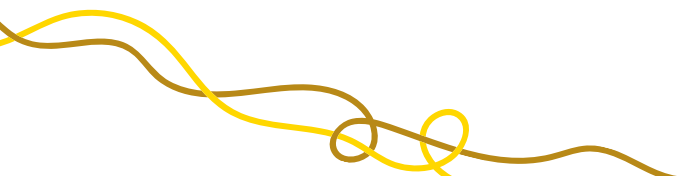




OUR STRATEGY 2021-2026

TÓKÀN 10 YEARS
Yoruba for Celebrating 10 years



Foreword



I love the familiar African adage
'... every journey of a thousand miles
starts with a single step' as it
encapsulates our ten-year journey
which started slowly and steadily
and has quickened in pace.

We began with community dialogue to find a more sustainable way forward for African and Caribbean communities and we now have a stunning horticulture centre as our shared home in North London - a community asset from which we and our community can grow. Our African Diaspora roots have extended our reach to embrace many other minoritised communities; our ambition is to support enterprise and asset development and facilitate alliance building on a national scale.

We are privileged to have supported the development of thousands of community leaders and organisations and we look forward to journeying with our communities over the next ten years.

The Ubele Initiative's first five-year strategic plan is an important roadmap to deliver key priorities and plans between April 2021- March 2026.

Our key strategic aims are ambitious in intent and do justice to the strong foundation that Ubele has already built and our learning from 10 years' of community dialogue and practice:

- Strengthen our communities through enterprise and asset development
- Advocate for equity and justice in our communities
- Strengthen our infrastructure and voice
- Develop our people, groups and organisations.

Our ground-breaking work is focused on the critical question of how best to build the sustainability of Black and Minoritised communities [1] in the UK. Our response stems from the recommendations in A Place to Call Home (2015) and has seen us focus on intergenerational leadership, spatial asset development and social and community enterprise. This work has expanded rapidly and deepened in its importance over the past 18 months.

We have seen a significant increase in our advocacy work, research outputs, capacity building to more than 100 individual groups, incubation projects and a rapid growth in our ability to influence strategic thinking, design principals and actual delivery of more than £13m of grant-aid to Black and Minoritised community organisations during the Covid-19 pandemic.

We feel privileged that our work has been brought to the attention of thousands more people nationally and internationally as well as regional and local communities in the light of our response to the disproportionate impact of Covid-19 on Black and Minoritised communities. We were able to further scale up our work during the global Black Lives Matters (BLM) movement in the wake of the shocking murder of George Floyd. This devastating event enabled us to articulate what Black people have known and experienced for decades: that institutional racism exists in Britain, despite equalities legislation and policies enacted since the murder of Stephen Lawrence. There is still much to do to transform British society into the anti-racist society that future generations would be proud to inherit.

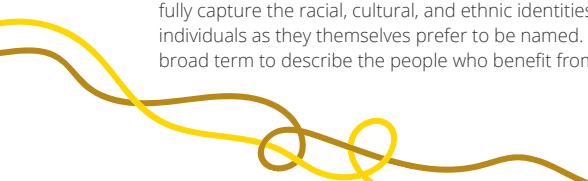
We have experienced and skilled staff; a reputation for high quality values driven work and have demonstrated our ability to reach and engage Black and Minoritised communities which experience some of the highest levels of deprivation in this country. We need to continue to aim high over the next five years to make a major contribution within the growing eco-system of organisations led by Black and Minoritised communities, which collectively can help reduce a growing social and economic gap. We look forward to doing this work with existing and new partners and hope you will support and join us.

We also welcome your comments and/or feedback on our new strategy.



Yvonne Field, Founder and CEO
April 2021

[1] We recognise the diversity of individual identities and lived experiences and we are currently reflecting on our use of language and terminology to fully capture the racial, cultural, and ethnic identities that experience structural and systematic inequality. Whenever possible, we attempt to name individuals as they themselves prefer to be named. For the purpose of this strategy document, we are using "Black and Minoritised communities" as a broad term to describe the people who benefit from our activities and with whom we work.





