

Equity Actions Progress Report

Background
November 2021

The Equity Project began in 2019, after a member of staff challenged the Directors to do better with increasing diversity and representation within the staffing team, visitors, and beneficiaries at SWCF. The Equity Project explored barriers to participation at urban farms for people from diverse communities, and presented possible solutions for improvement. The resulting Equity Report was publicly launched in January 2021. The recommendations within the Equity Report and its' supporting documents were compiled into an Equity Action Plan, to ensure that no recommendations were overlooked. As we now approach the one-year milestone since the external launch of the Equity Report, we are now reporting on our progress for implementing the Equity Recommendations, as part of our duty of accountability – to ourselves, and to our community.

Successes

- We have made good progress in implementing the recommendations from the Equity Report and Cultural Competency Report, as shown in the Action Plan RAG (Please see Appendix 1)
- Embedding the Equity Report was an important part of the process. All staff had a one-to-one with a Director, with the offer of additional external supervision with Cocoa Stephens, who wrote the Cultural Competency Report. This meant that the whole team was given time to read, process and digest the contents of the report, and supported through the process.
- Two bespoke Equity, Diversity and Inclusion training sessions were commissioned, and were designed and delivered by Manu Maunganidze. Manu was part of the team that wrote the Equity Report, and as such had a unique perspective on the Farm, our staff and our offer. These trainings felt much more impactful and relevant to our organisation and team than “off-the-peg” diversity trainings. Additional supervisions were offered with Cocoa, to support staff to process and integrate the content of the training.
- Following on from the community research carried out by the Equity team, we have engaged 10 community advocates from diverse backgrounds in a two-month exploration of the Farm, our sites, services, vision and mission. This process has been deeply insightful, and will inform our new Vision, Mission and strategy, ensuring that everything SWCF does is informed by and co-created with our community.
- The Sustainable Equity Engagement & Development group (SEED) has been formed independently by the staff team. The SEED group has been formed to be a safe space for staff to discuss equity, alongside taking ownership of the implementation and development of the action plan.
- We have made greater progress developing our partnership working to support, uplift and collaborate with organisations/groups that have established and trusted relationships with people from underrepresented communities. As well as supporting a range of partners through free-to-access facilities, we have also agreed to a 24-month residency with Houria (a Pan African cooking enterprise with women who are survivors of modern-day slavery) and a 12-month collaboration to offer nature connection activities for asylum seekers and refugees with Bristol Mind's Greenspaces Project.
- An analysis of our beneficiary equalities data shows that people accessing our services broadly represents the statistical equalities data of the communities living around us. For example: 66% of our adult beneficiaries are White British, with 44% of people from Black, Asian or minority ethnic background, and/or mixed heritage whereas the Ashley Statistical Ward profile (2017) states that 33% of the local adult population are from Black, Asian or minority ethnic background.

Challenges

- Change can be a slow process! Whilst we have made good progress with implementing the recommendations from the Equity report, there has yet to be significant changes in the demographic make-up of our staff and trustee team. We recognise that building trust can take time

and are hopeful that as we continue to strengthen our partnership working and improve our recruitment processes, we will slowly begin to attract a wider diversity of people to apply to join our team.

- We are now collecting more equalities data about our staff, trustees, service users, visitors and partner organisations. We will use the staff and trustee equalities data from 2020 as our baseline to assess any changes in the demographic make-up of our staff team. The baseline data shown for our beneficiaries (including clients, volunteers and service users) is a snapshot from April to December 2019 and does not depict the full year due to the disruption to service caused by Covid-19.
- Whilst we are now gathering more equalities data, we have not yet designed an effective and easy way of analysing the data. This is an important next step, which should be written into key objectives for 2022.
- As we are entering into more partnerships with organisations led by people from minoritized communities, we need to ensure our partnership agreements are empowering and uplift their work, vision and values. This requires recognising the privilege we hold as an established, majority white organisation. We have made mistakes that we have learnt from over this year and listened to feedback from partner organisations, that sometimes our desire to be “helpful” can feel dis-empowering as we come from a position of privilege. We need to continually be aware of this.
- This is emotionally heavy work. The senior management team have definitely felt an increased emotional load whilst supporting our team through this work, and this is something that needs to be considered moving forwards.

