FROM GOOD INTENTIONS TO IMPACT

Supercharging Race Equity in the Charity Sector

THE ASK

THE BRIEF

" Help us to ensure our accountability to the race equity commitments made and provide a focused plan for us in 2023, with explicit and practical guidance that we can each implement "

THE CONTEXT

Following the launch of ACEVO's Home Truths 2020 report, CSG formed a task and finish group to focus on dismantling racism in the charity sector. This group of membership and infrastructure charity leaders sought to work together to have a greater impact on creating lasting change in the wider sector

Specifically this project was asked to:

- Help you work together in a more joined-up way
- Give you a framework to meaningfully guide action
- Help you learn about blockers and enablers
- Support you to unlock the potential in the collective
- Provide new tools to ensure ongoing accountability

THE ORIGINAL COMMITMENTS

MODERN RACISM
Treat systemic racism as normal and everyday; update our understanding of people's experiences of this and the impact it has

DIVERSE TEAMS
Evolve recruitment criteria and practices; attract and retain greater diversity; support equity and inclusivity

POWER SHARING
Centre the experience of colleagues and organisations with lived experience in this work, with funding to support this

DATA-LED APPROACH
Track progress over time by putting data at the heart of driving change. Integrate race equity goals into charity work

RESOURCING
Recognise this needs time, money and resource to do it right, and requires collaboration across the sector. Engage with specialists to make more impact

SAFEGUARDING & SUPPORTING
Support staff at risk of racism, with proper complaints procedures and create a sector approach to track experience and wellbeing

TRANSPARENCY & ACCOUNTABILITY
To be open and accountable. Publish a group workplan with goals and timescales, report publicly on organisation plans & ethnicity pay gap data

NEW WAYS

THE PROCESS

FORM THE ADVISORY GROUP

A working group of employees with lived experience of racism to aid accountability, insight and to create recommendations

SURVEY

To assess the progress made on the commitments from the perspective of CEO and Advisory Group Members

INDIVIDUAL INTERVIEWS

Short qualitative interviews with CEOs to deep dive into the survey results from CEO and their advisory group member

FOCUS GROUPS

Group discussions with CEOs exploring key themes and further defining the focus and ongoing role of this group

REPORT & RECOMMENDATIONS

A final report created in partnership with the Advisory Panel to provide guidance for the sector, with new accountability

29 PARTICIPATING ORGANISATIONS

WORKING DEFINITIONS

This work has been informed by the following definitions:

ORGANISATIONAL RACISM

Behaviours and systems that create advantage for the dominant culture and disadvantage for the marginalised. These systems are kept in place by the concentration of power in the dominant culture. It is more than abuse, hostility and exclusion. It includes indifference, inertia, neglect and a failure in the duty of care

ANTI-RACISM

The proactive challenge and dismantling of white supremacist patriarchal culture that creates a system of dominance and subjugation, which have an exponentially negative impact on Black and racially minoritised people

RACE EQUITY

The systemic fair treatment of people of all races. It is both the absence of racism and inequities, and the presence of deliberative systems and supports to achieve race equity through proactive and preventative measures

Definition reference link

LANGUAGE

We heard many terms referenced during this work to describe those falling outside a white ethnicity, and is clear that there is some discomfort with a collective label to describe such a diverse group

Terms such as Ethnic Minority and People of Colour have been more common in the move away from BAME. Language needs up-to-date context and active consideration when we use a collective name over specificity of individual ethnicity

We heard from the advisory group that Global Majority was their preferred term, so we've used that in this document. This term reflects the duality of belonging to large, interconnected diasporas whilst experiencing regular minoritisation in inequitable spaces
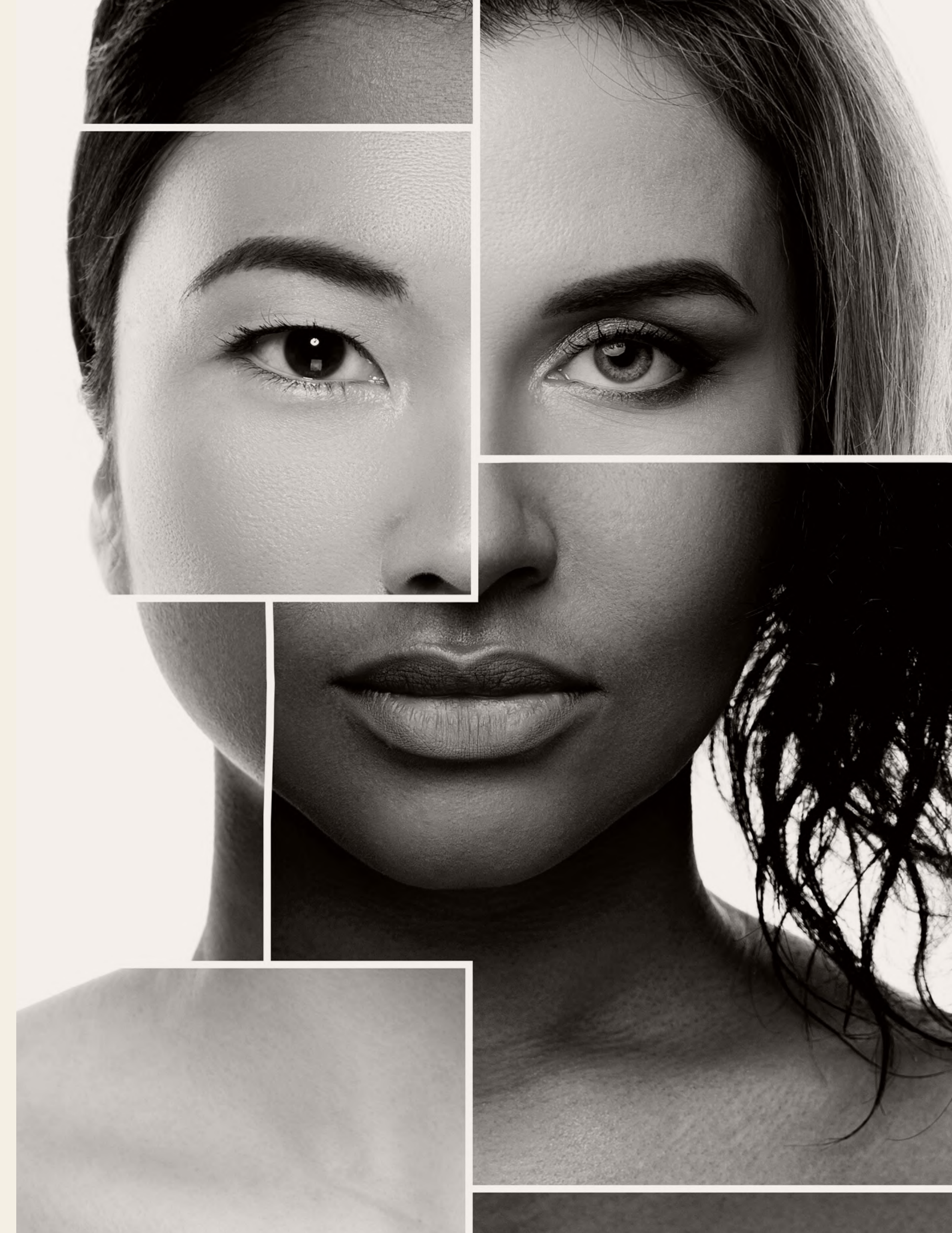
THE JOURNEY

CONTEXT TODAY

YOUR PROGRESS

BLOCKS AND ENABLERS

MOVING FORWARD

THE JOURNEY

CONTEXT TODAY

YOUR PROGRESS

BLOCKERS TO CHANGE

MOVING FORWARD

A SECTOR IN NEED OF TRANSFORMATION

The powerful work by Julia Unwin has already outlined recommendations for how the Civil Society Sector needs to evolve to better serve ALL citizens in modern Britain today. This work of 2018 has much valuable wisdom for race equity and anti-racism

Break the chains of paternalism, saviourism and extractive practices and instead put service, collaboration, and shared power at its core

POWER

A great power shift

ACCOUNTABILITY

An accountability revolution

CONNECTION

Building deeper, closer connection

TRUST

Investing in our core currency

<u>Civil Society Futures</u>

2020 'HOME TRUTH' KEY FINDINGS

A SECTOR UNAWAKE TO THE REALITIES OF RACISM

UNAWARE OF SYSTEMS OF RACIAL OPPRESSION

No focus on how paternalism, institutional racism or colonial thinking disadvantages people

CHARITY AS A WHITE SPACE

50% toning down behaviour to 'fit in', 40% received rude questions about background

RACISM IS A PART OF CHARITY EXPERIENCE

68% experiencing or observing racism

A NEED FOR TRANSFORMATION

An ecosystem of organisations committed to long term change prioritising Equity and Inclusion, not just Diversity

WHITE STANDARDS OF WHAT 'GOOD' LOOKS LIKE

30% had been treated as intellectually inferior, 25% felt excessively performance managed

START NOW!

There's no good time to start. There will always be other priorities

A MORE NUANCED DIALOGUE IN 2023

➤ More focus on dismantling white supremacy traits to enable equity

➤ Decolonisation as a major discussion in many aspects of charity and public life

➤ Institutional racism and societal racial conditioning more accepted as facts

➤ More insight into specifics of race inequity in work, health, education etc.

➤ Emerging focus on intersectionality and societal challenges, e.g. climate justice and race, class and disability

THE JOURNEY

CONTEXT
TODAY

YOUR
PROGRESS

BLOCKERS
TO CHANGE

MOVING
FORWARD

OBSERVATIONS ON PROGRESS

NEWS WAYS

LEADERSHIP AND CULTURE MATTERS MOST

Anti-racist cultures led by strong leaders with personal clarity on their anti-racism purpose, make the greater difference to race equity progress

Size doesn't matter. There were small charities doing more than larger ones and vice versa

Having greater racial diversity helps to put more focus on the need for race equity, but it doesn't always mean there is more expertise

There are no obvious correlations between sector and progress. Sectors with more overt connection to race equity were not necessarily having more impact

Being more aware of the real issues facing ethnically diverse communities or Global Majority led organisations sometimes prompted new action and sometimes didn't

ADVOCATES WITH GOOD INTENTIONS

Trying hard to keep race equity on a very full agenda, yet struggling with the perceived loss of 2020 urgency

Detractors

Indifferents

Advocates
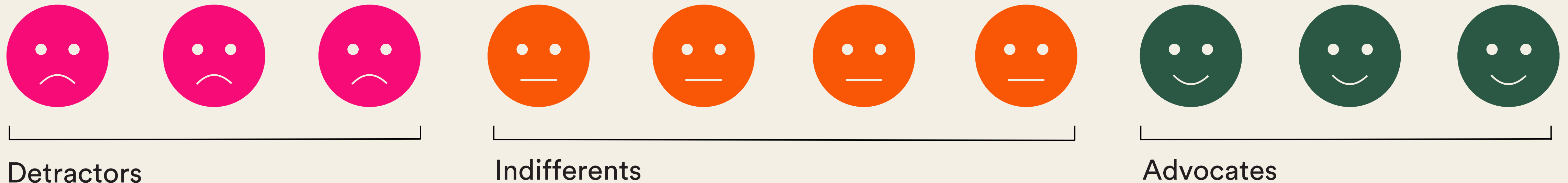
It can feel like an uphill battle, dealing with the less engaged, those who don't see it as important or potentially are resistant to race equity efforts, internally and externally

In a sector that responds better to urgency than long term needs, this work tends to be something that is picked up and put down by the majority, rather than being integral to how the charity operates and works everyday

# DIFFERENT IDEAS OF WHAT GOOD LOOKS LIKE

Half of CEOs feel they were making strides in anti-racism advocacy compared to a quarter of Global Majority colleagues

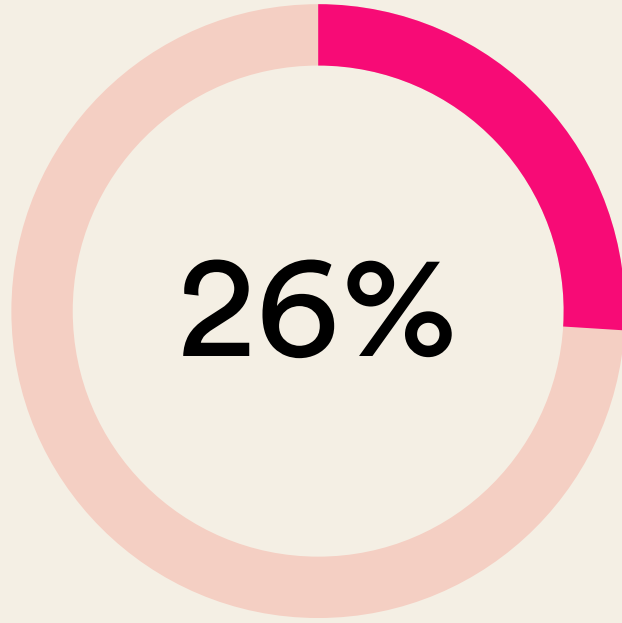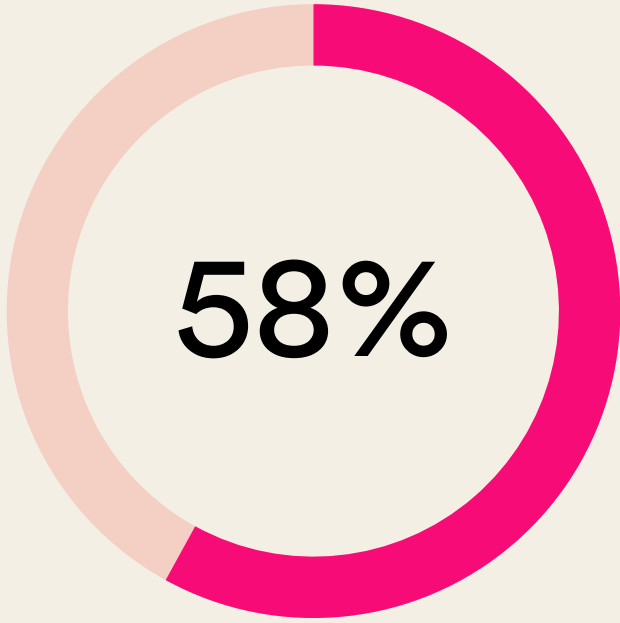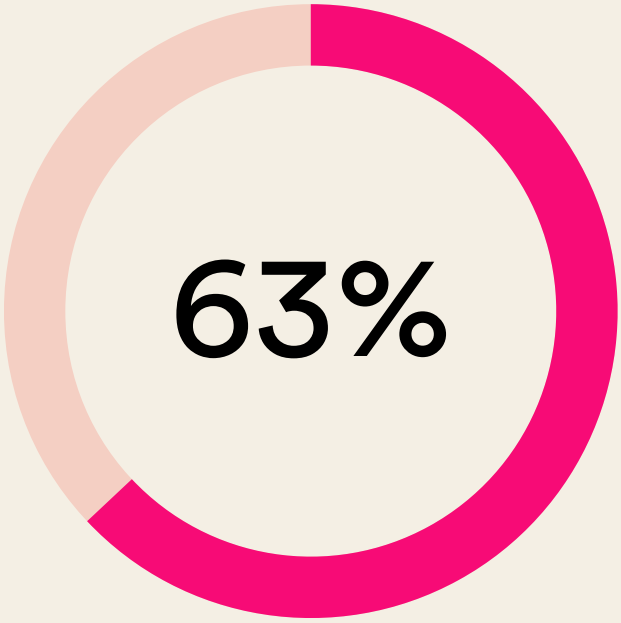A sector in the learning phase, with a lot of humility about the journey ahead

That said, there are different ideas of what impact looks like which indicates more work in defining our race equity destination is needed

Many CEOs do not consider themselves to be role modelling positive change, indicating a lack of confidence to address

