

SOCIAL IMPACT ASSESSMENT REPORT

April 2023-
March 2024





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1. Executive summary

The Social Impact Assessment Report for The Ubele Initiative, covering the period from April 2023 to March 2024, provides an overview of the organisation's efforts across four key strategic areas: Assets and Enterprise Development; Developing People, Groups, and Organisations; Equity and Justice; and Central Operations. The report highlights the transformative work achieved through innovative interventions, programmes, and projects designed to drive systemic change for the benefit of Black and racially minoritised communities.

In this reporting period the **Assets and Enterprise Development Hub** made significant contributions to community wealth-building, leveraging partnerships and securing resources to drive growth. A flagship project under this hub was the Black and Racially Minoritised Enterprise Development Programme (BMCEDP). This initiative, which ran from 2021 to 2024, provided support to 47 enterprises, distributing £1.4 million in grants and leveraging an additional £2.6 million in funding. The programme created 23 full-time and 66 part-time jobs, substantially increasing economic opportunities for participants. However, despite the successes, the programme highlighted the systemic barriers faced by Black and racial minority-led organisations, particularly around access to capital and networks. The report emphasises the need for continued support to mitigate these challenges and foster more resilient, economically independent communities.

In parallel, Ubele's work at Wolves Lane Horticultural Centre serves

as an emerging model for sustainable community development. This community-led project reached 2,900 individuals, transforming the centre into a hub that exemplifies sustainability. The design and development of three new eco-friendly buildings, featuring clay plastered walls, straw bale insulation as well as solar panels and rainwater systems, not only provides the community with essential resources but also set a standard for environmentally conscious urban community spaces.

The Black Rootz initiative, based in Wolves Lane, plays a pivotal role in educating communities about sustainable agriculture, reaching over 960 people. However, the project is still exploring how to balance its commercial ambitions with its community-focused mission, reflecting a broader tension in social enterprises between economic sustainability and social impact.

The Eat Woodgreen (EWG) initiative further demonstrates Ubele's commitment to addressing community needs holistically, combining sustainability, mental health, and wellbeing. EWG reached 405 individuals through green skills education, food-growing programmes, and a social prescribing initiative that linked mental health improvements to sustainable, community-driven activities. The initiative also highlighted the importance of long-term planning, as it is working with local councils to create a food-growing and education space at Wood Green Library.



Ubele's strategic interventions this year were not limited to place-based grassroots projects. The Agbero2100 Strategic Intervention, launched in January 2024, represented a bold national attempt to address systemic challenges within Black and racially minoritised communities. Reaching 132 organisations across multiple cities, the programme focused on enhancing the sustainability of community assets and fostering intergenerational leadership. Agbero2100 drew inspiration from the resilience of informal transport workers in Nigeria, using this as a metaphor for grassroots community empowerment and entrepreneurial acumen. The initiative marks a significant step in developing a long-term, systemic response to the inequalities faced by Black and racially minoritised communities and highlighted the challenges of shifting from grant dependency to sustainable community-led business models.

In the area of housing, the Gida Housing Cooperative made important strides toward developing affordable housing for Black

and racially minoritised communities. Gida's negotiations to secure 58 community-led homes in Haringey demonstrated the potential for community-controlled housing to address the chronic housing insecurity faced by these groups. The project is still in its early stages, but the report emphasises the potential for innovative social investment models, such as crowdfunding, to play a critical role in securing long-term financing for community-led housing projects.

The **Developing People, Groups, and Organisations Hub** focused on capacity building and leadership development. Key initiatives included the London Social Lab, which engaged over 40 participants to prototype work experience programmes for Black youth. By securing £35,000 in funding for interventions, the Lab provided essential opportunities for Black and racially minoritised youth to develop transferable skills and entrepreneurial capacities. However, the report notes challenges in reaching Black-led voluntary organisations, highlighting the capacity constraints faced by these organisations due to high service demand.

In addition, Ubele continued its work with the Children in Need project, which strengthened the capacity of 87 Black-led organisations by delivering governance and project development training. The Safety Lab empowered 18 community groups in Southwark and Lambeth to co-design and manage a £500,000 fund, ensuring that funding decisions reflected the needs of the communities served. The participatory grant-making model employed by the Safety Lab represents a promising shift toward more equitable funding practices.

The findings of A Place to Call Home 2.0, a research project under this hub, revealed that many Black and racial minority led community organisations remain financially vulnerable, with some facing closure due to an inability to secure long-term leases. The research, which surveyed 640 organisations, found that 12% had either closed or were at serious risk of closure. This underscores the urgent need for strategic capacity building and financial resilience to sustain

Financially, Ubele generated £3 million in income but ended the year with a small deficit, largely due to pandemic-related programme extensions. The organisation continues to build on work which

In the coming years, Ubele's role will be critical in addressing these challenges and advocating for more equitable distribution of resources and opportunities for Black and racially minoritised communities across the UK.



2. Acknowledgments

We extend our heartfelt gratitude to the individuals and organisations that contributed to the success of our strategic interventions, programmes, and projects throughout this reporting period.

Special thanks go to our funders and partners, including:



We also acknowledge the essential contributions of our directors, staff, dedicated service delivery staff and associates, volunteers, and community members, whose support has been instrumental in advancing our mission. Your passion and dedication to community building and social justice continue to inspire us.

A special mention goes to the young adults and emerging leaders whose voices have shaped many of the programmes highlighted in this report.

Lastly, we remember Yvonne Witter, who sadly passed away in December 2023. Yvonne was a founding member of Ubele and made

a significant contribution to the development of our organisation. Her pioneering work in the Black and Racially Minoritised Enterprise Development Programme left an enduring legacy that shapes our approach to enterprise development and community empowerment.

To everyone, thank you for your contributions and belief in the power of collective community action. Together, we continue to build a brighter, more equitable future.

3. Acronyms

ACCESS	The Foundation for Social Investment
APPG	All-Party Parliamentary Group
BHM	Black History Month
BMCEDP	The Black and racially minoritised enterprise development programme
BRAP	used to stand for 'Birmingham Race Action Partnership'. Now simply brap
CCLORS	Community Led Organisations Recovery Scheme
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIC	Community Interest Company
CiN	Children in need
CSaR	"Cultural Spaces at Risk" research
CVS	Community and Voluntary Sector
CWB	Community Wealth Building
CYP	Children and Young People
Eol	Expressions of Interest
EWG	Eat Wood Green
GADF	Global African Diaspora Forum
GFC	Global Fund for Children
GFDS	Grant Funding Draft System
Gida	Gida Housing Cooperative
GLA	The Greater London Authority
HR	Human Resources

IoUH	Impact on Urban Health
IRT	Investment Ready Typology
ITT	Invitation to Tender
IVAR	Institute for Voluntary Action Research
LLCC	The Lloyd Leon Community Centre
MEL Europe	Mali Enterprise Leaders (Europe)
MIND	National Association for Mental Health (NAMH)
NAVNET	Haringey Community Collaboration NN+
NEET	Not in Education, Employment, or Training
NHS	National Health Service
NLCF	National Lottery Community Fund
NSA	National Strategic Alliance
OBE	Order of the British Empire
SIB	Social Investment Business
SLA	Social Leaders Academy
TPW	The Phoenix Way
UAT	User acceptance testing
Ubele	The Ubele initiative
UK	United Kingdom
VCO	Voluntary and Community Organisations
YEF	Youth Endowment Fund
YELC	Young Emerging Leaders Collective
YFF	Youth Futures Foundation

4. Introducing the Ubele Initiative (Ubele)



Ubele, founded in 2014, embodies the African adage that “every journey starts with a single step.” Rooted in Swahili, “Ubele” means “the future.” The initiative emerged from dialogue with African diaspora leaders, aiming to address social and economic issues in the UK.

Ubele’s approach is community-driven, focusing on collaboration and tackling systemic social and economic inequality. The organisation incubates and nurtures grassroots initiatives, promoting racial, social and economic justice. Partnerships with various sectors have been essential to Ubele’s work, fostering open discussions on racial equity. Our intergenerational focus encourages dialogue and leadership among younger and more experienced generations. Our reports, ‘A Place to Call Home’ 1.0 and 2.0 identified a leadership gap due to ageing community leaders, loss of community spaces and a lack of next generation leaders from Black and racially minoritised communities.

Over ten years, Ubele has supported thousands of individuals and numerous organisations, helping them retain community assets and spaces. Ubele’s work at Wolves Lane Horticultural Centre is poised to become a successful model of community stewardship, and sustainable development.

Ubele’s Theory of Change addresses the limitations of the conventional “Business as Usual” model, which overly relies on

philanthropic funding and resists change. Its approach focuses on meaningful social impact informed by its rigorous research, effective partnerships, and financial sustainability.

Organisational structure and staffing

The organisation is structured into 4 hubs and teams focusing on developing assets and enterprise; developing people, groups and organisations; equity and justice; and central operations.



The organisational chart on the following page highlights both filled and vacant positions, indicating current operational foci and areas for potential growth. It presents a structure and roles that underscore a segmented approach to managing the organisation's diverse programmes and projects. At the top of the hierarchy, the CEO also holds the position of Director for the Equity and Justice (Ubele Futures) Hub. Supporting the CEO in the executive team are the recently appointed Deputy CEO and the Chief Financial Officer (CFO). The organisation includes three directors and three associate directors. A director each, leads the Developing people, groups and organisations hub and Equity and justice hubs respectively. An associate director leads the Developing assets and enterprise hub, and the CFO leads the Central hub. The health and wellness body of Ubele's work is supported by an associate director. The main research that Ubele undertakes is also led by an associate director.

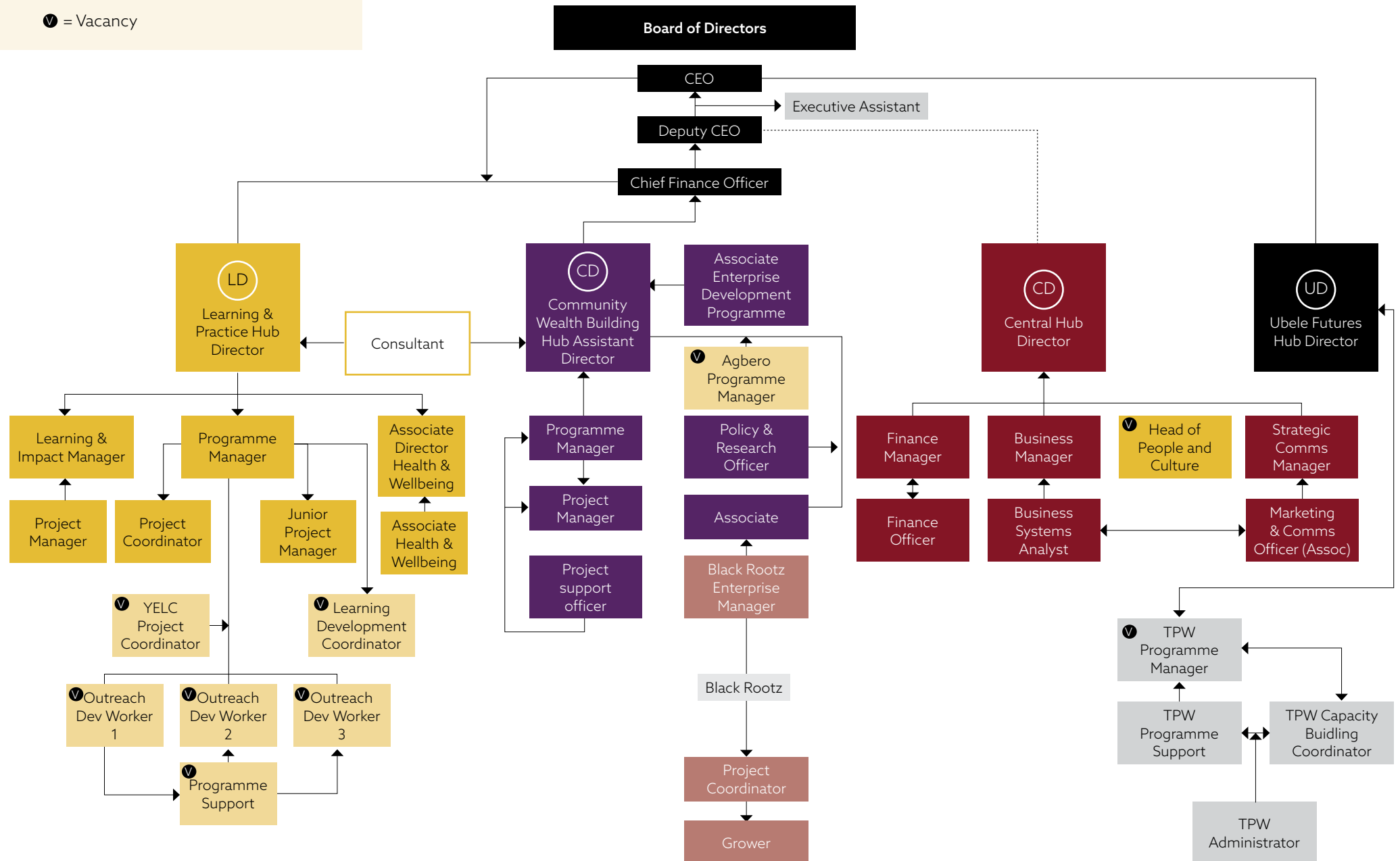
Strategic and management roles are critical to the organisation's operations. These include a Strategic Communications Manager and a Marketing & Communications Associate. The Business Manager is supported by a Business Systems Analyst and a Finance Manager. The organisation's impact and learning outcomes are overseen by the Learning and Impact Manager. There are Programme Managers and a Project Manager supported by a Project Support Officer and Project Coordinators. Within the Black Rootz initiative, there are two growers, a Black Rootz Enterprise Manager, a project manager and programme manager.

The organisation also includes roles focused on policy, research, and support functions. There is a new position responsible for Policy & Research. The Finance Officer and the Executive Assistant to the CEO support the administrative functions.

The next section of this report highlights the achievements of each Hub for this reporting period.

Ubele's organogram

Ⓥ = Vacancy



5. Our Achievements

Key statistics

Organisational reach

Ubele reached



8601
individuals



1690
organisations

Monthly newsletter circulation



5952
individuals and
organisations

Social media



3256
followers



5784
followers



600
subscribers



1375
followers



126
followers

Funds



...totalling
£2,827,875



£70,265
Commissioned
contracts



£120,845
Donations

Initiatives



15.2 Full-time staff equivalent



17 Self-employed Associates

5.1 Our achievements - Assets and Enterprise Development Hub

Through strategic partnerships, robust governance, and targeted support, the Developing Assets and Enterprise Hub has made substantial contributions to community wealth building and enterprise development, setting a strong foundation for future growth and impact. We report on 10 of these initiatives.

Wolves Lane: Ubele's Home and a Vital Community Asset

The Wolves Lane Centre, Ubele's official home, has undergone a transformative journey from a council-operated community food hub to three new, almost completed eco-friendly buildings. Thanks to capital and revenue funding from Haringey Council, National Lottery Community Fund, Oak Foundation, Greater London Authority (GLA), and Clothworkers Foundation, the centre now stands as a symbol of community empowerment and sustainable, and racially inclusive food practices. With a 25-year lease in place, the centre aims to be a model for food cultivation, education, entrepreneurship, and recreation.

