



# **SOCIAL IMPACT REPORT**

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**Making a difference within  
challenging times**

**April 2020 - July 2021**

# OUR JOURNEY DURING THE COVID-19 PANDEMIC

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# FOREWORD

The disproportionate impact of the Covid-19 pandemic on Black and Minoritised communities has exposed deep-rooted social and economic inequalities. Ubele, along with many other voluntary and community social enterprises, has been part of the local, regional and national recovery efforts working to address issues and concerns affecting Black and Minoritised communities.

With funding from *The National Lottery Community Fund* (TNCLF), *The Charities Aid Foundation* (CAF) and the *London Mayor's Office* (GLA) and others, over the past 18 months we put in place a range of capacity and leadership development programmes to support those Black and Minoritised organisations and communities most affected. We were also active in engaging with and consulting on key challenges and issues facing the sector. The outcome of this has been the realisation and publication of a series of community-based research projects, campaigns and roundtable discussions, as well as the incubation of a number of new and emerging organisations and the generation of innovative ideas at both regional and national levels.

Perhaps one of the most significant impacts has been the reshaping and transformation of the funding landscape that emerged in response to the serious impact the crisis was having on charitable organisations.

1. [First Minister's BAME Covid-19 Advisory Group Report of The Socioeconomic Subgroup Chair: Professor Emmanuel Ogbonna June 2020 \(first-ministers-bamecovid-19-advisory-group-report-of-the-socioeconomic-subgroup.pdf \[gov.wales\]\)](https://www.gov.wales).

The two groundbreaking research reports [3] [4] (coupled with the rapid review of the impact of Covid-19 on equalities characteristics in London, led by Manchester University) [12] informed and strongly influenced new thinking around how best to support the BAME-led community & voluntary organisations working with those communities in greatest need as a result of the direct and collateral impact of the pandemic.

The initial report resulted in the creation of some important strategic partnerships and targeted emergency funding by paving a way to influence politicians as well as funders, donors and local authorities as well as national resourcing and strategic reviews. For example, Ubele partnered with Power to Change, Locality and Social Investment Bank (SIB) to design and deliver the Covid-19 Community-Led Organisations Recovery Scheme (CCLORS), with the Community Business Renewal Fund programme and acted as national convenor for The Phoenix Fund, in partnership with The National Lottery Community Fund (NLCF) and Global Fund for Children (GFC). Not only this, in close collaboration with The London Community Response Fund (LCRF) and other key London infrastructure groups we operated as 'The Equity Crew' to influence the design and delivery of Covid-19 Funding Plan for London. The impact of our work helped to support the creation of the NET/Comic Relief programme as well as informing the Welsh Assembly [1] and being recognised in the Lawrence Report [2].

2. [Lawrence, D. \(November 2020\), An Avoidable Crisis: The disproportionate impact of Covid-19 on Black, Asian and minority ethnic communities. A review by Baroness Doreen Lawrence; London \(An Avoidable Crisis.lawrencereview.co.uk\)](https://www.lawrencereview.co.uk).

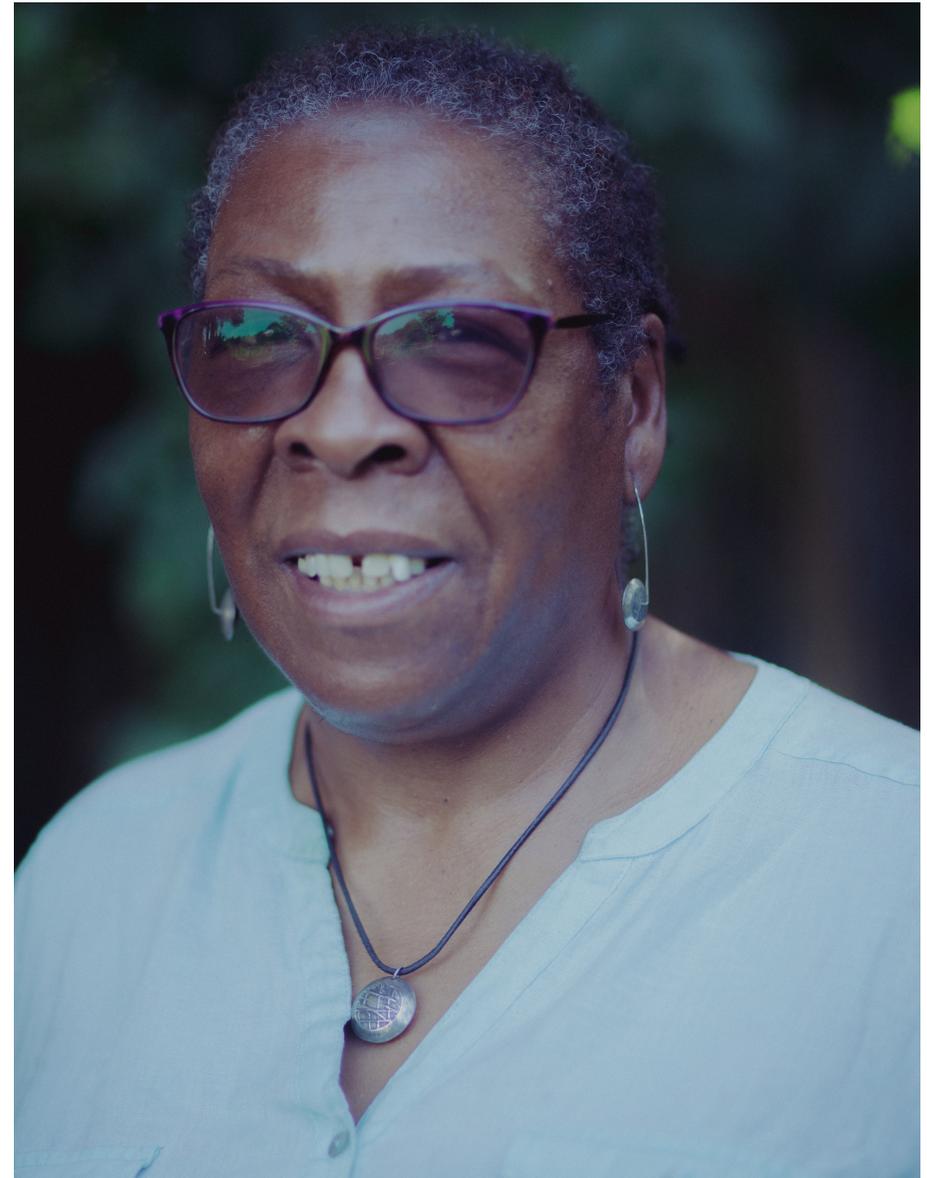
# FOREWORD

We feel privileged that our work has been brought to the attention of a much wider national and international audience and has provoked discussions and helped to inform and influence policy development and change. Part of a much longer journey, this social impact report offers a snapshot of some of the work in which we have been engaged over the last 18 months. We hope that the lessons learnt will put us in an even stronger position to support Black and Minoritised-led community and voluntary organisations as well as the wider civil society landscape. It is also our hope that, as we enter the post-pandemic recovery phase, those communities will thrive as a result of our intervention. Only time will tell.

At this moment, we can only offer some evidence and a glimpse into what could be possible as we strive to strengthen community led organisations to become more resilient and work to create a more equitable, just and inclusive society.



**Yvonne Field**  
Founder and CEO of The Ubele Initiative



# CONTENTS

## FOREWORD

About us	6
Our Theory of Change during the COVID-19 pandemic	10
Our impact	11
Increasing the capacity of individuals & organisations	12
Advocacy, campaigning & fundraising	17
Increasing awareness & influencing policy	26
Convening, designing & facilitating the distribution of equitable funding	32
Informing & engaging communities	46
Responding to needs	49
Increasing Ubele's national influence	55
Next steps	58



## ABOUT US

### WHO WE ARE

The Ubele Initiative derives its name from the Swahili word meaning 'The Future'.

Ubele was established in 2014 following a series of dialogue sessions with African diaspora leaders to find more effective solutions to persistent social and economic issues and to build a sustainable and resilient future for our communities in the UK.

As an African diaspora-led catalyst (infrastructure support +) organisation, we believe in empowering Black and Minoritised communities in the UK to bring about social and economic change.

### WHAT WE DO

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

As our ambitions and reach have grown, we have maintained our bottom-up, community-based practice and methodology.

Coming from a background of community development, we work alongside communities facilitating, incubating and nurturing community initiatives which enable people to tackle racial and social injustice and advance their own solutions to challenges within their communities.

We also design and deliver local, regional, national projects and international programmes and we are involved in London regional policy initiatives and campaigns.



## WHO WE WORK WITH

In our first few years, being an intergenerational African Diaspora-led organisation, we worked primarily 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.

This extended to include a wide range of Black and Minoritised community-based organisations, groups, and individuals aged from ages 18 to those in retirement across the UK.

More recently, our commitment to tackling marginalisation and deprivation has led us to work with an increasingly diverse range of communities across all regions of England, including African, Asian, Latin American, Gypsy and Traveller-led groups, as well as disadvantaged white communities in coastal regions.

## OUR STRATEGIC OBJECTIVES



Building community  
resilience and  
sustainability



Knowledge generation  
and learning



Strategic partnerships  
which influence policy  
and practice



Global diaspora  
connections

## OUR MISSION

Our mission is to help build more sustainable Black and Minoritised communities across the UK.

## AREAS OF ENGLAND THAT WE WORKED IN

Regions:

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



## OUR APPROACH

Our catalyst approach (Figure 1.) involves being an infrastructure support organisation incubating, designing and implementing innovative local initiatives, alongside regional, national and international projects and programmes.

All of this contributes to our community wealthbuilding mission, the learning from which we use to inform and influence London regional and national policy agendas.