Sustainable Equity Engagement and Development (SEED) Group

SEED was formed by staff that felt that the Equity Action Plan was inaccessible and didn't go far enough to embrace the recommendations of the Equity and Cultural Competence Report. SEED aimed to tackle this and move the Action Plan into more equitable territory. The intention was to gather staff and make an inclusive and safe meeting space, to see what developed through a group approach. They introduced an equitable decision-making tool (see Appendix 2) and trialled it's use in response to the issue of staff uniforms. The SEED group feels that the use of the equitable decision-making tool is invaluable in shifting our organisational decision making towards a more inclusive, equitable model, and strongly recommend it's use at all levels of the Farm management.

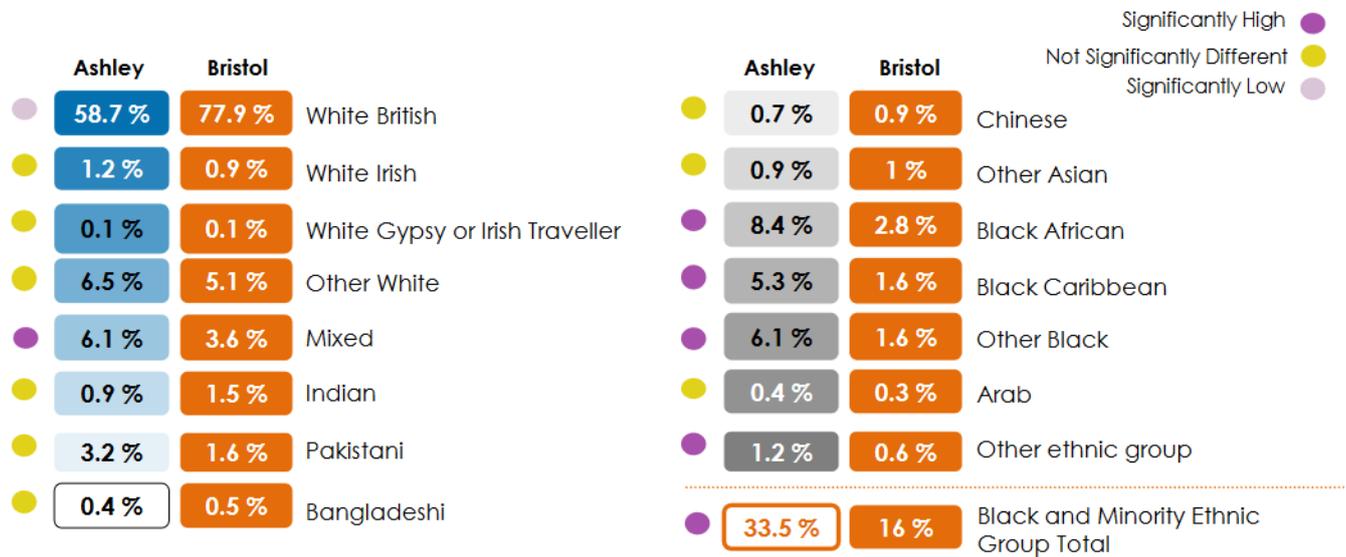
Equalities data

Starting in April 2021, we are now asking all staff and trustees to fill in an annual anonymous online Equalities form which will be compared to baseline equalities data that was taken from a report commissioned from the Diversity Trust in February 2020.