The Wolves Lane Consortium, co-managed by Organic Lea and Ubele, has spearheaded a £2.2 million capital building project, resulting in three new eco-friendly buildings. These structures include solar panels, strawbale insulation, and rainwater systems, showcasing the consortium's commitment to sustainability. Construction began in February 2023, and while work on three of the buildings is nearing completion, building control sign-off is still pending.

Community engagement has been central to the revitalisation of Wolves Lane, with a grant uplift from the Greater London Authority (GLA) during the final construction stages boosting community involvement. The Wolves Lane Consortium has actively conducted outreach to ensure representation and inclusion in decision-making processes.





The first of these buildings, which will house Ubele's new offices, a learning space and outside kitchen is almost ready for occupancy, with plans for a move by November 2024.

In addition to the new buildings, progress has been made in repurposing existing structures. The previously council-operated greenhouses, once used by the Wolves Lane Flower Company, have been refurbished for food production, aligning with the consortium's goal of achieving full food production on-site. Wolves Lane has become a hub for inclusive green skills education in North London. Our Community Educator has facilitated workshops on green skills, seed saving, and biodiversity, attracting diverse groups, including schools and local communities. Our volunteer programme, operational four days a week, offers roles in horticulture, site maintenance, and our zero-waste café, which operates on a pay-what-you-can-afford basis. A dedicated volunteer coordinator ensures smooth operations and a welcoming environment for all.

Our partnerships with local organisations, such as "Cooking with Carers," the Community Payback team, and local schools, have flourished. Increased participation in local forums and events has heightened our visibility, further embedding Wolves Lane in the local community. Feedback from our crowdfunding efforts underscores the community's deep connection to Wolves Lane, with comments like, *"This is an innovative and inspiring project helping create the future we all deserve"* and *"The need for Wolves Lane by our communities cannot be overemphasised."*

Events like the Black History Month celebration in October 2023 have further solidified Wolves Lane as a community hub. The event brought together over 200 attendees for a vibrant day of cultural exploration. Activities included drumming workshops, creative face painting, mindfulness sessions, and green skills workshops led by Black Rootz. The event was a resounding success, offering free entry and refreshments to ensure inclusivity and allowing attendees to explore the newly developed Wolves Lane Centre.



As we look towards the remainder of 2024, our plans include:

- Expanding our volunteering and education programmes.
- Launching a crowdfunding campaign for the completion of capital builds.
- Expanding plant sales with a new plant shop structure.
- Preparing for the launch of new facilities.
- Strengthening staff capacity for long-term sustainability.

Black Rootz

During this reporting period, Black Rootz faced a pivotal challenge: balancing the pursuit of commercial food growing with its commitment to community-based horticulture and social impact. This tension is common among initiatives where clarity of focus is essential for effective resource management.

Ubele's original vision was for Black Rootz to explore a systems change intervention in response to the dearth of Black growers involved in commercial food growing. However, Limited team capacity and management have constrained progress toward this goal. Since late 2023, Black Rootz has advocated for a shift toward a more community-centred approach, reflecting its capacity, past achievements, and the specific challenges of urban commercial farming. While blending both models—such as commercial growers involving volunteers or community projects selling produce—is theoretically possible, the tension between commercial and community priorities remains unresolved.

Despite these internal challenges, Black Rootz has made significant strides in community engagement, advocacy for sustainable agriculture, and peer support throughout the past year. Their initiatives highlighted educational activities designed to empower communities through horticulture, farming, food hygiene, and overall wellbeing.

Throughout 2023 and early 2024, Black Rootz connected with diverse audiences through numerous events. They began 2024



by participating in the Politi Seed Festival in Greece, where they networked with 130 attendees and delivered talks on sustainable practices. They introduced their plants and projects at smaller, local engagements, such as Paige High, Green Week Launch, and the Wood Green Library events, gradually expanding their outreach.

Their presence at community festivals was particularly notable. At the People in Parks Festival, they educated 50 visitors on plant care while selling plants. Similarly, their participation in Blockarama Steel Pan Festival helped expand their volunteer network as they sold plants and signed up new supporters. Events such as the Wood Green Common Launch drew large crowds, allowing Black Rootz to conduct workshops and plant giveaways, reaching a total of 170 attendees. Their involvement in the Black Farmers Market spanned two events, engaging 200 people in conversations about plant care and sustainable farming while selling plants.

Corporate volunteering played a role in their engagement strategy, with 20 volunteers participating in community service activities. Black Rootz hosted workshops at larger public gatherings, including the Ubele Windrush Event and Wolves Lane Christmas Market, each attracting hundreds of visitors. A key effort to promote seed sovereignty came with their collaboration on a Seed Swap Event, where 50 local and regional growers participated.

Advocacy remains central to Black Rootz's mission. Their advocacy extended to contributing research and insights to *Innovate UK's Black People in Farming* initiative, addressing challenges faced by Black farmers. Furthermore, they presented their work at the All-Party Parliamentary Group (APPG) Meeting on food systems and social enterprises, highlighting how Black Rootz serves as a model for transformative change in the UK food system.

Peer support has been another cornerstone of Black Rootz's activities. They organised orchard training sessions in partnership with the Orchard Projects Edible Landscapes, equipping 20 participants with the skills to cultivate edible landscapes. They also co-hosted a Seed Swap Event with Seed Protectors, providing a platform for 50 participants to exchange seeds and foster regional collaboration. Training sessions like the New Entrants Workshop and the *Haringey Learns Multiply* Workshop offered participants a chance to explore farming techniques and the connection between mathematics and horticulture.

Educational programmes were another focus of Black Rootz. Two cohorts of volunteers completed the City and Guilds Horticultural Level 1 courses, acquiring valuable horticultural skills between September 2023 and May 2024. School outreach efforts included a two-day workshop at Noel Park School in March 2024, which involved 30 students in plant education. The Wood Green Common development Schools Workshop Programme in May 2024 expanded their efforts, reaching over 235 students across multiple schools. Black Rootz also conducted 10 regular mushroom workshops, each

Black Rootz in numbers

50

visitors were educated on plant care

170

people attended the Wood Green Common Launch

200

people engaged 200 people in conversations

20

volunteers participated in community activities

50

growers took part on the Seed Swap Event

20

trainees gained skills in cultivating edible landscapes

50

Seed Swap Event participants exchanged seeds and fostered regional collaboration

235

students were reach at the The Wood Green Common development Schools Workshop Programme

10

mushroom workshops were conducted by Black Rootz

960

individuals have been reached through workshops, events, and campaigns

lasting 2.5 hours and attended by at least 45 different people.

Overall, Black Rootz's activities underscore its commitment to community education, engagement, and advocacy. It reached over 960 individuals through workshops, events, and campaigns,

contributing significantly to the development of sustainable agricultural practices and stronger community ties.

Eat Wood Green (EWG)



EAT WOOD GREEN

Throughout this reporting period, Eat Wood Green (EWG) has made strides in community engagement, sustainability, and partnership building. One of the key activities of the year was the Alexandra Palace 150th Celebration in June 2023 where EWG collaborated with Alexandra Palace and Black Rootz to set up a plant stall. This event attracted 200 participants and successfully raised awareness about heritage crops, driving revenue for Black Rootz and highlighting the cultural importance of heritage agriculture.

In July EWG participated in the Noel Park 100 Years Celebration with a plant giveaway and sprouting workshop. This event, attended by 100 participants and supported by Noel Park Big Local and Black Rootz, served as a platform for educating the public on affordable eating and healthy lifestyles. It also increased awareness about Wolves



Lane, encouraging the local community to make better use of local resources and adopt healthier eating practices.

In September and October of 2023, EWG launched a 6-week Social Prescribing Pilot along with an Open Day. This initiative involved 25 participants and was supported by a diverse group of organisations, including Public Voice, Mental Health NHS Trust and Natural England. The programme was particularly impactful in promoting positive mental health outcomes, especially for Black and racially minoritised participants who engaged in volunteering at Wolves Lane. It also provided work experience, strengthened organisational partnerships, and contributed to research on local needs.

In early 2024, EWG continued its community outreach with a seed and microgreens workshop at Wood Green Library in March. This workshop, attended by 30 participants, emphasised the importance of healthy eating. The seed festival attracted 50 participants. EWG collaborated with Black Rootz, Go Grow with Love, Land In Our Name, and Mycellium Minds to promote heritage seed preservation.

Overall, EWG's activities throughout 2023-2024 have strengthened community ties, promoted sustainable agricultural practices, and enhanced public awareness of health and environmental issues. Through its various partnerships and programmes, EWG has driven change, with an emphasis on mental health, cultural engagement, and long-term ecological sustainability. The project reached 505 individuals.

Looking ahead, EWG is working with Haringey council to transform the balcony at the children and families' department of Wood Green Library, into a food growing and education space. This £200,000 capital development will ensure that greening is visible from the high street and deploy an inclusive engagement program. Launching in March 2025 the library development will facilitate classes for under 5s, primary schools, children and families and provide a weekly gardening club as well as holiday activities. EWG remains committed to expanding its impact by fostering further partnerships and



Gida Housing Cooperative

continuing its efforts to promote sustainable, healthy living in the local community through green skills education and activities

Gida Housing Cooperative

Gida's vision is to be an affordable housing provider which empowers Black and racially minoritised communities, by giving them influence and collective control over the management and maintenance of their own homes. This is as a response to the poor quality and insecure private rented housing many have had to endure. Gida is initially focusing on the St. Ann's Hospital site in Haringey. The various community groups represented under Gida Housing Co-operative need 2-3-bedroom properties for their members. Gida is currently in negotiations with The Greater London Authority and a large housing association to secure 58 community-led homes in Haringey and is working on securing both financing and Registered Provider status. In addition, ongoing support is being provided to the Gida housing co-operative, including assistance with governance, finance, investment,



Agbero 2100

and the Invitation to Tender (ITT). Looking ahead, early discussions have begun regarding innovative social investment and crowdfunding for Gida. These discussions and explorations are expected to continue throughout the next reporting period.

Agbero 2100

Agbero2100 has been the core vision and mission of Ubele for the past 10 years. It is a strategic intervention to support Black and racially minoritised communities in England with a core mission of creating sustainable communities through the redevelopment of community assets, fostering intergenerational leadership, and promoting community enterprise. It seeks to enhance the sustainability of community assets that are managed by these communities by focusing on several key objectives. First, it aims to improve the long-term viability of community assets, particularly those that are either directly owned or leased for at least three years, have a turnover exceeding £150k, and are led by boards with a majority from Black and

racially minoritised backgrounds. The programme received over 130 applications, but due to limited funding, we were only able to support 32 organisations.

The initiative also strives to establish and disseminate effective strategies for supporting Black and racially minoritised community organisations and their leaders. Each asset supported must demonstrate strong community involvement and/or partnerships with other organisations serving their communities, ensuring that their work aligns with charitable or community-focused purposes. The Agbero 2100 Strategic Intervention draws inspiration from the resilience of informal transport workers in Nigeria, known as Agberos.

Lisbon Agbero 2100 Trip

Agbero 2100 was formally launched in January 2024 with a series of roadshows in Durham, Preston, Bradford, Leicester, Bristol, and London that further discussed and refined the initiative's key themes.

Here is some feedback from one of the Agbero 2100 launch events.

I enjoyed the spirited panel discussion where I heard my favourite quote of the day, which was an excellent way to explain the difference between working on symptoms vs root causes."

Why are all of you down at the river trying to save these drowning young people? Why don't some of you head upstream and find out who is pushing them in?"

From Anthony Brown, Chair of Moss Side and Hulme Development Trust.


Yesterday, I had the privilege of attending the Agbero 2100 National Launch. We had an enlightening assessment of the opportunities and challenges from Phil Tulba, Associate Director for Community Wealth Building in Ubele. We benefited from the expertise of Karl Murray, who eloquently outlined the advantages of owning community and cultural assets."

Yvonne Field OBE reminded us that we must adopt a long-term perspective in building our assets, looking ahead 10-15 years to understand what is being planned for our communities and being involved in those discussions. We need to nurture leadership in our communities and prepare the next generation. She emphasised that:

We are the ones we've been waiting for."

Michael Hamilton reinforced that message, stating that:

No one will come flying from the sky. We are the ones who will do the work, and indeed, we are doing the work! Each person is pursuing what they believe is best, at this time and in the communities they serve. Ubele, through Agbero 2100 will be supporting that effort. There isn't a single special person or one right way. He helped us recognise that in five years' time, a different set of leaders may have different needs to implement what they believe is best, and the support will adapt and evolve as required."



It was a day filled with wisdom and inspiration. I would highly recommend attending one of their future roadshows to learn more."

Erel Onojobi

Overall, Agbero 2100 signals Ubele's deep commitment to addressing the systemic challenges faced by Black and racially minoritised communities in England, with a focus on long-term sustainability and empowerment through strategic intervention and the development of community asset. 132 organisations completed the Expression of

Interest, and 50 organisations were enrolled in the programme.

A week-long Erasmus+ funded learning journey in July 2023 in Lisbon, Portugal was integral to the planning phase of Agbero 2100, where 30 participants from across England explored local, regional, and national needs, developed ideas, and formed networks to advance the project's goals. During the week, participants engaged with key themes such as the importance of community asset ownership, the challenges of overcoming structural inequalities, and the need for financial sustainability, effective governance, and strong leadership. The discussions also emphasised a shift from reliance on short-term grants to more sustainable models of community asset management, aligned with principles of community wealth building, including plural ownership, local financial empowerment, and fair labour practices. The next steps for Agbero 2100 were also discussed.

National Strategic Alliance (NSA)

At the National Strategic Alliance Meeting in October 2023 six participants representing six different organisations gathered to discuss community wealth building concepts, explore collaboration opportunities and plan the delivery of activities tailored to their local contexts. Following this meeting, NSA members were invited to submit Expressions of Interest (Eoi) to receive financial support for

delivering community wealth building projects in their regions. Five organisations were awarded £10,000 each to improve local economic sustainability and foster community ownership. These organisations are now finalising reports and case studies that document the successes and challenges of their efforts.

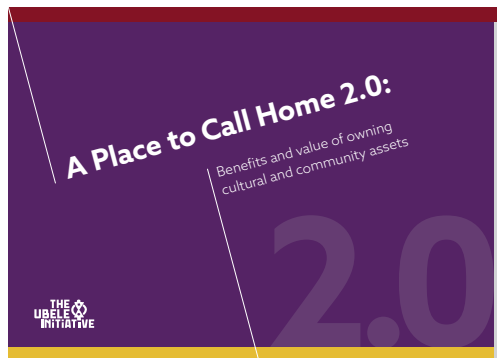
The NSA members reconvened in January 2024 for the launch of Agbero 2100. Seven NSA participants representing six organisations attended Agbero 2100's launch event, which provided an opportunity to deepen their connections and reaffirm their commitment to advancing community wealth building. This get-together also served as a platform for sharing innovative approaches and strategies, helping to align the goals of NSA members with the broader objectives of the Agbero 2100 initiative.

To further support community wealth building efforts, the NSA members participated in Agbero2100 workshops held in February 2024. These workshops focused on developing actionable strategies that could be applied across different regions. The workshops not only enhanced members' understanding of CWB but also provided a space for collaboration and idea-sharing, leading to stronger partnerships and more effective project delivery.

Overall, the initiative successfully brought together a committed network of organisations dedicated to promoting community wealth building in their regions. By facilitating regular engagement, providing financial support, and offering educational workshops, the Strategic Alliance and Agbero 2100 initiative have empowered these organisations to implement meaningful CWB activities.