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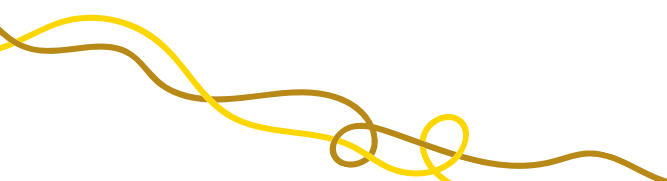
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What we believe



How we got here

We did not decide on this strategy and our values alone. We engaged with a range of people, emerging and experienced leaders, staff, and external stakeholders.

Our Vision

As an African diaspora led, infrastructure plus organisation, we believe in empowering Black and Minoritised communities in the UK, to act as catalysts for social and economic change.

Our Mission

To achieve this, we work with community leaders, groups, and organisations in the UK and beyond to strengthen their sustainability, resilience, and voice.

Our Values

- Collaborative
- Community-rooted
- Enabling
- Experiential
- Innovative
- Intergenerational

How we work

UBELE

IS TAKEN FROM SWAHILI MEANING

'THE FUTURE'

We support the growth of individuals and community-based groups and organisations through intergenerational leadership initiatives, capacity support, enterprise, and asset development.

Founded in 2014, following a series of dialogue sessions with African diaspora leaders, Ubele, community-rooted and collaborative in character, was formed to find effective solutions to persistent social and economic issues. Its enabling purpose: to build a sustainable and resilient future for our communities.

Innovative and collaborative, we increased our reach...

We began working with African and Caribbean communities in London and Manchester and built strong connections with the global African diaspora, to create opportunities for mutual learning and exchange. Our commitment to tackling marginalisation and deprivation led to working with diverse communities, including Asian, Latin American, Gypsy and Traveller-led groups, and disadvantaged white communities in coastal regions. Maintaining our bottom-up, community-based practice, we facilitated, incubated, and nurtured community initiatives; enabling people to tackle racial and social injustice and advance their own solutions to challenges within their communities.

Partnership and collaboration are core to Ubele and our vision of resilient communities. From the beginning, we sought relationships with infrastructure organisations and supporters across the voluntary, community and social enterprise sector (VCSE). We encouraged open and honest conversations about race and equality and challenged the status quo.

The world is changing, we respond to it...

The Covid-19 pandemic exposed inequalities disproportionately impacting on Black and Minoritised communities. Ubele has been at the forefront of documenting and responding to the lived experience of our communities. In April 2020, we published a report on the impact of the pandemic on the sector following surveys carried out with 165 organisations. Using this evidence, we successfully advocated for more equitable distribution of crisis funding and support. [2] In December 2020, our follow up report recommended further work on strengthening the collaborative capacity and voice of the sector on a national and regional level, to better support the sustainability of micro and small community organisations, which have been at the forefront of responding to the crisis and at the greatest risk of closure. [3] We will ensure that the needs of hundreds of community organisations that provided essential services to Black and Minoritised communities through the pandemic have a voice in the debate and can help shape national, regional and local plans for recovery.

Between March 2020 and March 2021, we...



Produced a weekly Covid-19 bulletin which reaches 3500 subscribers (organisations and individuals)



Designed and offered 15 fundraising webinars reaching over 1000 organisations



Offered 1:1 fundraising support for over 100 organisations



Hosted 11 Zoom based international artist entertainment events – to help Black and Minoritised communities promote and support health and well-being, as well as build community connections



Contacted with hundreds of community-based organisations and individuals across England



Designed and offered 2 Cash Flow Analysis workshops reaching organisations over 175 organisations

[2] The Impact of Covid 19 on the BAME community and voluntary sector: final report of surveys conducted between 19 March and 4 April 2020, Karl Murray, The Ubele Initiative

[3] The Impact of Covid 19 on BAME led infrastructure Organisations, a Follow Up. Karl Murray, The Ubele Initiative, December 2020

We are proud to be intergenerational...

Intergenerational practice runs like a golden thread through our work. We value what each generation can contribute and create opportunities for intergenerational dialogue.

We pass to younger generations cultural values and traditions of the African diaspora community and we empower young people to find their voice and assume leadership roles.