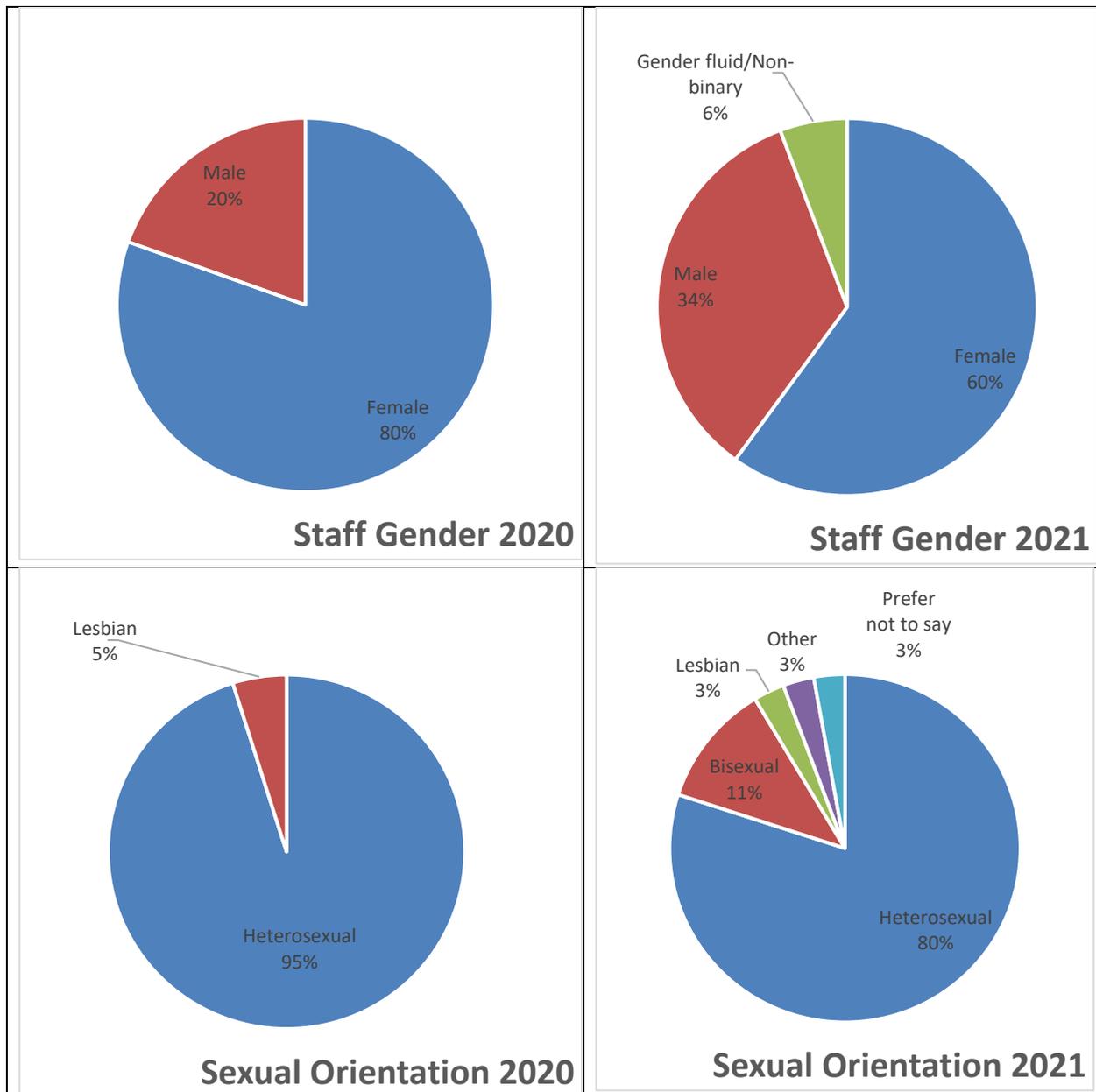
Please see overleaf for staff and trustee equalities data for 2020 and 2021.