Looking ahead, the NSA has developed a project plan to allocate approximately £100k in grant funding for community wealth building activities by its members. The focus will be on managing these grants, capturing lessons learned, and using this experience to attract new members for more balanced national coverage. Future efforts will emphasise enhanced community engagement and representation.

A Place to Call Home 2.0 research



"A Place to Call Home 2.0" research explored the ongoing challenges faced by UK-based cultural and community organisations in securing ownership or long-term leases for community assets. Building on Ubele's 2015 ground breaking research with a similar name the report

reveals that little progress has been made for most of these organisations. Many continue to face financial instability, with some having closed or remaining at risk of closure due to an inability to secure sustainable tenancy agreements.

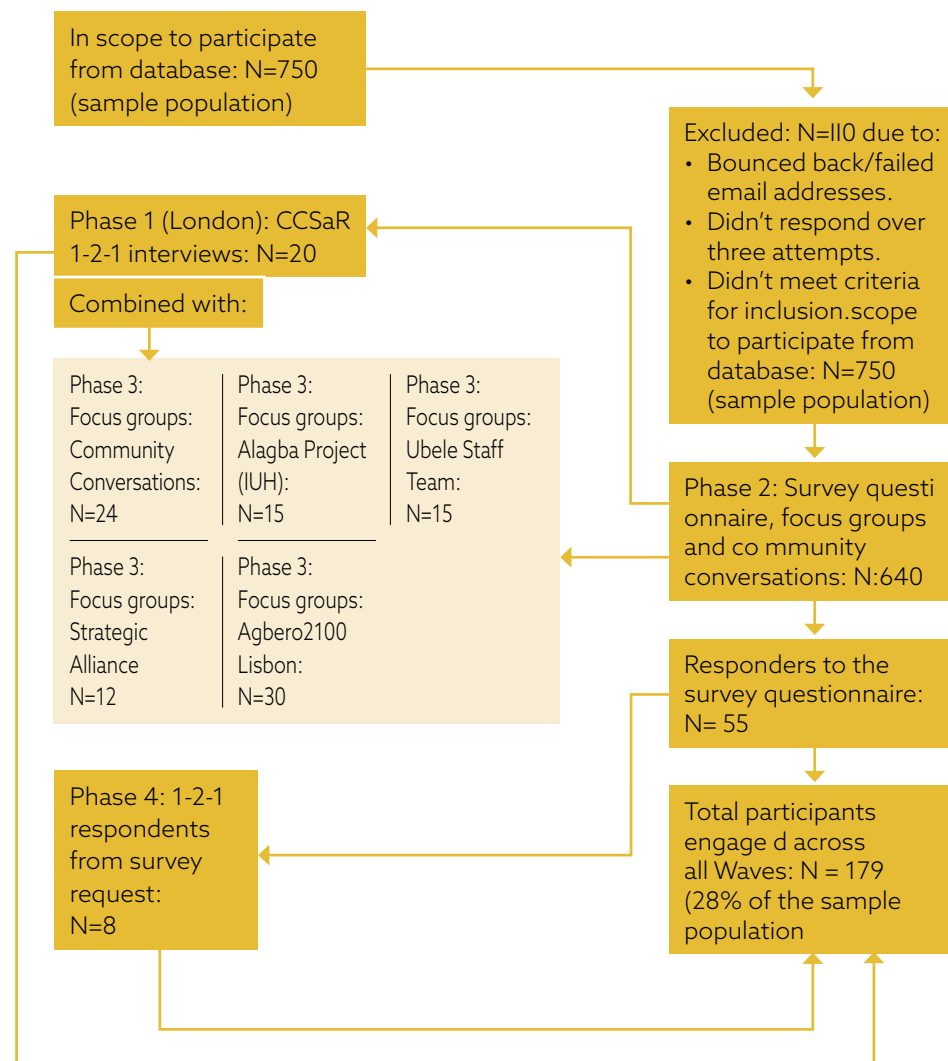
Of the 143 organisations originally identified:



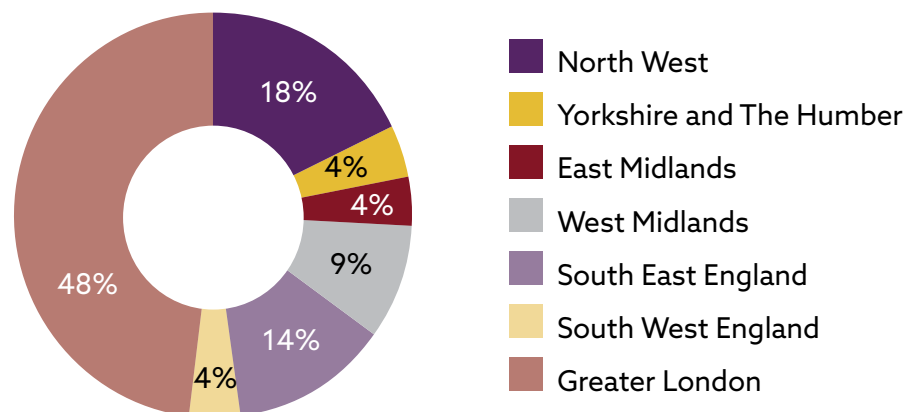
The updated 2023 research surveyed 640 organisations, finding that 81% are still functioning, though 12% have closed or are in jeopardy.

A major issue highlighted is the financial vulnerability of these organisations, many of which rely heavily on grant funding and have insufficient reserves, leaving them ill-prepared for long-term stability. Ultimately, the report emphasises the need for enhanced financial resilience and strategic capacity building to help organisations sustain and manage community assets effectively.

Fig 2: Summary overview of participants directly engaged.



Regional breakdown of organisations contacted for the research



"Cultural Spaces at Risk" research

Ubele's "Cultural Spaces at Risk" research presents a comprehensive 100-page report detailing the Investment Ready Typology (typological model of investment readiness), a strategic model crafted to enhance the effectiveness of Voluntary and Community Organisations (VCOs). This model is designed to address critical operational and strategic challenges faced by these organisations.

At the heart of the research report is the "six-to-fix" framework, which distils the research findings into actionable strategies aligned with Ubele's four strategic objectives namely: strengthening communities through enterprise and asset development, advocating for equity and justice, enhancing infrastructure and voice, and developing people, groups, and organisations. The report thoroughly evaluates six essential domains including governance and leadership, operational infrastructure, financial resources, physical asset ownership, impact and effectiveness, and connectedness and engagement. Each domain is assessed with specific indicators, providing clear guidance for future actions of the organisation under review.



Co-operative Lines of Inquiry

The "Co-operative Lines of Inquiry" project, launched by Ubele and Co-operatives UK explored the barriers and opportunities for Black and racially minoritised communities in leading community share offers. From October to December 2023 Ubele and Co-operatives UK engaged in regular in-person and online meetings to advance the project. Key activities included attending significant conferences such as the Social Enterprise World Forum, the Democratic Business Summit, and the Community Wealth Building Summit. These events provided valuable opportunities to promote the research and connect with key figures in the co-operative sector. During this period hub members combined desk research with conference participation, generating insights and fostering connections. Research activities were also conducted during a tour of six English regions under Ubele's Agbero 2100 programme mentioned earlier. The project explored three areas:

- Socio-Economic Barriers: How lower home ownership rates among Black Caribbean and Black African communities in the UK limit investment in community shares, exemplified by the Gida Housing



Co-operative's effort to provide 58 new homes despite capital-raising challenges.

- Cultural Barriers: How cultural differences impact community share investments, focusing on Shariah Compliant Community Shares, designed to align with Islamic principles.
- Infrastructure Support: How local and national infrastructure can aid co-operative development, with a focus on initiatives like Islington Council's Outlandish Co-operative and their role in supporting racially minoritised communities.

The initial phase of the project has notably enhanced Ubele's engagement with the co-operative sector. This heightened engagement has facilitated the exchange of information, experiences, and ideas, particularly regarding the barriers and opportunities for Black and racially minoritised leaders in the co-operative sector. The research has been communicated through various platforms, including two blog posts and a YouTube video. Additionally, the project has sparked interest from several organisations, including Equal Care Co-op, which is exploring the creation of a Pan-African care co-operative. The Community Wealth Building Summit also generated

significant interest, with notable figures such as Islington Council expressing support for community wealth building initiatives.

A research map, archive, and journal of the findings and insights of the research have been produced.

Flexible Finance



The National Flexible Finance programme, a two-year initiative launched in partnership with the Social Investment Business (SIB), is designed to support organisations led by Black and racially minoritised communities. During this reporting period, Ubele has been actively involved in Year 2, focusing on outreach, pre-application, and application support. This period was characterised by consistent outreach, active engagement with enterprises, and significant financial support. Our efforts led to securing over £1 million in funding, underscoring our commitment to fostering enterprise growth and supporting systemic change.

Ubele has played a key role in refining the fund's design and approach, improving marketing strategies, and enhancing information accessibility. Our engagement with social investment professionals

has been robust, with regular participation in monthly events reaching approximately 100 professionals over the course of the year. As a result of these efforts, investments in Black and racially minoritised-led organisations increased by 29%, surpassing the target of 14%.

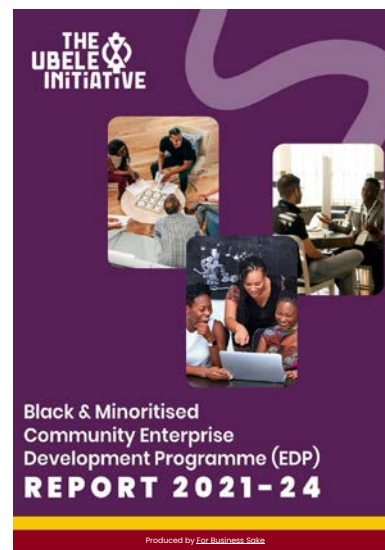
Our outreach and communications initiatives reached an estimated audience of 15,000 monthly. This consistent engagement highlights the effectiveness of our outreach strategies. During this period, we engaged with 33 enterprises, guiding them through the loan application process. A total of 13 loan applications were submitted, requesting £1,380,000 in funds. We successfully secured 5 loans, amounting to £540,579 and £490,579 in grants. Our post-investment support totalled £12,200. Overall, we secured £1,043,358 in funding, reflecting our strategic focus on driving financial growth and sustainability.

**£1,043,358
secured
in funding**

There are a further five applications currently open, ranging in value from £150,000 to £1,000,000.

In the final year of the programme, Ubele will focus on evaluating lessons learned and advocating for improved practices. The evaluation process will be designed in July 2024, with a review expected by January 2025. We are also exploring collaboration

on a new blended finance fund aimed at enhancing energy resilience for charitable organisations, which could further extend our impact.



Black and Racially Minoritised Community Enterprise Development Programme (BMCEDP) 2021-2024

In March 2024, Ubele concluded one of its flagship projects, the BMCEDP which ran successfully for three years. Launched in April 2021, it was the first of its kind in the UK to focus exclusively on supporting Black and racially minoritised communities. Developed through a collaboration with the Access Foundation for Social Investment and Social Investment Business (SIB), the BMCEDP aimed to address systemic barriers that

have historically limited these communities' access to economic opportunities.

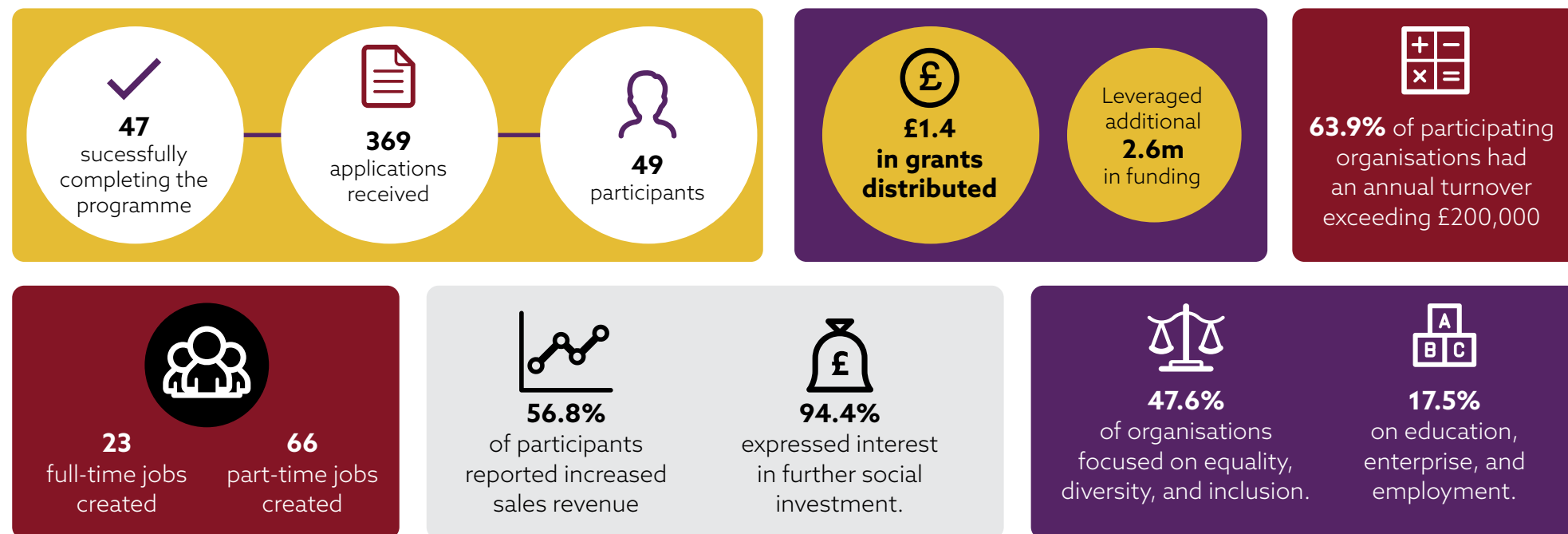
The programme was designed to tackle challenges such as limited access to capital, networks, and business education, which have long hindered economic empowerment for Black and racially minoritised communities. Ubele believes that entrepreneurship in Black and racially minoritised communities is critical for fostering independence and wealth creation, with successful businesses contributing to local economies and job creation, thus enhancing social and economic stability. Moreover, diverse businesses bring unique perspectives and innovations, enriching the broader market and creating a more inclusive and dynamic business environment.

Historically, Black and racially minoritised communities have been underrepresented in business development programmes. The BMCEDP sought to correct this by offering specialised support, including mentorship, networking opportunities, and access to capital. This targeted assistance addressed specific challenges such as cultural barriers and biases in funding. Additionally, successful

entrepreneurs from these communities serve as role models, inspiring others and fostering a cycle of aspiration and achievement. The broader social impact includes improved access to culturally

relevant services and products, as well as addressing community-specific issues.

The BMCEDP's impact is evidenced by the following statistics:



Each participant benefited from grants up to £30,000 over 12 months, along with extensive enterprise development services, including executive coaching, workshops, peer learning sessions, and specialised consulting. Nearly a quarter of the organisations used the funding to develop in-house expertise or outsource critical services, while others invested in digital infrastructure, positioning them for sustainable growth. Ubele and SIB distributed grants to Black and racially minoritised community organisations in Birmingham, Bradford, Bristol, Devon, Huddersfield, Hull, Leeds, Leicester,

Liverpool, London, Manchester, Plymouth, Sheffield, Torbay, and Wolverhampton. More than 20 trainers and consultants supported these enterprises.