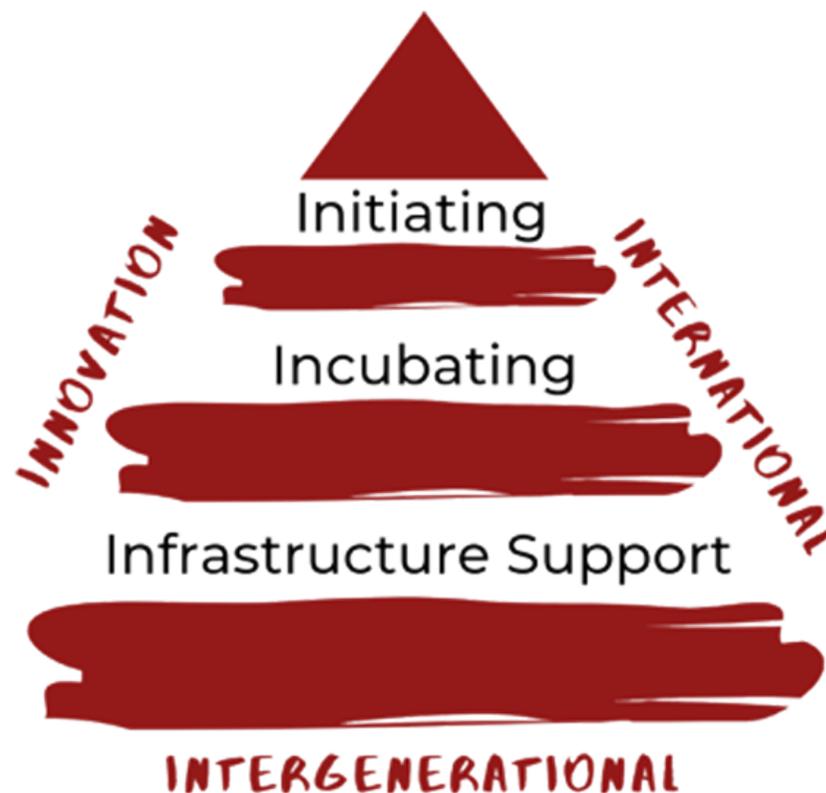


Figure 1. Ubele Delivery Model (June 2019)

# OUR THEORY OF CHANGE DURING THE COVID-19 PANDEMIC

People and organisations supported by Ubele create lasting social, economic and environmental change within communities. The diagram below lays out the core components of how we create change.



## OUR IMPACT

REACHED OVER

**17,622**

PEOPLE

DIRECTLY SUPPORTED

**200**

BLACK & MINORITISED-LED ORGANISATIONS

**115**

WEBINARS, EVENTS &  
COMMUNITY CONVERSATIONS

**4**

MAJOR PIECES OF RESEARCH  
CONDUCTED & PUBLISHED

**2**

NATIONAL STRATEGIC  
PARTNERSHIPS ESTABLISHED

**£13.5 MILLION**

ADDITIONAL FUNDING DISTRIBUTED TO BLACK & MINORITISED-  
LED COMMUNITY, VOLUNTARY AND SOCIAL ENTERPRISES

**£94,925**

CROWD FUNDED BEREAVMENT  
SUPPORT

# INCREASING THE CAPACITY OF INDIVIDUALS & ORGANISATIONS

Providing targeted support to develop and strengthen the knowledge, skills, abilities and processes that Black and Minoritised individuals and organisations need to survive, adapt and thrive through the COVID-19 pandemic.

## THE CHALLENGE

Black and Minoritised community-led voluntary, community and social enterprises (VCSEs) entered the pandemic from an extremely weak position, being heavily reliant on volunteers, employing mostly part-time staff and having limited or no cash reserves. Additionally, many Black and Minoritised community-led VCSEs are micro or small organisations driven by individuals with strong social justice principles and thus form an interdependent relationship. Consequently, the line between personal and organisational needs can become blurred and organisations were often being kept afloat solely through strength of personality and voluntarism, which was ultimately unsustainable. [3]

As the pandemic continued many organisations had started to develop new ways of working to continue support their most vulnerable beneficiaries. However, without support, many more organisations would possibly not be able to adapt as quickly as others and would be left with no choice but to cease operations. [4]

3. Murray K (2020A) [Impact of COVID-19 on the BAME community and voluntary sector: Final report of the research conducted between 19 March and 4 April 2020](#); The Ubele Initiative

4. Murray K (2020B) [Impact of COVID-19 on the BAME community and voluntary sector: A Follow Up](#); The Ubele Initiative

\* MALI is from Swahili which means 'of Value' or 'Precious'. The programme's name, MALI Enterprising Leaders, denotes 'someone or something of value to our community'. It also tries to capture the enterprising nature of community-based leadership which encourages us to develop our ideas and put them into action, with the main resource being ourselves and other people in our communities.

## OUR INTERVENTION

We launched a series of targeted interventions to support individuals and organisations in the VCSE sector. The Mali Enterprise Leaders (MEL) England Programme\* was a capacity support and development programme targeted to the needs of micro and small Black, Asian and minority ethnic (BAME)\*\* -led voluntary and community organisations who had been negatively impacted by the pandemic. The programme aim was to enhance and raise the voice of Black and Minoritised-led community and voluntary organisations through the building of confidence, knowledge, capacity and capabilities, including networking opportunities.



\*\* We recognize the diversity of individual identities and lived experiences, and we recognize that BAME is an imperfect term that does not fully capture the racial, cultural, and ethnic identities of those who experience structural and systematic inequalities. Whenever possible, we will attempt to name individual 'ethnic group' as they themselves prefer to be categorised.

# 134

ORGANISATIONS WHO  
ACCESSED SUPPORT

# 61

NUMBERS OF CAPACITY  
ASSESSMENTS CONDUCTED

# 263

DAYS ORGANISATIONAL  
SUPPORT DELIVERED

# 20

WEBINARS DELIVERED

# 821

PARTICIPANTS ATTENDED  
20 WEBINARS

## IMPACT

Launched in November 2020, the MEL (England) Programme sought to provide organisational development support to between 62 and 122 Organisations: 12 BAME-led organisations in London funded by London Roots, Greater London Authority, 50 BAME-led micro and small organisations nationally across England funded by the National Lottery Community Fund and 60 BAME-led micro and small organisations nationally across England funded by the Charity Aid Foundation.

84 organisations completed the programme: 57% from London; 16% from the Northwest; 11% from the West Midlands and the remainder from the rest of England. The majority of organisations were Registered Charities/CIO (38%), 26% were Community Interest Companies, 19% were Companies Limited by Guarantee and 17% were Unincorporated. The overwhelming majority of organisations were micro organisations (58%) with income less than £10,000 p.a., most being unincorporated organisations; about one-in-five (19%) had an income less than £30,000 p.a. while the rest had an income up to £50,000 p.a.

The 'Capacity Assessment Schedule'(CAS) supported organisations to identify key areas of organisational capacity support and focused on:

- Governance and leadership
- Operations and organisational management
- Human Resources
- Procedures, systems and infrastructure
- Programme design, content and delivery



61 organisations completed the online self-assessment tool and organisations received an individual report as part of a 1-2-1 engagement process. The overall average 'Organisational Capacity Score (OCS)' was 1.71 of a three level model of capacity [5]:

- Level 1: Inadequate capacity in place (below average);
- Level 2: Adequate capacity in place (minimum standard)
- Level 3: Moderate level of capacity in place (above average standard)

The areas of greatest support need were around governance and leadership, programme design and procedure, systems and infrastructure. The human resource need was linked to organisations not having the financial resources to be able to employ staff (part-time or full-time).

The programme supported the development of specific organisational knowledge and skills such as cashflow management and business finances, strategic planning, governance and fundraising as well as the development of softer skills such as confidence and networking. The programme also enabled BAME-led groups to build networks and develop long-term relationships that helped strengthen the BAME sector across England.

Participants reflected that the programme helped them grow, mature, engage as a leader and grow in confidence and self-knowledge. People made tangible changes to their working practices and felt better able to deal with business challenges.

## **TO WHAT EXTENT WOULD YOU SAY YOUR NEEDS WERE ADDRESSED AND WHAT WERE YOUR MAIN TAKEAWAYS? [6]**

"What we learnt [from 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."

"Very much so all our needs were answered and my main takeaway was the professionalism of the UBELE team and their guest speakers. The time they take to listen and show you the funding available and go even further by helping you to complete application forms."

"Good Governance, Templates and funding ideas."

"Planning, fundraising and importance of digital technology"

"Support around incorporation, governance and diversifying funding sources."

"Understanding the fundraising speak, strategic fundraising, budgeting and governance."

5. As part of the support process, an initial diagnostic self-assessment of participating organisations was undertaken using the Capacity Assessment Schedule (CAS) developed by FW Business Ltd. This process sought to baseline the organisation's strengths and/or weaknesses, from which discussions and further developmental work was undertaken.

6. Participant responses to a post-programme questionnaire asking: 'To what extent would you say your needs were addressed and what were your main takeaways?'

## CASE STUDY

# SUTTON AFRICAN & CARIBBEAN CULTURAL ORGANISATION

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## BACKGROUND & CHALLENGE

SACCO is a registered charity working in the London Boroughs of Sutton, Croydon & Merton. The organisation aims to help people of African and Caribbean heritage of all ages participate more fully in the local community.

SACCO had a history of organising community activities and working with both young and older people from the Caribbean community. They were very reliant on volunteers and wanted to seek ways of empowering those volunteers, engaging with other stakeholders and leveraging in more funding to be able to pay for staff posts and core costs.



Sutton African & Caribbean Cultural Organisation

## INTERVENTION

Having discussed the organisations needs via zoom it was agreed that the main support required was around funding, writing a funding application and providing support for the organisation as a whole. The organisation also wanted support and guidance for their fundraising strategy and operational plans.

We examined and gave feedback on their fundraising strategy and wish list, including helping identifying ways of improving both the strategy and ways of working going forward.

Signposted to several funding opportunities, they eventually decided to apply to the Windrush Fund. The organisation was also provided with coaching and support to understand the application criteria. The application to the Windrush Fund was successfully completed and submitted and they are currently awaiting a decision.

## IMPACT

The organisation better understood that, instead of trying to do everything, it's important: to identify their unique selling point (USP); to focus on specific aspects of the fundraising strategy instead of trying to achieve everything on their wish list and to effectively communicate the requirements of their organisation.

The organisation is now keen to acquire a Quality Mark and have been signposted to Charities Excellence Framework, Funding Central, the Small Charities Coalition, Trustlaw amongst others.

# ADVOCACY, CAMPAIGNING & FUNDRAISING

Taking more control of the narrative of the crisis and calling for more targeted support for Black and Minoritised communities, particularly given the disproportionate number of people from the community contracting and dying from the Covid-19 virus as well as the number of community organisations at risk of closure.

## THE CHALLENGE

The COVID-19 pandemic has had a disproportionate impact on the UK's Black and Minoritised communities [7]. While a scientific review of COVID-19 deaths pertaining to Black and Minoritised communities had been commissioned by Public Health England (PHE) in May 2020 it was believed that it would not provide a comprehensive exploration of all the possible contributing factors that could explain the disproportionate impact Covid-19 was having on Black and Minoritised communities.

Black and Minoritised communities have different cultural practices, and these are important to communities. Not only were people from Black and Minoritised communities disproportionately dying at rates twice their statistical population size, but COVID-19 restrictions meant that the traditional funerals, mourning rituals, and last goodbyes typically practiced were not able to take place. [8] This added further to the devastating effects of COVID-19 by preventing people from Black and Minoritised communities from paying their last respects to loved ones in meaningful ways.

## OUR INTERVENTION

In order to hear the voices of Black and Minoritised-Led communities and organisations as to the impact of COVID-19 on their lived experiences, Ubele undertook a range of engagement exercises and processes. We: conducted research into the impact of COVID-19 on Black and Minoritised led voluntary and community enterprises (May 2020); engaged with Network Coordinators and Anchor organisations operating in Manchester and the North West region (June 2020); conducted online Emergency Conversations between April 2020 and July 2020; held BAME Civil Society consultation events (July 2020); conducted an impact analysis of COVID-19 on those with equalities characteristics in London (September 2020); and wrote a deep dive follow-up report (Dec 2020).