Our bigger picture

Where and who we work with

Areas of England that we worked in:

- Yorkshire & Humber
- South East
- East England
- South West
- West Midlands
- North West
- London

Our Strategic Partners



On the international level, so far we offered intensive capacity building and learning opportunities to almost **500** England-based Black and Minoritised led organisations, and individuals.

We've worked with

23

countries worldwide

With your support, we travelled far, our achievements...

From our concept note 2011 to transformative social change...

In 2011, we took our first step, publishing An Invitation to Ubele [4] a concept note for delivering an innovative model of leadership development and social change for African-Caribbean communities in 3 cities in England. Our aim was to engage 3,000 people in community consultation, cultural continuity insight visits and leadership development. To address the leadership gap within our communities, we wanted 20% of these individuals to be young people under the age of 35 and 50% to be women.

We exceeded our aim. Since 2014, 3,200 people across England have participated in our intergenerational leadership programmes, capacity building support programmes and international study trips. 47% were under the age of 35; and 75% were women. Furthermore, we have engaged over 20,000 people through our online events, campaigns, bulletins, and social media, listening to their concerns and experiences and harnessing their energy and collective voice to achieve change.

**'...EVERY JOURNEY STARTS
WITH A SINGLE STEP'
(AFRICAN ADAGE)**

[4] An invitation to Ubele: How can we create the next generation of community based leaders to help build independence and resilience within African-Caribbean communities in England?

Karina's Story

Collective intelligence for social change

I have been to previous Ubele Initiative trainings, but I this one impacted my life professionally, spiritually, and personally.

A friend went to a training, and it transformed her mindset, she said to me "You should go! "So, I took part in the Erasmus+ funded project, MEL Europe Appreciative Leadership training in Crete, Greece.

It was empowering to understand new tools, meet other people and enjoy the place. I found it extremely useful to understand appreciative inquiry and the tools that help us to define, make a plan and prepare strategies for our vision, dream or project using tools like 4D, world cafe, open space, SOAR and the art of questioning. Appreciative Leadership focuses on the positive, not ignoring problems, but reframing questions so "the more positive the question, the greater and longer-lasting the change".

We worked in pairs and small group sharing thoughts, ideas, challenging and questioning more possibilities to create a vision in each process. Let's not underestimate the power of conversation and sharing knowledge and practice among each other.

This training created so many memories like a trip to Botanic Garden in Crete, where a participant shared her only bottle of water with another who was struggling to exit a big mountain. The weather was extremely hot. Half the group wanted to take the short way back to the entrance of this garden.

However, we decided to take the long way as there was more to see and experience such as a cute donkey, goats, more plants and orange trees and a lovely lake. These memories make me think about solidarity and how much we can do if we help each other. We can create a "Collective Social Change" if we work together.

Karina's Story

I also met great, strong, and brave leaders that have inspired and encouraged me to grow to make a difference. It was powerful to be in a place where everyone is doing their best to tackle different issues. That gives so much energy and fuel and increases the fire within me to keep working with young people and communities.

I am grateful to be part of the Ubele family. I learned a lot from Ubele's great work that empowers leaders to keep making changes in their spheres. I love this quote that our trainer shared with us "Martin Luther King did not say, I have a strategic plan, instead, he shouted, I have a DREAM! and he created a movement". I feel that everyone who took part in this training will find a dream to persuade and fight for.



We chose an intergenerational approach to enabling emerging leaders...



“My most memorable experience has been attending the Black Europe training in Amsterdam. It was an eye opening experience that allowed me to learn about different black experiences across Europe and participate in cultural activities. The focus on intergenerational conversation allowed me to learn a lot through an oral medium that is largely overlooked within academia. Currently I am part of the Young Emerging Leaders’ Collective in the of developing my community organising while giving back with the various skills I possess.” — Leonie Mills

Our ability to develop young emerging leaders and to take an intergenerational approach within our core practice is vital to the future sustainability of our communities. In 2015, our report, ‘A Place to Call Home’ identified a leadership gap due to ageing community leaders, loss of community spaces and a lack of next generation leaders from Black and Minoritised communities.