Despite its successes, the programme faced challenges, particularly in workshop attendance, due to participants' capacity constraints. This highlights the need for more flexible delivery methods in future initiatives. The systemic disadvantages faced by Black and minoritised-led businesses were also evident, emphasising the need for continued and expanded support.



Moving forward, Ubele is considering the following recommendations for future programmes:

- Expansion of the programme to support 100 organisations, given its proven effectiveness.
- Increase of the grant from £30,000 to £45,000 per organisation, particularly for London-based businesses, to better support comprehensive capacity building.
- Conducting a follow-up assessment 12 months post-programme to capture long-term outcomes and sustained impact.
- Establishing a nationwide peer support network among participating organisations to foster ongoing collaboration and knowledge sharing.

The full report can be accessed on the Ubele website, in the 'Research and Reports' section.

In September 2023, all BMCEDP partners convened in Birmingham for an in-person Cross-Sector event. The gathering saw more than 100 attendees, including Social Investment Business (SIB), ACCESS Foundation for Social Enterprise, and 20 Ubele EDP charities and Social Enterprises. It was a remarkable day filled with celebration and reflection on the programme's journey.

Ubele's EDP Programme Manager, led the Diversity and Inclusion in Social Investment and Enterprise session. The panel included representatives from Ubele's Developing assets and enterprise Hub, Extend Venture, and The Pathway Fund. They stressed the need for greater representation in the sector from Black and racially minoritised communities and explained how their respective organisations were actively contributing to expanding access to finance and capital within our communities. Seb Elsworth, Chief Executive of Access expressed pleasure with the impact of the Access' investment in these words:

"Great to hear the impact growing their enterprise income has had on the organisations and the communities they serve", said Seb Eiselworth, CEO of ACCESS.



Ubele pays special tribute to Yvonne Witter, a key architect of the programme. Yvonne led the BMCEDP until July 2022 before her passing in December 2023. Her legacy endures through the success of the BMCEDP and the lasting impact it has had on the 47 organisations that benefited from her work.

These two case studies – The Mentoring Lab, Cohort 4; and Saathi House, Cohort 3 - celebrate and promote the organisations that participated in Ubele's Black and Racially Minoritised Enterprise Development Programme.



Case Study 1: The Mentoring Lab, Cohort 4



The Mentoring Lab, based in Hackney, specialises in providing youth mentoring training and consultancy services to statutory bodies, voluntary organisations, parents, and independent youth practitioners. Its core mission is to enhance the skills of those working with young people by integrating Youth Mentoring as an effective and sustainable practice.

The BMCEDP grant was pivotal in allowing The Mentoring Lab to dedicate time and resources to the research and development of its innovative online career mentoring platform. This financial support enabled thorough exploration and refinement of the platform's functionality, ensuring a streamlined mentoring experience for young people and helping them confidently pursue their career goals.

The grant also facilitated deeper engagement with corporate and community stakeholders, allowing the team to gain valuable insights into their needs and expectations. Additionally, it provided opportunities for The Mentoring Lab's team to participate in key industry events and conferences, where they connected with experts and stayed informed on best practices.

Overall, the EDP grant played a vital role in strengthening the organisation's ability to grow and develop its online platform, ensuring the continued provision of impactful mentoring services to young people and those supporting them.

Case study 2: Saathi House, Cohort 3



With a legacy spanning over 25 years, Saathi House serves as a cornerstone organisation in Birmingham, dedicated to empowering women to create positive change in their own lives, their families' lives, and their local communities.

Through participation in the Enterprise Development Programme, Saathi House has made significant strides in boosting its trading revenue. A key milestone was securing food orders for various community events in the local area, a direct result of the programme's support.

The Programme's grant funding enabled Saathi House to equip participants with essential certifications, such as food hygiene and manufacturing qualifications. These certifications were critical in ensuring that Saathi House operates in compliance with industry standards, reinforcing its commitment to safety and quality.

The Black and Racially Minoritised Enterprise Development Programme also provided guidance on branding and business

strategy, aiding Saathi House in the development of their food business, 'Saathi Snacks'. With expert advice, Saathi Snacks has been able to carve out a unique identity in the market, distinguishing itself from competitors and establishing a solid foundation for future growth.

As part of a wider initiative, Saathi House is actively working to empower the women involved in the enterprise by offering education on self-employment. This includes equipping them with the knowledge needed to manage a home-based food business, ensuring they have the tools and confidence to succeed independently.

In addition to its programmatic success, Saathi House has expanded its operational capacity by hiring five new staff members. This growth has not only enhanced the organisation's ability to deliver its mission but also provided valuable employment opportunities within the community.

Saathi House continues to be a driving force for positive change, empowering women to succeed in business and life. The impact of the Enterprise Development Programme has been transformative, fostering new opportunities for growth, self-sufficiency, and community engagement.

Overall, the Developing Assets and Enterprise Hub demonstrated a broad geographic reach engaging 4,644 individuals and 926 organisations across a wide range of focus areas.

5.2 Our achievements - Developing People, Groups and Organisations Hub



In this reporting period the Developing people, groups, and organisations hub, leveraged strategic partnerships and diverse funding to achieve its goals despite external challenges. We report on 13 initiatives undertaken by this hub in this reporting period.

The London Social Lab

The London Social Lab engaged a diverse group of over 40 participants, including 12 enquiry team members from various sectors: youth organisations, a local authority, employability groups, and youth employment activists. Despite challenges in reaching Black-led voluntary and community organisations due to their high

service demands, the project succeeded in attracting a broad range of stakeholders. The lab and roundtable events fostered collaboration and knowledge-sharing, with over 30 practitioners contributing to enriched findings. Employing participatory methods like the World Café methodology, the project facilitated collaborative insight gathering, leading to the creation of community networks and new organisational partnerships.

Key events began with a learning journey to Access UK in May 2023. This Black-led social enterprise provided guidance on enhancing outcomes for Black and racially minoritised youth in education and employment. In June of that year, a roundtable and lab session explored the evolving landscape for these youth, identifying persistent systemic barriers. In September, the Sensing Journey Day introduced existing employment support practices for Black and racially minoritised individuals, featuring expert insights on improving employment outcomes. This was followed by a Prototyping Guidance session in November, during which £35,000 was allocated to create an intervention for sustainable employment for Black and racially minoritised youth. Subsequent roundtables on Youth Outcome Mapping and the Prototyping Accelerator event in December 2023 refined and developed these prototypes.

Prototyping efforts and discussions continued into 2024, with the November Prototyping Guidance Lab session further refining the intervention strategy. The project's ongoing development was supported by additional roundtables and lab sessions, culminating in a final series of roundtables in January and February 2024 to review lessons learned and plan future steps.

Phase 1 concluded with the creation of a holistic work experience programme designed for historically marginalised Black youth. This programme provided transferable skills, portfolio enhancement, and entrepreneurial development through workshops, mentoring,

networking, and business pitching. Four young participants from Lambeth, including two Not in Employment, Education or Training (NEET) individuals aged 16-18, were involved receiving the London Living Wage for their contributions.

Looking ahead, Phase 2 will see the enquiry team independently managing the project with limited support from Ubele. This phase will focus on finalising recruitment for a rotational paid prototype programme running from June to August 2024 and offering professional experience, mentoring, and training in various fields. The project will also continue to host lab sessions and roundtables to share insights and engage new perspectives.

This project has underscored the power of collaboration and inclusivity, fostering a dynamic space for dialogue and innovation. By working with ten exceptional Black leaders, including young leaders, the initiative has driven significant progress in youth empowerment and employment. The inquiry team has been successful in identifying effective strategies for supporting organisations, understanding key components of successful interventions, evaluating initiative impacts, and advocating for high-quality youth services.

Lloyd Leon Community Centre (LLCC)

The aim of Ubele's intervention has been to strengthen the organisation. Following a period of temporary closure for building refurbishment, the group has successfully returned to its revitalised space. This hiatus presented an opportunity for the LLCC team to explore alternative income sources, aligning with the business strategy developed in partnership with Ubele. These initiatives, piloted during the closure, have yielded positive outcomes, ensuring the Centre's sustainability and growth.

Moreover, the LLCC has formed meaningful partnerships with key institutions such as the National Health Service (NHS), focusing on vital health issues affecting the local community. Collaborative



projects have been launched to address hypertension, prostate cancer, and diabetes—critical conditions prevalent among the population the Centre serves. These partnerships have broadened the scope of the LLCC's impact on public health. Additionally, LLCC has expanded its social and community offerings, introducing innovative programmes such as queer dominoes and dominoes in local libraries. These initiatives have fostered inclusivity and engagement, drawing in diverse members of the community and promoting a sense of belonging.

Moving forward, the LLCC aims to further strengthen its governance structure under Ubele's Agbero 2100 framework. The focus will be on continuing to diversify income streams to ensure the centre's financial resilience. Additionally, LLCC seeks to deepen its relationships within



the community, fostering broader engagement and collaboration to support its mission of community development and inclusion. These efforts position the LLCC for long-term sustainability and an even greater impact on the community it serves.

Safety Lab

The Safety Lab project was launched to empower Black and racially minoritised organisations in Southwark and Lambeth. Engaging 18 community groups, the project placed these organisations at the centre of decision-making for the £500K Safety Fund. This participatory approach transferred power directly to the community, allowing these groups to shape the fund's design and determine how it could best serve their needs. By giving these groups agency, the

project fostered an environment of collaboration and community-driven solutions.

From April to June 2023, the participating groups undertook immersive learning journeys, complemented by online preparatory sessions. Experts from fields such as education, mental health, and funding provided guidance, helping these organisations to explore key areas for innovation. This experiential learning led to Social Labs, where groups were able to test their ideas, develop feedback mechanisms, and establish accountability structures. These sessions laid the groundwork for a collective focus on three main areas: Reimagining Funding, Wakanda (Black asset ownership), and Education. Throughout this period, the groups organised 12 self-led meetings and participated in a Residential Social Lab in November 2023, where they presented proposals and planned future actions.

The project's focus areas have had a substantial impact. The Wakanda Assets Group is working on fostering intergenerational wealth creation within Black communities, with an initial phase targeting four organisations to enhance economic sustainability. The Re-imagining Funding Group is developing the Grant Funding Draft System (GFDS), an innovative approach designed to tackle racial disparities in grant funding and promote collaboration among community groups. Additionally, the Black Ofsted Education Project is addressing racial inequality in education, striving to improve equity in schools across Southwark and Lambeth.

Looking forward, the Safety Lab project will continue to share its learnings and outcomes through a series of events in 2024. An online workshop is planned for May 14, followed by public webinars in June that will focus on Black led Systems change, accelerating equitable outcomes and funding, power and participatory grant making. These webinars anticipate an audience of 500 UK based attendants as well as internationally. The initiative will conclude with a closing event, where the project's achievements will be celebrated, and its insights disseminated to a broader audience. The series of events will

ensure that the project's impact continues to shape discussions on community safety and empowerment in the future. A learning report has been developed for the safety project, which can be accessed on the Ubele website.

London Recovery Mission

Since July 2022, Propel London has made significant strides in shaping the London Recovery Mission, particularly through active involvement in the Building a Fairer City Action Plan meetings conducted by the London Recovery Board. As one of five equity partners, Ubele's role has been central to influencing the strategic direction and implementation of key programmes.

Our contributions include co-designing programme strategies, managing the allocation of funds, and guiding resource distribution in alignment with Propel's objectives. We have also played a critical role in supporting programme timelines, refining communication strategies, and managing risks. Our focus on data analysis has allowed us to track impact, anticipate funder behaviour changes, and share insights to enhance the effectiveness of our initiatives.

Looking forward, we will continue to advocate for systemic change, prioritising funding for initiatives that benefit Black and racially minoritised communities and promoting equitable grant-making practices. We aim to dismantle barriers that disadvantage these groups, using data-driven approaches to track progress and ensure funding targets systemic discrimination. Through these efforts, Propel London seeks to advance social justice and equity, making a meaningful impact on the communities we serve.

Children in Need (CiN) Project

The Children in Need Project aimed to build the capacity of emerging and established Black and racial minority-led organisations, particularly those serving young people through the BBC Children



in Need, We Move Youth Social Action Fund. To achieve this, a comprehensive Capacity Building Learning Support Package was delivered to 67 organisations. The package covered key areas such as governance, financial management, project development, risk management, staff supervision, recruitment, volunteer management, policy development, grant writing, and monitoring and evaluation. These sessions were designed to strengthen the foundations of these organisations, enabling them to operate more effectively and sustainably.

In addition to the group training, 22 organisations identified by Children in Need as requiring further support received two days of one-to-one assistance. This direct, tailored guidance allowed them to address specific challenges, implementing best practices in governance and operational management.

The impact has been significant, with organisations now operating with stronger governance and financial systems, leading to more efficient and accountable operations. Improved project development skills have enabled them to deliver services that better meet the needs of young people. Another key outcome has been the

integration of youth-centred service design, ensuring that the voices of young people shape the programmes that serve them.

Looking forward, these strengthened organisations are better positioned for long-term sustainability, with the ability to secure funding, manage risks, and continue delivering impactful services. This initiative has empowered Black and racial minority-led organisations to grow and thrive, ensuring they remain vital contributors to their communities.

Alagba Project

The Alagba Project is dedicated to enhancing the capacity and capability of Black-led organisations, with a focus on both the organisations themselves and the communities they serve. This initiative aims to empower organisations working with older Black and racially minoritised individuals, addressing their unique needs and promoting their well-being. The project seeks to tackle issues such as chronic loneliness and inadequate services for older Black and racialised elders, ensuring they age with dignity and receive tailored support.

In this reporting period, the Alagba Project has engaged 13 individuals from various London boroughs, including Lambeth, Southwark, Sutton, Newham, Tower Hamlets, Haringay, and Camden. Despite an initial setback in April 2023, which required rescheduling the first social lab session, the project successfully adapted. An online check-in in May of that year, was well-received and extended beyond its scheduled time due to participants' high engagement. This was followed by a productive session in June, where the group consolidated their prototype ideas.

Other significant milestones include the social lab session held in July, during which stakeholders such as Ubele Chair and Ageing UK Director provided valuable feedback on the group's ideas. By September, the group had refined their proposal into the "Ekindle"

concept—a kite marking system designed to enhance care quality for Black and racially minoritised elders. Recognising the need for further development, the major learning and sharing event has been rescheduled to October 2024.