Additionally, Ubele engaged in a series of 'campaigns' to secure answers to questions that went to the heart of the government's handling of the pandemic and how those policies were having devastating impact on Black and Minoritised communities.

7. Charity So White (2020) [Racial Injustice in The Covid-19 Response: Covid-19 Is Not A Social Equaliser. It Is Disproportionately Impacting BAME Communities and We Need Urgent Action](#)

8. Charity So White (2020) [www.charitysowhite.org](http://www.charitysowhite.org)

# IMPACT

The outputs and evidence gathered can be accessed via the Ubele website but, briefly, they indicated:

- Nine out of ten (89%) of Black and Minoritised-led voluntary and community enterprises were likely to close within three months of the national lockdown at the outset of the pandemic (May 2020).
- The findings of the 'Voices in Manchester and the North West of England' report (footnote ref?) in June 2020 resulted in the creation of opportunities for organisations across geographical boundaries – that have had no previous connection – to identify commonalities in their experiences and find ways to support each other under the limitations of the COVID-19 restrictions. The group evolved to become a virtual safe space where information and support were readily exchanged. Those who attended consistently benefited by gaining knowledge and new insights and established new relationships. They also used the Ubele Weekly Newsletter to identify organisations offering free training and resources.
- The Emergency Community Conversations created a space for people to share their perspectives on the pandemic and the impact on Black and Minoritised communities from the initial phase through to recovery. The findings informed the development of the MEL (England) capacity support programme.



- BAME Civil Society consultation formed part of the then wider civil society COVID-19 recovery programme. The event was attended by 68 BAME professionals working across the voluntary and community sector, the outcome of which fed into the Kruger Report: Levelling Up (September 2020)[9]. Arising from the process, the following six recommendations were submitted to the Kruger Consultation Committee:
  - Government to provide £2m to fund a fully resourced BAME infrastructure organisation akin to National Council for Voluntary Organisations (NCVO) which includes a national community-led research and knowledge hub.
  - Black and Minoritised people with lived experiences of disadvantage and discrimination are to be involved in the design of services and support that are targeted towards them. Fund both accredited and non-accredited learning centres providing leadership and vocational training which is culturally specific to Black and Minoritised young people aged 14+.
  - Wage parity, and action to make it illegal to discriminate in the workplace. A dedicated resource of £60k per annum to establish and maintain a national directory of BAME organisations and services.
  - The Government to dismantle the hostile environment with its in-built inequalities against Black and ethnic minority people in the UK and reintroduce proper funding of legal aid across all areas of law; properly fund law centres providing free legal advice to all.
- Arising from a Deep Dive follow-up engagement process six months after restrictions had been imposed, while many organisations survived the first three months, largely due to targeted 'Emergency funding' to the BAME sector, organisations were found to be in need of capacity support and development to help them over the initial phase through to recovery. The findings informed the development of the MEL (England) capacity support programme.

9. Kruger Report: Levelling Up (September 2020): <https://www.dannykruger.org.uk/files/2020-09/Levelling%20Up%20Our%20Communities-Danny%20Kruger.pdf>

# 725

PEOPLE SIGNED THE LETTER SENT TO THE  
PRIME MINISTER BORIS JOHNSON

# 33,172

SIGNED THE #WENEEDANSWERS  
PETITION ON 38 DEGREES

# £5,656

RAISED TO FUND POTENTIAL COSTS OF  
LEGAL ACTION

# 3000

ATTENDED THE EMERGENCY COMMUNITY  
CONVERSATIONS

## #WENEEDANSWERS CAMPAIGN

The #WeNeedAnswers Campaign arose from a petition launched in April 2020, which amassed over 30,000 signatures. The campaign aimed to raise public awareness of the disproportionate impact Covid-19 was having on Black and Minoritised communities and put pressure on the Government to take action to address this through an independent public enquiry. Ubele held a series of community conversations and wrote two letters to Prime Minister Boris Johnson asking him to support the call. We also launched legal action with support from the solicitors Leigh Day against the Government addressing their failure to take action over the toll that COVID-19 has had on Black and Minoritised communities.

A #WENEEDANSWERS event was attended by thousands of people and streamed on ITV. It was the general view that the Health Review announced by the Government a few days prior to the event would not be substantial. During the event, the consensus was that an Independent Public Inquiry (IPI) should be held and that the IPI should be funded by central government. The two public letters to the Prime Minister, calling for a public enquiry into the disproportionate impact of Covid-19 on Black and Minoritised communities, attracted extensive media coverage.

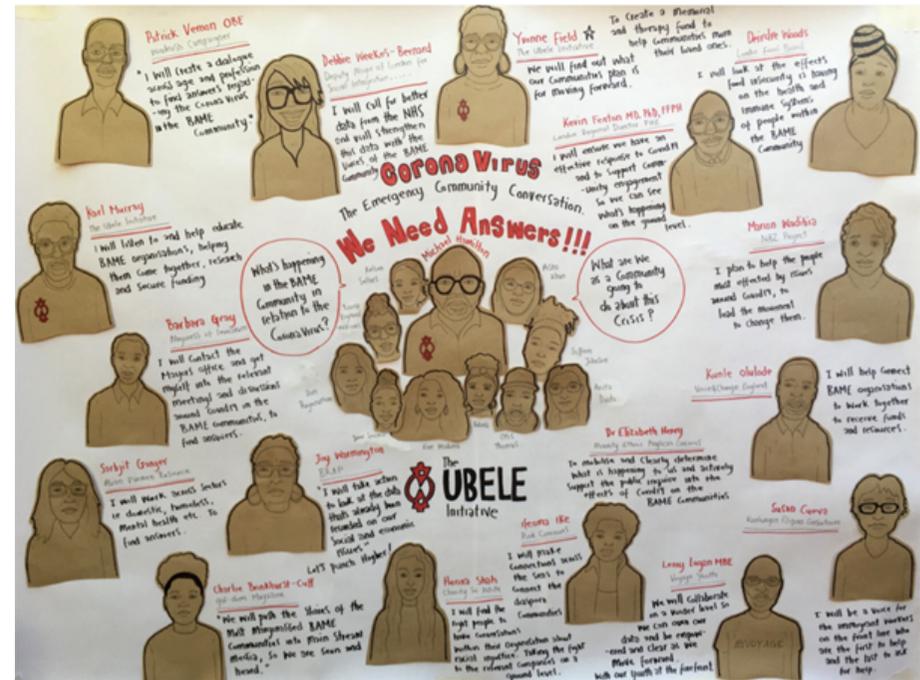
**MINORITY LIVES**

**MAJORITY DEATHS**

**#WeNeedAnswers**

The first letter received more than 700 signatures. A subsequent letter was sent in opposition to the release of the Public Health England report into the impact of COVID-19 on BAME communities in June 2020 ('Disparities in the Risks and Outcomes of Covid 19')

Working with Leigh Day Solicitors, Ubele launched legal action against the government after receiving no response to both letters. In the end, Ubele decided not to proceed with the court action as the government was legally protected as it was able to demonstrate that it had considered the racial impact in other areas of work. Nevertheless, the #WENEEDANSWERS campaign highlighted the link between structural racism and Covid-19 and became an integral part of the debate on the pandemic response as well as providing a platform for the voices of thousands of people from Black and Minoritised communities to be heard.



Graphic Facilitation of an Emergency Community Conversation by Drew Sinclair

**£94,925**

CROWDFUNDED FOR BEREAVEMENT  
SUPPORT

**1480**

PEOPLE DONATED TO THE MAJONZI FUND

**140**

INDIVIDUALS/FAMILIES TO RECEIVE  
SUPPORT

## THE MAJONZI FUND

The Majonzi Fund, named after the Swahili word meaning deep grief or sorrow, was created in collaboration with activist and campaigner Patrick Vernon OBE to provide bereavement and grief support through BAMEstream (see the responding to Needs Section for more details) and through memorials to members of the Black and Minoritised communities affected by loss due to Covid-19. Recipients of grants from the Majonzi fund will be provided with a monetary grant to use towards memorial events and tributes which will commemorate the lives of those lost in a way that is meaningful to them.



A six-metre artwork tribute to Black and Minoritised COVID-19 Victims in Newington Green was unveiled in September 2020 attended by Henny Beaumont graphic illustrator and author; Debbie Weekes-Bernard, Deputy Mayor for London for Communities & Social Justice; Patrick Vernon; and Cllr Carole Williams, Cabinet member for Equalities at Hackney Council.

The Majonzi fund received some notable donations from the London Community Gospel Choir (LCGC), Cashain David Founder of Kromanti Rum and Caribbean food expert Riaz Phillips.

The London Community Gospel Choir (LCGC) gifted a promotional song 'Sun in the Rain' to support the Majonzi fund. During the fundraising-drive members of the choir took to social media to share their experiences with COVID-19 and why supporting Black and Minoritised communities is crucial during those times. The song's message was a beacon of hope during difficult times.

Bazil Meade, MBE, Founder and Director of the London Community Gospel Choir said:

“I take great pleasure in joining my Colleagues The London Community Gospel Choir being part of the initiative by “The Majonzi Fund” providing help and support to BME families and communities disproportionately affected by the COVID-19 Pandemic.”



The London Community Gospel Choir (LCGC) donated a song to the Majonzi Fund.

Cashain David Founder of Kromanti Rum decided to raise funds for the Majonzi Fund after experiencing first-hand the devastating effects of losing a loved one during the pandemic. David's mother passed away in June 2020 and due to Covid restrictions, the family was unable to carry out his mother's final wishes or arrange a culturally familiar ceremony. To help deal with this he produced a special blend of Rum based on his Mum's heritage and shared it with his family and attendees at the cremation and was blown away by its reception. David went onto to receive donations for the Majonzi fund in return for a bottle of Kromanti signature Rum, raising £840.



The Community Comfort e-book was the brainchild of Caribbean food expert and activist Riaz Phillips. He roped in the services of an impressive group of friends - all people from Black and Minoritised communities - in the food world to provide recipes for the e-book. The e-book included recipes from Great British Menu winner, James Cochran, Ruby Tandoh, MiMi Aye, Ravneet Gill, Vivek Singh, Benamina Ebuihi and Romy Gill. There are also recipes from restaurants including Bodega Rita, Benares and Dishoom.

The Community Comfort e-book raised over £25000 for the Majonzi Fund and Riaz said:

"I wanted to do something which brought joy to as many people as possible. For people in our communities and migrant backgrounds, food is our colour when our voices don't always get heard, so I gathered all these recipes in hope that they might speak to you and bring you some comfort whilst contributing something back to a community that has so been affected."