We invested in young adult leaders, bringing 320 individuals together in intergenerational learning groups, via our ERASMUS+ exchange programmes in 23 EU countries, creating opportunities for intergenerational learning, mentoring and practice around the transformation and future viability of community spaces.

We have a collaborative approach to enabling community and social enterprise organisations....

In ten years, we had a transformational impact on thousands of individuals, and developed a tailored practice of capacity support which responds to the specific needs of voluntary, community and social enterprise organisations, led by and primarily serving Black and Minoritised communities.

“

“Most unexpected impact was the way the course was facilitated a great deal of reflection and an environment where everybody learned from everybody else. This is an approach I am not used to and helped me to reflect how important it is to create this kind of space at every level – in family, home, work and community. Free space where everyone brings something and everyone takes something. It’s very powerful and very empowering. It relates to creating a culture of care and community. This is something I would like to reproduce in the future in different contexts. Work and personal life.”

— European Summer School Participant

This has been important for community organisations with ageing and under-resourced buildings and spaces, for whom the introduction and modeling of more entrepreneurial and partnership-based approaches to asset management has been highly effective. Since 2017, we have worked with 11 organisations in London and Manchester enabling them to hold on to assets that may otherwise have been lost to their communities. And, we have learned by doing, developing a model of best practice at the Wolves Lane Horticultural Centre, where we are one of three steward organisations within a consortium overseeing the transformation of a former council owned site to a community owned asset supporting a number of food growing social and community enterprises.



With your support, we travelled far



- National Covid response – March 2020 and ongoing
- BAME infrastructure group for London – February 2020
- MEL Europe - Erasmus+ programme – October 2019 and ongoing
- January 2018 – We moved into Wolves Lane Centre
- June 2017 – Mali Enterprising Leaders pilot
- October 2015 – 'A Place to Call Home' launched
- April 2015 - First European trip via Erasmus+ 5 days Social Entrepreneurship programme
- October 2011 – Concept Note

Over the next five years we will...

Strengthen our communities through enterprise and asset development

“

Ubele has helped our organisation immensely in terms of ensuring we are compliant but also that we are able to remain sustainable, effective and achieve our vision and crystallise our mission and objectives.”

—MEL England Participant

Enterprise and asset development are the foundations of self-sufficiency and long-term sustainability within our communities. By assets, we mean community buildings and spaces, as well as other physical assets, such as community-led housing.

A Place to Call Home highlighted the threat to community asset ownership among Black and Minoritised communities. We have developed an extraordinarily successful practice of mentoring leaders of existing community assets in enterprise-based asset management, alongside incubating and nurturing the development of new community businesses. Working intensively with leaders of community spaces, such as the Lloyd Leon Centre in Brixton, we support and facilitate greater collaboration with local stakeholders, leverage community talent and resources to sustain vibrant and creative community assets for the future.



More recently, we collaborated with colleagues in Leeds and Nottingham to understand the potential for community-led intergenerational housing among Black and Minoritised communities. Our ambition is to secure land and sites to test and develop lifetime housing which serves people at every stage of their lives.

- We will deliver a three-year national Enterprise Development Programme in partnership with Access Foundation to deepen a culture of financial resilience and self-reliance across the sector. We will support up to 80 pre-venture, start up and established enterprises with grant-aid, training, mentoring and coaching, recruiting participants through our regional and local networks.
- We will create employment and enterprise opportunities through incubating and nurturing new community enterprises, such as our tri-borough Rootz into Food growing initiative; through carrying out research in partnership with the Youth Futures Foundation exploring opportunities for a new generation of artisans to support the redevelopment of our community assets; and through encouraging Black-led businesses to create job placements for young people through the government's Kickstart programme.
- We will deliver support to leaders of asset-based community organisations equipping them with knowledge to secure funding and investments to build partnerships with local groups, tenants, and users of their buildings, and to generate trading income to sustain their assets for the benefit of communities.
- We will advocate with our strategic partners for a policy and funding environment, which supports the preservation and sustainability of community buildings and spaces, vital to the health, wellbeing and prosperity of our communities. We will work with our partners to ensure that the scope and criteria of the Government's Community Ownership Fund are inclusive and that Black and Minoritised communities are in a strong position to access the Fund.