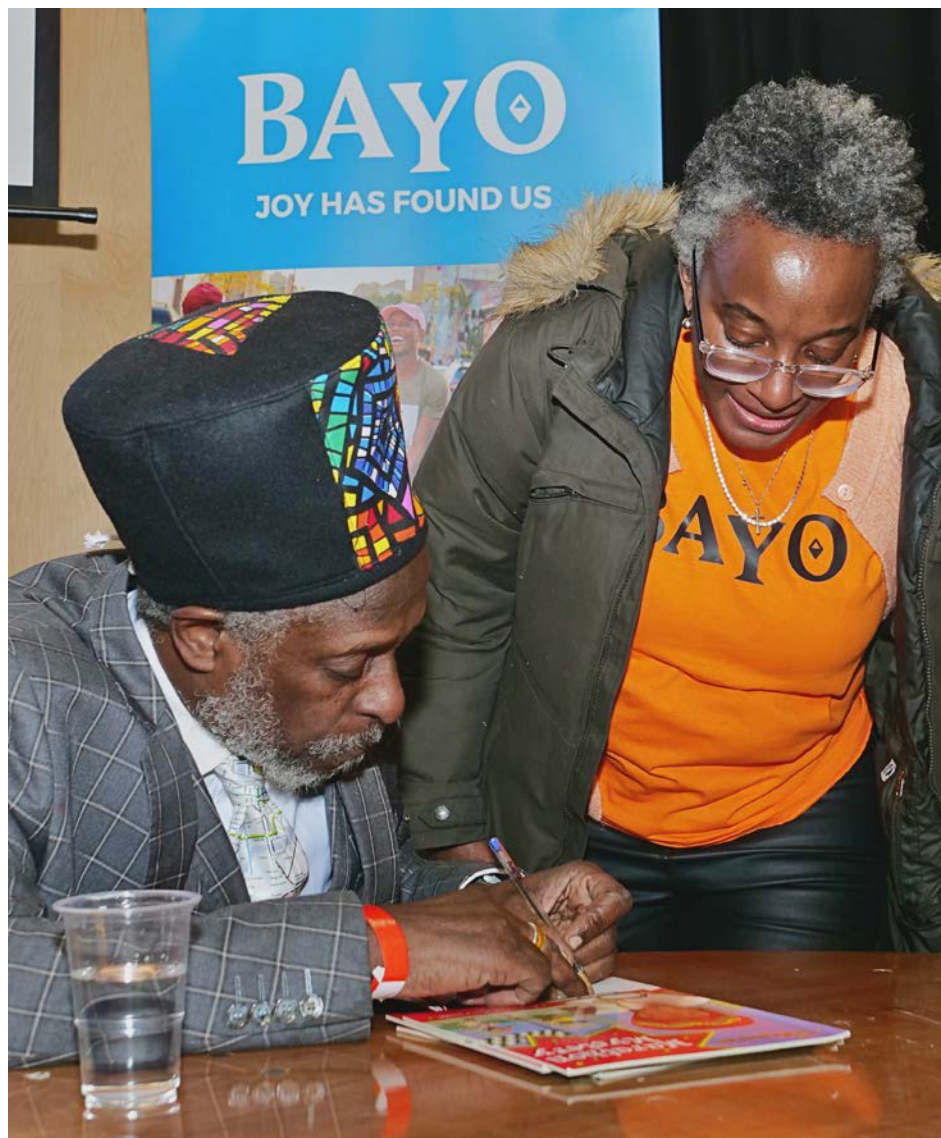
In terms of capacity building, Ubele's Programme Manager reached out to participating groups, offering 1:1 support. This led to three organisations receiving assistance and submitting several funding bids. Additionally, the Alagba group identified a key leverage point: a quality standards kite mark to ensure service excellence for Black elders.

In October 2023 proposals were finalised followed by an Alagba Kite Mark meetings in November 2023 and January 2024 as well as a core working group meeting in March, to define job specifications and terms of reference.

Despite Alagba's successes, areas for improvement were identified, including time forecasting, participant capacity, and addressing power dynamics in communication. The iterative nature of the project also highlighted the need for more flexible timelines and realistic time estimates.



The next steps involve refining project details and establishing agreements between Ubele and the Alagba group. The project will be further developed with the appointment of a Project Manager by



June 2024. Additionally, a commissioned filmmaker will document the group's journey and gather feedback.

Overall, the Alagba Project is on track to significantly impact the quality and inclusivity of services for older Black and racially minoritised individuals, driving systemic change and fostering a supportive environment for these communities.

Mental Health

Bayo, meaning "Joy" in Swahili, was established as a platform to support the mental health and wellbeing of young Black and racially minoritised individuals under the age of 35 across the UK. It arose in response to the profound psychological toll the COVID-19 pandemic and the murder of George Floyd had on Black communities, especially young people. The platform addresses a critical gap in age-appropriate, culturally relevant mental health services by collaborating with grassroots collectives and organisations to centre mental health and wellbeing. Since 2023, Bayo has been funded by MIND, with a goal to empower young Black individuals by fostering mental resilience and joy.

Over the past year, Bayo has provided financial support to 113 organisations, each receiving grants of up to £2,000. These funds have enhanced mental health and wellbeing services tailored for young Black individuals. The impact of these grants is evident in various case studies available on the Bayo website. Bayo has also listed 249 organisations on its platform, offering wellbeing support for Black communities, with another 200 organisations undergoing due diligence to be added soon.

The platform's reach is growing, with an average of 3,150 visits every six months, indicating increasing engagement. To build capacity, Bayo has successfully trained 30 individuals as Youth Mental Health First Aiders, equipping them with the skills to offer frontline support. Additionally, one individual has been trained as a Youth Mental

Health First Aid Course Instructor, increasing Bayo's ability to deliver ongoing mental health training. The platform has also provided urgent therapeutic support to four young people, offering 10 therapy sessions to each.

In addition to frontline mental health support, Bayo has delivered 13 free courses to organisations on various topics, including grant funding, governance, leadership, and communications. These capacity-building efforts have strengthened the operational infrastructure of organisations supporting the mental health of young Black people, contributing to their sustainability.

Despite its successes, Bayo has faced challenges. The loss of two key team members within a three-month period has put strain on the project, which is now staffed by a part-time project manager and four volunteers. This highlights the need for sustained investment to maintain and expand Bayo's impact.

Bayo's involvement in events like the Community Trauma Conference, Just Vibe Festival, Black Pride, Notting Hill Carnival, Windrush Day, Greenwich Day Festival, Bayo Comes to Manchester, London Health Festival, Young Minds Matter, Westminster Kingsway, Black Grief Workshop, Brentford Music Museum, Future Men Health Week, BPOC Trans Healing, Haringey Mental Health, Insight Health Event, Hammersmith Health Fair, Black Book Festival, and Manchester Face Festival has raised awareness of Black mental health and fostered collective healing. These events provide critical spaces for celebration, reflection, and dialogue, reinforcing Bayo's mission to support young Black individuals' mental wellbeing.

Led by an Associate Director from The Ubele Initiative, Bayo's work aligns with broader efforts to support Black mental health professionals and advocates. This includes hosting a weeklong retreat for Black mental health advocates and convening the Mental Health Community Day at Brixton House, which attracted over 300 participants. Bayo has also supported isolated Black workers in

mainstream organisations while continuing to expand its network of practitioners.

As Bayo moves forward, it stands at a pivotal moment where further investment is crucial for sustaining and expanding its work. With the necessary resources, Bayo will continue to nurture joy, healing, and resilience within Black communities, ensuring young Black individuals have access to the culturally relevant mental health support they deserve.

81 Acts

"81 Acts of Exuberant Defiance" officially ended within this reporting period. The project was centred on engaging the community in exploring the legacy of past struggles, particularly in Lambeth, where issues of racial and social justice were historically significant. Managed by The Ubele Initiative with strategic support from Lambeth Borough Council and other partners and funding from the National Lottery Heritage Fund, the project aimed to empower the community in leadership roles. The project faced challenges, particularly financial strain and under-resourced management, which affected its overall execution.



A key focus was redefining the concept of "community" through the involvement of various groups, including the 81 Acts Builders and the Exuberant Forum. These groups worked together to foster intergenerational connections, particularly emphasising the idea of inheritance and the ongoing impact of past struggles for justice. The project also sought to reclaim and critique the heritage of community responses to police actions in Lambeth, especially those from the 1980s, by preserving oral histories and storytelling.

The project aimed to make heritage more accessible and to involve a broader audience, but issues with funding and resilience-building limited some of its success. Nonetheless, it made strides in community engagement and brought attention to important historical legacies within the Lambeth area.

The Young Emerging Leaders Collective (YELC)

The Young Emerging Leaders Collective (YELC) has made strides towards embedding its leadership within the organisation and advancing its vision for social change. In 2023, key funding was secured, allowing the Environmental Justice strand of the YELC programme to take off. The initiative empowers young leaders to influence environmental justice and climate justice issues while developing their leadership skills.

In April 2023, £60,000 over three years was secured from The Blgrave Trust to support the Environmental Justice strand of YELC. Between June and August, YELC members collaborated with Ubele staff to design the application process for the programme, piloting the initiative with the Environmental Justice strand. YELC alumni played an active role in drafting the job description for the Environmental Justice facilitator, ensuring their involvement was central to the process. This collaborative effort demonstrates YELC's commitment to youth-led design and decision-making.

By late August 2023, applications for the new YELC programme opened, accompanied by extensive outreach efforts to maximise

visibility within Ubele's network. Further momentum was gained in September with an additional £88,000 secured from the Zoom Foundation, with funding allocated to programme coordination and YELC activities. These additional resources prompted a strategic review of recruitment and programme structure. The decision to merge the facilitator and programme coordinator roles will streamline operations and enhance the support available to YELC members.

The YELC programme is set to launch in October 2024 with a refreshed recruitment process and the introduction of compensation for members, improving accessibility for underrepresented groups. With the relaunch and a dedicated YELC leader starting in June 2024, YELC is positioned to expand its impact in driving environmental and social justice initiatives.

Mek Wi Chat

The Mek Wi Chat Project achieved a major milestone by hosting its inaugural artwork exhibition and poetry performance, which highlighted youth-led exploration of leadership themes. The event, featuring six young poets, attracted 87 attendees, reflecting strong community engagement and interest. The positive reception underscored the project's success in providing a platform for young voices and showcasing their potential as future leaders.

Moving forward feedback from attendees and participants will be used to enhance future events. Additionally, the project will seek opportunities to showcase the artwork and poetry in other venues to reach a wider audience. Expanding the portfolio of artwork and poetry will help sustain the project's momentum and prepare for future exhibitions. One such exhibition is scheduled for the end of September 2024 at 198 Gallery in Brixton, featuring keynote speakers like Black Cambridge professor Jason Arday.

Overall Mek Wi Chat Project's demonstrated its capacity to make an impact through creative expression and leadership development.

With plans to build on this success and secure additional resources, the project is well-positioned to continue empowering youth and enriching the community.

International Involvements

After 10 years of benefitting from European funding the last two Erasmus+ projects came to an end in 2023. The Erasmus+ programme from 2015 to 2022 significantly impacted Black and racially minoritised

communities in the UK. Ubele partnered with 29 countries, including the Netherlands, Germany, and Spain. The programme benefited over 1000 leaders, 61% of whom were female, by providing opportunities for study, training, volunteering, and work abroad. Ubele led on five projects and received Erasmus+ grants totalling £1.25M. over this ten-year period

Projects lasted from 1 day to 3 years, with 11 short-term mobilities averaging 7 days and four interventions ranging from 1 to 8 months.

Erasmus+ Case study 1: Ubuntu

The **Ubuntu Erasmus+ Programme Impact report** provided a comprehensive overview of feedback from 43 respondents who participated in various Erasmus programmes under the Ubuntu initiative.

Participants engaged in a variety of Erasmus programmes, with the **Black Activism in Europe (Amsterdam)** course attracting 23.26% of respondents and the **Social Lab 3 (Lisbon)** drawing 30.23%. The feedback from these courses reflects a high level of satisfaction; 55.81% rated the courses as excellent, and 41.86% rated them as very good. On a personal level, 43.9% of respondents felt that the courses had impacted them "a great deal," while 29.27% reported that the courses had significantly impacted their organisations.

Interestingly, most participants (53.49%) learned about the courses through word of mouth, underscoring the importance of personal, professional and community networks in spreading awareness about the Erasmus+ programmes. Participants represented a diverse range of organisations, with the largest group (37.21%) coming from Community Interest Companies (CICs). Other prominent organisation types included registered charities (27.91%) and sole/independent traders (13.95%). The core mission of these

organisations largely focused on citizenship and community development (23.26%), with significant attention also given to health, poverty relief, and the arts (each making up 13.95% of responses). Geographically, over half of the organisations (53.49%) were based in London. A quarter (25.58%) of these organisations report an annual income between £100,001 and £1 million. The leadership profile of respondents is also noteworthy, with a majority (51.16%) identifying as CEOs or directors, indicating that the survey feedback primarily comes from decision-makers within their respective organisations.

Diversity was a key feature of the participant group, with a majority identifying as Black (74.42%) and female (55.81%). Additionally, 16.28% of respondents were registered with a disability, highlighting the inclusivity of the programme. These demographics provide important context for understanding the diverse range of experiences and perspectives brought into the Erasmus initiatives.

Overall, the Ubele Ubuntu Erasmus+ programme had profound influence, particularly in fostering personal and professional growth and organisational development within community-driven sectors.

Erasmus+ Testimony 2: Yo Fest

Elsie Ayotunde Cullen



Elsie Ayotunde Cullen is the founder of *ourppls*, a creative agency and Community Interest Company (CIC) that focuses on wellbeing and human development through creative and cultural production. Her journey with Ubele began nearly six years ago, and it has had a lasting impact on both her personal and professional growth.

Elsie's first significant engagement with Ubele came during the Erasmus+ 'Yo

Fest' Pop-Up event, where she led a workshop and co-facilitated a privilege walk. Her workshop, inspired by redesigned Adinkra symbols, helped participants reflect on their core values in leadership. The privilege walk encouraged deep reflection on how societal advantages or disadvantages shape people's lives and opportunities.

The activities aimed to encourage critical and reflective thinking among young people from across Europe, particularly from the perspective of global-majority communities. The focus was on leadership, privilege, and community responsibility, drawing on cultural and creative elements to foster a more profound connection to these concepts.

Elsie experienced a significant boost in confidence as a facilitator, particularly as she was engaging with an international audience.

The opportunity to make new friends and explore Strasbourg with a diverse group of young people was enriching. Additionally, Ubele's support in funding stencils for the workshop played a pivotal role in strengthening her entrepreneurial mindset, offering a tangible example of what resourcefulness in leadership can look like.

Nearly six years later, Elsie continues to run her organisation, *ourppls*. Her early experiences with Ubele laid the foundation for her growth in leadership and entrepreneurship. Today, she remains involved with Ubele, contributing to their communications and storytelling efforts, exemplifying how sustained relationships and support can lead to long-term impact.

Elsie's advice for young people with access to similar opportunities is simple but powerful: seize every opportunity, stay curious, and remain ambitious and focused. Her story is a testament to the lasting impact that Ubele's Erasmus+ programmes can have, demonstrating that while the immediate benefits are valuable, the real transformation often takes years to manifest fully.

Elsie's journey with Ubele is an inspiring example of the long-term impact of Erasmus+ programmes on young adults. Her growth from participant to entrepreneur and Ubele collaborator highlights the importance of sustained support, cultural engagement, and leadership development. The transformation she has experienced underscores the value of patience and persistence when nurturing young leaders.



The longest strategic partnership projects spanned 3 years, with projects averaging 22 months in duration.

Ubele's work fell under Key Action 1 (Adult Mobility) and Key Action 2 (Strategic Partnerships) strategic partnerships. It included youth projects empowering participants to build networks, strengthening leadership, and enhance awareness of African identity. The programme fostered intercultural dialogue, resilience in organisations, and knowledge exchange, particularly through initiatives like "Black to the Future" and the "Mali Enterprising Leaders" programme, the later alone involved 212 training mobilities. Two of the projects are profiled in this report: Ubuntu and Mali Enterprise Leaders (MEL) Europe.

In **Kenya**, Ubele's work in Nyeri focuses on tackling youth unemployment, despite high levels of education and skill. By exploring the underlying causes, we are guiding local leaders and community members toward practical solutions. Upcoming two-day gatherings will narrow down potential solutions, with a focus on developing a prototype that addresses the issue sustainably.