CEO view

| 64% | 48% | 56% |
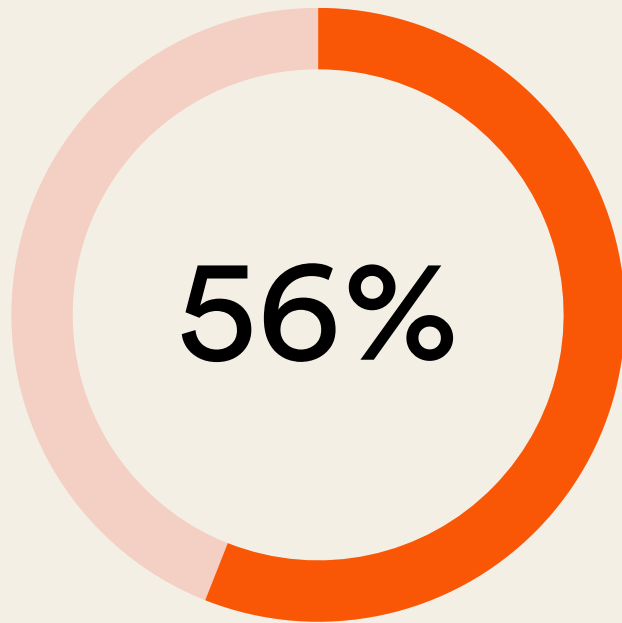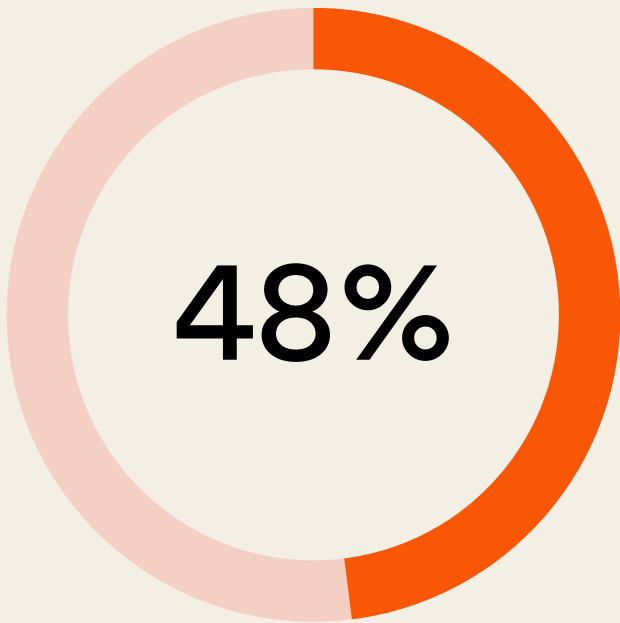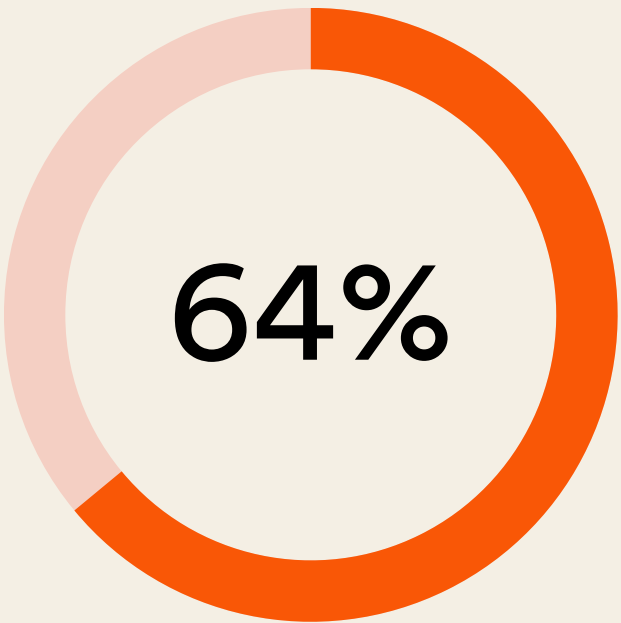
**Advisory Group view**

| 63% | 58% | 26% |

| We're in the learning phase | We've identified what needs to change | We're active advocates for anti-racism |

FIGURING OUT HOW TO EMBED RACE EQUITY

Whilst a minority had made good progress in integrating race equity into long term strategy and charity purpose, most are still working out what it meant for them and the work they do. It doesn't feel obvious or complete and this impacts on pace and prioritisation

CEO view

Advisory Group view
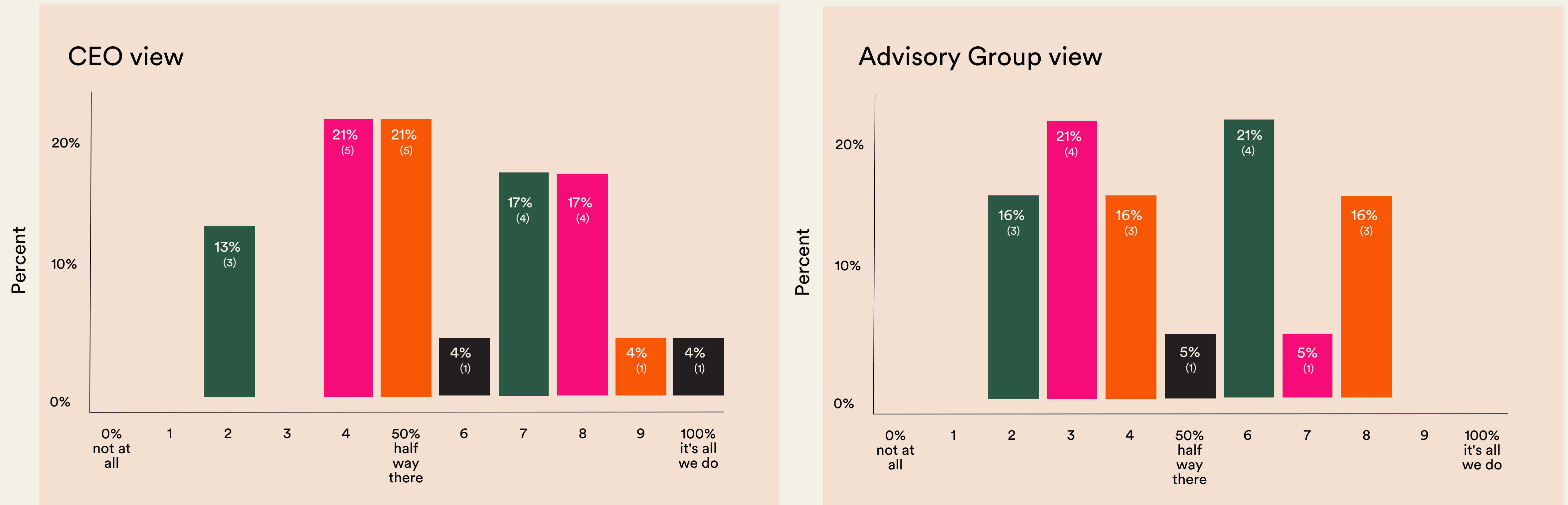
How well is race equity embedded in your work?

RACE EQUITY NOT ALWAYS UNDERSTOOD

➡ Not everyone feels confident that they know the steps to take to enable race equity

➡ The majority are still grappling with how they go from the understanding to practical application of change to enable it

➡ Some are unclear on what race equity actually is, and it was more of an interpretation guiding EDI activity

➡ A small minority were actively addressing issues holding Black and Global Majority back

IT CAN GET LOST IN EDI

➤ Many have adopted wider EDI strategies that may or may not have anti-racism or race equity as part of it

➤ Those focused specifically on anti-racism had more understanding and progress

➤ In EDI, D was often the priority, with less progress on I or E; or lacked a clear focus

➤ As part of EDI, it sometimes meant Black people were not a specific aim of Diversity

➤ The commitments feel more like a catalyst to action than specific goals to achieve

EVERYONE MATTERS

IN YOUR WORDS...

Our work on anti-racism is a high priority in our broader work on EDI. We do specific targeted work on anti-racism and also link it into our wider work on equality, recognising intersectionality

I'm not a fan of EDI. If you're going to do anti-racism work then call it that. EDI can let people veer off into more comfortable territories and not focus on the real issues blocking progress

PROGRESS PATHWAYS

NEWS WAYS

'HELP ME MAKE IT BETTER'

Fix the leaking roof
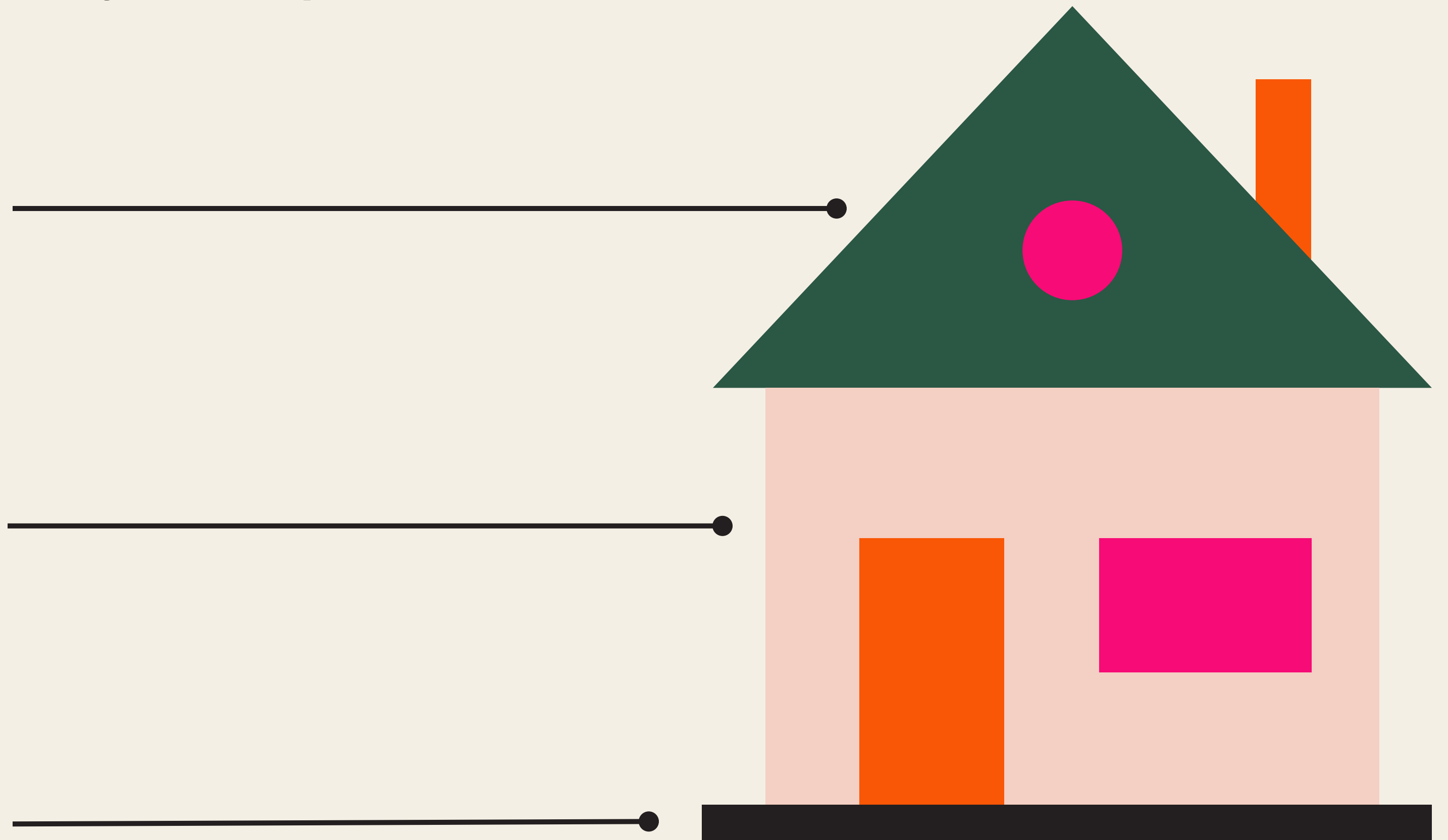
DIVERSITY - how do we look more diverse in our teams?

TRAINING - how do we help our people not be racist and work in a race aware way?

POLICIES - how do I make sure we have the right guidance supporting our work?

DAMAGE LIMITATION - how can I make sure I'm not getting it wrong as a leader?

UNDERSTAND RACISM - how can I learn about the issues in our sub-sector?

RECRUITMENT - how can we find a wider range of high calibre, diverse candidates?

Issues – Solutions – Fixes – Make it go away

'BRING PEOPLE WITH ME'

Build stronger walls

ROLE MODEL - how do I lead by example to help create a culture of belonging?

LEARN - how do I create a culture of listening and crucial conversations?

SUPPORT- how do I make sure Global Majority colleagues are having a better experience?

MEMBERS - how can we support, educate and talk to our members about this?

TRUST - how do I show my team and community that we get the real issues?

PURPOSE - how do I connect the work of race equity to the work of the charity?

MORE VOICES - how do I bring more diverse voices into our work and decisions?

MOMENTUM - how can I keep this topic from slipping off the agenda?

Trust – Sustainability – Leadership – Culture

'TRANSFORM FOR LONG TERM CHANGE'

Sustainable Foundations

BUSINESS AS USUAL - how can we embed race equity to be an integral part of life?	BOARD - how can our board lead our race equity agenda and hold us accountable?	COLLABORATION - how do we build community and co-production in as core values?	LEADERSHIP - how do we ensure that powerful positions are more diverse?
SUCCESSION PLANNING - how do we ensure there's a long term approach to change?	MEASUREMENT - how can data ensure that we are making meaningful progress?	POWER - how can we actively dismantle charity white supremacy culture?	INFLUENCE - how can we better step into our power to transform at scale?

Power – Unlearning – Accountability

FEW OF US ARE THINKING LONG TERM...

The majority of people are at stages 1 and 2
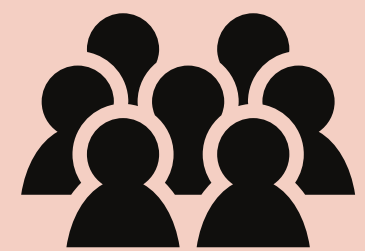
STAGE 1: FIX THE LEAKING ROOF: HELP ME MAKE IT BETTER!
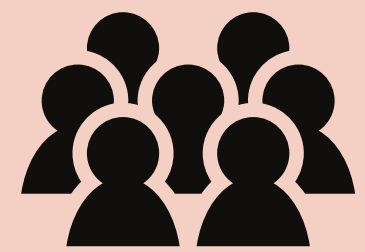
STAGE 2: STRENGTHEN THE WALLS: BRING PEOPLE WITH ME!
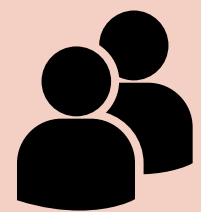
STAGE 3: SUSTAINABLE FOUNDATIONS: TRANSFORM FOR LONG TERM CHANGE!

HOW ARE WE DOING?

A SNAPSHOT OF PROGRESS

Resourcing

Data-led approach

Transparency & account ability

Diverse Teams

Power Sharing

Safeguarding & Support

Understanding Modern Racism

Weakest Area(s)

Strongest Area(s)

THE ORIGINAL COMMITMENTS

MODERN RACISM

Treat systemic racism as normal and everyday; update our understanding of people's experiences of this and the impact it has
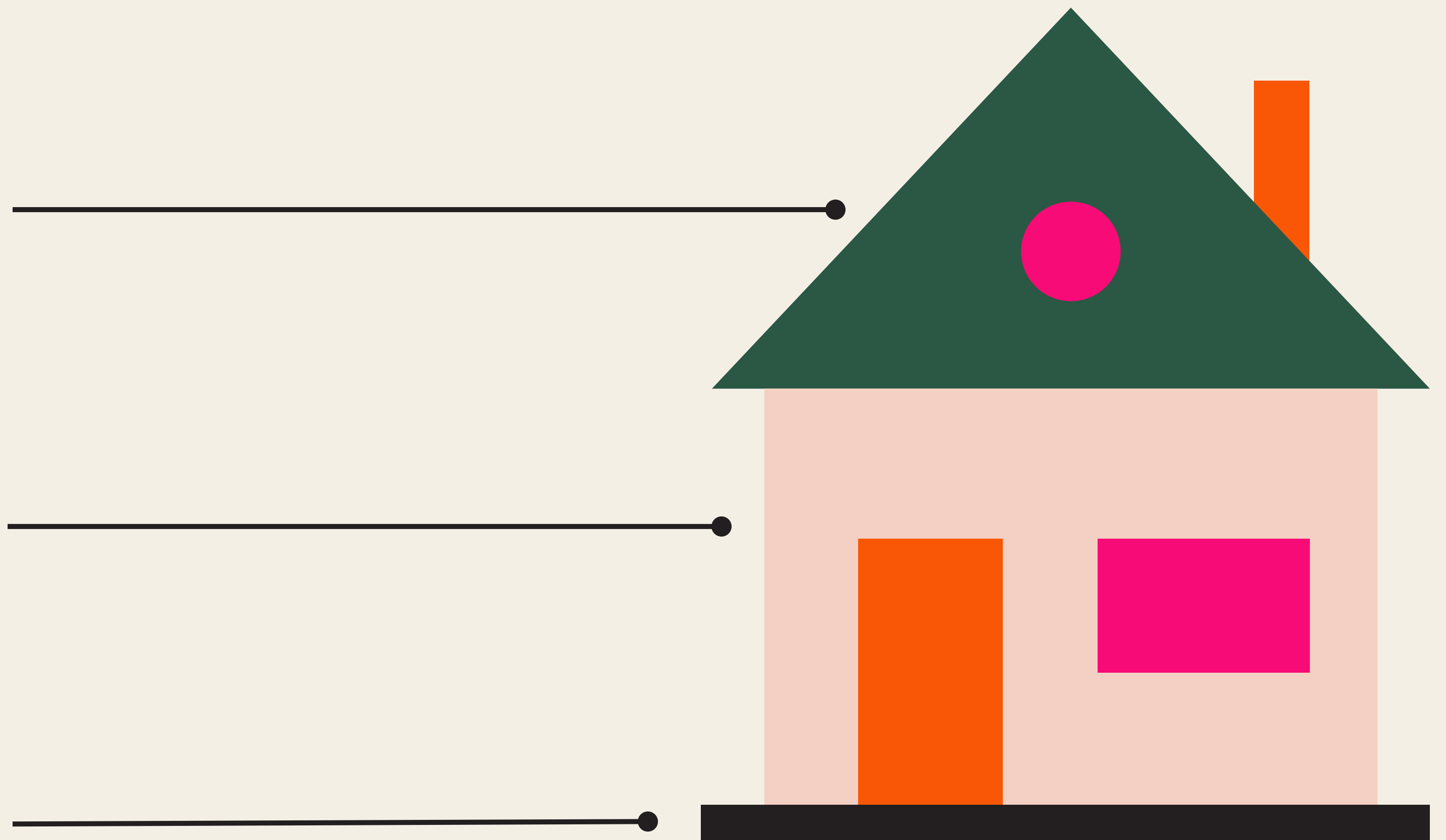
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TRANSPARENCY & ACCOUNTABILITY