Over the next five years we will...

Advocate for equity and justice in our communities

The Covid-19 pandemic revealed deep-rooted social and economic inequalities and institutional racism impacting on Black and Minoritised communities across the UK. Early in the crisis, we recognized that research by national infrastructure bodies was not sufficiently capturing the effects of the pandemic on marginalised communities. We carried out two national surveys [5] assessing the impact on organisations responding to the crisis in their communities and we conducted a rapid review of the impact of the pandemic on those with protected characteristics in London [6]. To tackle the growing mental health crisis in our communities, we incubated BAMEStream - an alliance of mental health practitioners, therapists, policy specialists, organisations, activists and academics, dedicated to bringing the mental health needs of Black and Minoritised Communities into the mainstream [7] and we launched the Majonzi Bereavement Fund which has raised over £85k to support culturally appropriate mental health services and memoria for those who have lost loved ones.



‘I understand why the restrictions are in place but there is not much help for people who have long term health issues both physically and emotionally, I would just like to see more being done about it’.

“My level of care was suddenly cut off and I was told counselling services were further delayed because of lockdown. I did not feel able to go to A&E or anything because of the virus.”

Young people, responding to The Ubele Initiative, YoungMinds survey, Summer 2020.

[5] Impact of Covid 19 on the BAME community and voluntary sector: final report of surveys conducted between 19 March and 4 April 2020, Karl Murray.

[6] Murray, K and Rolston, Y (Sept 2020), Rapid review of the impact of COVID-19 on the protected equalities characteristics in London: an analysis of the lived experiences and voices from the voluntary and community social enterprise sector.

[7] Murray K (2020), National Mapping of BAME Mental Health Service; London: published by BAMEStream (<http://www.bamestream.org.uk/>).



Our ability to quickly identify challenges faced by our communities enabled us to inform and influence the response of national funders and infrastructure partners to the crisis.

We were also able to support urgent calls by campaign groups such as CharitySoWhite and Future Foundations for action to tackle institutional racism in the charity sector. For many years, the Black and Minoritised VCSE sector has experienced systemic barriers to accessing funding; Covid-19 brought this inequity into sharp relief and galvanized funders to review and improve their practice.

The Ubele Initiative worked with leading funders to co-design and co-deliver emergency and recovery support programmes, providing greater reach into Black and Minoritised communities and removing barriers to entry. [8]

[8] We partnered with Power to Change, Locality and Social Investment Business (SIB) to design and deliver the Covid-19 Community-Led Organisations Recovery Scheme (CCLORS), which distributed £9.5m. Almost 70% of those who received a grant were from organisations led by minority ethnic groups and 86% from organisations supporting these communities.

- We will use evidence-based research and lived experience of our communities to highlight deep-rooted social and economic inequality and call for the specific needs of marginalized and disadvantaged communities to be addressed in post-Covid recovery and growth plans.
- We will campaign on policy issues that directly impact the lives, livelihoods, health and wellbeing of Black and Minoritised communities. We will focus on securing investment for community assets and enterprise development, rebuilding opportunities for young people and improving public health outcomes.
- We will call on international, national and local funders to address systemic barriers to funding and work in partnership to achieve more equitable outcomes. We will improve the evidence base and understanding of funding flows from grantmakers and social investors to the Black and Minoritised VCSE sector and we will share our learning and practice from the Phoenix Way - a transformational approach to inclusive and participatory grantmaking - to co-design and co-deliver more equitable funding programmes. [9]



[9] The Phoenix Way is a co-created approach to grantmaking developed with a group of black-led voluntary sector organisations supported by The Ubele Initiative in partnership with the National Lottery Community Fund (NLCF) and the Global Fund for Children in the UK. More than 65% of applicants to the Phoenix Fund had no previous history with the NLCF and worked with a wide range of people in need or in crisis across the country. <https://www.alliancemagazine.org/blog/the-phoenix-way-lessons-from-the-pandemic/>

Over the next five years we will...

Strengthen our infrastructure and voice

Decades of under-investment in infrastructure organisations serving Black and Minoritised communities have created gaps in regional and national leadership, limiting the ability of the sector to act collectively.