In **Uganda**, Ubele's collaboration with the Child's Eye Foundation has made an impact on systems of childcare. Working with individuals who have lived in orphanages, we are helping drive systems change for better care of children. Our leadership development programme has empowered the collective to critically assess and redesign these systems, with two key members joining us at Ubele for a knowledge exchange.

Looking ahead, we aim to deepen our work in Uganda by refining our approach. Later in 2024, we will focus on building stronger relationships within the community and fostering an environment conducive to risk-taking and systemic change. We also seek to evaluate and adjust our practices to ensure that our work remains impactful and inclusive.

Overall, across a diverse range of projects and interventions the Developing People, Groups and Organisation Hub have supported 3875 and 667 organisations.

5.3 Our achievements: Equity and Justice Hub



The Equity and Justice Hub undertook several transformative initiatives aimed at empowering Black and racially minoritised with a strong focus on women. These included The Phoenix Way (TPW) a national partnership aimed at amplifying the voices of Black and racially minoritised communities through equitable grant-making, leadership development and systems change; The Elevate Cohort 3 Leadership Programme, designed to foster personal and professional growth of women in the university sector; and the Black Feminist Leadership Programme, which took place in Cologne Germany and focused on self-reflection, sisterhood, and sustainable leadership practices. Other highlights include the Black Women in Action programme, celebrating the contributions of older Black women leaders in the North of England and Scotland and co-funded by The Jane Hatfield award.

This report shares the achievements of 5 of these initiatives which have driven lasting impact and strengthened community connections.

The Phoenix Way 2.0

The Phoenix Way 2.0 (TPW) is a national partnership. Ubele's CEO is the national lead and Ubele hosts the secretariat. We also work with Global Fund for Children (GFC) and regional partners. TPW seeks to establish a Black community led national partnership to amplify the voices of Black and racially minoritised communities. This initiative aims to influence the grant-making system to ensure more equitable and sustainable outcomes over the long term as well as provide regional infrastructure support

During the reporting period, The Phoenix Way 2.0 allocated approximately £2.2 million to support 47 groups across England. Funded by YEF, the Chanel Foundation, and Lloyds Foundation, this initiative empowered these groups to drive meaningful change in their communities. A significant portion of the funding focused on the development of medium-sized organisations, with each region receiving £200,000 from Lloyds TSB. In the Southwest, this strategic allocation was used to further strengthen 8 existing community organisations, while other regions employed staff and ran programmes directly. Advisory and Steering groups were established in different areas to help set up regional infrastructure, providing essential support through programme managers, development workers, and administrators.

Last year, an emergency funding round provided £20k to 50 groups. Following this, 47 groups were funded for project costs up to £30k, focusing on supporting Children and Young People (CYP) at risk. This second round specifically covered the core costs of organisations working with CYP, enabling them to address the needs of at-risk youth directly.

The Phoenix Way has actively engaged in strategic monthly National Leadership Group meetings to strengthen leadership and operational capacity. We have facilitated leadership development sessions,

called 'Sitting on the Edge,' in partnership with BRAP, which have been instrumental in building essential skills, fostering deeper understanding, and promoting more open communication among our leaders and partners. BRAP and Ubele also lead as facilitators for systems change. Additionally, between September 2023 and March 2024, we designed and facilitated a governance framework refresh process with the support of an independent consultant. This framework will be finalised and signed off by all TPW partners by July 2024.

In March 2024, The Phoenix Way (TPW) partnership, led by Ubele, secured £242,000 to develop a proposal for a £50 million ring-fenced National Lottery Community Fund (NLCF) application, with submission planned for November 2024. Central to this effort were two experienced consultants. Planning meetings with the National Leadership Group and the National Lottery Community Fund were held to discuss grant development and stakeholder engagement strategies. Additionally, we began exploring collaboration with the UK Community Foundation to integrate local giving initiatives into our grant-making system.

From March 2023 TPW implemented several initiatives to enhance visibility and stakeholder engagement. These included hosting an event for grantee partners (funded groups and organisations), developing a communication strategy, launching a newsletter, and initiating branding and website development. We also provided learning and development on systems change, created a national framework for learning partnerships, and successfully reported year-one outcomes to our funders, securing funding for year two. Further, we are exploring collaboration opportunities with the UK Community Foundation to implement a national Salesforce platform, which will improve coordination and insights across community foundations.

At the close of 2023, Yvonne Field OBE reflected on the achievements of The Phoenix Way for that year in those words:



'As I reflect on the development and achievements of The Phoenix Way over the past year, I am reminded of the famous following quote by Margaret Mead: 'Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.'

The level of dedication shown by The Phoenix Way (TPW) Partners, a group of 12 experienced community leaders from Black and racially minoritised communities representing six regions across England has been quite extraordinary. We originally came together to co-design and implement the £2.4m Phoenix Fund in 2020 as a response to the disproportionate impact of Covid-19 on our communities. In 2022, Phoenix Partners secured £13.7m for three years and developed a participatory grant making approach which centred racial equity. Since then, we have continued working together holding a shared commitment to increase investment in our communities and create more equitable outcomes in grant making for Black and racially minoritised groups across the UK. We have also begun to develop a five-year vision to ultimately transform the UK's grant-making system. We look forward to 2024 and all that it will bring for our continued collaboration.'



Elevate 3

The third Elevate Leadership programme ran from January to June 2023, launched in partnership with the University of Bristol, University of Bath, University of Cardiff, University of Exeter, and the University of the West of England. Designed to empower 30 Black and racially minoritised women, both academic and professional services staff

Elevate focuses on both professional and personal growth. Elevate offers a unique experience that goes beyond traditional workshops, acknowledging and building on participants' lived experiences. It provides a supportive environment for exploring leadership potential and tackling institutional discrimination. The journey begins with a deep dive into personal and professional identity through face-to-face and online sessions. Participants explore various leadership styles, engage in self-discovery, and develop action plans to guide their growth.

As the programme progresses, participants analyse organisational dynamics and how their cultural backgrounds influence their

professional experiences. They engage in online discussions and group activities to address stereotypes and navigate complex workplace communications. They meet in Action Learning Sets (ALS) and undertake projects aligned with their leadership goals, whether preparing for new opportunities or addressing current challenges. This hands-on approach allows them to refine their skills with feedback from peers and mentors. Building a supportive community is central to Elevate. Action learning sets and inter-institutional mentoring relationships foster collaboration and networking.

The programme culminated in June 2023 with a final in-person gathering where participants present their projects and reflected on their growth. Representatives from each university including mentors are invited to attend. This was followed by a well-attended Alumni event in July. Feedback from participants highlighted the programme's profound impact:

"The facilitators, Peggy and Yvonne, were outstanding. Their leadership was empowering."

"Connecting with strong women who share my multicultural background has been inspiring. I am motivated to be a force for change."

"The engaging and authentic facilitation of Peggy and Yvonne was pivotal to the programme's success."

"Thank you to Katherine, Yvonne, and Peggy for this essential course. Please continue offering it."

This feedback underscores Elevate's impact and the vital role of its facilitators in fostering growth and empowerment.

The Black Feminist Leadership Programme

The Black Feminist Leadership Programme held in Cologne in May 2023 was a transformative event, deeply impacting the 20 Black women from various UK cities who participated. This initiative focused on critical themes such as self-relationship in leadership, personal needs and boundaries, and sustainable healing practices. Facilitated by Clementine Ewokolo-Burnley, with support from the Ubele Initiative and Migra-Africa, the programme provided a nurturing environment for reflection and personal growth.

Participants engaged in profound discussions about leadership and self-worth, exploring how to balance support and autonomy while addressing trauma. They embraced mindfulness practices and tackled complex issues related to sisterhood and conflict resolution. The programme also featured enriching dialogues with Black feminists like Yvonne Field and Arlene McKenzie, enhancing their understanding of sustaining sisterhood and leadership.

The feedback from participants reflects some of the programme's impact. One participant reflected on the experience, stating:

"Most learning was derived from being given the opportunity to reflect on the leadership skills we as women of colour already have. It showed how these skills could be best used individually and collectively."

This highlights the programme's role in validating and enhancing existing leadership skills.

Another participant praised the programme's unique approach:

"Boundary setting and being able to respect my own boundaries as part of self-love and being an honest leader that stays true to herself to lead from the front authentically."

This quote emphasises the importance of personal boundaries and authenticity in leadership. Several participants expressed a desire for the programme's expansion. One participant noted,

"Every day I wake up and think how this programme is not more widely available. Why is Ubele a stand-alone? Why is it not in the educational arena?"

This sentiment reflects a wish for broader accessibility and integration of such valuable experiences. The programme also fostered deep emotional connections and reflections. A participant shared,

"The connections I've made and the emotional conversations that left me sobbing most of the time." This quote illustrates the profound emotional impact, and the strength of the bonds formed during the programme.

Lastly, a participant's gratitude encapsulated the overall sentiment:

"Thank you for an extraordinary experience. Please enable the vision to live on and please pass it on to the younger generation."

This expresses a desire for the programme's legacy to continue and benefit future generations.





Black Women in Action - Also known as 'Seasoned'

The Black Women in Action programme, which ran from April 2023 to March 2024, aimed to celebrate and honour the contributions of Black and racially minoritised women aged 60 and over who have been active in community work for over a decade. This initiative sought to capture and profile the glamorous images of these women while they are still alive, addressing the often-unrecognised nature of their contributions that are typically celebrated only in eulogies. Additionally, the programme aimed to educate younger Black individuals about these current heroines, with the hope of expanding into installations and publications if further funding is secured.

From April to July 2023, the programme focused on outlining its goals, securing approval, defining its scope and budget, and selecting a thinking group. The team worked on identifying and appointing a Black female photographer and makeup artists, paying special attention to the preferences of older women regarding makeup. By

July, the programme had selected Black women for participation and continued to receive support from the thinking group.

The culmination of the programme was a book published in March 2024, featuring 12 remarkable women from across the UK, including England, Ireland, Scotland, and Wales.

The Jane Hatfield Award

The Jane Hatfield Award, established by the Institute for Voluntary Action Research (IVAR), is an annual £5,000 grant designed to support young researchers from Black and racially minoritised communities. Named in honour of Jane Hatfield, a former trustee and chair of IVAR who sadly passed away, the Award funds research focused on community, social action, or social justice, with the aim of strengthening the UK's voluntary sector by amplifying the voices and insights of emerging researchers from underrepresented backgrounds.

In its inaugural year (2023-2024), the Jane Hatfield Award was launched in collaboration with Ubele Initiative. A network of 20 young researchers, who had completed Ubele's peer researcher course, was invited to apply, with teams of 2-4 tasked with completing their projects within six months. IVAR and Ubele successfully funded four researchers under the age of 30, divided into two teams. One team focused on studying the mental health impacts of hotel accommodation on migrants and refugees, while the other investigated the workplace experiences of Black women. Both reports are expected to be completed by June 2024.

In September 2023, IVAR and Ubele hosted an event to showcase insights from the first Jane Hatfield Award recipients. The event featured a range of speakers and highlighted research on social action and social entrepreneurship among young people from Black and racially minoritised communities. Key themes included systemic barriers such as limited access to funding, the need for



equitable resources, and support structures for social action projects. Successful case studies were also discussed, and the researchers shared recommendations for improving support systems to enhance the impact of social action initiatives.

Attendees learned more about the researchers' work, future rounds of the Award, and ways to continue contributing to this vital field. Reports from the event are available for download on IVAR's website.

For 2024, IVAR announced the second year of the Jane Hatfield Award, again in partnership with Ubele. This year, two separate awards of £5,000 each will be granted to teams of young researchers investigating issues related to community, social action, and social justice. Eligible applicants should have prior research experience and an interest in pursuing their own research topic. The Award encourages applications from young researchers (aged 18-27) from

Black and racially minoritised communities. Teams should consist of 2-3 people, and those without a research partner can attend one of two online matchmaking events hosted by IVAR and Ubele in October 2024 to form teams.

Looking Ahead IVAR and Ubele are also planning a roundtable discussion in September 2024 to share findings from the two inaugural research teams. This will offer a platform for deeper engagement with the research outcomes and provide an opportunity for stakeholders to discuss next steps. In addition, between November 2024 and June 2025, two new research teams will be recruited, expanding the focus to address a broader range of community issues.

Overall, the Equity and Justice hub have supported 82 and 97 organisations.

5.4 Our achievements: Central Hub



Our central Hub showcased resilience and growth despite challenges. It promoted Ubele's programmes and projects, expanded its digital presence, and successfully recruited key staff while focusing on employee well-being and training, including leadership courses. The Salesforce implementation is central to optimising processes, though it faced some challenges. Financially, Ubele generated significant income, but ended the period with a deficit, prompting efforts to diversify revenue streams and ensure future stability.

Communications

From April 2023 to March 2024, Ubele's communications team effectively promoted our programmes and projects through a blend of online and offline strategies, overcoming significant resource constraints. With a small team of just two staff members managing 38 active projects, we leveraged key platforms like Twitter, Instagram,

Facebook, LinkedIn, and YouTube, achieving strong engagement. Notable metrics include 74,999 Twitter impressions, 11.4k LinkedIn reach, and 2.4k YouTube views in the latter half of the period. Overall, the team saw a social media growth of 763 new followers and 827 new newsletter subscribers since June 2023.

Despite operational challenges, including a lack of budget for an inhouse designer and videographer, the team-maintained productivity by fostering collaboration, aligning messaging with organisational goals, and utilising digital platforms. Monthly team meetings and strategic planning helped improve both internal and external communications. The team's commitment to continuous improvement, through regular evaluations and work plan reviews, enhanced the quality and reach of our content.

Looking ahead, the communications plan focuses on strengthening both internal and external engagement. Key goals include increasing website traffic by 15%, gaining 700 new followers, and growing newsletter subscriptions by 300. The team also aims to expand community engagement through initiatives like Agbero 2100 and #UbeleTurns10, anticipating at least a 5% increase in social media and email reach.

A major milestone will be the launch of a new Ubele website in October 2024, alongside campaigns for Ubele's 10th anniversary and key events such as Black History Month and a Windrush celebration. These efforts, combined with enhanced social media activity and content creation, are designed to reinforce Ubele's impact and visibility in the coming year.

Human Resources

From April 2023 to March 2024, our staffing levels included 11 full-time and 7 part-time employees, totalling 15.2 full-time equivalents, along with 17 self-employed associates. During this period, we advertised several key positions including the Agbero 2100 Programme Manager, Community Outreach Development Workers, Phoenix Way National Programme Manager, Black Rootz Project Manager, and Head of People & Culture. Despite a high volume of applications, notably from the Charity Job Portal, we successfully recruited six new staff members but did not fill the Agbero 2100 Programme Manager role. The first stage of interviews for the Head of People & Culture position has been completed.

Our recruitment efforts were enhanced through a multi-channel approach, utilising social media, newsletters, and recruitment portals. LinkedIn was particularly effective in connecting with qualified candidates. Word of mouth from employees and supporters also played a crucial role. Despite these efforts, we faced challenges in encouraging applicants to complete equality and diversity monitoring forms, with only 55% of applicants filling them out. We are exploring strategies to improve these completion rates to support our diversity goals and enhance organisational performance.