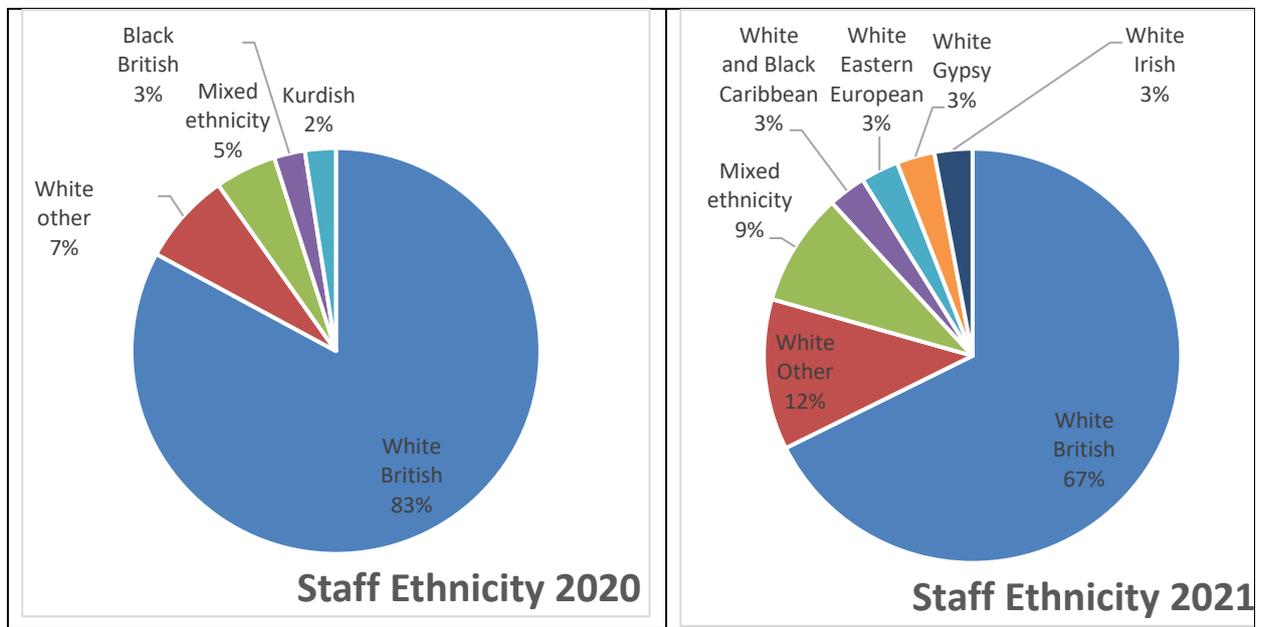
Analysis of staff and trustee equalities data