Some regions of the country have well-established infrastructure organisations or forums operating and speaking on behalf of the sector at a regional level; others have local anchor organisations with reach across a city or local authority, while in many communities the picture is fragmented with multiple groups and limited coordinated representative capacity.



- We will build a national strategic alliance of regional infrastructure and local anchor organisations led by and representing Black and Minoritised communities. The alliance will amplify the specific needs of the sector and act collectively to influence policy and leverage resources for our communities. We will begin by convening organisations from up to five regions, building trust, sharing resources, knowledge and opportunities for collaboration. [10]
- We will pilot a model for regional networking with infrastructure organisations serving Black and Minoritised communities in up to seven London boroughs. [11] In February 2020, the Ubele Initiative was appointed as the GLA's BAME infrastructure partner, giving us the opportunity to strengthen the collective capacity of the sector. A significant challenge is the absence of borough-wide infrastructure organisations in all but one borough – Croydon – and our work will focus initially on building relationships with emerging organisations, providing capacity strengthening support and identifying shared policy priorities for coordinated action. In the first year we will be working with Croydon, Lambeth, Southwark, Lewisham, Haringey, Newham using a social lab approach to design and iterate local interventions provides capacity strengthening support and identifying shared policy priorities for coordinated action and contributes to London Covid-19 Recovery Missions.
- We will build on learning from the London pilot to explore how we can contribute to and strengthen the development of regional infrastructure bodies and forums in other parts of the country.

[10] Initial opportunities for joint working with regional partners in Yorkshire and Humber, the North West, Greater London and the South West, include our national enterprise development programme and our Erasmus + international leadership programmes and fellowships.

[11] Currently focused on Croydon, Lambeth, Southwark, Lewisham, Camden, Haringey and potentially including Newham.

Over the next five years we will...

Develop people, groups and organisations

Underpinning the success of all our work is the development of individual community leaders, activists, entrepreneurs, community groups and organisations.



Ubele's strengths are reaching out to people and empowering them.

Helping them feel valued and giving a sense of belonging. Ubele just needs to get itself out there more.

- We will enable young adult leaders (aged 18-30) to pursue social justice in their communities, by delivering ERASMUS+ courses and individual fellowships to 500+ young adults. We will support the development of our young emerging leaders' collective to develop their leadership practice and execute their vision for social change. We will explore opportunities for developing 'sister' international leadership programmes in African and Caribbean countries.
- We will build capacity of emerging groups and established organisations led by and primarily serving Black and Minoritised communities across the UK, expanding to new regions and developing practice in response to needs on the ground. We will target micro and small organisations, most affected by the pandemic and at risk of closure, due to their lack of reserves and high dependence on the leadership of one or two individuals. [12]
- We will develop a Ubele membership for sustained and mutual exchange of learning, knowledge and best practice. Following consultation with our staff and associates, leadership programme participants and partners exploring different models, we expect to pilot a Ubele fellowship scheme and/or membership by the end of 2021. Based on feedback and lessons learned from the pilot, we expect full implementation by April 2022.
- We will invest in the development of leaders from Black and Minoritised communities working across different sectors in the UK to create a pipeline of talent and leadership potential for the future, with a particular focus on women leaders.

[12] Our follow up deep dive report on the impact of Covid 19 on the sector published in December 2020 identified the following urgent priorities to support the sector to adapt and survive: capacity support to respond to changing needs and demands; access to financial resources; adaptation of services to meet online digital opportunities; continuity and strategic planning; policy and influencing.

Ahmed's Story

Ubele is a family that wants people to do well.

24-year-old Ahmed lives in Haringey with his wife and two young children aged 3 and 1. He arrived from Nigeria in 2010 at the age of 14 as an unaccompanied asylum seeker.

"I was homeless when I arrived here and slept rough. I went through the care system, aware that children in care were not expected to do well. I was lucky, I had a good foster family, unlike others I knew. I achieved 10 A-C grades at GCSE. But it is when you turn eighteen, and transition to semi-independence and no longer in care, life gets really tough".