In total, the Majonzi Fund has been able to raise £94,925 towards bereavement support and Memoria. The grant application scheme opened in April 2021 and Wave 1 of funds were allocated in July 2021. The funds raised to date were enough to provide up to 140 individuals or families with grants ranging from £100-£500.

### Other campaigns supported

Charity So White's open letter calling for relief packages to be ringfenced for vital Black and Minoritised organisations.

NAZ (Sexual Health for Everyone): Letters to urge a conversation on Black and Minoritised health inequalities.

Runnymede and others wrote to the Education Secretary amid concerns that certain groups, including Black and Minoritised students, may lose out due to existing racial disparities when predicted grades are accepted in place of exam results.



# INCREASING AWARENESS & INFLUENCING POLICY

Increasing awareness of policy-writers and decision-makers as well as the public of the disproportionate impacts of COVID-19 on marginalised groups to influence policy change and reduce inequality.

## THE CHALLENGE

The first COVID-19 case was formally reported in the UK on 9 March 2020. Infection rates and deaths rose quickly especially in Black and Minoritised communities. As a result, numerous 'impact' analysis and surveys were conducted, the majority of which focused on the implications on the charity, community, and voluntary sector. However, none of the three nationally recognised sector leading agencies (i.e. NCVO, London Plus and NFP Synergy) considered the specific implications for marginalised communities within their approach to data capture. [10]

Additionally, young adults aged 18+ were relatively invisible in the COVID-19 national discussions and policy initiatives and little was known about the impact of COVID-19 'social distancing' and 'lockdown' measures on Black and Minoritised young adults.

It was evident that there was a lack of knowledge and understanding of the unique needs and challenges faced by the Black and Minoritised community, an understanding essential for the provision of appropriate support and to mitigate the devastating effects of COVID-19 over the first three months of the national lockdown announced in March 2020.

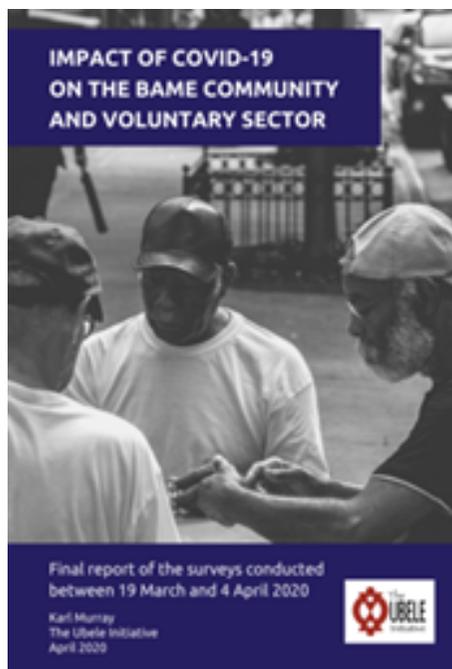
10. Murray K (2020A)

## OUR INTERVENTION

In two waves of national surveys Ubele sought to better understand how marginalised Black, Asian and minority ethnic community organisations were faring. Administered between 19 March - 4 April 2020, we received 182 responses, of which 137 were from Black, Asian and minority ethnic-led organisations. 'The Impact of Covid-19 on BAME Community and Voluntary Organisations' report was published in April 2020. The report aimed to provide support for the sector and to inform policymakers of the impact of COVID-19 on BAME communities and on the organisations that support them. Organisations which, though their very rootedness within the communities, were uniquely able to meet those communities' specific cultural needs. [11]

Ubele went on to undertake a follow up 'deep dive' interview and survey process with 31 micro and small Black, Asian and minority ethnic-led community and voluntary organisations in the UK. 'The Impact of Covid-19 on BAME Community and Voluntary Organisations: A Follow-Up Report' was published in December 2020. The research aimed to ascertain what changes had occurred since the first survey in March 2020 and whether there were any new possibilities, challenges and opportunities that now need to be taken into account. [12]

11. Murray K (2020A) 12. Murray K (2020B)



Ubele also worked with the University of Manchester as part of a team commissioned by the Greater London Authority (GLA) to undertake a rapid review of the impact of COVID-19 on those with protected characteristics as defined in the Equality Act 2010. The final report 'Rapid Review of The Impact of Covid-19 on Those with Protected Equality Characteristics in London: An Analysis of The Lived Experiences and Voices from The Voluntary and Community Social Enterprise Sector' was published by the Greater London Authority (GLA) on 1st October 2020. [13]

13. 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](#); London



In collaboration with BAMEStream, Ubele launched the 'National Mapping of Black, Asian and Minority Ethnic (BAME) Mental Health Services in the United Kingdom (UK)' survey and published the findings in July 2020. The national survey of BAME Mental Health Services provided an initial snapshot of BAME-led services responding to the mental health needs of BAME communities. Key aims of the survey were to ascertain the impact COVID-19 was having on the organisations that were providing bereavement and other mental health services and to identify the support they may need to assist them in the delivery of those services, especially as we moved to the easing down of restrictions. [14]

We believed it was essential to share our learning and practice and find out what others were doing in response to the COVID-19 pandemic. As a result, we called for public submission from Black and Minoritised-led community organisations to tell us about the challenges they were facing, impact, financial status, best practice and anything else of relevance.

'Navigating Spaces Under Lockdown' was a research project co-designed and delivered by Ubele in collaboration with University College London's Bartlett Development Planning Unit. The project aimed to capture and shed light on young Black and Minoritised adults' experiences of COVID-19 and associated prevention measures in order to provide us with a better understanding of the immediate implications of COVID-19 on Black and Minoritised communities.

14. Murray, K (2020C) [The National Survey on BAME Mental Health Services](#)

# 4

MAJOR PIECES OF RESEARCH CONDUCTED AND PUBLISHED

# 62

MENTIONS IN NATIONAL ARTICLES

# 53,500

TOTAL IMPRESSIONS ONLINE FROM RESEARCH SHARED

# 32

CASE STUDIES PUBLISHED

## IMPACT

Our research outputs attracted national attention and were mentioned in more than 62 different articles across the UK between March 2020 to December 2020. This included mentions in the Guardian, the Independent, the Times, the BBC, ITV, Channel 4, The Voice, Third Sector, Equally Ours and London Funders.

‘The Impact of Covid-19 on BAME Community and Voluntary Organisations’ report was visited 2,496 times on our website and its first tweet amassed 9,000 impressions; 266 total engagements; 28 likes; 36 retweets. This piece of research went viral with people and organisations were sharing the direct link and posting on their feeds, so the first tweet does not fully reflect the total engagement. The National Mapping of BAME Mental Health Services report went onto receive 11,000 impressions on its first tweet; 258 total engagements; 49 likes, and 34 retweets. The Rapid Review report first tweet received 7,500 impressions; 131 engagements; 16 likes, and 23 retweets. When ‘The Impact of Covid-19 on BAME Community and Voluntary Organisations’ report was published in December 2020 it received a staggering 26,000 impressions on its first tweet; 426 engagements; 60 likes and 58 retweets.

We also published 32 case studies on the impact of Covid-19 on Black and Minoritised community organisations, youth organisations, schools, social businesses, small businesses, Art organisations, faith groups, women’s groups and elders.

Our reports have provided crucial evidence of the extensive and multi-dimensional impacts of pre-existing inequalities in Black and Minoritised communities and have influenced funders, foundations, resourcing plans and decisions nationally. For example, ‘The Impact of Covid-19 on BAME Community and Voluntary Organisations’ research helped prompt the convening of BAME-led infrastructure and community groups from across England and led to the co-creation of the Phoenix Fund. [15] Additionally, the findings from the national survey on BAME Mental Health Services report supported the development and delivery of BAMEStream a mental health and wellbeing service specifically aimed at addressing the needs of people from Black and Minoritised communities.

15. Global Fund for Children: The Phoenix Fund Page: <https://globalfundforchildren.org/the-phoenix-fund/>

# 12

YOUNG RESEARCHERS  
AGED 18-35 RECRUITED

# 19

FOCUS GROUP PARTICIPANTS

# 152

SURVEY RESPONDENTS

## NAVIGATING SPACE UNDER LOCKDOWN

In November 2020, the Navigating Space Under Lockdown project recruited 12 young people 'researchers' from Black and Minoritised communities, aged 18-35, from 6 regions in England. The young people were trained and supported to obtain views, responses, opinions, thoughts and expressions from a wide range of other 18–30-year-olds from Black and Minoritised communities within their local regions.

The training programme that we developed and delivered equipped the young researchers with technical skills to enable them to gather qualitative and quantitative data. The training programme included a series of 5 workshops and discussions, including a focus group (delivered on 25 November 2020 and attended by 19 young people) which aimed to identify and agree on key themes associated with the current Covid-19 lockdown and its impact on young people:

1. well-being and mental health
2. relationships: intra household, generational, to friends and to the neighbourhood, and
3. connectivity and mobility: links to work and space.



Two of the workshops focused on the use of 'Maptionnaire' survey (a web-based participatory mapping tool). The 'Maptionnaire' survey was used for location data gathering (sounds, videos, pictures) as it made remote engagement possible with a diverse and geographically disparate group of respondents, overcoming the constraints on data collection imposed by the pandemic lockdown.

A creative workshop focused on filmmaking using smartphones as the group of researchers needed to produce and gather information in different digital formats. The training programme progressed well, and the 12 participants were fully engaged on the project.

Key themes to emerge from the research related to the significance of employment (respondents' ability to work, their work prospects, type of employment and economic security) and their home and housing conditions (who respondents live with, as well as space/density/cost considerations) in understanding the differentiated impacts of COVID-19 (and associated lockdown measures) on young Black and Minoritised adults in England.



The research also highlighted ways in which COVID-19 (and associated lockdown measures) contributed to a sharpening of identity and mental health concerns for many young adults from Black and Minoritised communities in England. Although the research also showed the remarkable resilience and adaptability of young Black and Minoritised adults.

It was also noted that Black and Minoritised community networks have been critical pillars, filling in gaps left by the government in access to essential goods, services and support. Thus, an important question that emerged from the research was: *'how far and for how long can such networks – often most affected by the pandemic and with limited resources – continue to pick up the slack?'*

FOAM20, our delivery partners, have been working closely, but remotely, with the research team from January - March, to bring together stories from across the country. These stories will form the basis of a short film produced by Paul McKenzie - to bring a national picture to add to the wider survey. The short film & survey findings will be combined with a research report from UCL, in collaboration with the researchers & presented on a public web platform.

## CASE STUDY

### MOEED MAJEED

## NAVIGATING SPACES UNDER LOCKDOWN PARTICIPANT

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### BACKGROUND

“I am a podcast producer and tv/radio host. I just came off the back of working with Vice and was looking for cool new opportunities to work with new people and hone in on my skillset.”

### HOW DID YOU FIND OUT ABOUT THE PROJECT?

“I saw the initial opportunity advertised on social media. After applying for it I spoke with Junior, the Project Manager and we actually came up with the podcast series idea.”