- We have made significant progress on the three key Equalities indicators for which we had baseline data: gender, sexual orientation, and ethnicity.
- Whilst this change can partly be attributed to the success of various measures implemented following the Equity Report, it may also be due to changes in the way staff self-identify.
- It is also important to note that the baseline data was taken from the Diversity Trust report commissioned in February 2020, as such we do not have access to the raw data, or the questions asked.
- Based on the demographic information available from the 2011 Census (2021 data will be published in spring 2022), our staff demographics are close to that of Bristol as a whole, but we have a fair way to go before we are representative of our local ward.

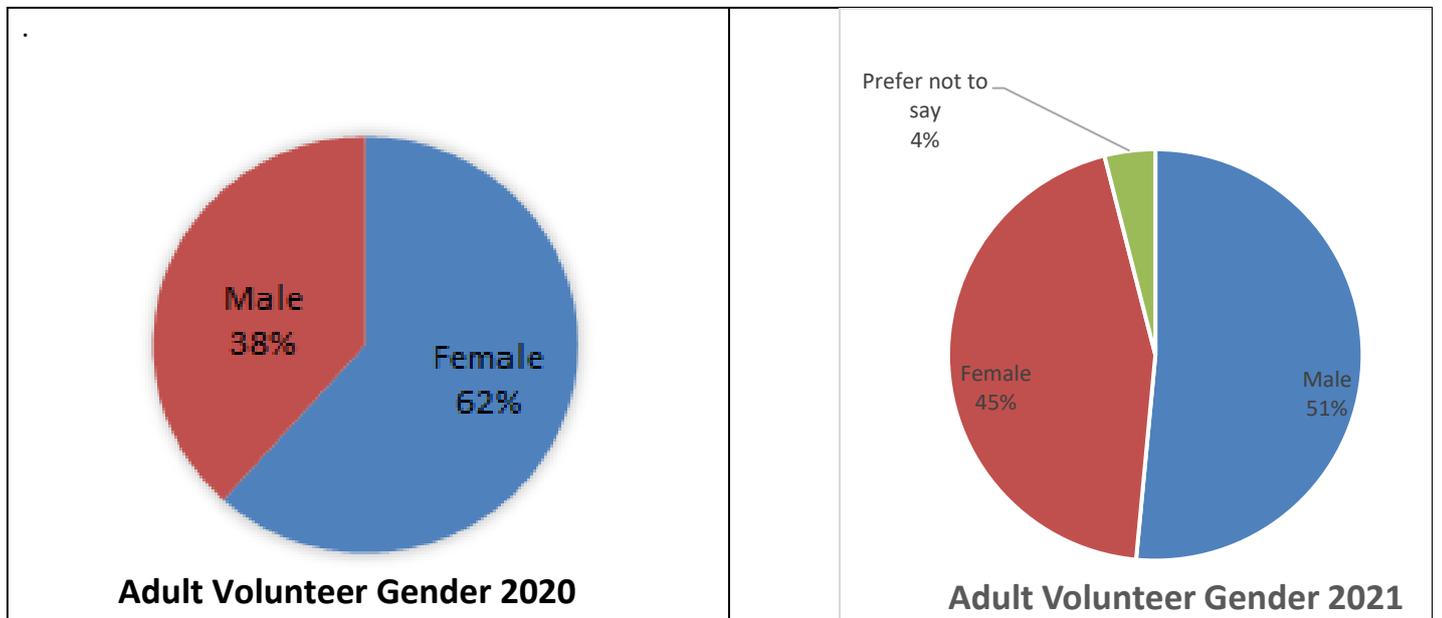


Staff and Trustee Equalities Data 2020 & 2021

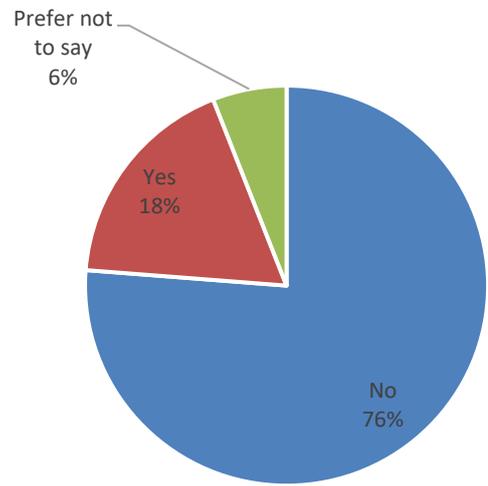




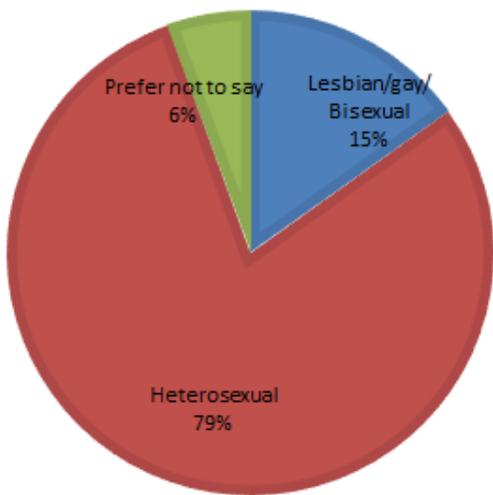
Adult Volunteer Equalities Data 2019/20 & 2021



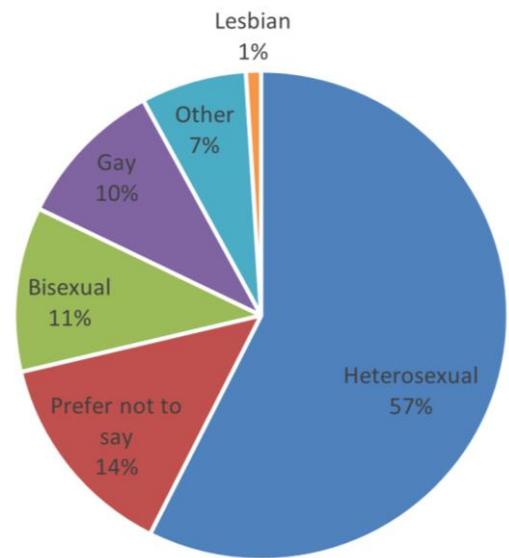
Not asked in 2019/20 Equalities monitoring



