

# **BME London Business Plan 2017 – 2022**

Cultivating success:  
Collaborating for the benefit  
of our customers and communities



# Executive Summary

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## Background and context

Since early 2016 our group of fourteen black and minority ethnic (BME) housing associations have embarked on a series of joint projects that are starting to pay dividends. These projects have covered joint procurement; learning & development initiatives (such as mentoring, shared training sessions and a programme to develop future leaders); and a pooled employment service. For each of these specific initiatives we have developed small working groups to share ideas and challenges on operating in a more complex environment; and have taken each of the projects forward. The key outcomes that we have delivered so far have been publicised in two recent reports: 'Collaboration: The art of the possible' (Summer, 2016) and 'Collaboration: Multiplying Success' (March, 2017).

For us the need to work together has been a no-brainer. As social housing providers, we continue to face immense uncertainty and pressures on our capacity and ability to deliver high quality services to our customers. There is also a plethora of research to demonstrate that our BME communities continue to experience disproportionate housing need and disadvantage. Together as a group we know that we have common ground. We also know that we have strength in numbers. As a result, we can deliver better outcomes for our communities whilst retaining our unique identities.

What we have achieved so far has provided an important basis for our group to build trust and has given us the opportunity to learn how to work together effectively. This comes at a time where many others, both in and out of the sector, have often struggled to make collaboration work. We therefore take great pride in what we've achieved so far, and through our joint working we now have the necessary foundations in place so that we begin to develop and deliver more large-scale and higher-impact projects. To build on this we have therefore devised our long-term business plan entitled 'Cultivating success: Collaborating for the benefit of our customers and communities'. This is intended to build on our existing collaboration work and will act as our strategic framework for our collaboration work over the next five years. It gives us both a cohesive vision for our group and a roadmap for our current and future joint working.

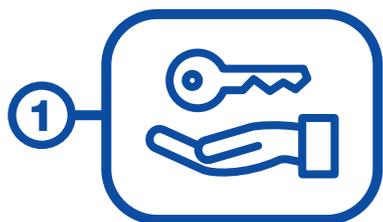
## Our mission, vision and upcoming plans

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

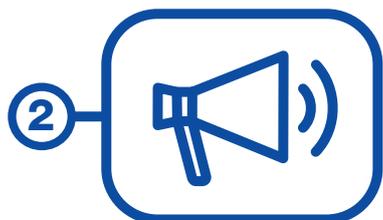
Our vision is to be a leading example of successful collaboration; together we will increase our capacity, pool our resources, add value and achieve greater efficiency and effectiveness. We will also be a key influencer in the housing sector; using our collective insight and bargaining power to shape relevant policy and our service delivery. As a consequence, our organisations, residents and BME communities will thrive and prosper.

We have also developed a series of outcome focussed goals in order to highlight how we would like to achieve our mission and vision over the coming years. This includes:

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**Delivering more for our customers;** improving their access to services that support them to sustain their tenancies and transform their life chances.



**Advocating for our communities;** using our collective knowledge / understanding of BME issues to positively influence relevant housing policy and using this insight to shape our services.



**Harnessing the group's combined bargaining power;** increasing overall value for money for members by effecting projects that 'enhance' the delivery of each organisation's mission.

Beneath each of these goals we have created a number of objectives as to how we intend to deliver each goal. These have been formulated as particular initiatives and we have ensured they are specific, measurable, achievable and timely. Some of our key objectives include:

- Delivering our joint-employment service to 40 customers by August 2018
- Effectively lobbying on at least one key policy issue impacting on our communities by January 2019
- Jointly procuring cyclical, planned or reactive repairs by September 2018
- Continuing to deliver our leadership 2025 programme to increase the proportion of BME leaders in the housing sector by 2022
- Working together to develop more homes than we would alone by 2022
- Exploring our capacity to share services by March 2019

We have also grouped our existing initiatives under these goals to ensure they are delivered and monitored over the coming months as part of this business plan.

To effectively implement these projects, we intend to be formally constituted as a trade association by the summer of 2018. This will also provide the platform for our members to act as a co-ordinated voice when talking to Government, agencies and the regulator.

We look forward to continuing our collaboration so that together we can cultivate more benefits for both our customers and wider communities