### WHY DO YOU THINK A PROJECT LIKE THIS IS IMPORTANT?

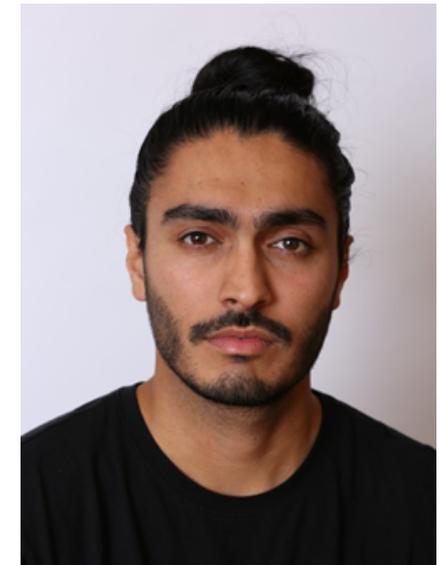
“The project was important as people often get stuck in their own bubble of life and sometimes forget that not everyone has the same experience. In order to move forward in society and promote unity we all need to understand how others live and the day-to-day obstacles they face. This project was great as people now have a body of work they can refer to and understand other people’s perspectives of navigating space through lockdown from all over the country.”

### WHAT IMPACT HAS THE PROJECT HAD ON YOUR LIFE?

“It was refreshing participating in the project as I got to speak with a lot of like-minded people and that was something that wasn’t happening much due to the pandemic.

I also learnt a lot about myself and how I work from home when alone.

The project has confirmed my desire to work with people on real life, human level and create long lasting, impactful content to educate and inform the wider population.”



# CONVENING, DESIGNING & FACILITATING THE DISTRIBUTION OF EQUITABLE FUNDING

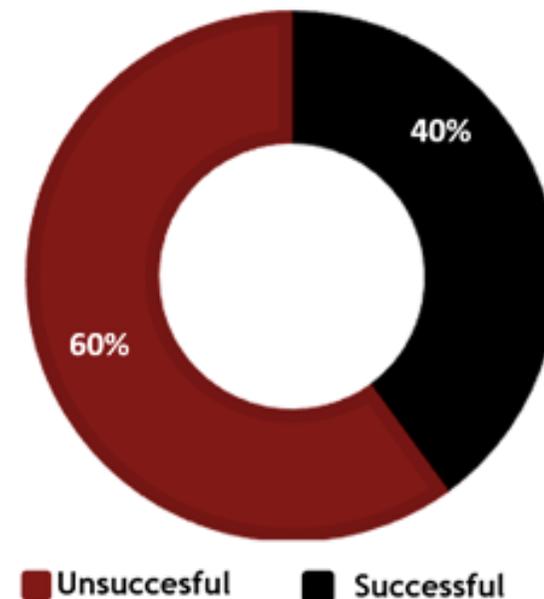
Reducing inequality in funding by convening, designing and facilitating the distribution of equitable funding to increase Black and Minoritised VCSE access to funding and success rate.

## THE CHALLENGE

Black and Minoritised VCSEs have faced systemic barriers to accessing mainstream funding for years. For instance, a survey of Voice4Change members found that over one third of Black and Minoritised VCSE funding applications were 'mostly unsuccessful'. [16] These communities continue to experience inequalities, which have been deepened during the COVID-19 pandemic.

Additionally, the vast majority of Black and Minoritised VCSEs are micro and small organisations (65% having an annual turnover of less than £10,000[17]) driven by individuals keeping them afloat through pure voluntarism and no funding. Consequently, without adequate support, nine out of ten micro and small Black and Minoritised VCSEs were at risk of closing due to COVID-19 (findings from the Wave 1 and Wave 2 survey conducted by Ubele). This in turn was projected to impact 15,000 to 20,000 users per week who would be unable to access vital services. [18]

Black and Minoritised-led VCSE Funding Success Rate



16. Voice4Change England (2015) Bridging the gap in funding for the BAME voluntary and community sector: [Funding-for-BAME-VCOs-Report-July-2015-V4CE-11.pdf](#) (baringfoundation.org.uk)

17. National Lottery Community Fund (2020) Equitable Futures: Next steps for Building on the foundations laid by The Phoenix Fund

18. Murray K (2020B) Impact of COVID-19 on the BAME community and voluntary sector: Final report of the research conducted between 19 March and 4 April 2020; Ubele: <https://www.ubele.org/covid19-supporting-bame-communities>

## OUR INTERVENTION

Following the publication of the 'Impact of COVID-19 on BAME Community and Voluntary Organisations' report in April 2020, Ubele and other strategic infrastructure and campaigning groups, such as #CharitySoWhite [19] argued for more resources for the sector. This resulted in the creation of some important strategic partnerships and targeted emergency funding.

## THE PHOENIX FUND

The Phoenix Fund aimed to put racial justice at the heart of the COVID-19 pandemic response by working collaboratively with a panel of individuals who have understanding and lived experience working with Black and Minoritised communities to help make funding decisions more equitable.

This strategic partnership was with Global Children's Fund and a wide range of different Black and Minoritised-led regional and anchor organisations. The partnership came about following a meeting between Black and Minoritised communities, civil leaders/organisations, including Ubele, and The National Lottery Community Fund in May 2020. It recognised that more needed to be done to support the Black and Minoritised-led infrastructure and, as a result of several conversations and national meetings, Ubele co-designed and acted as the convener for the Phoenix Fund.



Covid-19 Community-Led Organisations Recovery Scheme



## COVID-19 COMMUNITY LED ORGANISATIONS RECOVERY SCHEME (CCLORS)

Ubele was also a strategic partner working with Power to Change, Locality, and Social Investment Business, in partnership with The National Lottery Community Fund, to design and deliver COVID-19 Community-Led Organisations Recovery Scheme (CCLORS). CCLORS offered grants up to £100,000 to community organisations in England who were facing financial difficulties caused by COVID-19. The scheme targeted organisations delivering services in their local community to support people who were at high risk from COVID-19, with an emphasis on Black and Minoritised-led or supporting businesses. Its aim was to help organisations continue to deliver existing services and/or adapt to meet increased demand as well as build resilience and prepare for the post-Covid-19 recovery period.

19. <https://charitysowhite.org/blog/equitablefunding-distribution-qampa>

## **LONDON COMMUNITY RESPONSE FUND (LCRF)**

At the beginning of the pandemic, Ubele was invited to partner with the London Community Response Fund (LCRF) to help provide emergency support to Black and Minoritised community groups and organisations including London Gypsy Travellers and The Council of Somali Organisations.

Ubele also produced a feedback report for London Funders (membership network for funders and investors in London's civil society – comprising 160 members, across all sectors) documenting on the experiences of participants in the LCRF.

The LCRF partnership became more strategic, as well as expanding and deepening over the course of 18 months. During this period we collaborated closely with other key infrastructure organisations working in London, namely Consortium, Inclusion London and the Women's Resource Centre. Ubele, at the same time as our infrastructure partners, piloted webinars, workshops and advice sessions aimed at enabling those who needed support to access it remotely online, via telephone, email or Zoom webinars and meetings.

Our collective and sustained advocacy led to a change in funding criteria and as a result user led groups (as opposed to those working on behalf of such groups) now need evidence of 75% of their leadership and staff being from such groups. This is a significant shift from the previous 51% and should ensure user voice and those with lived experience is central.

Alongside our infrastructure colleagues, we spoke at large funders events; spoke with smaller groups of London funders; contributed to grant design and grant making decision during this period and clearly influenced and changed the wider London funding landscape. We will continue to collaborate to influence well into the recovery phase.

# INCUBATING PROJECTS

Ubele incubated the following 3 projects during the pandemic period facilitating the distribution of emergency funds that they would not have been able to access otherwise:

1. Businesses Under Development (BUD) – Lead Positive Change
2. Urban Dandelion
3. BAMEStream (see the Responding to Need section for more details)



**Businesses Under Development (BUD)** is a social enterprise that offers a range of transformational leadership programmes such as Lead Positive Change. BUD pivoted during the pandemic and offered the Lead Positive Change Programme to individuals from Black and Minoritised communities to support them to start their own businesses and projects providing hope during the pandemic and isolation period.



**Urban Dandelion** is a social enterprise specialising in community and neighbourhood regeneration solutions. Urban Dandelion transitioned from providing grassroots community development support to creating a local infrastructure to deliver capacity building to grassroots Black and Minoritised organisations in the Lewisham and surrounding areas. Other support services included meal delivery and social media support for Black and Minoritised-led organisations.

Urban Dandelion's work aims to establish better practice maximising their ability to positively respond to residents needs in Lewisham, a borough with the largest Black population in England and Wales, hit hard by COVID-19.

## **LONDON COMMUNITY RECOVERY FUND (LCRF)**

Ubele was invited to partner with the London Community Foundation in the administration of the London Community Recovery Fund (LCRF) to support their intention to reach the Black and Minoritised community groups and organisations most notably, London Gypsy Travellers and The Council of Somali Organisations. With this in mind, we piloted Webinars, Workshops and Advice Sessions aimed at enabling those who needed support to access it remotely online, via telephone, email or Zoom webinars and meetings.

Ubele also produced a feedback report for London Funders (membership network for funders and investors in London's civil society – comprising 160 members, across all sectors) documenting on the experiences of participants in the LCRF.

**The London  
Community  
Foundation**

# 2

STRATEGIC  
PARTNERSHIPS FORMED

# 4

TARGETING EMERGENCY FUNDING  
STREAMS CREATED

# £13.5m

IN EMERGENCY FUNDS GENERATED

## IMPACT

Our ground-breaking research into “The Impact of COVID-19 on BAME Community and Voluntary Organisations” (April 2020) and our campaigning attracted some national attention and influenced funders, foundations and other resourcing plans and decisions nationally.

The Ubele report spurred on national funders to recognise the specific needs of Black and Minoritised-led VCSEs and by doing so created targeted ‘funding streams’.

- CCLORS (£9.5m)
- The Phoenix Fund (£1m)
- Comic Relief/NET sponsored programmes (£3.4m) and
- Resourcing Racial Justice

We know from the responses to our follow-up report that organisations found the Emergency Funding programmes an important lifeline.



# 1347

GRANT APPLICATIONS  
RECEIVED

# 184

GRANTS DISTRIBUTED

# £2m

VALUE OF GRANTS DISTRIBUTED

## THE PHOENIX FUND

The Phoenix Fund was a significant initiative co-designed and convened by Ubele in partnership with Global Children's Fund and a wide range of different Black and Minoritised-led regional and anchor organisations.

The success of the Phoenix Fund can be attributed to two key elements. Firstly, its collaborative decision-making approach, which included a panel of individuals who have understanding and lived experience working with Black and Minoritised communities. Secondly, its provision of flexible core funding, which meant grant winners were able to receive funding to meet critical needs and continue their organisations' missions rather than be restricted to specific interventions. As a result of the Phoenix Fund's design and administration many Black and Minoritised VCSE have successfully applied for funding that would normally be rejected.