To be open and accountable. Publish a group workplan with goals and timescales, report publicly on organisation plans & ethnicity pay gap data

MODERN RACISM

Progress has been made with understanding how modern racism works and how it shows up in the sector

There's been a collective shift in appreciation of the many forms that modern racism can take

Many leaders have invested, and continue to invest, in their own learning and reflection. Those that are not doing this are making less progress as an organisation

A handful of organisations have regular learning and reflection opportunities for whole teams, and/or have embedded this into their dialogue with members

There is a growing acknowledgement of the impact of white supremacy culture on everyday behaviours, decisions and charity practices

But many are very early on in having a deep understanding of the issues that face their specific organisation or their wider sub-sector

Treat systemic racism as normal and everyday; update our understanding of people's experiences of this and the impacts it has

A LACK OF DEEP UNDERSTANDING OF ISSUES

We don't have the depth of knowledge needed to tackle source problems at a nuanced level

It's positive that there is recognition of the gaps in knowledge, but now there needs to be efforts to address them

Those with the least knowledge are not as aware of the gaps and their impact of those on Global Majority experience at work and in the sector

CEO view

| 64% | 23% | 5% |
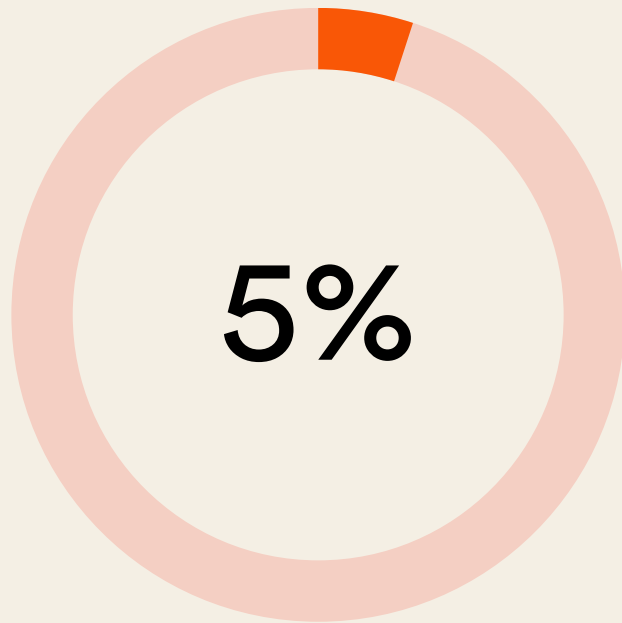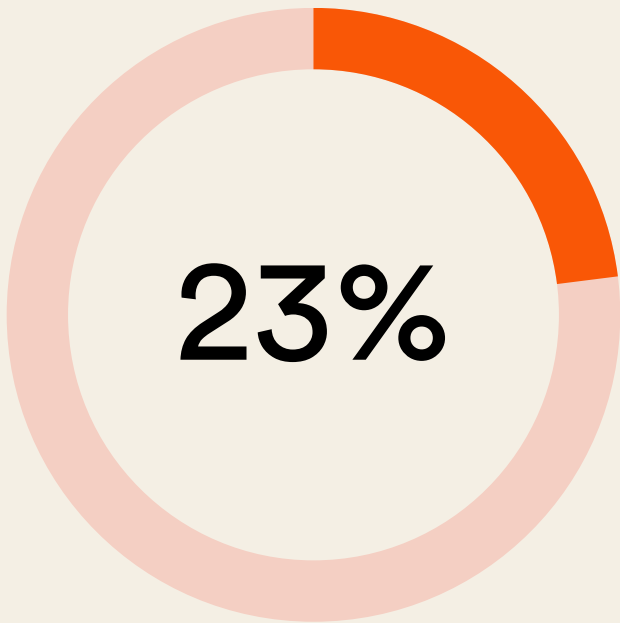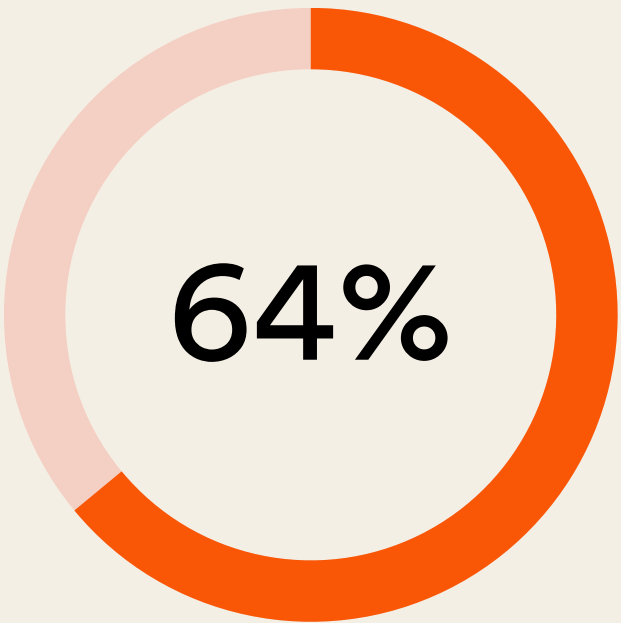
Advisory Group view
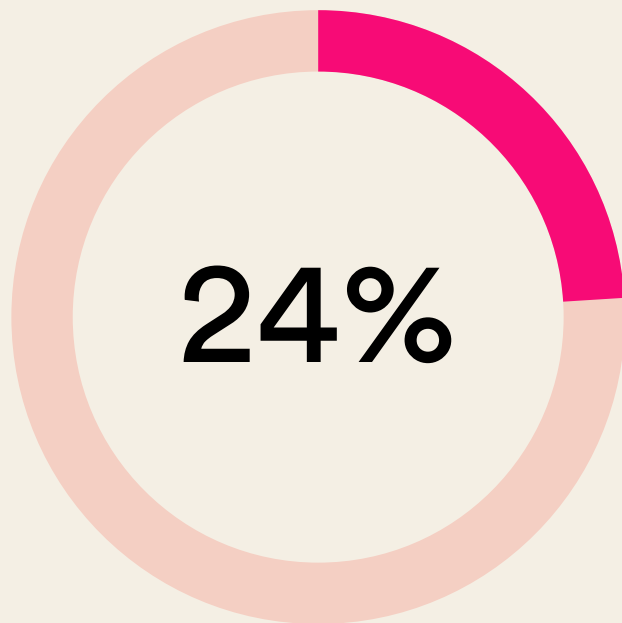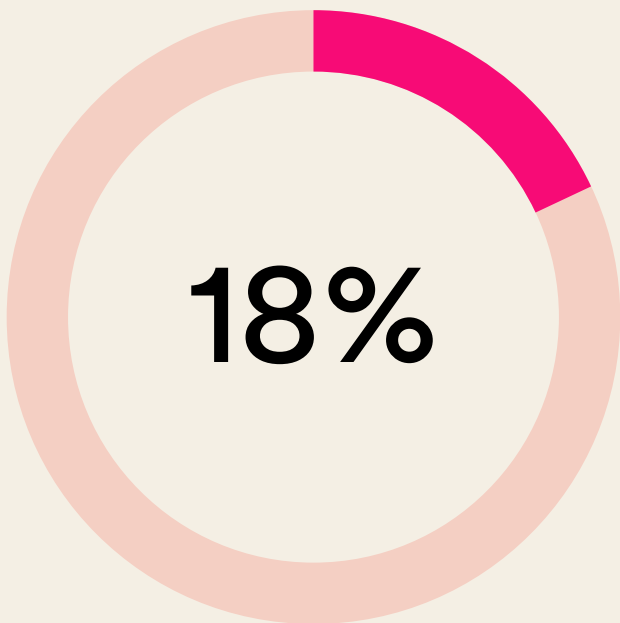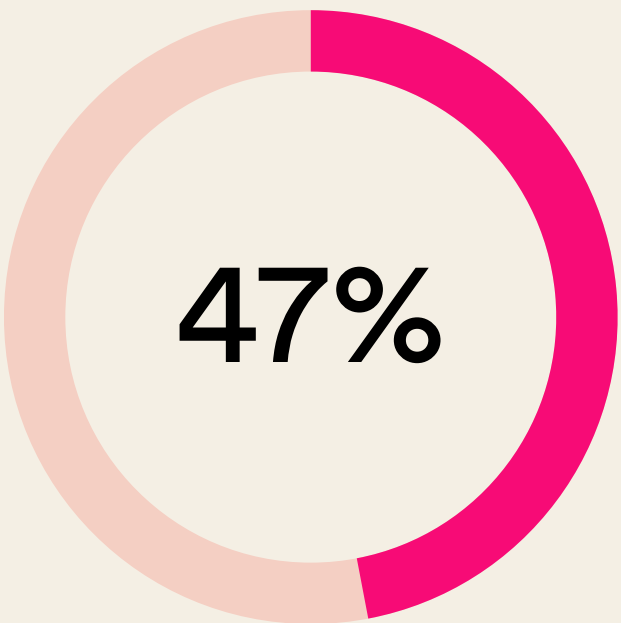
| 47% | 18% | 24% |

| Some understanding, still learning | Broad overview of issues | Limited understanding |

RECOGNITION OF TURNING POINTS

There is growing awareness of what a racism-informed charity looks like in leadership and culture for some organisations

We have broken through the uncomfortableness now of accepting our systems racially discriminate, and are actively pursuing solutions. This took some time with staff and leaders, and it feels like people have now finally got their head around the issue, and are willing to do the work required

We as an org have gotten to the point where we're not racist but unsure if we're anti-racist. as that's about challenging the structural aspects

DIVERSE TEAMS

Increasing diversity is on most charity's agendas, yet there's limited progress in leadership and key influencing roles

Evolve recruitment criteria and practices to attract and retain greater diversity and to support equity and inclusivity

Most have improved the diversity profile of organisations with inclusive recruitment practices and active engagement of specialist partners

At your best, you are taking an investigative approach to unpick habits and expand recruitment pools to help address inequity at this stage

Some of you are mindful of succession planning but have not yet invested in initiatives to support this. This is a sector challenge to address

Diversity is stronger in more junior roles than in senior roles. There are still organisations with no or nominal representation of Black people

Leadership diversity has made little progress

You are mindful of board representation and many have had success in recruiting a more diverse board, although this isn't translating to inclusive, anti-racist boards

SECTOR CHALLENGES

WE DON'T KNOW WHAT IS WORKING AND WHY

No shared understanding of best practice leaving individual organisations to figure it out by themselves which means duplication is happening across the sector

THERE IS STILL BIAS AT PLAY IN SELECTING 'GOOD' CANDIDATES

Limited active steps taken to address bias in 'standards'. Academic credentials and sector experience in the same role are still highly prized and lived experience or transferable skills undervalued

NO STRATEGY FOR ADDRESSING SKILLS GAP CREATED BY WHITE SUPREMACY

A (perceived) shortage of diverse applicants with the right skills, especially for 'niche' roles. Leadership and policy roles are particularly challenging. Recruitment partners are sometimes perpetuating the issue
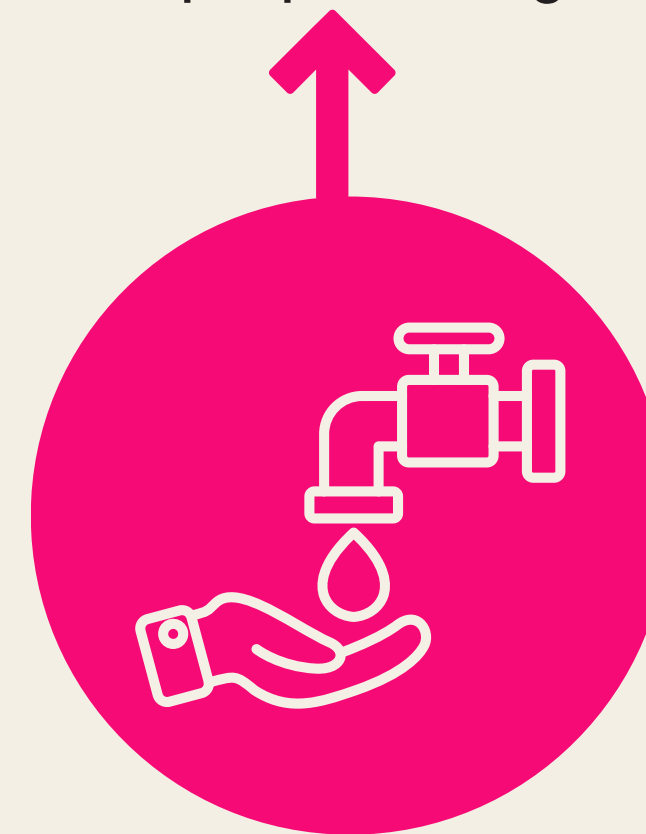
LIMITED FOCUS ON NURTURING FUTURE TALENT

Limited support for Global Majority talent into leadership or to address inequity created by limited opportunities, historical lack of investment in them and working in environments that are not designed for them

IN YOUR WORDS

Our board is not diverse at all. They're elected by members and they're not diverse. Something I'm challenged by

We have higher diversity rates (40%) amongst our staff than almost all other organisations and way more than the national average

Recruitment processes for staff and volunteers are not very inclusive. We are slowly seeing a growth in the number of staff recruited from different races, but still a small number. Volunteers are still predominantly from white British backgrounds

POWER SHARING

Power sharing is one of the most impactful things the sector can do. It is at the heart of what shapes priorities and investment in action

It is necessary to shift the reality that most charity power is held by white people with systems and processes that benefit white agendas

Some steps have been taken to address power dynamics but the sector is still in its infancy in making systemic change

ENABLING DIVERSE BOARDS

ENGAGING GLOBAL MAJORITY EXPERTS IN TRAINING

CO-PRODUCING AND COLLABORATING

POWER SHARING

WORKING WITH GLOBAL MAJORITY GROUPS

WORKING WITH GLOBAL MAJORITY MEMBERS

STARTING SHADOW BOARDS

POWER SHARING

There's been care taken to avoid extraction and tokenism, yet the focus is on 'inviting into our party'

Centre the experience of Black & POC colleagues and organisations in this work, with funding to support this work

There have been some great examples of centering the needs of the Global Majority with collaborative programmes to support co-production, facilitate authentic understanding of issues or to ensure greater accountability

But, many powerful functions remain very white - funding, fundraising, policy, advocacy and boards

Global Majority team members find it difficult to influence change - managing white guilt, the need to educate, navigating existing power structures, not enough opportunity to contribute or a lack of safety

Black-led organisations share their struggle to have their needs seen and heard and to have equitable access to funding. Infrastructure and membership charities do not always know how to best to enable them

DIVERSITY BUT NOT BELONGING

There have been efforts to work with a more Global Majority organisations, and in particular on the topic of anti-racism, EDI and related training needs

We are at the beginning of building a more intentional network of difference, in ways that ensure diversity exists at all levels and functions and not only on matters of race

The Advisory Group feel there is more to do in defining and executing what good engagement can look like and to ensure we are more consistently centring their experience