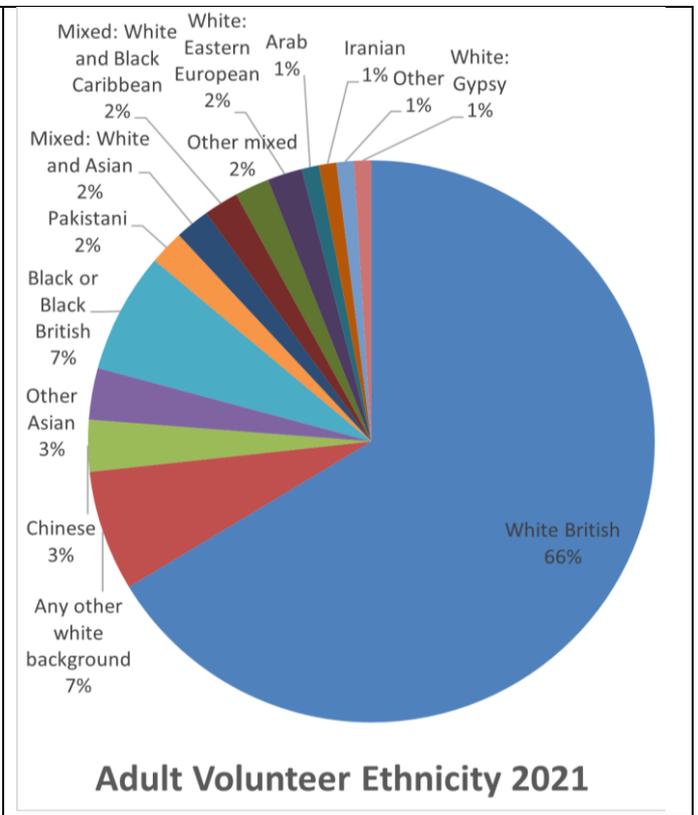
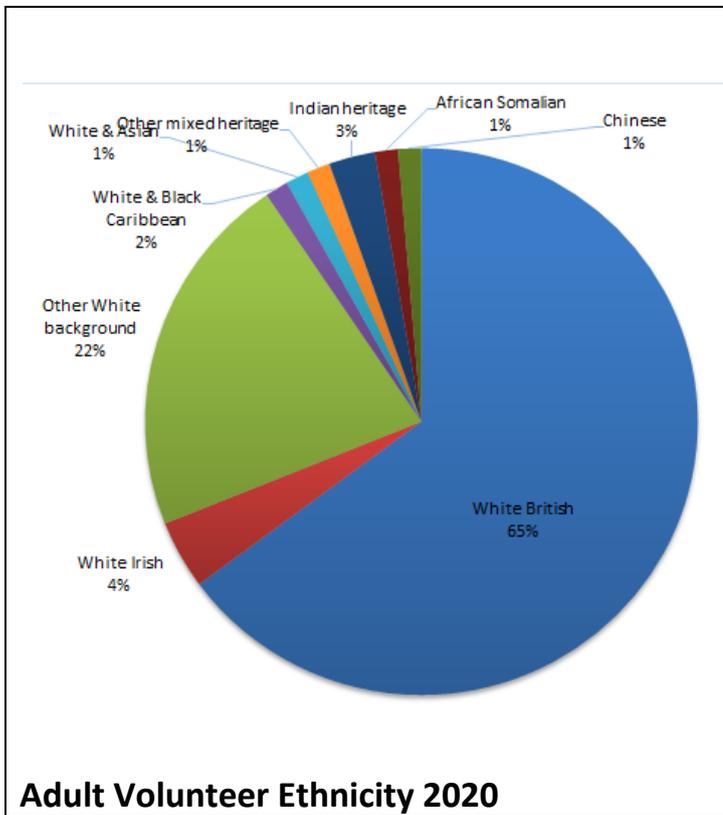
Is your gender different to that assigned at birth? 2021