The Phoenix Fund demonstrates that grant-making can be empowering if the communities being served are involved in the decision-making process. The unique co-designed processes used to facilitate Black and Minoritised-led participatory grant-making now appears to be getting wider traction. Coined 'The Phoenix Way' [20] this innovative method could influence future grant-making across England and has now attracted a longer term significant investment from the National Lottery Community Fund.

20. The Phoenix Way is a co-created approach to grant-making 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 worked with a wide range of people in need or in crisis across the country and yet had had no previous history with the NLCF. <https://www.alliancemagazine.org/blog/the-phoenix-way-lessons-from-the-pandemic/>

**£9.5m**

OF EMERGENCY FUNDS DISTRIBUTED

**1,358**

ELIGIBLE APPLICATIONS RECEIVED

**302**

COMMUNITY-LED ORGANISATIONS  
RECEIVED FUNDING

**59%**

BLACK AND MINORITISED LED OR SUPPORTING  
ORGANISATIONS

## COVID-19 COMMUNITY LED ORGANISATIONS RECOVERY SCHEME (CCLORS)

COVID-19 COMMUNITY-LED ORGANISATIONS RECOVERY SCHEME (CCLORS) offered much-needed emergency funding and organisational support to community-based organisations who were facing financial difficulties caused by COVID-19, especially those which were Black and Minoritised -led and/or working to support local Black and Minoritised communities.

CCLORS funding involved a two-stage application process with stage 1: an online, light-touch application to indicate eligibility against key criteria and stage 2: a more detailed application, with evidence, for due diligence. The application process proved favourable to Black and Minoritised organisations, which are typical micro or small. 43% of Stage 1 applicants invited to progress to Stage 2 had an income < £50,000, and 88% of Stage 1 applicants invited to progress to Stage 2 were Black and Minoritised-led.

Overall, 1,358 eligible applications to the value of £43.8m were received. Grant award meetings were split into six rounds with an expectation of 302 awards in total, of which 59% were Black and Minoritised-led or supporting.

## INCUBATION PROJECTS

**Urban Dandelion** used wave-3 LCRF funding to incorporate KINARAA CIC, a new Black and Minoritised infrastructure organisation in Lewisham for grassroots organisations. KINARAA launched on 1st February 2021.

Firstly, Urban Dandelion mapped existing Black and Minoritised-led third sector provision and needs. They then piloted a FundingReadiness programme enabling Black and Minoritised-led organisations to adapt, collaborate and strengthen for the future. They establish KINARAA as the Black and Minoritised-led infrastructure/Hub endorsed by Lewisham Borough by becoming a member of the Lewisham Councils Infrastructure and Charity Funding Group (LCICFG) and attended four meetings. They formalised the Hubs governance, Officers' Terms of Reference and policies and used Companies House templates and government guidance as framework for KINARAA's governance structure and processes to ensure the work of the organisation met legal requirements for governance and decision-making.

Urban Dandelion also established KINARRA's representation, connections and areas of synergy by bringing in members of the LCICFG; working alongside national and established local third sector organisations and the Borough's main infrastructure organisation; as well as being a member of the Borough Equalities Forum.



Urban Dandelion secured a place on the Ubele's MEL England programme and used the consultancy support to produce funding, training, and strategy plans to inform the next five years operations.

The plan for the next stage of development is for KINARAA to work alongside other infrastructure bodies building capacity and sharing good practice. They also plan to sustain Black and Minoritised impact response through partnerships and collaboration. Conversations are already underway to tailor opportunities to meet identified development needs.

Lastly, implementation plans and models for the delivery of essential, culturally relevant services will be developed.



## **FEEDBACK FROM BENEFICIARIES OF KINARAA**

Urban Dandelion went on to use wave-4 LCRF funding to work with Youth Creator on an intergenerational project to help organisations with their social media. Youth Creator offers creative services delivered by young people from Lewisham who work with corporate organisations and in the community using film, photography, and interviews to provide stories on organisations, which they can use to raise their profile and demonstrate their impact. Five young people from Youth Creator worked with 30 Black and Minoritised-led organisations on awareness campaigns. They delivered branding workshops which helped organisations set themselves apart from their competitors and they provided social media coaching so they could readily demonstrate impact.

Following requests from a number of local organisations for nutritional food that was culturally appropriate Urban Dandelion regularly provided over 50 African, Caribbean and Asian families with hot meals. Pre-packed hot meals were collected from local restaurants and takeaways, packed using Black and Minoritised-led organisations' premises and delivered by volunteers to vulnerable residents adhering to COVID safety regulations.

### **Feedback from fundraising training sessions**

“The documents and slides are all really helpful and it was all very useful information throughout”

“Was useful to look at other funding applications that have been successful, would be good to see more to get more idea of what is successful and isn't. Looking forward to the diversifying income session in January, as this is something that we need to look at urgently.”

### **Feedback from the launch event**

“...great to see in this space the richness of BAME organisations in Lewisham. Thank you... for putting this together”

“Well done..., very informative & KINARAA formally launched. Good luck and I look forward to continuing to work with you. (Guest from London Borough of Lewisham)”

“We support this initiative. Good to hear so much positive community activity.”

**Businesses Under Development (BUD)** delivered the Lead Positive Change Programme to 24 people from Black and Minoritised backgrounds. The 8-week programme supported individuals to start their own businesses/projects.

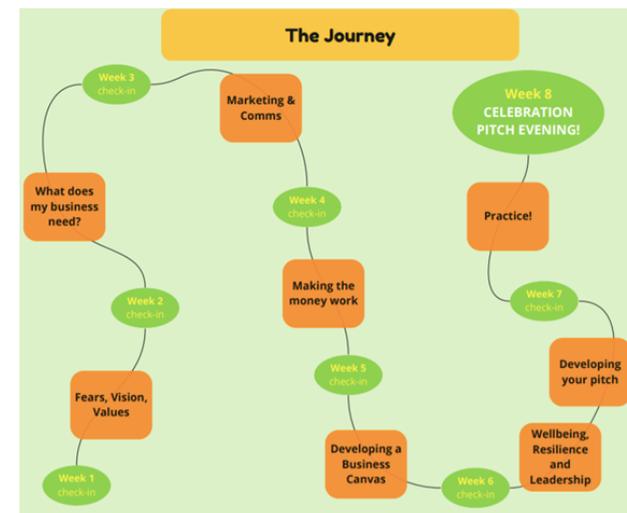
To ensure the programme was beneficial to participants BUD conducted 20 research interviews to understand how to adapt the programme to reflect the needs of people from Black and Minoritised communities during the Covid-19 pandemic.

A customised workbook was created and posted to participants. The programme was delivered remotely using the online platform (Thinkific) and included the use of interactive tools such as videos and a bespoke Digital Noticeboard (in Miro). BUD also organised 1:1 mentor meetings for each of the participants and ran weekly, 90-minute, live check-in Zoom sessions with 2 facilitators, and made personal calls to participants at the beginning, middle and end of the programme.

Before embarking on the programme, 50% of the participants only had a general idea of how to launch a business, with 31.3% being not at all confident and 37.5% slightly confident to launch a business.

After completing the programme there was a clear increase of confidence, with 43.8% getting ready to launch and being extremely confident and 31.3% already launched!

Feelings of connection and leadership were also developed. Initially, 68% of the participants were not feeling at all or somewhat connected. This changed to all participants feeling connected or very connected. Leadership feelings moved from 37.5% of participants feeling they maybe could lead to 62.5% feeling they definitely could! Initially, 31.3% of participants felt their skills were somewhat valuable. By the end of the programme 56.3% of participants felt their skills were highly valuable and 25% felt their skills were very valuable! Finally, all participants stated they would recommend the programme.





## PARTICIPANT'S AND FACILITATOR'S TESTIMONIALS

"[Lead Positive Change] has the platform for you to gain strength and for you to be able to meet new people from different backgrounds that can open opportunities for you."

*Leroy Johnson - Lead Positive Change Participant*

"It was a really positive and transformative experience, and everyone was very kind, helpful and had great energy. [Lead Positive Change] helped me a lot with developing my social enterprise and I don't think I would have been able to achieve a clear idea of my project and how to achieve it without the programme."

*Sarah Reid - Lead Positive Change Participant*

"The camaraderie between the group members came across and it was very special because people were volunteering to support and assist you whichever way they could. Everything about the course is instilling confidence inside of you to take your project to the next level. There is somebody out there who is waiting to be impacted in a positive way from your project."

*Charles Olorunfemi - Lead Positive Change Participant*

"Facilitating this program was an incredible experience that had awakened some of my unexpressed creative edge which had laid dormant and almost forgotten. Listening to the project goals and shared enthusiasm of the participants had certainly reminded me to tap into my inventiveness and continue to be open to trying out new things."

*Sharon Brooks - Lead Positive Change Facilitator*

# 129

COMMUNITY ORGANISATIONS RECEIVED  
SUPPORT

# 15

FUNDRAISING WEBINARS  
DELIVERED OVER 6 MONTHS

# 75

PEOPLE ATTENDED 1:1  
FUNDRAISING SUPPORT SESSIONS

## LONDON COMMUNITY RECOVERY FUND (LCRF)

Ubele were members of the Equity Group which collaborated with London Funders during the curation of London Community Recovery Fund to help support the development of more equitable funding.

LCRF weekly events were organised, scheduled and publicised using Ubele Social Media accounts (Twitter, Facebook and Instagram) as well the weekly Newsletter mailing list which had more than 2,500 people registered at the time.

One-to-one support/advice sessions (coaching and workshops) were delivered by a professional team at Ubele (photos and biographies were posted on Ubele website). Recipients booked sessions via Eventbrite as the website contained simple booking instructions.



## WHAT NEW INFORMATION, INSIGHTS AND KNOWLEDGE DID YOU GAIN FROM THE WEBINARS, COACHING, WORKSHOPS? [21]

### Webinar

"I gained a tremendous amount of information on recommended funding opportunities, the criteria and other supplementary resources available of which I wasn't aware of before."

### Webinar

"The presentation on project management was very useful and in particular the information shared about budgeting and funding."

### Coaching

"The one-to-ones were extremely helpful and had the opportunity to ask many questions. The support via Gina especially with LCRF was also very useful and supportive."

### Coaching

"Very helpful, suggested to collaborate with the local authority and supported us with our infrastructure and made us think about what sort of entity we should be."

### Workshops

"The workshops were extremely insightful and so useful especially cashflow forecasts and budgets."

### Workshops

"I learnt how to create a budget breakdown and plan."

# INFORMING & ENGAGING COMMUNITIES

Providing Black and Minoritised communities and organisations with much needed advice and guidance they could trust relating to COVID-19.