CEO view
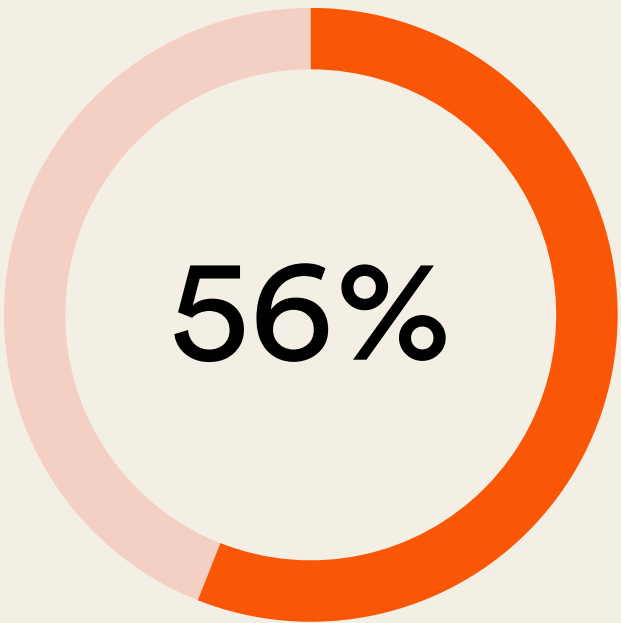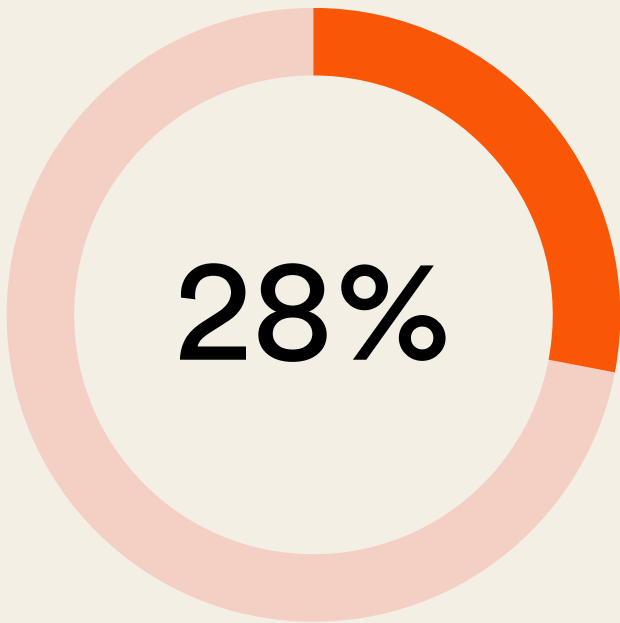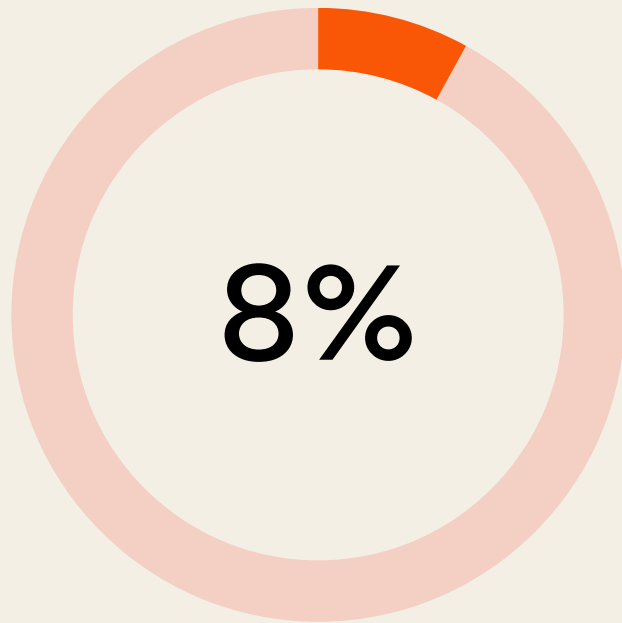
56%   28%   8%

Advisory Group view
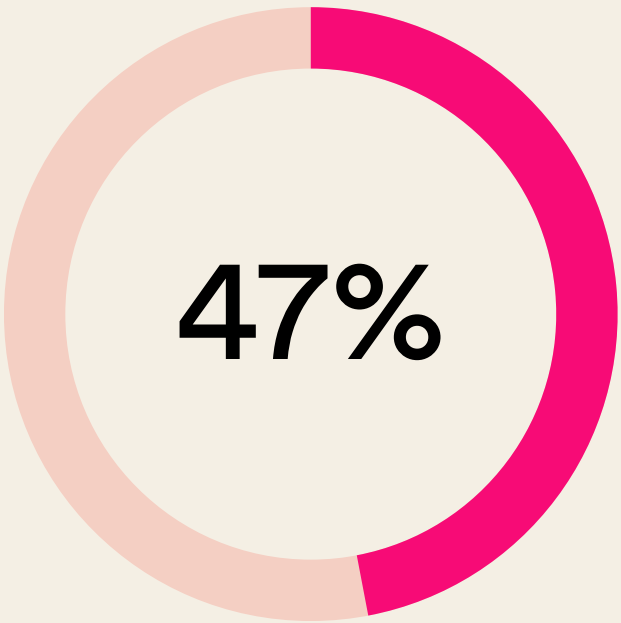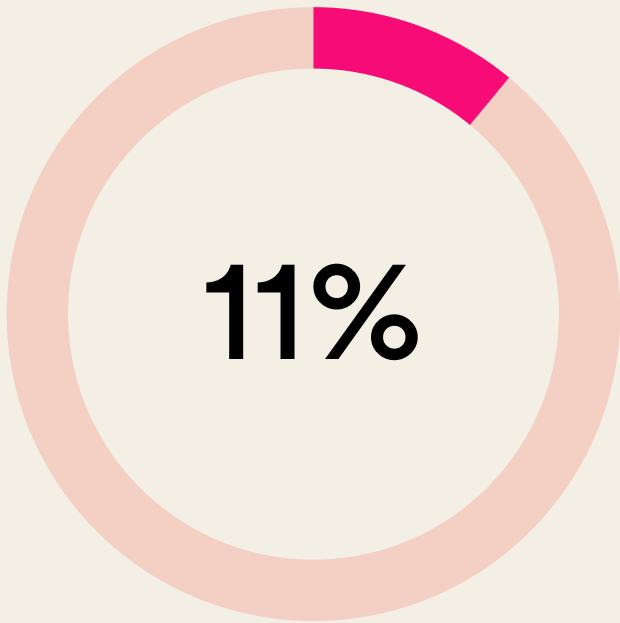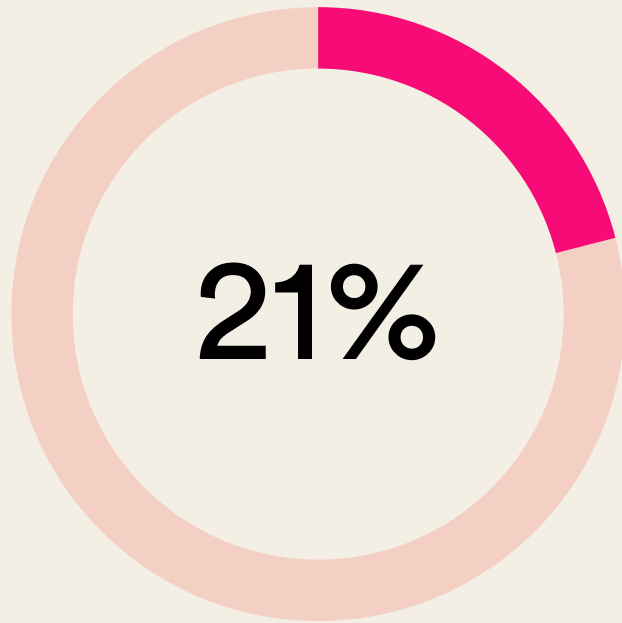
47%   11%   21%

We have intentionally engaged Global Majority organisations

We have centred the experience and skills of Global Majority organisations

We are not effectively engaging with Global Majority organisations

IN YOUR WORDS...

We established a participative fund that puts Black & Brown communities in the decision making seats. It was co-produced and is intersectional

We didn't have the resource to keep that momentum going. We haven't yet drawn in enough voices and perspectives to shape our work going forward. That's why getting funding for this work will really help us by growing our capacity

RESOURCING

Resourcing remains a challenge despite the energy, passion and commitment to change

Often falling to time-poor CEOs to push the agenda, some without meaningful support from their board or wider teams

There have been some wins: in creating new EDI and Anti Racism roles to specifically move plans forward. But these are often under supported and /or under funded. The recruits don't always have the right skills and knowledge simply by being part of the Global Majority or being passionate about EDI

There have been several collaborations and collective initiatives, and much can be learned from how such approaches more quickly surface key issues, generate new solutions, build trust and save time

There's a lot of duplication across the sector with individual organisations working things out for themselves. Lots of missed opportunity for sharing of learnings and best practice

You have invested time and money in learning and reflective discussion on anti-racism. For many, this is a one time moment with variable impact, depending on quality of training

Those who have continued with informal learning see the rewards of race aware teams

Recognise this needs time, money and resource to do right, and requires collaboration across the sector. Engage with specialists to make more impact
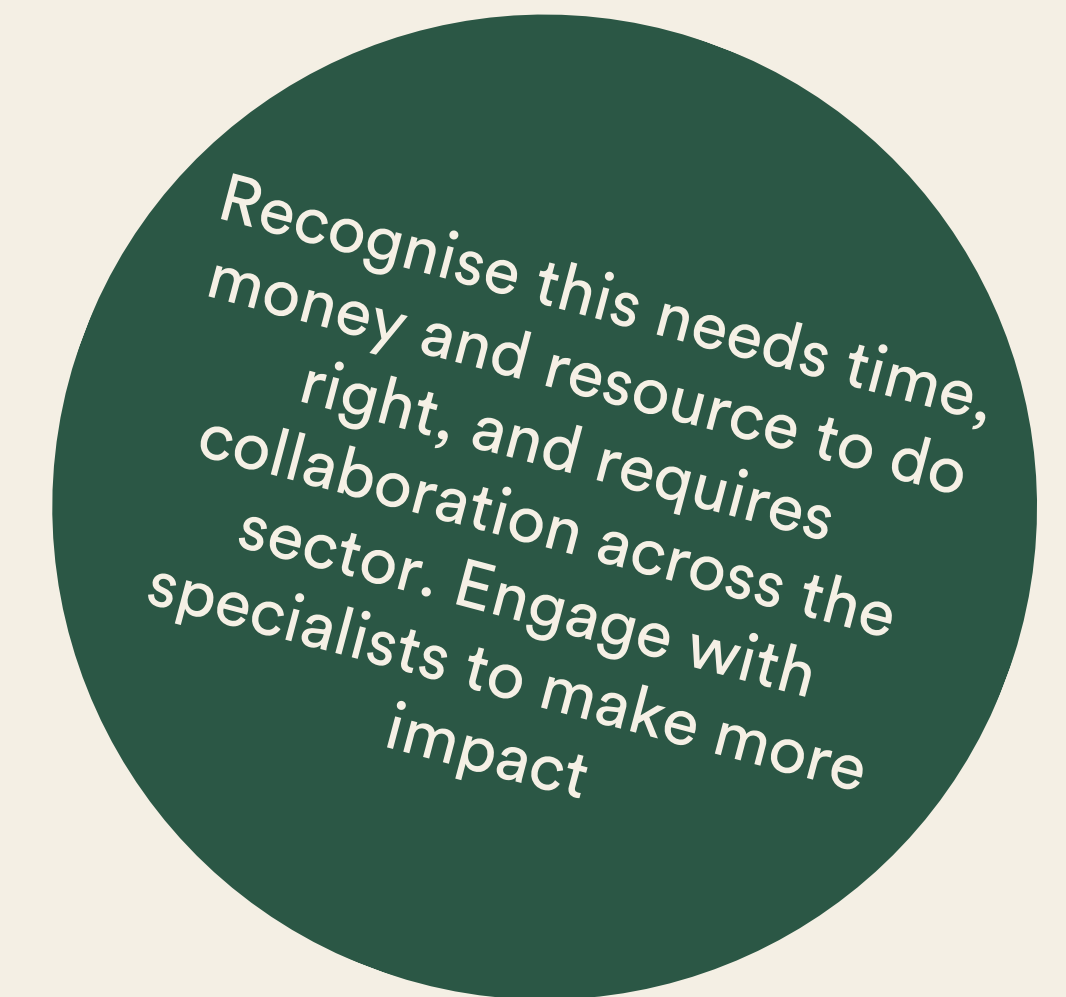
RESOURCING RACE EQUITY WORK

How are you resourcing the work to dismantle racism?

CEO view

We have collaborated with others in the sector — 63% (12)

We have invested time to develop this work — 21% (4)

We are not effective in resourcing this work — 16% (3)

0% 10% 20% 30% 40% 50% 60% 70%

Advisory Group View

We have collaborated with others in the sector — 42% (10)

We have invested time to develop this work — 42% (10)

We are not effective in resourcing this work — 17% (4)