We conducted various training sessions on topics such as neurodiversity, cultural consequences, and strategic planning. Additionally, two staff members received Lego Facilitation training, and one staff member is nearing completion of Salesforce and business analysis training. Internal Salesforce training was provided, and staff had access to courses on the BrightHr and BrightSafe portals. The Salesforce and Business Analyst Apprenticeship training, delivered by The Learning Curve Group, was particularly successful, with our Business Systems Data Officer being the only cohort member to pass all examinations.

We benefited from advisory services provided by BrightHR and A Little Bit of HR, which were instrumental in addressing staff-related issues

and reviewing contracts, policies, and procedures. The expansion of our organisation post-COVID-19 led to increased workloads and staff-related concerns. The interim Business Manager proactively managed these challenges by focusing on workload management, stress reduction, and mental health support. Measures included the introduction of a Staff Wellbeing Programme, mental health resources, stress management, and improved communication channels.

During this reporting period Ubele faced significant financial strain due to a complex staff grievance requiring extensive resources for resolution. This highlighted the need for more streamlined conflict resolution approaches and proactive performance management. Delays in handling cases and a breakdown in trust between management and staff underscored the necessity for improved conflict resolution training and enhanced grievance handling policies. We are implementing a comprehensive training program for management and staff, revising policies for handling complaints, and securing funding to recruit a Head of People & Culture to oversee HR practices.

The grievance impacted employee morale and highlighted the need for fair and transparent grievance procedures. To improve HR capabilities, we are investing in continuous learning and professional development for Directors and managers. We are also reviewing and enhancing our HR policies related to grievance handling and conflict resolution. Effective communication throughout the grievance process has been crucial, and we are enhancing our communication channels to maintain transparency and manage expectations.

In response to the changes brought by the pandemic, Ubele has successfully adapted by embracing new technologies and flexible/hybrid work arrangements. In the next reporting period, we will focus on upskilling and reskilling initiatives, exploring new technologies to enhance productivity, and supporting lifelong learning to ensure continued growth and adaptation in the evolving work environment.

Salesforce

The Salesforce implementation at Ubele, in collaboration with Nimbus Point, aims to enhance organisational processes through a structured approach divided into several key phases: discovery, proof of concept, business case development, solution design, implementation, user acceptance testing (UAT), and change management.

The project commenced with the discovery phase, focusing on identifying Ubele's needs and opportunities. This involved three stakeholder elicitation sessions to gather high-level requirements, which laid the foundation for the subsequent phases. In March 2023, the proof-of-concept phase was conducted to evaluate and select the most suitable Salesforce application that aligned with Ubele's requirements. Following the proof of concept, a detailed business case was developed and approved, setting the stage for the implementation.

In October 2023, Ubele proudly launched Salesforce as our new platform for customer relationship management, project, and program management. To ensure a successful implementation, a pilot approach was adopted, focusing on selected projects that provided valuable insights and feedback. To support staff during this pilot phase, weekly online clinics were held for two months, offering guidance on navigating the new system. Recorded training sessions were made available to enhance team proficiency.

In April 2024, the integration of Agbero 2100 into Salesforce will commence. Efforts will intensify to build support and buy-in through continuous engagement sessions, leveraging existing change management frameworks for this new integration. Enhancing the capabilities of Agbero 2100 staff will be a priority to ensure full integration by September 2024. The insights gained from this project will inform future Salesforce integrations and support the successful integration of other Ubele programs and projects.

The full implementation phase is planned from May to September 2024. During this phase, change management strategies will be applied to ensure smooth integration, supported by virtual meetings with Salesforce partners to facilitate effective collaboration.

Despite notable successes, the project faced challenges, including staff resistance stemming from insufficient initial engagement and technical issues during UAT. These challenges highlight the need for increased senior leadership involvement, improved stakeholder preparation, targeted communication strategies, and more extensive training and pilot testing.

Finance

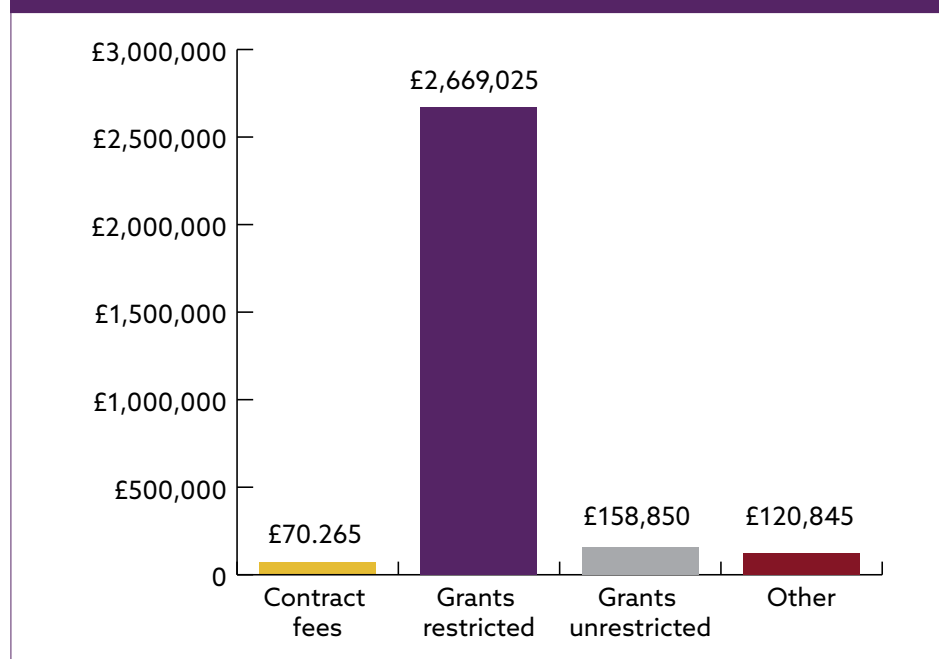
The financial performance of Ubele for the period from 1st April 2023 to 31st March 2024 can be summarised as:

Income	£3,019,000
<u>Less</u>	
Spend	£ 3,121,600
(Loss) / Surplus	(£ 102,600)

The income generated by Ubele, £3,019,000 comprised mainly 'restricted' grants, making up the vast majority at £2,770,000 (88% of the total) "Unrestricted' grant income amounted to nigh on £159,000 being 5% of total income sources. This demonstrates the organisation's current reliance on grant funding as its principal source of revenue.

Ubele's income 1st April 2023 to 31st March 2024

Figure 1: Income Breakdown by Source (April 2023 - March 2024)



The chart in Figure 1 highlights the different sources of Income in the financial year 2023/24.

On the expenditure side, Ubele's total spending exceeded its income by nearly £102,600. The headline make-up of the expenditure, amounting to nigh on £3,122,000 is:

People-related costs (i.e. Ubele employees)	£2,389,800	77%
Other costs	£ 731,800	23%
Total Costs	£3,121,600	 100%

Ubele's year-end loss / deficit of £102,600 equates to an income to spend ratio of £1 : £1.03. This means that Ubele spent £1.03 for every £1 income it earned.

A significant component of the overspend is attributed to the extension of the Erasmus programme, Ubele's pan-European training initiative. Initially planned for two years, the programme was extended to three years due to the impact of Covid-19, leading to substantial additional costs for staffing, travel, and Personal Protective Equipment (PPE).

Ubele's big-picture financial strategy is to reduce the high-level of dependency on grant income. This primarily through increasing income generation from contracts and from more commerce of our offer.

It is without doubt that Ubele's work would not be possible without the continued support of its funders. We duly extend our heartfelt gratitude to all our generous funders for their invaluable support during this reporting period. Your contributions have made a significant impact on our mission, enabling us to continue our work and reach more individuals in need. We deeply appreciate the trust you have placed in us and your commitment to our cause. Thank you for standing with us and helping to be effective in the lives of so many.

Additionally, Ubele is focused on improving its budgeting processes, implementing cost-control measures, and identifying new fundraising opportunities. These efforts not only aim to address the current deficit but also to strengthen the organisation's long-term financial sustainability.

Ubele's work would not be possible without the generosity of 28 funders during this reporting period April 2023 to March 2024. We extend our heartfelt gratitude to all our generous funders for their invaluable support during this reporting period. Your contributions have made a significant impact on our mission, enabling us to continue our work and reach more individuals in need. We deeply appreciate the trust you have placed in us and your commitment to our cause. Thank you for standing with us and helping to be effective in the lives of so many.

6. Ubele's Reach and Impact

During the reporting period, Ubele worked with a total of 8,601 individuals and 1,690 organisations across the UK. The "Developing Assets and Enterprise" hub reached 4,644 individuals and 926 organisations, while the "Developing People, Groups, and Organisations" hub supported 3,875 individuals and 667 organisations. The "Equity and Justice" hub had a targeted impact, working with 82 individuals and 97 organisations. Additionally, we reached through our various social media platforms.

Hubs and projects	People	Organisation
Developing Assets and Enterprise		
Agbero2100		132
Black Rootz	960	5
BMCEDP	100	47
Coop Lines of Enquiry		
Eat Woodgreen	405	60
Flexible Finance	100	33
Gida		3
NSA	179	640
Wolves Lane	2900	

Developing people groups and organisations		
Alagba	13	
Bayo	3484	562
Children in Need		87
Erasmus+	212	
Kenya	16	
London Social lab	40	
Mek we Chat	87	
Safety Lab		18
Uganda	23	
Equity and Justice hub		
The Phoenix Way		97
Elevate 3	30	
Black feminist leaders	20	
Black women in action	12	
Jane Hatfield /IVAR	20	
TOTAL	8601	1690



Partnerships and National Influence

Ubele's strategic partnerships have significantly amplified its national influence in community wealth building for Black and racially minoritised communities. Collaborations with key organisations like Power to Change, Locality, and the Access Foundation have enhanced Ubele's ability to address systemic racism in community wealth building and economic empowerment. Projects such as the "Flexible Finance" and "Community Shares" research exemplify the tangible outcomes of these partnerships, which were further promoted through public engagement at events like the Locality Convention. By holding space in national discussions on systemic racism and community ownership, Ubele continues to drive forward its mission of equity and justice.

Public Engagement and Advocacy

Ubele's CEO played a pivotal role in advocating for systemic change through numerous public appearances and strategic engagements in both local and global forums.

In April 2023, she participated in a discussion on community ownership in Tottenham, organised by Ben Beach of Wards Corner Community Plan. In early May, she attended the Black Feminist Women's Leaders Conference hosted by Erasmus+ in Cologne, Germany. On May 19, she

spoke at the Playground for the New Economy Festival in Manchester, addressing "The Ownership Gap: Why It's at the Root of Inequality." Later that month, from May 23-25, Yvonne participated in the Philea Forum Conference in Sibenik, Croatia.

In June, the CEO was one of the keynote speakers at "Churchill: Connect and Inspire" event in Westminster, London...for new Churchill Fellows. In early July, Yvonne moderated a discussion on strategic philanthropy at the Global African Diaspora Forum in Nairobi, Kenya, and contributed to a panel on decolonisation. Also, in July she served as a panellist at the Lisbon Learning Journey in partnership with Erasmus+.

In September 2023, the CEO shared our practice at the Westway Trust's African-Caribbean Cultural Centre Steering Group event in London. In October, she moderated a fringe panel at the Social Enterprise World Forum (SEWF) in Amsterdam, discussing community wealth building and racial justice. November saw their involvement as a panellist for "Life Affirming Structures" in London and a strategic conversation day at the University of Bradford as an Alumni. She was also interviewed on film by two social work students, and the interview was featured in the university's 2023 Alumni Annual Report.

The CEO's public appearance continued into 2024 with her receipt of an OBE at Windsor Castle on February 7. Later in February she spoke at Westminster City Council, sharing insights on leadership and community wealth building initiatives to help inform their planned co-design process. In that month she also participated as a panellist and presenter at the BUD Conference's 10th Anniversary event at Natwest Conference Centre in London, celebrating Black-led leadership and business development.

Through these engagements, the CEO championed discussions on equity, community ownership, and philanthropy for Black and racially minoritised communities to influence broader thinking and future actions.



Our CEO receiving an OBE at Windsor Castle

Impact of the “Developing Assets and Enterprise” Hub

The “Developing Assets and Enterprise” hub has made a considerable contribution to community wealth building. Notably, the Black and Racially Minoritised Community Enterprise Development Programme (BMCEDP) engaged 47 organisations across the UK, providing £1.4 million in grants and leveraging an additional £2.6 million in funding. Similarly, the “Flexible Finance” programme facilitated over £1 million in loans and grants, surpassing targets and contributing to a 29% increase in investments in Black-led enterprises. Ubele’s Flexible Finance Programme stands out as a crucial intervention in closing the funding gap faced by Black and racially minoritised enterprises. During the reporting period, Ubele facilitated over £1 million in loans and grants, surpassing the original target and achieving a 29% increase in investments in Black-led businesses. This success highlights Ubele’s ability to address systemic barriers in access to finance, which have historically limited the growth of Black-led enterprises. By providing access to capital, Ubele not only helped these businesses survive but also enabled them to scale and contribute to the broader economy, thereby reducing financial inequality within these communities.

A Place to Call Home 2.0 had a broader impact, reaching 179 people



Social Enterprise World Forum

and collaborating with over 640 organisations. The Wolves Lane Centre further exemplifies Ubele’s impact on community-led asset development with a notable reach of 2900 individuals in London. This project strengthens social cohesion and community resilience, empowering Black and racially minoritised communities to build self-sufficiency in food production and environmental stewardship. The Black Rootz initiative focused on London, reaching 960 people, while Eat Wood Green made an impact in Haringey, reaching 405 individuals and involving 60 organisations. The National Strategic Community Wealth Building Alliance supported 6 organisations.

Ubele’s work in policy advocacy also reflects a significant social impact. The “Cultural Spaces at Risk” initiative is a prime example of how Ubele is working to influence systemic change at the intersection of racial justice and cultural preservation. By conducting in-depth research into the vulnerabilities of cultural spaces that serve Black and minoritised communities, Ubele has provided critical evidence to support policy reforms aimed at protecting these spaces. This initiative has not only amplified the voices of underserved communities but has also influenced broader discussions on the need for systemic changes in how cultural spaces are funded and maintained. The impact here is twofold: it strengthens the

infrastructure of Black communities while pushing for equitable resource allocation across the cultural sector

At a policy level, Ubele has demonstrated its ability to create systemic change through its advocacy and research initiatives. The Agbero2100 programme, which supports Black and racially minoritised community-led organisations in owning and managing community assets, reflects Ubele's strategic focus on building long-term community resilience. Through roadshows and workshops across the UK, Agbero2100 engaged 132 organisations, directly addressing the systemic challenges that Black-led organisations face in accessing and sustaining community assets. This initiative has helped redefine the landscape of community asset ownership by promoting models of community-led wealth building, ensuring that Black and minoritised communities can develop economic infrastructure that is sustainable and self-sufficient

Ubele's leadership of the National Strategic Community Wealth Building Alliance and its involvement in shaping grant-making systems illustrates its role in influencing policy at a national level.

The "Developing People, Groups, and Organisations" Hub has significantly transformed the landscape for support, positively impacting 2,876 individuals and 430 organisations across a variety of initiatives. One of the most notable achievements is the London Social Lab, which brought together over 40 participants to design a holistic work experience programme tailored for Black youth, successfully securing £35,000 for intervention prototypes. Similarly, the Safety Lab project empowered 18 community groups to manage a £500,000 fund, focusing on innovative funding models, asset ownership, and educational equity. Through the MIND Bayo project, 1,532 individuals and 153 organisations received critical mental health and wellbeing support, specifically targeting the needs of young Black people throughout the UK.