## THE CHALLENGE

Research from Public Health England showed that Black and Minoritised communities were disproportionately impacted by the virus, and the measures to contain the virus were seen as inadequate and too piecemeal to be effective. Added to this, were concerns within communities of the disproportionate impact the virus was having on those most vulnerable and at greatest risk of not surviving. This exposed the longstanding issues of systemic racism and discrimination experienced by Black and Minoritised communities, which all led to fear and mistrust. As a result, people from Black and Minoritised communities were reluctant to get tested or get treatment in a timely manner. [22]

Many people from Black and Minoritised communities also felt unrepresented in mainstream communications and support packages. The lack of clear data about communities that were disproportionately impacted by COVID-19 meant that it was difficult for VCSE and civil society groups to keep their stakeholders and service users safe or be able to advocate for more resources at a time of need. [23]

Additionally, Black and Minoritised-led organisations stated that they are confused about the support that was already available, and due to a lack of capacity were often beaten to funding opportunities by larger organisations, especially with respect to being able to access much needed funding. [24]



22. PHE (2020) Beyond the data: Understanding the impact of COVID-19 on BAME groups. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/892376/COVID\\_stakeholder\\_engagement\\_synthesis\\_beyond\\_the\\_data.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892376/COVID_stakeholder_engagement_synthesis_beyond_the_data.pdf)

23. Map of Community Views: COVID-19 GLA Community Engagement Team  
24. Murray K (2020B)

## OUR INTERVENTION

Ubele designed, led, and participated in a wide series of local, regional and national events, activities and meetings to provide a more strategic response, as well as very practical support to the Black and Minoritised communities.

## WEEKLY COVID-19 BULLETIN

At the beginning of the pandemic, we launched the weekly COVID-19 bulletin series to act as an effective informational portal, where we could share emerging best practice being spearheaded by Black and Minoritised communities across the UK. The bulletin provides information on emergency funding and other resources to support Black and Minoritised individuals, communities and organisations.

## COVID - 19 EMERGENCY COMMUNITY CONVERSATIONS

Between April and December 2020, we hosted 20 Emergency Community Conversations to bring together a range of information and perspectives on what was happening in Black and Minoritised communities in relation to the COVID-19.

## WEBINARS AND EVENTS

Over the course of the year, we ran a series of weekly online events and continue to do so. This enabled those who needed support to access it remotely online, via the telephone, via email or Zoom webinars and meetings. The early events, between March and May 2020, were COVID-19 Emergency Community Infrastructure Groups meetings concentrating on local and regional COVID-19 responses.

The events ranged from Emergency Community Conversations on health and employment, fundraising webinars, organisational development webinars to Edutainment Events i.e. You give me hope (Friday evening music) and Diaspora Kitchen – online cooking of culturally appropriate food and food stories. Yvonne Field also spoke at the Association of Charitable Foundations (ACF) national conference in November 2020; the National Lottery Community Fund Communities Can Conference in March 2021 and The LCRF Equity Partners events between May 2020 and January 2021.

**50,000+**  
ENGAGEMENT

**17,622**  
PEOPLE ATTENDED OUR  
COMMUNITY CONVERSATIONS & EVENTS

**3449**  
SUBSCRIBERS TO OUR  
MAILING LIST

**175**  
CAPACITY SUPPORT WEBINARS  
ATTENDED

## IMPACT

During the pandemic Ubele has been able to support or inform more than 50,000 people who engaged with us via our large-scale emergency events and community conversations; through our series of fundraising webinars and during our public speaking engagements, partnership meetings, social media platforms, our weekly bulletin and other activities which we organised to support Black and Minoritised communities during this difficult time.

We launched a Covid-19 page on our website which targeted Black and Minoritised-led community organisations and those working with BAME communities nationally. Our website views increased from 63,000 in March 2020 – 73,000 in March 2021.

Our mailing list subscription increased by a whopping 643% from 464 subscribers in January 2020 to 3,449 subscribers in March 2021, with an average opening rate of 23.8% and an average click rate of 5.1%. Our top opening and click rate content was:

- Funding and Capacity Support (Phoenix Fund, CCLORS, MEL England)
- Events
- COVID-19 Report launches

Organisations and individuals have benefited from improved access to vital information about COVID-19 and an increased awareness of services Ubele could provide.

# RESPONDING TO NEEDS

Responding to the increase in demand for support from Black and Minoritised communities and providing culturally appropriate intervention.

## THE CHALLENGE

Institutional apathy, structural inequalities, racism, fear, stigma and discrimination mean that Black and Minoritised communities are disadvantaged when it comes to accessing mental health and wellbeing services, and to the quality of care they receive. COVID-19 has amplified the level of the health inequalities, and it has also given rise to other social and economic disparities that have been compounded by isolation due to lockdown, grief and bereavement, which undoubtedly had a significant impact on the mental health and wellbeing of Black and Minoritised communities. This is particularly true of people aged 50+ who typically face the greatest level of isolation due to their age/vulnerability.

The killing of George Floyd and the Black Lives Matter movement has also added another dimension that has had a significant emotional and psychological impact on Black and Minoritised communities causing further racial fatigue and trauma.

The devastating effects of the COVID-19 pandemic on Black and Minoritised communities have led to an increased demand for mental health and bereavement support. However, Black and Minoritised communities are less likely to access mainstream services so the need for a culturally responsive bereavement support service is paramount to support their future wellbeing and mental health. [25]

# OUR INTERVENTION

## BAMESTREAM

Ubele incubated BAMEStream a new alliance of practitioners, therapists, policy specialists, organisations, activists and academia from Black and Minoritised communities specialising in mental health and wellbeing. BAMEStream facilitated the provision of FREE Bereavement Support Service provided by our alliance member Nafsiyat Intercultural Therapy Centre who offered culturally appropriate therapeutic support in over 20 different languages.

BAMEStream aimed to ensure that there was widespread awareness and understanding of the gaps in service, policy and practice, that lessons for positive change were learnt, and appropriate actions be taken to mitigate the differential risks and inequalities in mental health care to ensure that culturally appropriate therapeutic, psychological and social interventions are integrated in the mainstream, and made widely accessible.

## PORTAL PROJECT

Using funding from the London Community Response Fund (LCRF) during Wave 2 Ubele developed and launched the Portal Project, which was a Dominoes-based health and wellbeing project using online tools. The project targeted members of three Lambeth-based Dominoes clubs with participants aged 50+ who were self-isolating or are housebound due to the effects of Covid-19. Through the use of Facebook Portal devices, the project aimed to ensure that beneficiaries could take part in online activities and remain connected to their communities whilst in lockdown.

## TEST AND TRACE AND THE NEEDS OF BLACK AND MINORITISED COMMUNITIES

Ubele hosted a range of invited speakers and stakeholders from NHS Test and Trace, NHS England and NHS Improvement, the medical profession and the charity, voluntary and social enterprise sector.

Speakers were organised into three distinct panels (Panel 1: Will Test and Trace meet the needs of the BAME communities in tackling Covid-19? Panel 2: Technology and Communications. Panel 3: Community Response & Engagement) to explore the impact and effectiveness of the Coronavirus Contact Tracing and Advice Service and the role of contact tracers in meeting the needs of Black and Minoritised communities across the UK.

The event was organised in collaboration with NHS Test and Trace and chaired by Patrick Vernon who is Chair of Citizens Panel, Healthcare Investigation Branch (HSIB). The audience were invited to pose questions to the panel and a live poll was also carried out gauge the mood of respondents and add more data to what was already being discussed.

# 36

FAMILIES RECEIVED FREE COUNSELLING

# 81

HOURS OF GRIEF THERAPY PROVIDED

# 108

ONLINE/TELEPHONE ONE-TO-ONE  
SUPPORT SESSIONS DELIVERED

# 90

PEOPLE ATTENDED  
4 KEY WEBINARS HOSTED

# 4308

ATTENDED U GIVE HOPE EVENTS

## IMPACT

### BAMESTREAM

With the support of Ubele, The National Lottery Community Fund, and the Majonzi Fund, the BAMEStream alliance developed a bespoke, culturally competent bereavement service (BAMEStream Bereavement Support Service) and a single point of access for individuals and communities to access free counselling. This included bespoke and dedicated web pages for the Bereavement Support Service with accompanying online referral links.

Over 50 participants attended the BAMEStream Bereavement Support launch event on 3rd December 2020 which formally started to take referrals on 18th January 2021.

We established an internal and outward facing structured 'monitoring and evaluation process, which considered the codes and practices of psychotherapists, ensuring confidentiality was maintained.

To date, the BAMEStream Bereavement Support Service has provided 108 online and/or telephone one-to-one support bereavement support sessions (i.e 3 sessions per person) and delivered 81 hours of grief therapy sessions to 36 families and individuals.

We also hosted a series of culturally appropriate Webinars and Podcasts on bereavement and grief support and guidance (e.g. a series of online Good Grief panel discussions and events such as the National Grief Awareness Week and U Give Hope on Love and Loss Friday Evening of Entertainment).

The service has provided vital mental health and wellbeing services to people from Black and Minoritised communities. For many people, their involvement in the BAMEStream Bereavement Support Service represented their first time with one-to-one therapeutic support. The sessions, however, are just a kickstart and further counselling will be required to address other painful experiences.

# TEST AND TRACE AND THE NEEDS OF BLACK AND MINORITISED COMMUNITIES

The Test and Trace event enabled open and honest dialogue to take place with regards to the complex needs of people from Black and Minoritised communities. The event discussed the current barriers and opportunities with the NHS Test and Trace service and how to create a service that is trusted and equitable. The following key themes arose from the audience questions. They highlight areas that would need to be considered to adequately meet the needs of the Black and Minoritised community:



1. The importance of employing staff that accurately represent the communities it seeks to serve.
2. The importance of ensuring new services can be accessed widely, not solely through the internet as digitisation can result in exclusion.
3. Ensuring that Test and Trace does not follow the same pattern of systematic under-resourcing of support for Black and Minoritised groups.
4. Acknowledging legacy issues and building trust.
5. The need to employ culturally competent professionals and actively engage with organisation and leaders from Black and Minoritised communities.
6. Safety and vulnerability of people from Black and Minoritised communities.
7. The need to be mindful of the use of hostile language and ensure multilingual resources are available.
8. Removal of the BAME label as Black and Minoritised communities are not a homogenous group and need to be approached as such.

Results from the live poll showed that most participants had heard about the Test and Trace service but did not have much information on it. They believed the service was being introduced to try and reduce the spread of COVID-19 but required more information about the service as a whole.

Participants left the event better informed and stated that they would share the information they received from the event with their friends and family as well as the wider Black and Minoritised community.