0% 10% 20% 30% 40% 50% 60% 70%
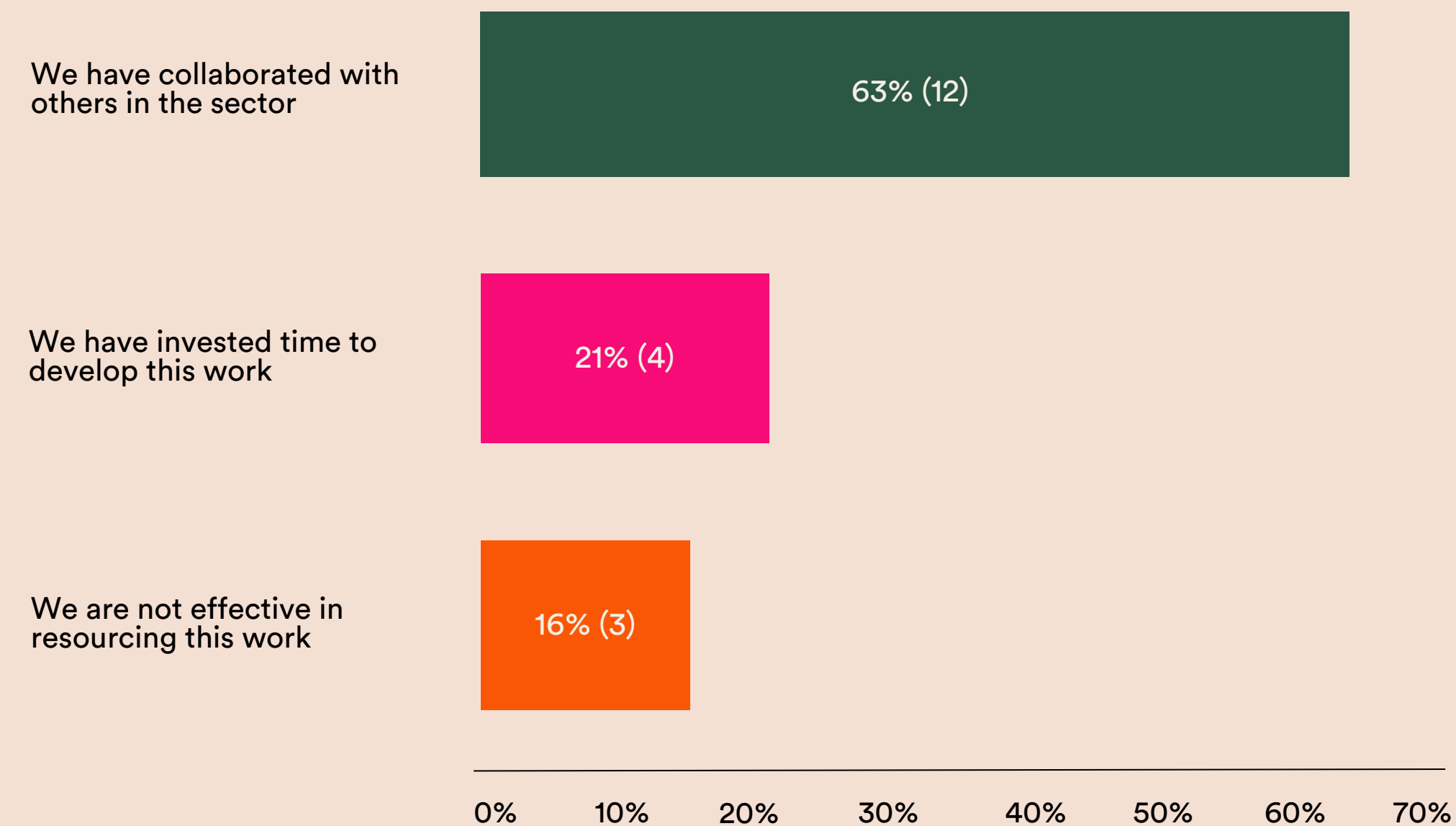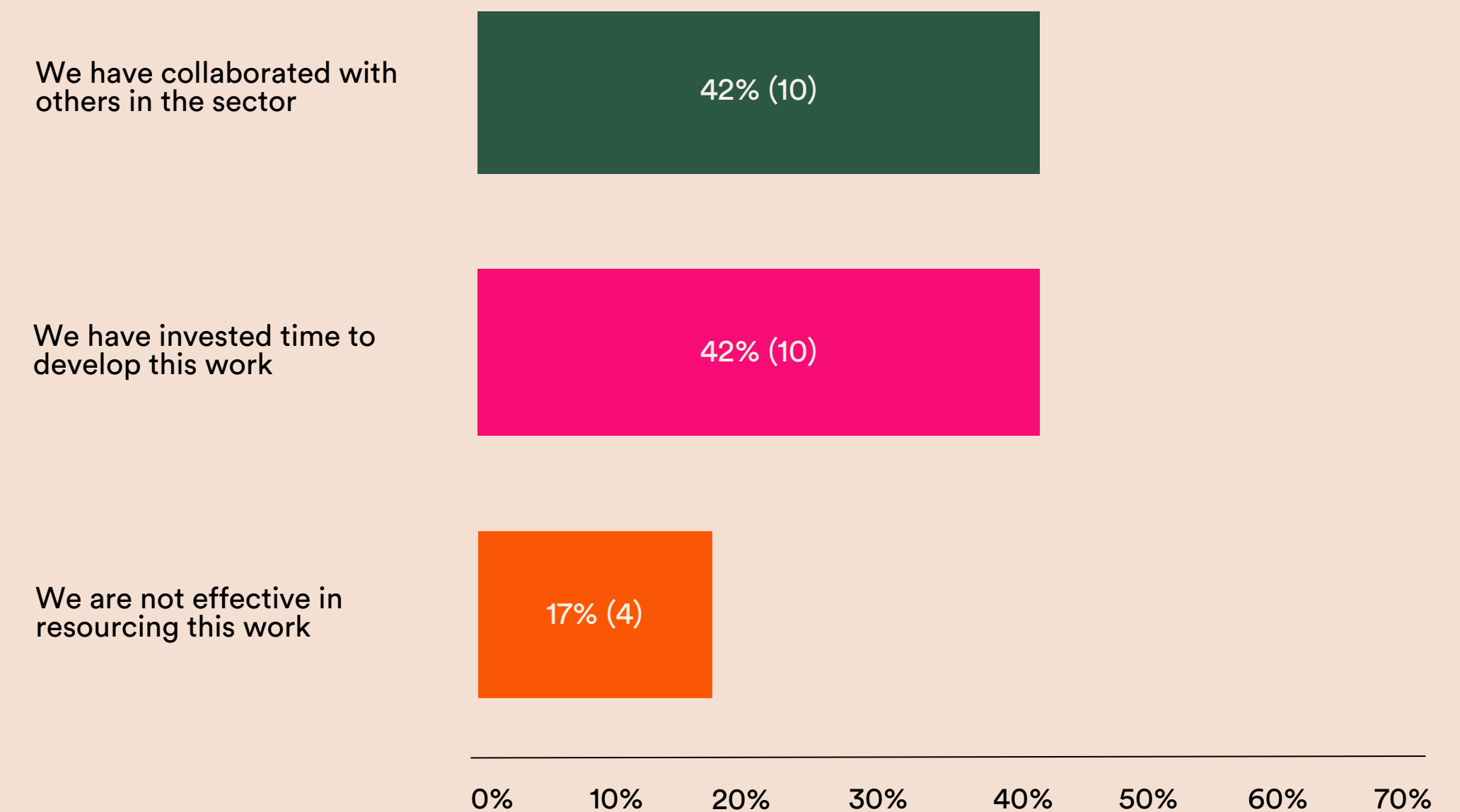
SAFE GUARDING & SUPPORTING

Not enough progress has been made with supporting Global Majority, and specifically Black, colleagues

Support staff at risk of racism, with proper complaints procedures and create a sector approach to track experience and wellbeing

There are policies in place and some of you have expanded on this with specific micro-aggressions and bystander policies, which is helping

But not everyone knows what to do should racism occur, and this is an oversight to address urgently, with both training and socialisation

Some have created informal ways to raise concerns - via trustees, direct to the CEO, anonymous staff surveys

The emotional labour of this work on Global Majority colleagues (trauma, dealing with white guilt, needing to bring their lived experience to work) would benefit from much greater support

There is some support around mentoring and coaching being offered but this is sporadic and rare

MORE NURTURING AND CARE FOR STAFF

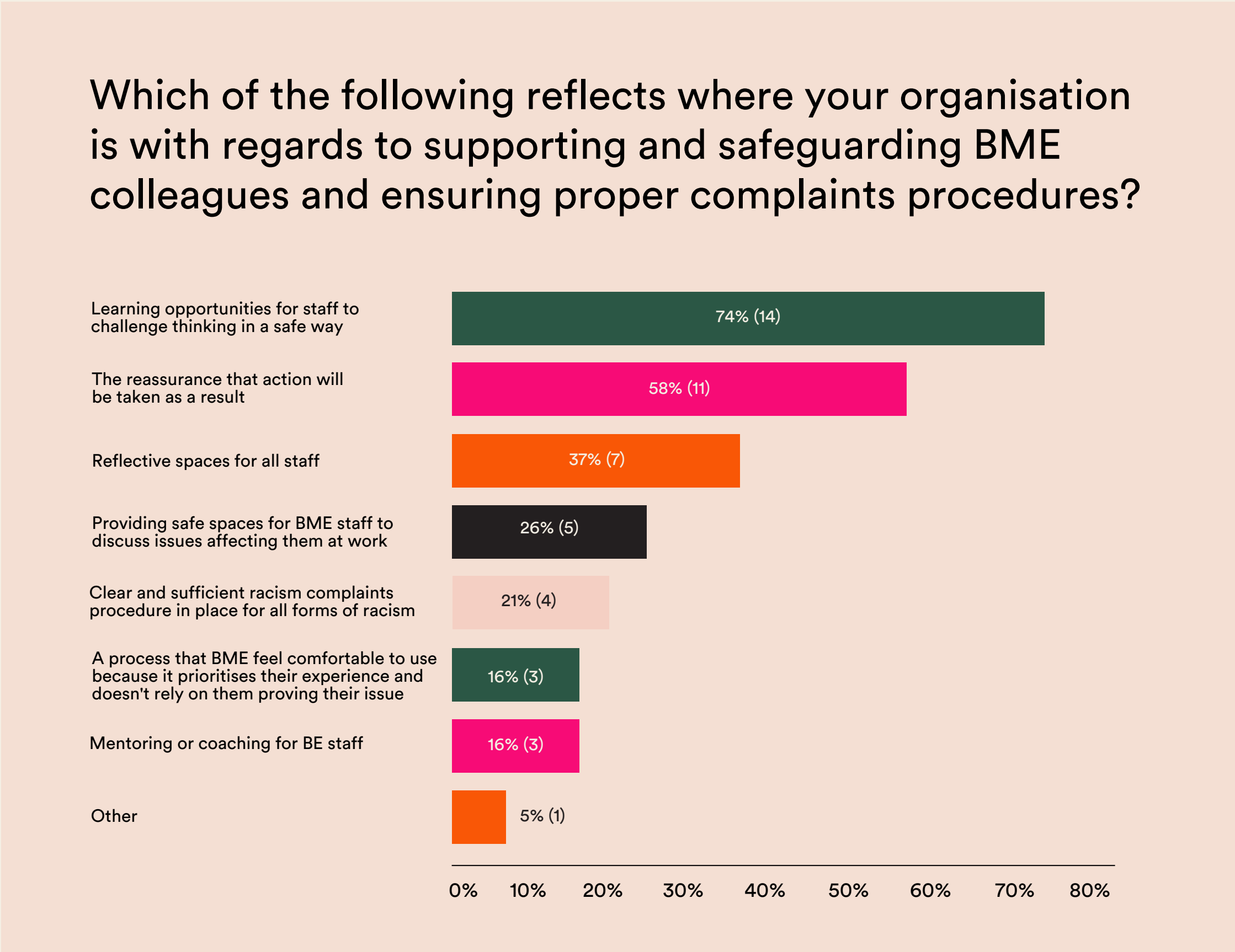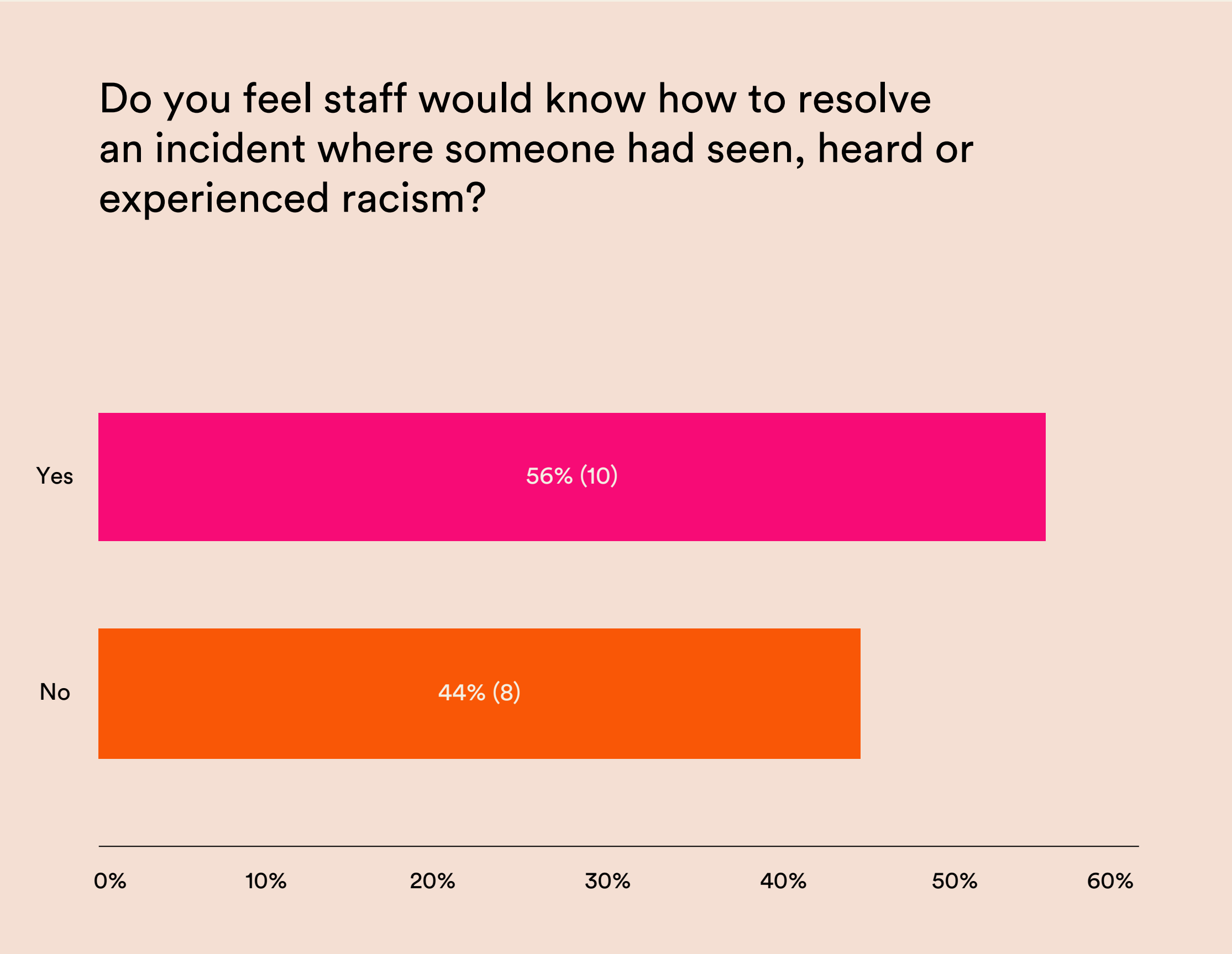There are some positive measures in place that grow confidence and trust, but there is more to do on the fundamentals of addressing the impacts of racism on individuals and their careers

Do you feel staff would know how to resolve an incident where someone had seen, heard or experienced racism?

Yes — 56% (10)
No — 44% (8)

0% 10% 20% 30% 40% 50% 60%

Which of the following reflects where your organisation is with regards to supporting and safeguarding BME colleagues and ensuring proper complaints procedures?

Learning opportunities for staff to challenge thinking in a safe way	74% (14)
The reassurance that action will be taken as a result	58% (11)
Reflective spaces for all staff	37% (7)
Providing safe spaces for BME staff to discuss issues affecting them at work	26% (5)
Clear and sufficient racism complaints procedure in place for all forms of racism	21% (4)
A process that BME feel comfortable to use because it prioritises their experience and doesn't rely on them proving their issue	16% (3)
Mentoring or coaching for BE staff	16% (3)
Other	5% (1)

0% 10% 20% 30% 40% 50% 60% 70% 80%

Advisory Group View

TRANSPARENCY & ACCOUNTABILITY

There are significant improvements to be made with transparency and accountability despite current efforts

Some are sharing race equity plans and progress through websites, blogs and other comms. These organisations often also share their journey with honesty and openness which builds trust

But on the whole, there is a notable absence of transparency that needs to be addressed. Only 8 organisations opted to share plans for this study and few are publishing plans externally

We learned of some hesitancy in sharing externally because of a lack of confidence in progress or the uncertainty of the focus being on right things. It has to be acknowledged that this is not the responsible use of power that race equity needs

The absence of data and structured tracking is impeding our understanding of what impact race equity efforts are having. It also contributes to a loss of momentum, affects prioritisation, and potentially perpetuates internal disengagement

Whilst some are working with the Charity Commission EDI guidance with trustees, there was minimal evidence of boards effectively holding charities to account on race equity work
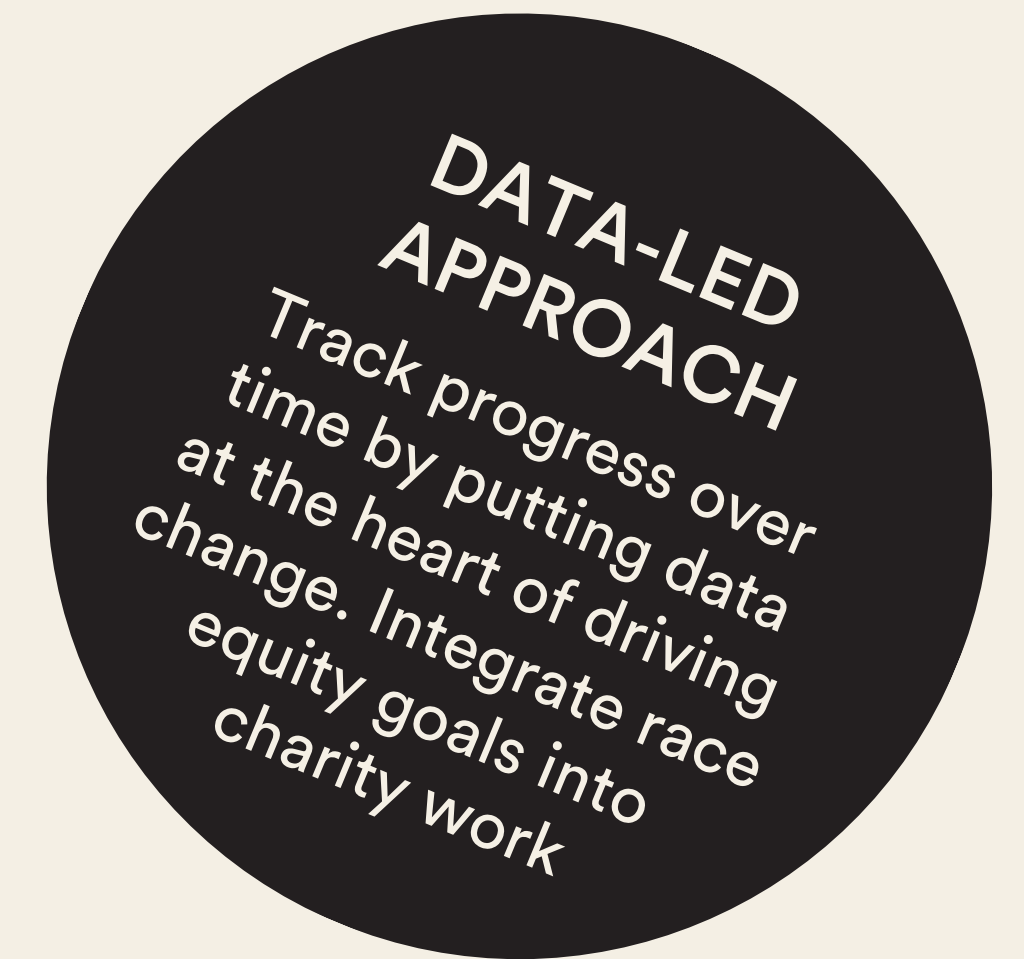
IN YOUR WORDS