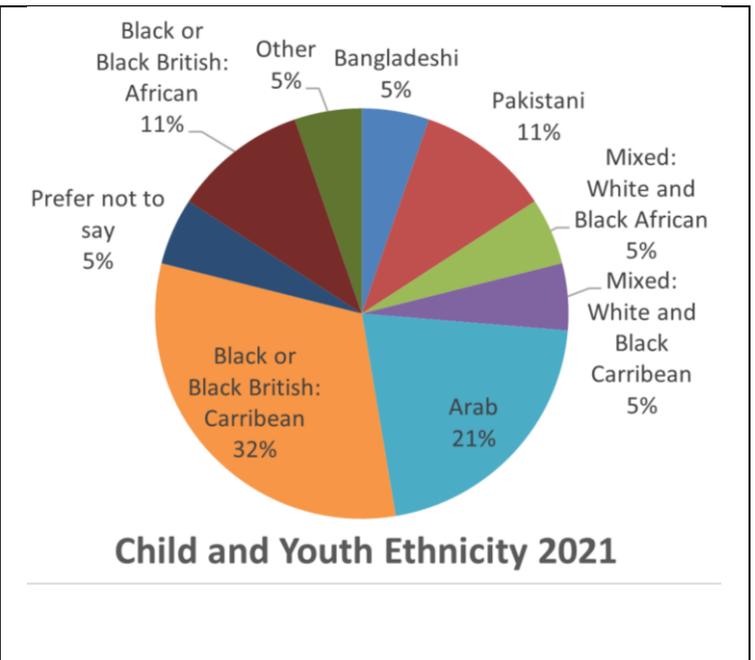
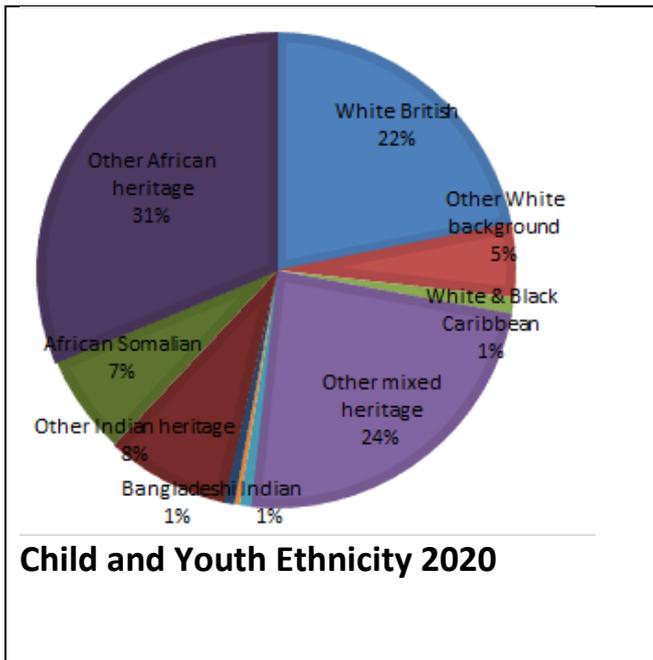
Volunteer Sexual Orientation 2020



Volunteer Sexual Orientation 2021



Child and Youth Equalities Data 2019/20 & 2021



What are our next steps?

- Review any outstanding (Amber/Red) actions from the Equity Recommendations below and assign resource to progress
- Celebrating and sharing the advocacy report, and developing an action plan to implement their recommendations linked to the Operational Plan 2022-23
- Continuing to strengthen the relationship with the advocates
- Forming a working group with staff, trustees and advocates to develop our Vision, Mission and Objectives

- Continuing strengthen our existing partnership work and develop our partnership offer as a key part of our commitment to Equity, Diversity, and Inclusion

Appendix 1: Equity Recommendations RAG

	Recommendations	Lead Staff Member		Deadline	RAG	Comments
1	Better meet the needs of our current and future beneficiaries					
1.1	Better understand the social, educational, recreational and support needs of current and future service users to inform the development of the 3 Year Strategy, subsequent Operational Plans and Project development.	Director	Appoint Prof. Addy Adelaine and assign internal staffing resources to undertake consultation to define the Farm's Vision, Mission and operating strategy	Jan - June 2021		
		Director	Collate socio-economic data from Equity Report. Identify if further info is required	Jan - Feb 2021		Impact Committee to look at Needs Analysis for the Operational Plan 2022/23
		Director	Develop Operational Plan for 2021-22 using Equity Report, socio-economic data and community consultation as bedrock	Mar-21		
		Director	Undertake a full Community Consultation every three years, and on an ongoing basis through beneficiary feedback	Ongoing	Ongoing	Full community consultation due in 2023
1.2	New services are developed through co-creation and/or collaboration to ensure that they are led by beneficiaries, rather than created for them	Project Managers	Service Co-creation Report shared with Directors, detailing: how need was identified; equality data of people consulted with; methods of consultation etc.	Ongoing	Deferred until Jan – March 2022	To be looked at by a working group in 2022
		Project Managers	Identify and engage with potential partners who have established relationships with target audiences and/or represent people who are currently not engaging with SWCF in view of collaborating on project jointly	Ongoing	Ongoing	Partnerships ongoing with Houria, Bristol Mind, Mazi, Kabbo Storytelling, Jude and female refugees
		Operational Manager (Community)	Explore opportunities to increase volunteer skill sets as a potential gateway into employment (such as paid apprenticeships) and identify strategies to identify	April 2021 - March 2022	Ongoing	Apprentice Dev Report completed, Kick-starters employed, seeking funds for Apprenticeships - one Horticulture Apprenticeship fully funded and due to start in early 2022

			underutilised skills, knowledge, and perspectives of lead volunteers.			
1.3	Foster greater communication, share knowledge/resources and work in partnership with other local organisations/agencies	Operational Manager (Community)	Assign staff relevant partner/group/organisation (s) and seek feedback on relationship development every quarter	April 2021 and every quarter	Ongoing	