3

LAMBETH DOMINOES  
CLUBS ONBOARD

44

PORTALS DISTRIBUTED TO  
DOMINO CLUB MEMBERS

## PORTAL PROJECT

The Portal Project met the aim of creating a path for members of three Dominoes Clubs in Lambeth to maintain a sense of community during lockdown. The clubs were: The Lloyd Leon Community Centre (Brixton Immortals), Clapham Dominoes Club and the Cosmopolitan Sports and Social Club,

Engaging 44 people from Black and Minoritised communities aged 50+, we supported club members to increase their social engagement during the lockdown and have helped many develop vital digital skills and learnt how to use and engage with various social media platforms as they explore features on their portals. Some Club members shared the use of portal devices with their entire family to include their children who use it for fun activities, demonstrating the intergenerational benefits of the devices.

The project had to pivot in line with the resources and cultural norms of the participants. As well as delivering on the original aims, the project also highlighted the need for capacity building of the three groups and signposted Club leaders to the MEL England capacity development programme run by Ubele.

The project also identified the need for further work with the group to develop the skills and confidence of the under-employed members. Ubele is attempting to meet this need through a second, focused piece of work funded by Black Thrive and the Walcot Foundation.



Lloyd Leon Community Centre, Brixton



## TESTIMONIALS



"I have learned quite a lot using the portal. I have been able to navigate through various digital skills. I have been able to use Facebook, JamDom to play dominoes and other platforms. The Portal Worker has been supportive, patient, and timely with me. She walked me through the setup process, supported me to recover email accounts and helped me learn to connect to zoom calls using my portal. Though this was done virtually, it was very successful, and the skills will now stay with me. I must thank Ubele as this portal has been life changing as I now have knowledge of the digital world that I will cherish. This will allow me to be able to function better in my interactions with my family and at work."

- *Errol Richards of Clapham Dominoes Club*



"Setting up my Portal device was easy with support from the Portal Project Worker. I love the fact that I can use this as a hands-free device; so if I'm in the kitchen, bedroom or living room, I can quite happily move around freely and still converse. I am pleased that some of our more vulnerable members plus our club committee have benefitted. I'm hoping that using the portal allows us to be more closely connected while we are not in our club building. The other benefit is being able to contact family members and having a much bigger screen than your mobile phone to see them. So far I'm enjoying it and hope to gain more as I keep exploring the benefits of using this great Portal."

- *Sandra Borland, Club Secretary Cosmopolitan Domino & Social Club*



"Ubele has really supported us to grow a lot in the last few months. The Portal Project has been amazing in getting members to be more connected. I was personally given a portal device and it has been working quite well and I enjoy using it in these times. It makes life really easy especially over this Christmas period. Along the way, the several meeting and engagement with the Portal Project Worker has helped me increase my capacity as a leader to the extent that, my club executives and members have recognized the growth."

- *Mervin Stewart of Brixton Dominoes Club*

# INCREASING UBELE'S NATIONAL INFLUENCE

## THE CHALLENGE

Ubele being appointed the BAME-led infrastructure group for London by the GLA in February 2020 coincided with the outbreak of COVID-19. The disproportionate impact of the pandemic on Black and Minoritised communities meant that there was a huge increase in the demand for support services.

The ability of Black and Minoritised VCSE 's to respond and survive during the pandemic had been seriously impacted as there was no Black or Minoritised sector-wide funded infrastructure organisation pan-London prior to the launch of Ubele and there appeared to be a vacuum resulting from years of national, regional and local disinvestment in the Black and Minoritised VCSE sector.

Ubele had not received any core funding to support our staff costs prior to Covid-19 and then, very suddenly, we had to reorient as well as significantly scale up our activities. This meant we had to establish and implement more systems and processes to ensure the effective management and delivery of all of our activities, at the same time as dealing with the sharp increase in demand.

## OUR INTERVENTION

We stepped into a national civic society leadership role to plug the gap and secured resources which enabled us to provide strategical and practical support to the Black and Minoritised VCSE sector. This was achieved by securing a series of relatively small, short-term COVID-19 emergency grants from, for example, the London Community Response Fund, Power to Change, Locality, The Greater London Authority, The Charity Aid Foundation and The Paul Hamlyn Foundation.

However, the main source of support for core costs and project-based activities during this period came from The National Lottery Community Fund Covid-19 emergency funding. We were awarded £357,000 for 6 months to cover the period September 2020 and March 2021.

# IMPACT

During the crisis, Ubele's sphere of influence in the Black and Minoritised communities sector grew considerably, and we have created strategic partnerships, extended our reach and respect for our work has grown nationally. For instance, during our first 5 years of operation, we reached approximately 5,000 people across the UK. However, more than 50,000 people have engaged with us during COVID-19 via our emergency projects, large-scale emergency events, supporting our #WeNeedAnswers campaign, fundraising for the Majonzi Bereavement Fund, during four national research projects, via a series of fundraising webinars, within tailored organisational support and capacity building projects, during public speaking engagements, partnership meetings, our weekly bulletin, social media platforms, and other activities which we organised to support Black and Minoritised communities during the pandemic.

We were increasingly asked to contribute to national and regional strategies, programmes and plans, as organisations consider how to achieve more equitable outcomes at board level, for their staff, front-facing programmes and their wider stakeholders. For example, we partnered with Power to Change, Locality and Social Investment Bank (SIB) to design and deliver COVID-19 Community-Led Organisations Recovery Scheme (CCLORS), the Community Business Renewal Fund programme and provided technical support to groups receiving grants via CCLORS and their Powering Up scheme.



Our regional infrastructure role and influence also expanded considerably during the COVID-19 pandemic. For example, our CEO was appointed a co-chair of the London-wide Faith and Communities Workstream which convenes the faith sector plus infrastructure/anchor Black and Minoritised-led community-based organisations. This workstream highlights the views, local challenges being experienced and needs of some of the most marginalised groups and voices pan-London. Group members co-design solutions and feed recommended actions into the Communities, Faith, Voluntary Sector and Funders Strategic Co-ordinating Group which has a major influence on Covid-19 recovery planning for all Londoners.

The NLCF Covid-19 Emergency grant supported the salary costs of the CEO post, which had previously been unfunded. This enabled Ubele to have a dedicated resource which contributed to the overall development of the organisation; provided clear, Black-led strategic leadership for the organisation as well as for the Black and Minoritised VCSE sector pan-London, something which had been previously been missing. Funding of core costs also enabled us to scale up from 4 core staff members (3.8 FTE) and employ a team of 10 core staff (8.4 FTE), which helped us respond to growing demands and to design and deliver innovative internal and community-facing projects. Overall, we have seen a 233% increase in grant aid and trading income rising from £352,179 in 2019/20 to £1,172,000 in 2020/21.



Funding from the Rank Foundation enabled us to hold a strategy day to develop the skills, vision and mission of our Young Emerging Leaders Collective (YELC) and to host targeted events. YELC is a group of young people from Black and Minoritised communities with a desire to make a positive change in their local community through intergenerational dialogue. They held events and workshops, launched a podcast and a blog sharing relevant and insightful information that aims to better the mindsets of their peers.

NLCF emergency funding allowed us to introduce a creative development process which focused on our longer-term strategy, business and communications plans and distilled outcomes from organisational learning. These activities enabled us to revisit our vision and mission and sharpen our high level aims and objectives. Despite responding to the pandemic, we still worked in line with our original mission to deliver on a community wealth building strategy. During this period, we also focused on creating a Black and Minoritised community network for organisations across Greater London and a national membership scheme.

We have received extraordinary feedback about the effectiveness of our interventions from across the Black and Minoritised community ecosystem of organisations as well as from mainstream civil society organisations, several of which have approached us to explore potential partnership arrangements.

# NEXT STEPS

The Covid-19 pandemic has shed light on deep-rooted social and economic inequalities which have disproportionately impacted Black and Minoritised communities. National, regional and local recovery strategies have begun to set out plans for addressing some of these inequalities through a mission-driven approach.

Ubele aims to begin to focus on key areas in which we can help contribute to this, with community wealth-building being at the heart of this. Our past and current community-based practice provide evidence of the progress we have made in key areas over the past five years and the learning from this, coupled with that from the regions with established Black and Minoritised-led infrastructure organisations, will inform the design of our community wealth building strategy.

We see ourselves over the next three years assuming a more intentionally proactive and national leadership role in this sphere. We see the need for a national collective voice and a more coordinated approach to ensure that the specific needs of Black and Minoritised communities are central to recovery plans and to create a space from which we can design and implement some of our own national and regional Black and Minoritised-led interventions.

**Our next level strategic aims for the next three years (2021 – 2024)are to:**

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



We believe that enterprise and asset development are the foundations of self-sufficiency and long-term sustainability within our communities. To achieve this, we will deliver a three-year national Enterprise Development Programme in partnership with the Access Foundation to catalyse and support Black and Minoritised VCSEs. We will also create employment and enterprise opportunities through incubating and nurturing new community enterprises, such as our triborough Rootz into Food Growing initiative [26]; delivering tailored capacity support to leaders of asset-based community organisations as well as advocating 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.

Our research and practice over the year has enabled us to successfully inform and influence the response of national funders and infrastructure partners to the crisis when supporting Black and Minoritised communities. We will use our evidence-based research and the lived experience of the communities we are working with to advocate for them and highlight inequalities that need to be addressed. We will also continue to urge international, national and local funders to address systemic barriers to funding and work in partnership with all our allies to achieve more equitable outcomes.

To strengthen our infrastructure and voice we will build a national strategic alliance of regional infrastructure and local anchor organisations led by and representing Black and Minoritised communities. The purpose of the alliance will be to amplify the specific needs of the sector and act collectively to influence policy and leverage resources for our communities. [27]

26. Rootz into Food Growing (RiFG) aims to challenge and disrupt some of the structural inequalities that exist within the current UK food growing sector through the creation of a network of BAME led growers pan-London who will receive relevant skills development and training opportunities enabling them to grow commercially.

27. 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.

We will also pilot a model for regional networking with infrastructure organisations serving Black and Minoritised communities in up to seven London boroughs. [28] We will build on learning from this pilot to explore how we can contribute to and strengthen the development of regional infrastructure bodies and forums in other parts of the country.

Underpinning the success of all our work is the development of individual community leaders, activists, entrepreneurs, community groups and organisations. Over the next three years, we will empower the next generation of young adult leaders (aged 18-30) to pursue social justice in their communities. We will build the capacity of emerging groups and more established organisations led by and primarily serving Black and Minoritised communities across the UK, expanding into new regions and developing our practice in response to needs on the ground. We will target micro and small organisations, which have been most affected by the pandemic and are most at risk of closure due to their lack of reserves and high dependence on the leadership of one or two individuals. [29] We will also develop an Ubele membership as a vehicle for sustained and mutual exchange of learning, knowledge and best practice.

Lastly, 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's leadership.

28. Currently focused on Croydon, Lambeth, Southwark, Lewisham, Camden, Haringey and potentially including Newham.

29. 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.

# THANKS

The achievements of The Ubele Initiative and the support we have been able to give to Black and Minoritised communities and organisations during the past year would not have been possible without the organisations and partners we have worked with as well as those who funded us.





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