I'm disappointed that our progress isn't yet as visible, either to staff or to our external audiences, as we'd like it to be

The lack of sharing of local team EDI good practice...I've experienced a 'gatekeeping' attitude, that local team practice is exclusive to that region, and not for sharing wider

DATA AND MEASUREMENT

We are at the start of taking a data-led approach to race equity with many areas for improvement

DATA-LED APPROACH
Track progress over time by putting data at the heart of driving change. Integrate race equity goals into charity work

BLACK AND GLOBAL MAJORITY DIVERSITY AT CHARITY

Smaller organisations were always not aware of their own ethnic diversity of staff and there was some resistance or concern to collecting this data

RACISM IN OWN ORGANISATION/ SECTOR

No measurement of current racism. Some use staff surveys as a broad barometer, but there was a preference for informal conversation

WELLBEING BAROMETER FOR BLACK AND GLOBAL MAJORITY STAFF

The ACEVO Barometer request has not made progress since 2020 within infrastructure or membership charities
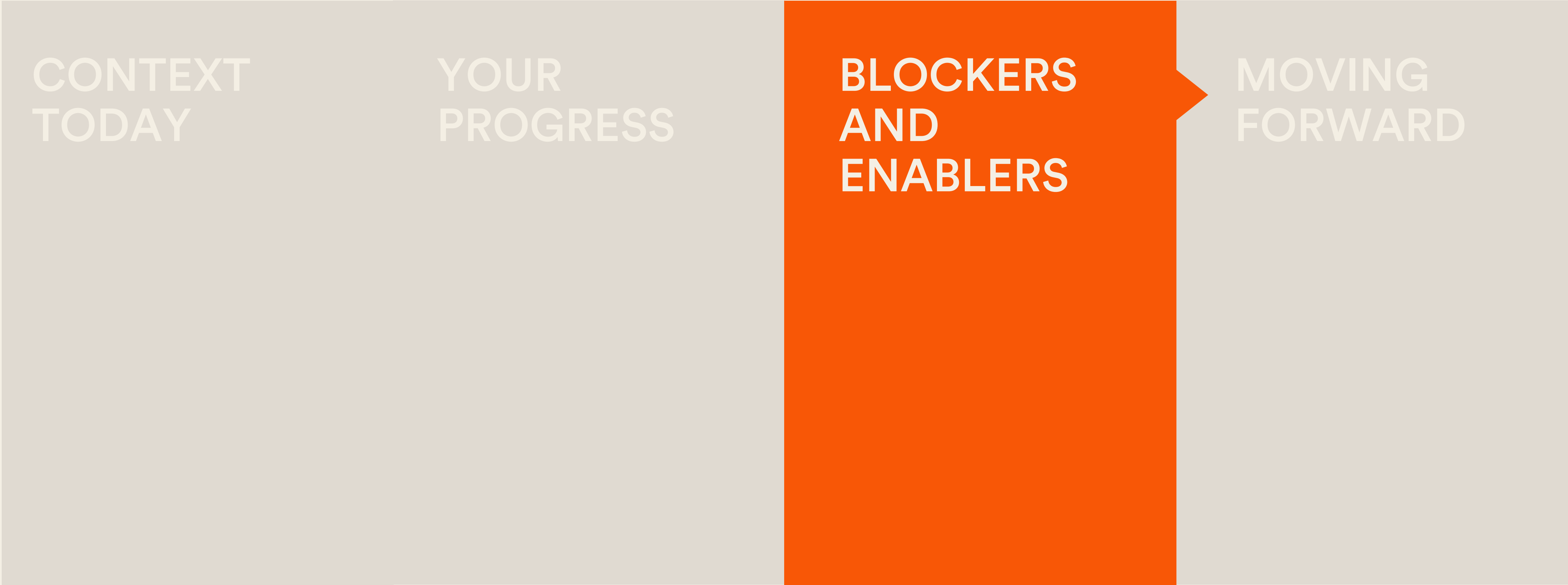
IMPACT ASSESSMENT OF ACTIVITIES ON RACE EQUITY

Some individual projects or initiatives have been impact assessed and this is highly beneficial

THE JOURNEY

CONTEXT
TODAY

YOUR
PROGRESS

BLOCKERS
AND
ENABLERS

MOVING
FORWARD

RACE EQUITY
WHAT'S HOLDING US BACK?

RESOURCE POOR AND IN NEED OF GUIDANCE

What's getting in the way of race equity progress?

CEO view

64%

48%

40%

Advisory Group view

63%

42%

42%
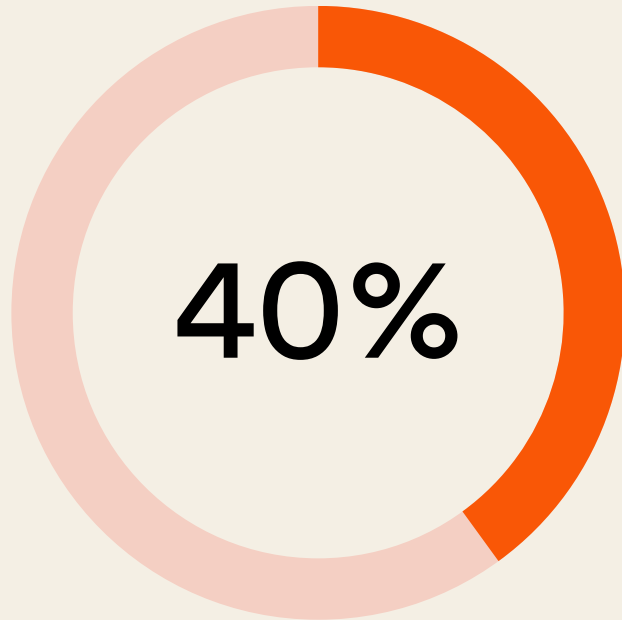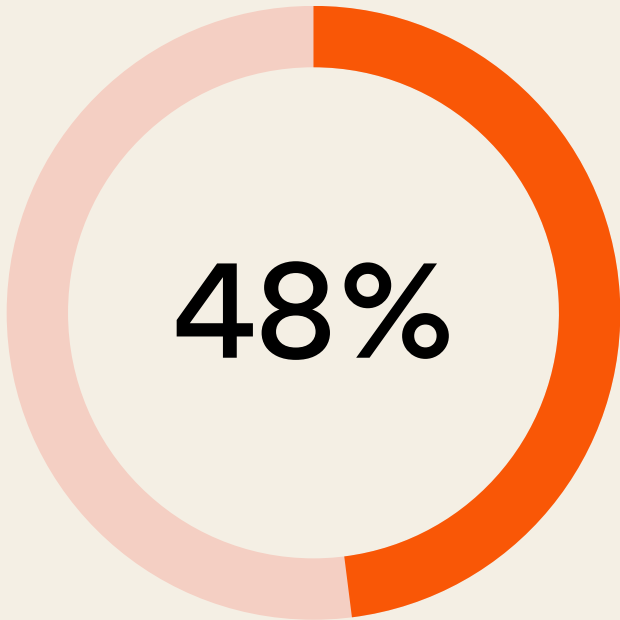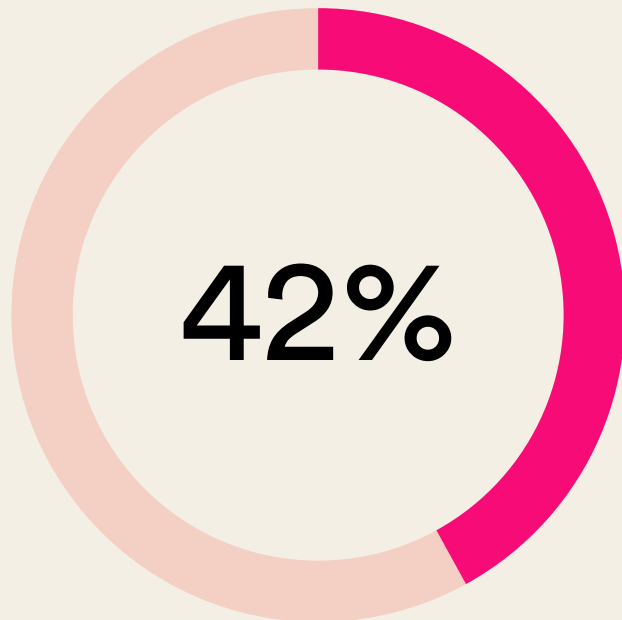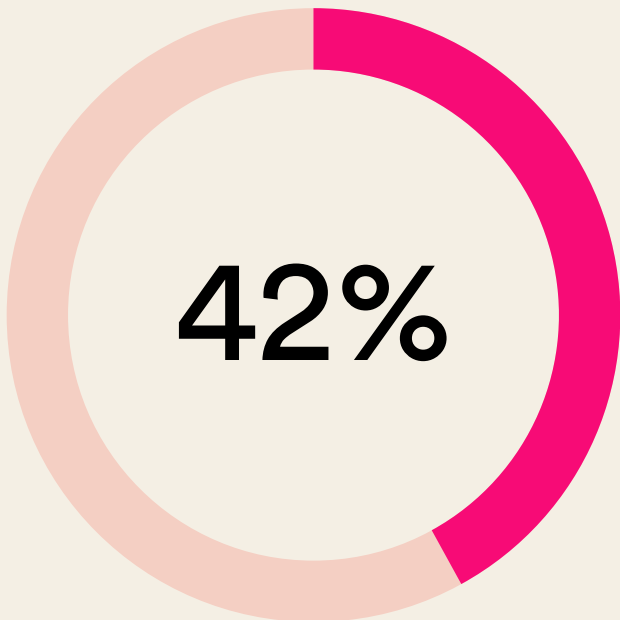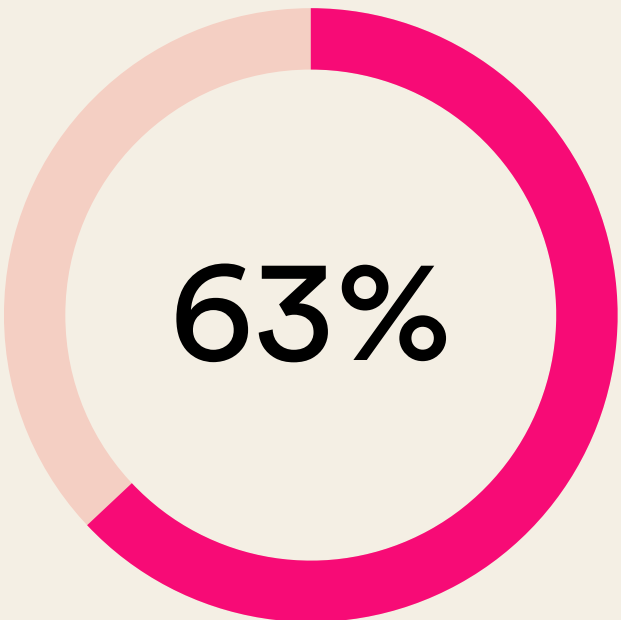
Not enough people and money

Not enough time

No clear goals or KPIs

CONFIDENCE AND COMPETENCE BLOCKS

What's getting in the way
of race equity progress?

CEO view

64%

23%

5%

Advisory Group view

47%

18%

24%
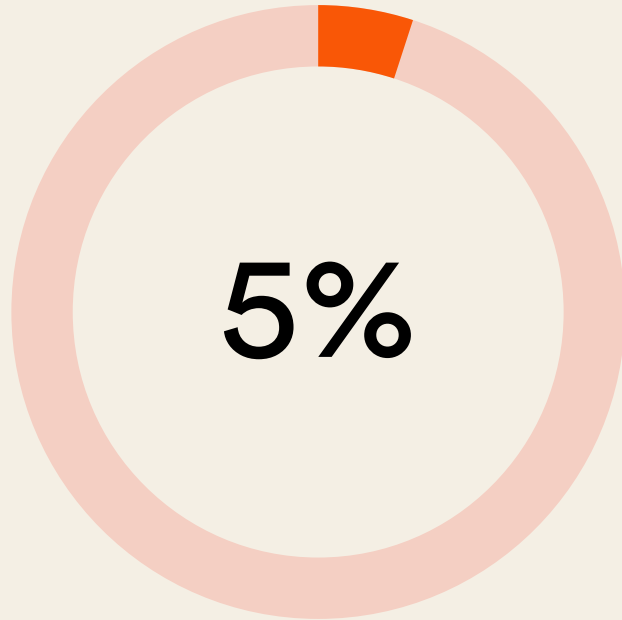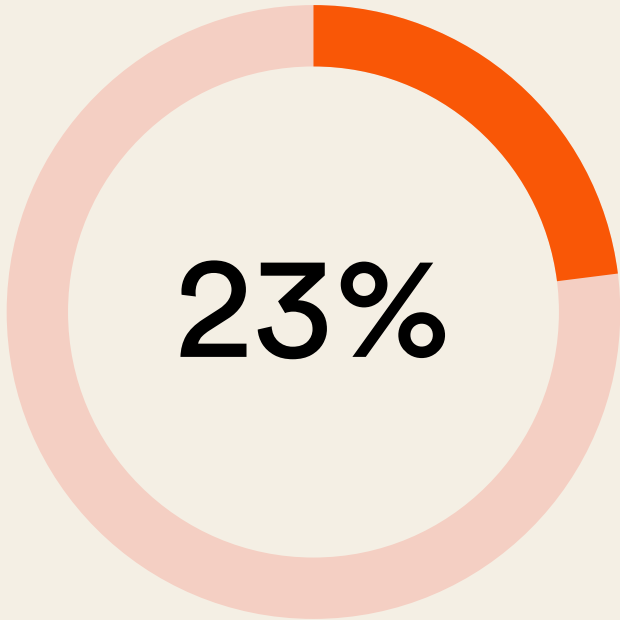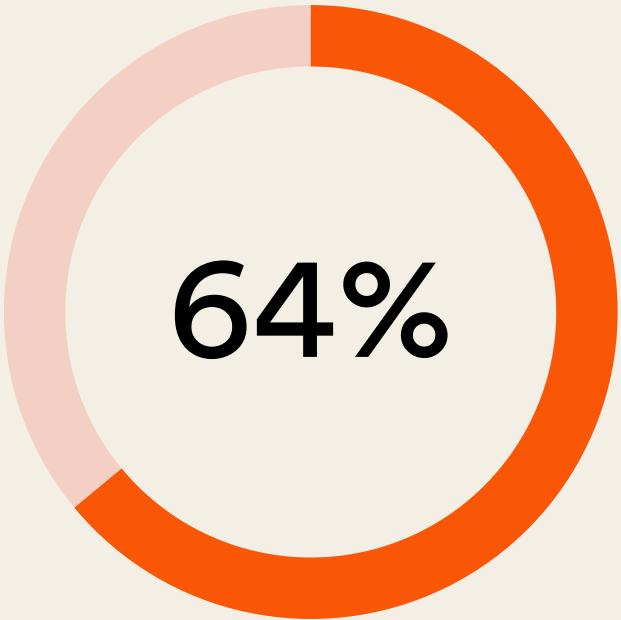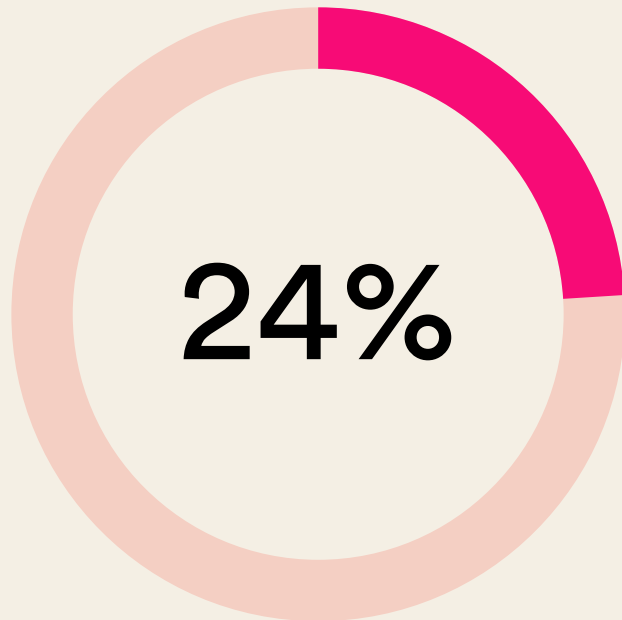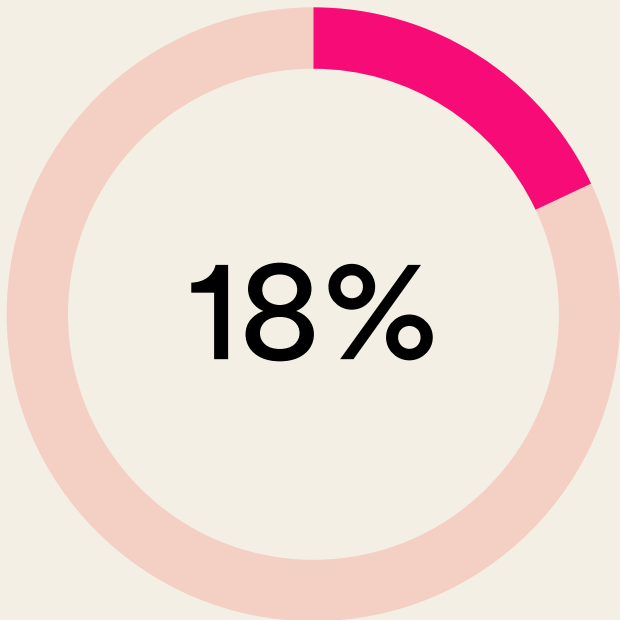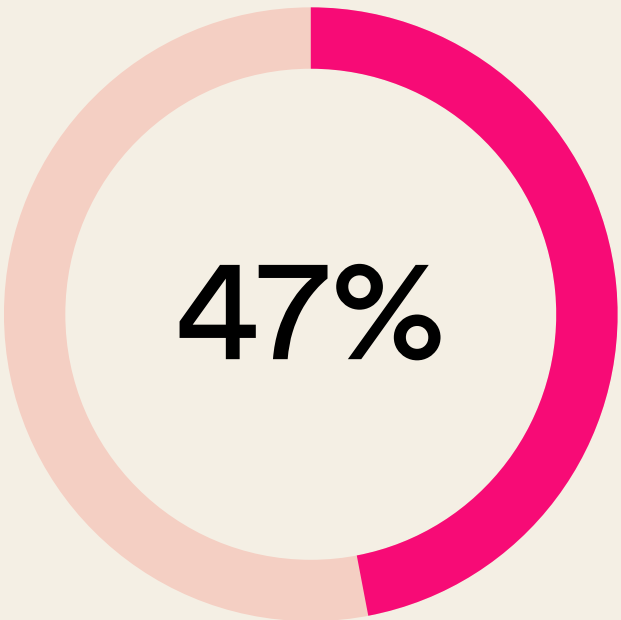
Not enough
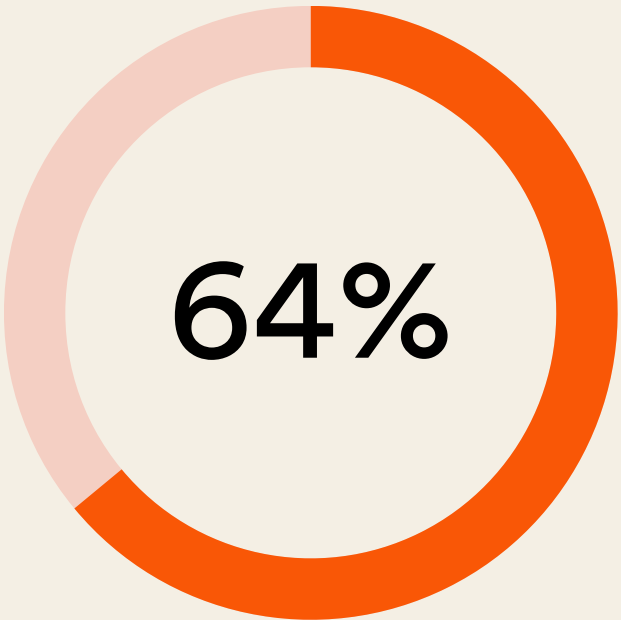confidence to take
insights into action

