaflets and Posters in Bengali,**
- **Volunteer and Staff Training in delivering COVID Safety Advice**
- **Engaging and managing Community and Statutory Partners network to promote awareness around COVID Safety, Advice and Support**



BANGLA COVID 19 ADVICE PROJECT

STANDOUT AWARDING WINNING MODEL PROJECT

Bashir Uddin, and his project team between October 2020 – March 2021 were able to provide much needed support to the Bangladeshi community in East London after it was recognised Bangladeshi and Pakistani communities being the worst hit BME communities with COVID19 in the first wave of the pandemic. Twice more likely than White British ethnicity to become fatalities as a result of the coronavirus, and without the intervention to raise awareness there was serious risk of even more deaths in the Bangladeshi community.

Bangla HA as with other BME led registered social landlords occupy a unique space as the most sustainable BME community facing enterprises, who over several decades have been supporting their

communities with quality affordable social housing and multitude of additional support programmes that go under the radar, but are significantly impactful in their residents and communities lives.

The Bangla COVID19 Project became central to BME London Landlords strategic thinking as we developed our collaborative strategic 5 Pillar framework, Influence, Leadership, User Experience, Efficiency, Community Engagement. Bangla HA in its execution of the Bangla COVID 19 Advice Project embodied this thinking. BME London Landlords are seeking to build upon this, by exploring how the collaboration group can learn from the project model, Bangla HA has developed to develop support other local projects our members in the collaboration are involved in.

	Project Total	Project/Staff Productivity	Involving Volunteers	Beneficiaries	Management	Community Partner Network
Distribution/Reach	20,900			20,900		850
Calls	1,680	435	1,245	1,680		
Video Views	5,130			5,130		
COVID Trained	27 staff 864 Users	6	21	864	1	
Videos Produced	5				5	
Community Forums Mtgs	15	8	3		15	30
Media Engagements	21				21	
Public Health Forums	12	12			12	
Community Touch Points	228	228	Unspecified	Unspecified Friday Prayers Announcements		228
Reports		16	1		8	
Counselling/ Support Calls	435	435	1,245	1,680		
Recruitment	4	5	22			



FINANCES

Finance Draft

The chart below show's the income and expenditure for BME London Landlords financial year April 2020 to March 2021.

2021			
Income	Budget	Actual	Variance
Member Contributions (2020/21)	68,400.00	68,400.00	-
GLA Leadership 2020 Funding	-	22,500.00	22,500.00
Total Income	68,400.00	90,900.00	22,500.00
Expenditure			
Learning & Development	8,400.00	-	8,400.00
Procurement	36,000.00	7,630.80	28,369.20
Employment	12,000.00	-	12,000.00
Bank Charges	-	7.35	(7.35)
Project Support	12,000.00	-	12,000.00
Secretarial / Executive Support	-	21,375.00	(21,375.00)
Other	-	31,536.94	(31,536.94)
Total Expenditure	68,400.00	60,550.09	7,849.91
Surplus / (Deficit)	0.00	30,349.91	30,349.91
Bank Balance as @ 31/03/2020		45,517.06	
2020/21 Surplus		30,349.91	
Bank Bnalance as @ 31/03/2021		75,866.97	

PARTNERSHIPS ACKNOWLEDGEMENTS

BME London Landlords would like to thank all of their partners and those organisations who have engaged us to explore potential partnership working. We believe that there are a great many opportunities for different stakeholders to work collaboratively to provide innovative solutions to the many challenges our residents and BME communities face in London. We have met with many forward-thinking people and organisations who are now looking at how they can work collectively with others to optimise their impact. Looking at different ways they can benefit BME communities by creating more value from the work they do by working in partnership. In particular, we would like to express thanks to our colleagues at:

- **BME National**
- **National Housing Federation**
- **Housing Association Legal Alliance**
- **The Kickstart Housing Partnership**
- **Leadership 2025**
- **Greater London Authority**
- **London Metropolitan University**
- **Clarion**
- **G15**
- **G320**
- **Hyde Housing**
- **Network Housing**
- **Black Training and Enterprise Group**
- **Stonewall Housing**
- **Commonweal**
- **Housing Plus Academy Think Tank**
- **Confederation of Cooperative Housing**
- **Devonshires**
- **Campbell Tickell**
- **DWC Global Consultancy**



Business Planning Workshop





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