Today Ahmed is employed as Employment Adviser for Tottenham Hotspur Foundation, working with 16–24-year-olds not in employment, training or education to help them build skills, confidence and gain accreditation through employability programmes. He also serves on the Youth Board for the Bank of England and is an active Peer Outreach Worker for City Hall in London. Ahmed is also CEO/Founder of You Vs You Ltd, that works with refugees and Asylum Seekers to integrate into community and build confidence and self-esteem.

I got involved with Ubele in 2012, an opportunity, with a European Youth Parliament project in Strasbourg came up, they asked if I was interested. I definitely was!

My learning journey with Ubele is amazing. They supported me to develop Ubele's Young Emerging Leaders Programme so that young people can access information, mentoring and building of confidence. Ubele also gave me training and education opportunities. This included a fundraising event for Wolves Lane that Yvonne, Ubele's CEO, trusted me to lead and jointly host. It was attended by J Hus who also donated. People were impressed and said well done. It was a good for me to see the difference it makes when somebody like that supports our community.

Ahmed's Story

Ubele let me to grow professionally, they gave me an edge. The training, I received in Amsterdam and Berlin boosted my confidence in working with young people and communities.

The Social Entrepreneurship programme which teaches you how to start a business has allowed me to pass this knowledge on to other young people. Ubele gave me a sense of leadership and empowerment, helping me to believe I can achieve whatever I wanted to achieve. I believe I got the Bank of England Youth Board role because of Ubele. To get my business running, Ubele gave me direction and focus.

Yvonne is like a mum, mentor and manager to me, someone you can go to anytime about anything. I also get regular support from Michael, Anita, and Aisha. I meet Michael once a month to discuss personal and professional things. He is a life coach without having to pay. Who does that?



How we will achieve our aims

OUR PEOPLE...

“

'Working for the Ubele Initiative is enjoyable, important to the community and allows self growth'. - Fatimatu Awal Mohamed



The Ubele Initiative is an emerging organisation with a talented staff team and a network of expert associates based across the UK and beyond. Our work is also informed by our emerging young leaders. Our office at Wolves Lane Horticultural Centre in North London is where we remain intentionally rooted in supporting the transformation of a community asset, but the majority of our staff work remotely in different parts of the UK, Africa and the Caribbean. We intend to retain our local community base and continue to work in an agile and flexible way enabling us to work with communities across the UK and scale our delivery and influence through the development of new partnerships and networks.

“



“I was lucky enough to experience going on a life-changing Action Learning workshop in Athens, Greece as part of Sankofa Intergenerational Learning Hub.

It absolutely set the tone for me personally for what the next steps in my future would look like.

This excerpt from the blog I wrote on the experience described it perfectly: ‘But the most important thing was that we were all open to learn from each other and to express ourselves to be able to find solutions to some of our biggest questions’.

This experience has led me to continue working with Ubele in the form of the Young Emerging Leaders’ Collective.”

— Amran Mohamed



OUR ORGANISATION...

In the past 12 months we have grown rapidly and our priority for the next five years is to stabilise the organisation, focusing on the following aims:

- Strengthen our organisational governance and increase development and leadership opportunities for our younger staff and associates.
- Develop a communications strategy to support the delivery of our strategic aims, in particular our influencing and alliance building activities; and streamline our internal communications systems and processes to support the cohesion and performance of our fast-growing team.
- Stabilise our funding base to support our ability to act strategically and autonomously by growing the proportion of income we earn through our offer of leadership training, change agency, management consultancy and through new and existing strategic partnerships to co-design and co-deliver national and regional programmes
- Develop a social impact framework supported by robust data management systems to enable us to evidence our impact, to build organisational knowledge, to share our learning and relevant data with our strategic partners and to inform the development of more effective interventions across the sector.

Join us, help us build a powerful future for Black and Minoritised communities

We're in a fantastic position to change the lived experiences Black and Marginalised communities – but we will need every single person to play their part. We've changed so much over the last ten years. We know we can do even more – but we can't do it alone. Here are seven ways you can help make a difference.



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YOUNG LEADER**



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WITH US**

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We have changed so much for
our communities in the last
ten years.

We know we can do even more
but we can't do it alone.

Join us to build a powerful
future for Black and
Minoritised communities.