Not enough
knowledge about
the issues to solve

Not enough
connection with
anti-racism and the
work of the charity

WHAT'S ON A CEO'S MIND?

"I NEED MORE SUPPORT TO MAKE A SUSTAINABLE MEANINGFUL IMPACT"

HOW DO WE SOLVE THE ISSUES OF RESOURCE?

HOW MUCH IMPACT CAN WE HAVE ON OTHERS?

WHAT DOES GOOD LOOK LIKE?

HOW DO WE BRING OTHERS ON THE JOURNEY?

HOW DO I KEEP UP MOMENTUM?

HOW DO WE CHANGE THE FACE OF LEADERSHIP?

HOW DO I GET THE WHOLE TEAM OWNING THIS?

IN YOUR WORDS

We realised that a shared vision is really important. One reason of different levels of frustrations/ happiness was our different expectations of what good looks like and what we're aiming for

Getting members to acknowledge the jarring history is scary for them. The next question will be 'what are you going to do about it?' Main challenge: not wanting to tell them what to do

There's a massive disparity in power and resource of big charities vs. us as membership /org bodies. How do we hold ourselves accountable to ourselves and our members and how do we hold our members accountable?

It's not our only priority. We're trying to do a lot of work in poverty, disability, etc. This needs to be mainstream within that. It's about having some level of agreement of how we keep it at the top

We did some training as a whole org. It provoked feelings of guilt and now we are not sure what to do with these feelings, and it's paralysing efforts with this work in really unhelpful ways

WHAT'S ON THE ADVISORY GROUP'S MIND?

"WE NEED TO GET BETTER AT MAKING STRUCTURAL CHANGE"

HOW DO WE MANAGE WHITE TRAUMA OR GUILT?

HOW CAN WE REDUCE EMOTIONAL LABOUR?

HOW CAN IT FEEL SAFER TO RAISE ISSUES?

HOW CAN WE KEEP THIS A PRIORITY?

HOW CAN WE LOOK MORE AT SUPREMACY CULTURE?

HOW DO WE ADDRESS POWER BLOCKS?

HOW DO WE MAKE MORE RADICAL CHANGE?

IN YOUR WORDS

It's hard seeing a lack of diversity at the top and seeing the awakening to racism take so much time

I have so much to learn about race equity and EDI, yet i'm seen as someone who has all of the knowledge when I really don't. That's hard to manage

I've seen many different boards with black trustees on them who do not feel able to contribute in the same way as their white peers. We're not addressing the power that comes from knowing how these spaces work

Sometimes I want to shout 'do you understand the system?' Do you really understand how to use your privilege to challenge the system?'

I don't feel like there's enough understanding about how white supremacy culture and capitalism are huge blocks to race equity

UNTANGLING THE BLOCKS

NO SPACE FOR CRITICAL THINKING

The lack of time and space for critical thinking is hurting efforts. The work of anti-racism and race equity needs creativity, innovation, deep listening and reflection and the sector needs to place a value on this if it is to achieve long term change

EVOLUTION AS THE ONLY APPROACH TO DISMANTLING RACISM

Sector efforts are focused on bringing colour into a white world. Cultural change is beginning in earnest in some spaces (e.g. International Development) but many are butting up against blocks that need a more fundamental approach to change

UNTANGLING THE BLOCKS

UNCLEAR DESTINATION AND LACK OF VISION

Momentum and progress relies on CEO energy to keep it on the agenda and when this is not accompanied by a strong vision for impact and a definition of what good looks like, it is easy for other things to become a priority or for efforts to wane

LIMITING BELIEFS (ESPECIALLY IN SMALLER ORGANISATIONS)

There's a lack of appreciation of the power and influence that infrastructure and membership organisations can and do have. There is an under appreciation of the potential for impact or the demand for change that can be made

UNTANGLING THE BLOCKS

POWER HOLDERS AND POWER HOARDING

Powerful roles with significant advocacy and influencing are remaining white. The power of the board, especially the degree to which trustees can contribute to decisions that inform race equity, without knowledge. The power to decide what to prioritise, how much investment to put in race equity, who to award roles to ... all impact race equity progress

FUNDING AND FUNDER AGENDAS

Funding is a key enabler for anti-racism yet there is a perception that funder criteria, falling interest in race equity and a lack of nuanced understanding of the issues are blocks. The issue of Global Majority owned organisations has been highlighted by this sample - getting funding, access and support is not being effectively addressed

UNTANGLING THE BLOCKS

PRESENCE AND BLOCK OF WHITE TRAUMA

We need to better recognise how we get in our own way. Some talk of action paralysis - when anti-racism training didn't go well or there's pressure because your charity focus implies 'we should be doing better'. There's assumptions made on how much we can ask of members, funders or of our board because of what we anticipate their responses to be

COMPETING PRIORITIES WITH RACE EQUITY

The challenge of competing priorities needs more discussion. Anti-racism is about dismantling the underlying systems keeping white, male, middle class, CIS gender, non-disabled in all the driving seats. Being able to think and talk about race equity in a more expansive way, also focusing on intersectionality feels increasingly important

UNTANGLING THE BLOCKS

NOT ENOUGH SPACE FOR (UN)LEARNING

There have been assumptions made that skin colour equates to knowledge and experience on race equity work and that simply isn't true

As a sector there is a need for more opportunities to learn together as leaders, as EDI leads and as staff

The focus needs to be on both behavioural, cultural and structural change

It's a different view to 'training' and 'development' than has been the norm to date, but it is essential if we are to create a more inclusive, relevant sector for all to thrive within

RACE EQUITY
WHAT'S WORKING?

LEARNING FROM OTHERS

The stand out behaviours and initiatives impacting race equity
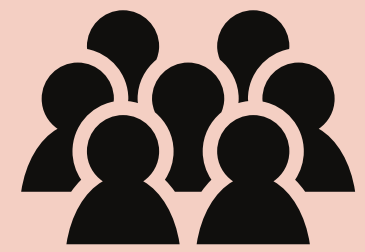
STAGE 1: FIX THE LEAKING ROOF: HELP ME MAKE IT BETTER!
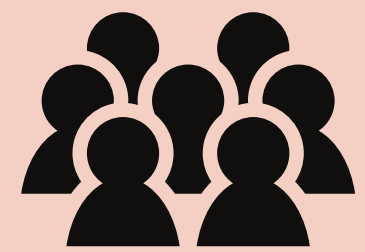
STAGE 2: STRENGTHEN THE WALLS: STRUCTURE BRING PEOPLE WITH ME!
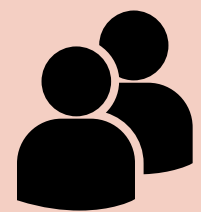
STAGE 3: SUSTAINABLE FOUNDATIONS: TRANSFORM FOR LONG TERM CHANGE!
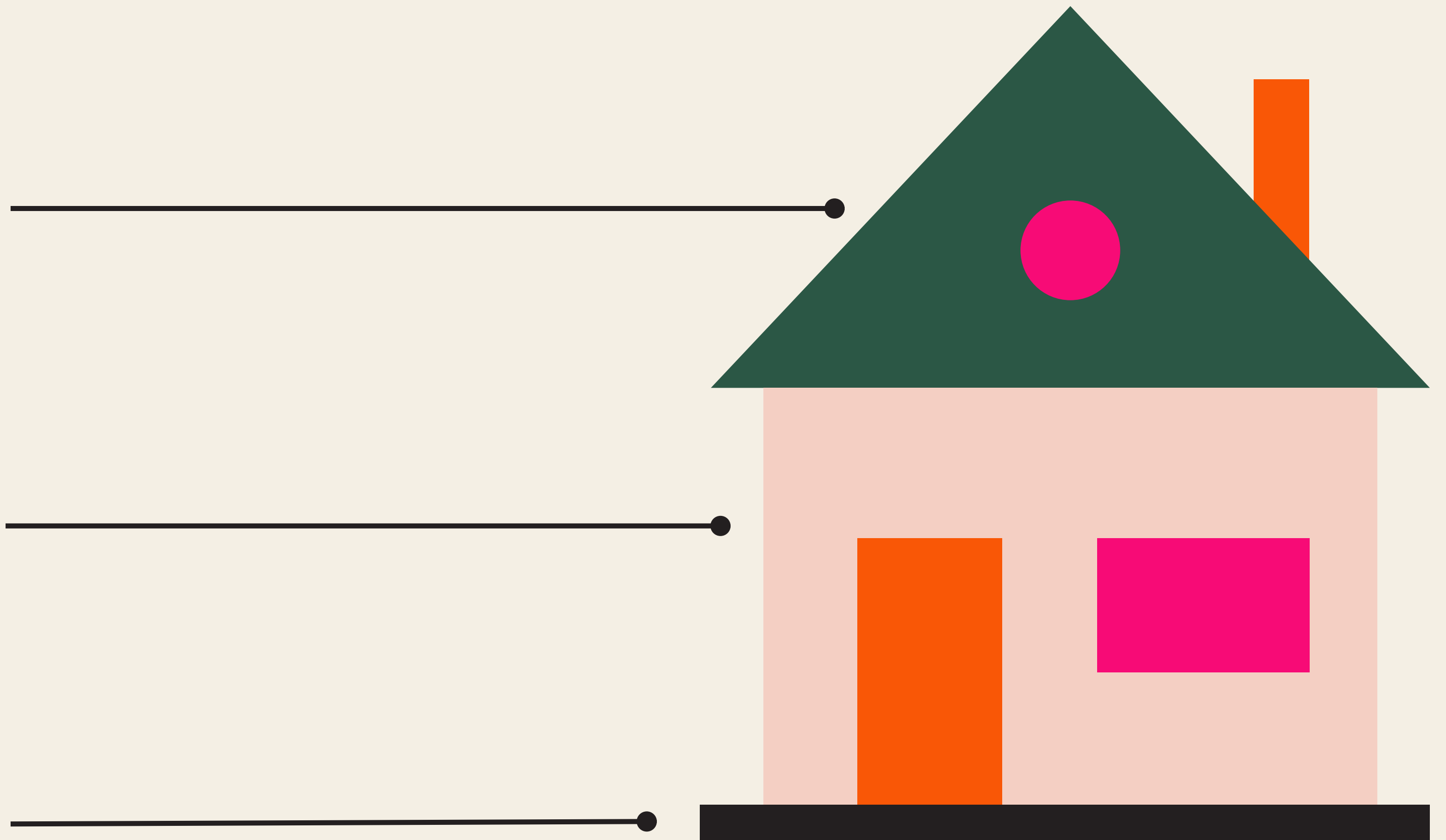
THE BASICS
WHAT'S WORKING?

NEWS
WAYS

WORKING IN THE OPEN

- Starting from where you are - doing something is better than nothing
- Leader self learning and immersion in the topic
- Know your own diversity so you have a benchmark
- Form your why to link race equity to charity purpose
- Name anti-racism and race equity as destinations
- Find out where members/organisations are at, know their issues
- External communication on current reality and intentional journey

IN YOUR WORDS

We're doing better externally, working with members and challenging government than we are with our own culture and anti-racism, but we had to start somewhere

Producing and promoting an anti-racism statement has made our commitment public and accountable and that feels important

I have an EDI coach which is helping to provide a useful perspective and level of support as a leader in this work

Some of our members came to us and suggested we start with a survey to find out where all the organisations were at with EDI and we're starting from there

RECOGNISING AND ADDRESSING RACISM

- Ensure staff understand and can recognise racism at work
- Talk about it regularly so there's awareness of it amongst staff
- Having policies and ensuring people know how to use them
- Socialised policies that help people know the formal and informal support in place
- Positioning racism as all of our responsibility, e.g. bystander/witness policy
- Learning spaces/moments to reflect on instances of racism
- Safe spaces outside of the charity for discussion of issues and experiences

IN YOUR WORDS

I'm getting more interested in somatic work as a way of addressing the impact of racism on Black and brown bodies

I spent time training the team to recognise racism with practical examples of how it might manifest in our workplace

Junior staff members told me about inappropriate comments regularly made by a more senior member of staff. They had felt confident in both challenging the behaviour and escalating it to me... I took full disciplinary action

We were reviewing CVs and I definitely heard some racial tones to the way they were being considered, we talked about this so that we could learn from it

BUILD AND NURTURE A DIVERSE TEAM

- Make structural change - Rooney rule, no CVs, diverse panels, etc
- Advertise in spaces that genuinely reach different communities
- Have a clear anti-racism and race equity organisational story visible
- Create informal ways to discuss roles and meet the team or CEO
- Realistic job descriptions that get us beyond 'it's a niche role niche'
- Anti-racism questions at interview and ask for expertise on job specs
- Paid internships to change profile of junior team members
- Development plans and mentoring to support Global Majority growth and belonging

IN YOUR WORDS

On a practical note, we routinely ask questions about commitment to equality in interview processes, this is a core requirement for every role in our organisation. We are very careful to try to pick up any harmful attitudes or behaviours e.g. othering, group thinking

We have brought in the Rooney Rule so we are at least ensuring diversity in candidates for roles, but we are still struggling in some senior roles and I think we need a more long-term strategy for this

We offer mentoring to our Black staff as we noticed they sometimes had a lack of confidence in stepping into leadership and we wanted them to have a way to unpick the blocks around that

CULTURE
WHAT'S WORKING?