Ubele's Children in Need (CiN) project provided comprehensive capacity-building support to 67 organisations, enhancing their



governance, financial management, and project development. This intervention has equipped these organisations with the necessary tools to deliver sustainable, youth-centred services that are responsive to community needs, fostering a more inclusive and dynamic service delivery model.

The Lloyd Leon Community Centre (LLCC) successfully resumed operations after refurbishment, forming vital partnerships with the NHS to launch community-focused programmes. The London Recovery Mission and CiN initiatives further strengthened the capacity of Black and minority-led organisations, while the Alagba Project enhanced support for organisations dedicated to improving care for older Black individuals.

After ten years, the Erasmus+ programme concluded, having facilitated international learning for over 900 leaders across Europe, with a total investment of £1.2 million. The Ubuntu SLA project reached 212 individuals, enhancing various organisations' capacity, while CiN positively impacted 66 individuals and 68 groups. Internationally, GADF projects in Kenya and Uganda provided support

to 16 and 23 individuals, respectively, delivering essential resources across multiple countries. Additionally, projects like Impact on Urban Health and the Young Emerging Leaders Collective (YELC)/Blagrove addressed specific regional challenges in London and the Southeast.

Through targeted outreach, the Hub has significantly expanded access to its services. Collaborating with Ubele's Communications team and engaging with local organisations has enhanced beneficiary engagement. Participation in key networking events and discussions on issues like violence against women and GLA initiatives has broadened the Hub's reach and impact.

These efforts have strengthened the operational capabilities of participating organisations, enabling them to deliver more effective and sustainable services to their communities. Overall, the geographic spread includes a significant focus on London, broader UK support, and international outreach, reflecting a well-rounded approach to addressing diverse needs.

Impact of Equity and Justice Advocacy hub

The "Equity and Justice" hub has played a pivotal role in advancing leadership development and systemic change.

The Equity and Justice Hub successfully implemented a series of transformative projects designed to empower Black and racially minoritised communities, with a particular focus on women, through leadership development and equitable grant-making. Initiatives such as The Phoenix Way, the Elevate Leadership Programme, the Black Feminist Leadership Programme, and the Black Women in Action programme reflected a strategic commitment to fostering systemic change and enhancing community engagement. The Phoenix Way 2.0 exemplified a robust approach to transforming grant-making, having allocated approximately £2.2 million to support 47 community organizations. This funding not only addressed immediate needs but also strengthened regional infrastructures, ensuring sustainable

community impact. The initiative's participatory approach fostered trust and collaboration among stakeholders, which was essential for effective social change.

The Elevate Leadership Programme significantly enhanced the professional development of Black and racially minoritised women in academia. By focusing on personal identity and practical leadership skills, the programme prepared participants to navigate and dismantle institutional barriers, resulting in long-term empowerment and representation in leadership roles. The Black Feminist Leadership Programme provided a crucial platform for reflection and growth, encouraging participants to explore the intersectionality of their identities and leadership styles. The emphasis on personal boundaries and authenticity fostered resilience among participants, enabling them to engage in leadership roles with integrity. Finally, the Black Women in Action programme honoured and preserved the contributions of older Black women, ensuring their legacies were celebrated and recognized within the community. This initiative uplifted these leaders while educating younger generations about their contributions, reinforcing intergenerational connections.

Collectively, these initiatives signified a paradigm shift towards equity, justice, and sustainable leadership establishing models that could be replicated to drive systemic change across the UK.

Conclusion

In conclusion, Ubele's activities during this reporting period have made a profound social impact across multiple dimensions, from economic empowerment to capacity building and policy advocacy. By addressing systemic barriers to finance, promoting community-led asset ownership, and advocating for equitable policy reforms, Ubele is driving long-term social change that empowers Black and racially minoritised communities to thrive. Through its diverse range of interventions, Ubele continues to be a leader in shaping the future of Black and minoritised communities in the UK and beyond.

Commendations from Foundation for Social Investment

“ Ubele is a delivery partner on one of our programmes, the Enterprise Development Programme. Their role is to recruit and support Black and Minoritised organisations that have an enterprising idea and to match those organisations with technical and other support to develop that idea into a sustainable enterprise. They are also able to provide an enterprise development grant as part of that support package.

Ubele have provided reach and insight into a sector that we would not be able to easily reach and provided enterprise development support to organisations led by and providing essential services to Black and Minoritised Communities. They have demonstrated a deep understanding of the needs of leaders/enterprise development in that sector and have advocated an approach that meets that need.

Ubele is a key part of the enterprise development ecosystem and, where appropriate, we would like to work with Ubele on future projects. They have been upfront and transparent about challenges they have faced whilst delivering the programme which has helped us to collectively think through appropriate solutions. **”**

M.B. Access – The Foundation for Social Investment

“ SIB have an excellent working relationship with Ubele, especially with EDP and the Flexi Finance grant (a grant for BAME led organisations that sits alongside our current Recovery Loan Fund). Ubele work in partnership with us to support customers and bring in a unique and most

needed perspective on processes and applications. Ubele work with customers from application stage to summary and partner with us to ensure that all eligible resources for the customers are available.

Having Ubele on our Flexi Finance grant has made the programme possible. Comparing statistics from our previous loan fund to our current one with the Flexi Finance fund sitting alongside it, we can see a noticeable difference in applicants



and success rates. This is partly due to Ubele bringing in applicants and supporting them through the process:

RRLF – of the 213 applicants:

- 56 have been Black and Minority-led organisations (27%)
- Of the 105 who were eligible only 13 were Black & Minority-led (12%)
- And of the 64 approvals, only 3 were/are Black and Minority-led (less than 5%)

RLF – of the 130 applicants:

- 61 have been Black and Minority-led organisations (47%)
- Of the 104 who were/are eligible 43 were/are Black & Minority-led (41%)
- And of the 27 approvals, only 7 were/are Black and Minority-led (26%)

Working with Ubele on our Enterprise Development Programme we have also been able to support 49 Black and Minoritised Led organisations with 12 having now completed their time on EDP. We have found working with Jacy as Enterprise Development Manager for this EDP sector invaluable and have learnt a lot from working with her to support Black and Minoritised Led organisations to develop their enterprise ideas. What we have learnt from working with Ubele has directly influenced our approach to fund design to ensure we reduce the barriers to Black and Minoritised led organisations accessing the vital funding and finance that they need.

Utilising specialist partners and allowing more collaborative working is needed to ensure a more equal landscape for the



Social Investment Sector. Having Ubele collaborate with us on a number of different products, we've been able to gain insight and different perspectives from what we'd usually hold. And with Ubele having a wide network of organisations who may not have known about us, it also gives them more benefit to work with organisations such as Ubele.

It has been and continues to be a real pleasure working with Ubele on our programmes and we continue to grow our knowledge, reach, and impact on Black and Minoritised Led community organisations as a result.



H.L., Partnership Manager, Social Investment Business (SIB)

7. Future priorities

In the next year Ubele will focus on building and sustaining thriving community organisations, strengthening its internal infrastructure, and achieving a more balanced funding portfolio. The organisation's commitment to reducing the funding gap for Black and minority-led organisations remains central, as we continue to share our learning and develop replicable models to foster sustainability and racial equity in the sector. We aim more actively to empower our emerging young leaders to participate in Ubele's governance, fostering collaboration and inclusive decision-making for a stronger intergenerational organisation.

Ubele, however, finds itself at an inflection point. On the one hand, our growing strategic partnership role with funders, social investors, and other organisations in the social sector has opened doors to diverse types of work. On the other, it has occasionally diverted attention from our own strategic priorities, leading to imbalances in funding allocation, resource distribution, and staffing. Additionally, while this growth underscored our exceptional delivery capabilities, it came at the expense of inadequate investment in internal systems and processes. Our senior leadership team is diligently working to foster partnerships that align with Ubele's overarching goals, to align strategic priorities with available funding, increase our unrestricted funds and ensure that the right people are in the appropriate roles. For this, the Oak Foundation commitment of £1 million over five years

from January 2022, is a step in the right direction. The overall effect of added capacity and expertise has moved the finance function from day-to-day operation to better management and reporting. There remains an element of catch-up but overall, the direction of travel is towards consolidation and adaptation to respond to Ubele's needs.

Hub development

Through the *Central* Hub Ubele plans to strengthen accountability with Programme Boards for each hub, along with specialised boards for strategic programmes and large cross-generational projects. These will provide vital support and oversight, emphasising transparency in decision-making. After hastily establishing finance, HR, communications, and business systems during the pandemic-driven expansion, Ubele now aims to refine and enhance these elements.

Ubele engages in diverse projects, incorporating varying monitoring and evaluation methods based on funders' requirements. Ubele acknowledges the benefits of standardisation and is developing a monitoring and evaluation framework for assessing short-term progress and long-term impact.

In communications, key initiatives include extensive analytics, daily social media posts on four platforms, promotion of 10 events monthly, video content for YouTube, and resource restructuring

THE UBELE INITIATIVE

THE LEVELS OF FLAGRANT ISLAMOPHOBIA & RACISM HAVE BEEN SHOCKING

CLUB. MARTIN ABRAMS

WHEN WE SAW PEOPLE STANDING UP TO THOSE RACIST THUGS WE SAW THAT THERE ARE MANY, MANY MORE PEOPLE LIKE YOU!

GOVT. NEEDS TO TAKE STRONGER ACTION

BELL RINGING - ADDY

BLACK CULTURAL ARCHIVES

GRIPPING EDUCATION

SOUTH ASIAN HERITAGE MONTH

STANDING Shoulder to Shoulder with neighbours

YVONNE FIELD

29 JULY/AUGUST 11 2024

THERE IS MORE THAT BRINGS US TOGETHER, BLACK & ASIAN, ALL FAITHS, ALL PEOPLE TOGETHER. WE NEED TO BE PROACTIVE, TO CELEBRATE EACH OTHERS

RELIGIOUS HOLIDAYS, TO VISIT EACH OTHERS MOSQUES, TEMPLES, CHURCHES & SYNAGOGUES. MULTIFAITH. INVOLVE YOUNG PEOPLE, COUNTER NEGATIVE NARRATIVES!

STOP THE far right

STAND UP TO RACISM

SMASH FASCISM RACIST

I HAVE BEEN ON THIS FIGHT MY WHOLE LIFE

LEADERS NEED TO STAND TOGETHER

UK BLACK PRIDE

PROTECT ALL LIVES

NO NAZIS

HUMANITY COMMUNITY UNITY

IT IS OUR RESPONSIBILITY TO STAND UP TO RACISM.

BUILD FRIENDSHIPS ACROSS COMMUNITIES

UK BLACK PRIDE

PROTECT ALL LIVES

NO NAZIS

HUMANITY COMMUNITY UNITY

IT IS OUR RESPONSIBILITY TO STAND UP TO RACISM.

with a campaign budget. Three targeted campaigns, and a 10-year anniversary celebration are also planned. Objectives include a 15% increase in website traffic, gaining 700 new followers on Facebook and YouTube, expanding to TikTok and Instagram Threads, growing newsletter subscriptions by 300, boosting staff meeting attendance by 10%, and improving internal communication through regular updates and enhanced networking. Staff training and workshops on the communication platform, marketing, and communications are planned for process streamlining and innovation.

The *Assets and Enterprise Development* Hub will continue its focus on community wealth building, social investment, and supporting Black and racially minoritised organisations. Key initiatives include the completion and launch of *A Place to Call Home 2.0* and the *Culture and Community Spaces at Risk* research. It aims to assist Gida in securing homes, expand its membership, and work towards Registered Housing provider status. The *Black and Minority Ethnic Enterprise Development Programme* (BMC EDP) will continue empowering organisations with various enterprise development approaches, offering capacity building support and negotiating additional assistance for late cohorts. Ubele will support organisations through the Flexible Finance process and engage with mainstream funders and the Connect Fund for Black and racially minoritised communities. Black Rootz plans to ensure financial stability by hiring an enterprise manager and expanding food production. LLCC and Wolves Lane Centre have redevelopment plans in with funding and training secured for the former and additional funding to be raised for the latter. Agebero2100 will enable Ubele to test and replicate strategies for thriving community organisations, including a pre-launch trip to Lisbon for a multi-stakeholder group.

The *Developing people groups and organisation* hub prioritises project delivery and securing resources for expansion through engagement organisation-wide events to boost its visibility and widen its access. The *'Social Action and Rehabilitation of Young*

Offenders' research undertaken in collaboration with IVAR and funded by The Jane Hatfield Award programme will be published, followed by a roundtable discussion. Access UK's social lab plans to visit a Black-led social enterprise dedicated to supporting Black and racially minoritised youth in education, employment, and enterprise. The goal there is to conduct a Roundtable discussion and prototype an intervention aimed at fostering sustainable employment within these communities.

To embed YELC into the organisation three inquiry teams will meet seven times annually for social labs, learning journeys, knowledge-sharing, and insights dissemination. Participants will also undergo a community organising course, refining skills in campaign development, public speaking, fundraising, conflict management, and boundary setting. Ubele will seek three years of funding to fuel YELC's mission within the Agebero2100 framework.

Through the *Advocacy for equity and justice* hub Ubele will consider how we might offer leadership to new equity funding strategies with Esmee Fairbairn, Clothworkers and Trust for London and influence the flow of financial resources from National Lottery Community Fund into TPW programme. Ubele's CEO will actively contribute to the Fairer City Action Plan and advise on the Deputy Mayor's EDI group. Future influence depends on effectively managing Ubele's internal demands and the CEO's capacity over the next two years. Recognising the post-Covid-19 landscape Ubele will initiate dialogue with Trust for London to examine their Race Equity Strategy, funding model, and national network expansion.

TNLCF has committed £50 million over five years to support community-led groups representing Black and minoritised communities across England, with an additional £13.5 million over three years from three new funders, including the Youth Endowment Fund. Ubele plays a significant role in this national partnership, through TPW, and will continue contributing to expand the fund's reach, maintaining its ethos, and shaping its operational methods.

8. Appendix 1 – Ubele’s 28 Initiatives at a glance

Projects	Systemic Change			
	Advocacy for equity and justice	Assets and enterprise development	Developing people, groups, and organisations	New models
1. A place to call home 2				
2. Agbero 2100				
3. Alagba				
4. Barriers – CCSaR				
5. BBC Children in need - Youth Social Action Fund				
6. Black Rootz				
7. BMCEDP				
8. Building Stronger Communities – GLA BSC				
9. Eat Wood Green				
10. Elevate 2				
11. Erasmus+: Journeys and MALI				
12. Flexible Finance				
13. GIDA Housing Co-operative				
14. Health, mental health, and wellbeing activities				
15. Leading Routes				

Projects	Systemic Change			
	Advocacy for equity and justice	Assets and enterprise development	Developing people, groups, and organisations	New models
16. Lloyd Leon Community Centre (LLCC)				
17. Mek We Chat – RSA				
18. National Community Wealth Building Strategic Alliance				
19. Paths to Economic power (P2E)				
20. Playing out				
21. Reclaiming Community Heritage				
22. Rootz into Food Growing				
23. Safety Project – IoUH				
24. The Phoenix Way				
25. Thrive Community of Practice (CoP) London				
26. Wolves Lane Centre				
27. Young Emerging Leaders Collective (YELC)				
28. Youth Futures Foundation (YFF) London Lab				



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