NEWS
WAYS

CHANGE CULTURE FOR SUSTAINABLE IMPACT

- A shared responsibility for everyone, not just CEO and Global Majority colleagues
- Leaders being able to hold the journey is a key factor
- Getting over the discomfort is a prerequisite for credibility
- Building trust with the foundations of psychological safety
- A long-term journey embarked upon with board, team and/or members
- Leaders speaking up publicly, inside and outside the charity about race equity
- Creating a culture of learning and practising new ways together
- Continued learning as leaders and making space for reflection is as vital as action

RACE EQUITY CULTURE AND BEHAVIOURS THAT WORK

04

COMMITTING

A clear vision for impact as a sector leader with race equity goals embedded into the core work of the charity and adequately funded

01

TRUST BUILDING

Leaders build psychological safety around race and racism so that their teams can trust that their leaders 'get' the issues

05

DIVERSIFYING

Intentional diversification of people, leaders, voices and issues so that race equity and anti-blackness are addressed

02

CONFIDENCE GROWING

People feel that they can speak about racism that is happening to them, or around them or because of them

ANTI-RACIST CULTURE AND BEHAVIOURS

06

ADVOCATING

Using external voice, resources and platform to advocate for change across the sector

03

PRACTICISING

Embedding anti-racist and EDI behaviours and practices into everyday culture as a team with learning and unlearning at the core

07

MEASURING

Have practices in place to track and measure progress and impact with a board that holds us accountable to them

Me and other leaders say in almost every forum: 'We want to know', 'We want feedback', 'We want to hear what you think', and just providing lots and lots of spaces to do that, both anonymously and not anonymously

I do a Q&A with all the staff once a month, and they can ask anything. Historically it was all anonymous - now you rarely get that...because the whole leadership team, not just me, is modeling a lack of defensiveness or punitive response to someone speaking out

Our Black staff don't overthink this. Keep having these conversations. Some will be uncomfortable and some won't

It's a journey, not something we can tick off. It's a different way of working. There's more that we can do on that

It's important that I'm role modelling what anti-racist leadership can and should look like, owning my mistakes and sharing my learnings with others

ANTI-RACIST LEADERSHIP TRAITS

- Vulnerability to share own journey and growth
- Continues their personal learning journey
- Able to have and hold crucial conversations
- Role modelling within the charity and sector
- Has an external voice on race equity
- Gets to know Global Majority staff experiences
- Confidence and competence to talk about racism
- Understands how white trauma blocks engagement
- Creates safety for everyone to share experiences
- Invites being challenged and called out/in by others
- Honest about the issues in sector and society
- Normalises talk about wider society race issues at work
- Ensures there are always diverse voices in the room

SECTOR TRANSFORMATION
WHAT'S WORKING?

VERY FEW OF US ARE ACTUALLY HERE

This structural change work needs a more transformational approach - critical thinking, time investment, collaboration, creativity and the right support to be able to explore new solutions to persistent issues blocking race equity

There's been pockets of learning to understand decolonisation and white supremacy traits, but most are not ready to tackle these issues as a lone organisation

There's a readiness amongst CEOs to take a different approach that puts long-termism and collaboration at the centre, but how to get there isn't clear

THE BIG QUESTIONS BEING CONSIDERED

RACE EQUITY INFORMED SUCCESSION PLANNING

DIVERSE WORKFORCE STRATEGY FOR INFRASTRUCTURE ORGANISATIONS

BOARD LEVEL ACCOUNTABILITY AND SECTOR BENCHMARKS

HOW TO BRING ALL YOUR MEMBERS ON THE JOURNEY

DIVERSE TALENT DEVELOPMENT STRATEGY

A COORDINATED APPROACH TO RACE EQUITY AND WORKING WITH FUNDERS

BRINGING INTERSECTIONALITY INTO RACE EQUITY WORK

UNLEARNING OF WHITE SUPREMACY CULTURE AND HOW CHARITY WORKS

THE JOURNEY

CONTEXT
TODAY

YOUR
PROGRESS

BLOCKERS
AND
ENABLERS

MOVING
FORWARD

NEWS
WAYS

CONCLUSIONS & RECOMMENDATIONS

THE POTENTIAL FOR SIGNIFICANT IMPACT

Collectively there is significant power to achieve seismic change

As a sector there could be a future where you are fully supported by benchmarks and measurable goals, knowledge sharing and best practice, sector-wide strategies, collaborative programmes and innovative partnerships to advance race equity

There could be a more visionary leadership role played by the small but powerful infrastructure and membership bodies helping others to instigate change to create more equitable outcomes for their workforce and service users

UNDER-UTILISED POWER TO DISMANTLE RACISM

Yet, in England at least, there is no real imperative to speed up the pace of change nor real requirement for accountability. Dismantling racism currently relies on the drive of individual CEOs or the demands from members or sector organisations and is often under funded and resourced

As Wales is strengthening its position on anti-racism with top down support and a co-produced plan for institutions and organisations, the sense of urgency and accountability may begin to shift. There still remains the task of ensuring that organisations have the capability to meet them

SILOED WORKING HAMPERS IMPACT

The focus to date has been on individual leader and / or organisational journeys of change which has had some successes. But it has also meant stagnation, duplication, exhaustion and sometimes confusion in how to improve race equity

Despite good intentions, experiencing or navigating white trauma, a lack of insight on what is working, the context of scarcity, limited capacity for critical thinking and the dominating sense of other more urgent things, all hold the sector back

The sector has much of what it needs. This project has revealed a wealth of knowledge, experience, learning and guidance amongst you and around you, to inform elevated impact. Working in a more joined up way is a strong recommendation from this inquiry

SPACE & SUPPORT TO TACKLE CRITICAL ISSUES

You have outlined a need for coordinated support to facilitate leadership, culture, board and structural change. The desire for collaborative thinking and structured framework to make meaningful steps is there

| SECTOR LEADS TO CHAMPION SECTOR ACCOUNTABILITY, E.G. NCVO, ACEVO, AOC | FOCUSED AND COORDINATED EFFORTS ON LONG TERM CHALLENGES | PRACTICAL RESOURCES SHARING AND BEST PRACTICE TO GET BASICS RIGHT | SUPPORT NETWORK AND INVESTMENT IN COLLECTIVE LEARNING |

PERTINENT ISSUES TO SOLVE TOGETHER

- The future of resourcing and funding for race equity
- Long term talent development strategies
- Reimagining the race equity focused board
- Equitable succession planning for future leaders
- Meaningful race equity support and development for staff
- Anti-racist leadership and culture development
- Member equity and supporting Global Majority led organisations
- Power sharing best practice and innovations
- Bringing members and other organisations on the journey
- How to work more effectively with Global Majority partners

DEFINE THE SECTOR LEADERSHIP ROLE

Having greater ambition for and on behalf of our members feels like a critical next step. This requires more clarity on our role as leaders and what this means we collectively do to advance race equity across the sector

INVESTIGATOR

EDUCATOR

CHALLENGER

ENABLER

FACILITATOR

REGULATOR

Shining a light on specific issues to address?

Sharing our knowledge to build race equity leaders?

Taking on the issues needing long term thinking?

Giving voice and platform to Global Majority in the sector?

Bringing people together to make impact?

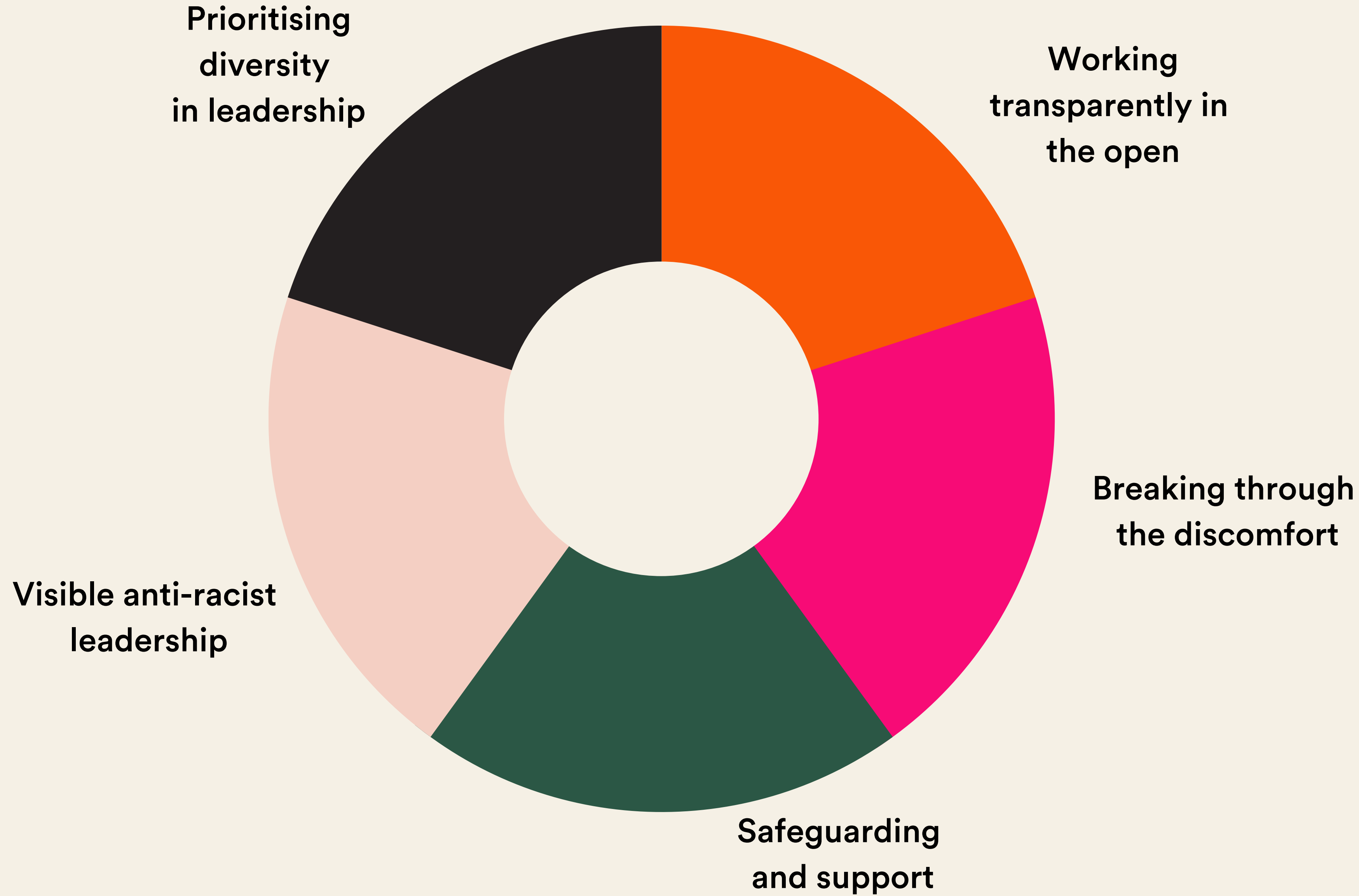**Bringing accountability measures to all?**

NEW OBJECTIVES

Irrespective of journey of change, there are five factors that have stood out as having a substantial impact on advancing race equity in the sector

We recommend these form the priority focus for this collective moving forward

THE KEY CATALYSTS FOR RACE EQUITY CHANGE

Prioritising diversity in leadership

Working transparently in the open

Breaking through the discomfort

Safeguarding and support

Visible anti-racist leadership

WORKING IN THE OPEN

- Annual audit as a sector on race equity progress
- Sector wide reporting on ethnic diversity in teams, leadership and boards
- Quarterly accountability session with Advisory panel
- Requirement to publish race equity plans and progress externally
- Set up a learning and best practice centre for whole sector to access
- Instigate external accountability mechanism (e.g. Charity Commission)

BREAKING THROUGH THE DISCOMFORT
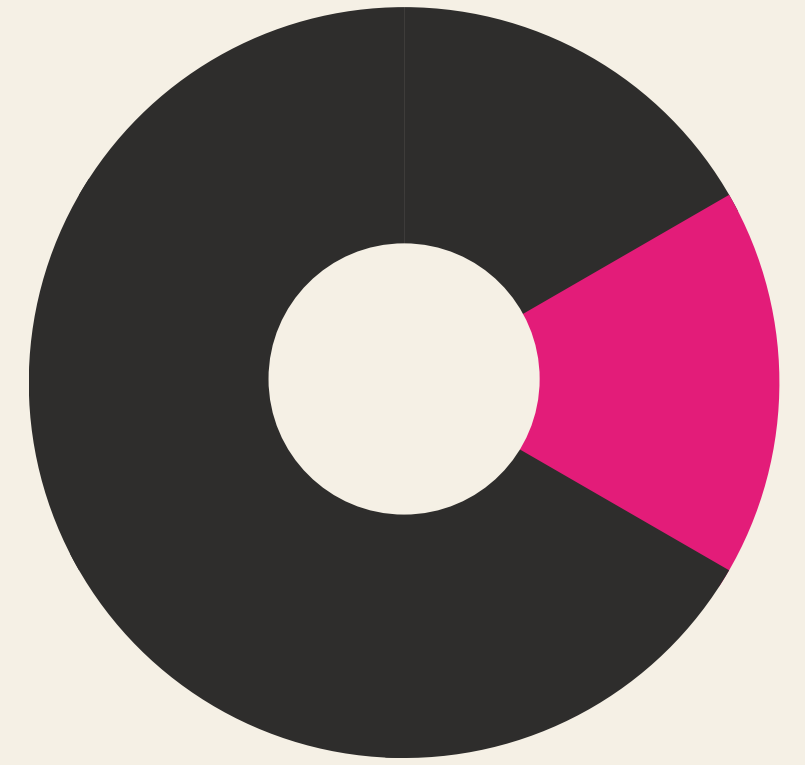
- Continued individual and collective leadership learning
- Prioritise organisational learning and development
- Normalise real conversations about racism and race equity
- Build cultures able to learn, grow and reflect to move beyond white supremacy
- Have the know-how and confidence to create race based psychological safety

SAFEGUARDING AND SUPPORT

- Cross sector measurement of experiences of racism and white supremacy
- Coordinated efforts to enhance effectiveness of racism policies and approaches
- Structured development opportunities for Global Majority team members
- External space to share experiences and unpack everyday workplace challenges
- Invest in specialist training for those working in race equity
- Proper remuneration and support for those we are asking to bring their lived experience to advance the sector

VISIBLE ANTI-RACIST LEADERSHIP

- Actively promote and enable leaders to take a clear and visible stance
- Prioritise development of new leadership skills to facilitate and role model this
- Develop organisational story on anti-racism to guide members/others
- Make clear the direct link between race equity progress and charity aims
- Use your platform to advance key race equity issues impacting your sector

DIVERSITY IN LEADERSHIP

- Gain and track ethnic diversity data across membership/infrastructure sector, especially for leadership and key influencing roles
- Better define the issues hampering successful diverse recruitment and retention
- Invest in cross-sector solutions to attract and support Global Majority candidates
- Enhance collaboration and power sharing practices to improve the potential for contribution and participation from a more diverse community

THANK YOU
ANY QUESTIONS?

REFLECTIONS

WHITE SUPREMACY TRAITS

Which do you see impacting on your race equity work?

FEAR OF OPEN CONFLICT

DEFENSIVENESS & DENIAL

RIGHT TO COMFORT

BELIEVING IN OBJECTIVITY

POWER HOARDING

EITHER/OR BINARY

SENSE OF URGENCY

PROGRESS IS BIGGER, MORE

PERFECTIONISM

INDIVIDUALISM AND SILOED WORKING

WORSHIP OF THE WRITTEN WORD

PATERNALISM

Active Ally/ship - How do you use your privilege to support change?

EDI (Equity, Diversity & Inclusion) - Where is/ should the focus be in your organisation?

Institutional /systemic racism - How equitable are policies and decision-making processes?

Intentional anti-racism vs passively non-racist - How have these shown up on your/org's path?

Intersectionality - Does this get used to describe an approach to addressing various identities within your organisation, or compounding layers of inequality?

(Micro)aggressions - When does micro become macro? What does repair look like in both instances? How good are we will repairing after ruptures?

Power sharing - What existing tools/frameworks/privilege/experience enable you to make an impact today? Where do you see powerhoarding happening?

(The) Rooney Rule - How can targets help to bring accountability to recruitment process?

White fragility, guilt, trauma - What learning do these provide for you/your org/your members about the blocks to progress?