2	Improve access to Farm sites and services					
2.1	Remove barriers (financial, cultural, physical and language etc) to accessing the Farm's sites and services	Project Managers	Consult with beneficiary to identify how we support them to get to the Farm more easily, for instance: organised walking bus/guided bike ride, provision of taxi fare, development of a downloadable map with bus details etc. Identify if beneficiary requires on going support, or if they only require support first few visits to gain confidence/awareness how to get to the Farm independently.	Ongoing	Ongoing	Partners have not been changed for site hire and in some instances, we have offered refreshments, travel costs and equipment costs to ensure greater inclusion
		Director / Operational Manager - Community	Seek funds to remove barriers to participation, including staff resources, taxi / bus fare, hiring a mini-bus, PPE, wet weather gear, boots, clothes etc	Jan-21	Ongoing	All funding bids being submitted include funds to remove barriers to participation
		Director	Pursue funding opportunities (as and when they arise) that allow for the purchase of a minibus and associated ongoing costs	On hold	On hold	not deemed an achievable priority at present
		Operational Manager - Site	Seek funding/reserves to increase outdoor shelter to protect service delivery from inclement weather conditions.	Jan - March 2021	Outdoor shelters purchased and in place	Installed at PP and will discuss ops for BW at next Op Meeting
2.2	Increase people awareness of what we offer and how to access it, through improve signage and	Operational Manager - Site / Marketing Manager	Develop and install on-site signs welcoming patrons and making it clear what facilities are available and where they are situated	Dec-21	Deferred until April - June 2022	Temporary signs in place, however we would like to work with advocates to compile final signs, and are moving slowly to avoid mixed messaging due to Covid.

	interpretation, where possible that is translated and accessible.	Operational Manager - Site / Marketing Manager	Develop and install off-site signage, fliers and maps that direct the public to the Farm's sites	Dec-21	Deferred until April - June 2022	This will be delegated to the new Sites Ops Manager, due to start in post March 2022. Input from advocates will be sought.
		Estates and Livestock Manager	Explore how Farm produce is sold and advertised so that it is accessible to the wider geographical community surrounding the site.	Mar-21		Part of the livestock review
2.3	Increase visibility of staff or lead volunteers responsible for sites, who actively welcome visitors and make themselves available to answer questions and provide guidance.	Operational Manager - Community	Ensure staff leading activities in a site that is accessible to the Public are wearing an identifiable uniform or badge.	Feb-21	Deferred until 2022/23	In consultation with staff team/SEED group about uniforms
		Estates and Livestock Manager	Ensure staff leading on the Farm site are trained and willing to liaise with the public when required	Mar-21		Weekend staff have been accommodating of public during opening hours
2.4	Explore options to offer more affordable / accessible lunch/refreshments options	Director	Ask the City Farm Café to consider offering/advertising an affordable dish for families and households on lower incomes.	Apr-21		Jess liaising with Leona. She is offering Houria access to the Café when she is closed.
		Operational Manager Community	Explore possibility of extending the opening hours/days of the Youth Café (or other affordable snack option), as well as increasing the advertisement of this more affordable and accessible eatery and include within 2021-22 Operational Plan	April 21 - March 22		Youth Café has not been open to the public due to Covid. Will revisit in light of infection rates in Autumn/Winter.

3	Increase ownership and engagement of culturally diverse audiences in our services and sites					
3.1	Increase ownership, engagement and use of the Farm's sites and services by more diverse audiences	Project Managers / Trustees / Staff	Ensure that every service user, staff member and trustee completes an Equalities form which will be monitored quarterly and reported on annually to identify who is using our services and making decisions on our services	Apr-21		All staff & service users asked to fill out anonymous Equalities form each April.

3.2 Develop a Communications Strategy which has continuity as an underpinning feature, exercising patience and maintaining actively engaged in a variety of approaches to create long-lasting connections

Director / Operational Manager - Community/ Marketing Manager	Explore the development of a specific Outreach Role or prioritise Outreach targets into each Project Manager's Job Descriptions to increase community ownership by developing relationships with people in their own spaces, asking them what they would like to do in our spaces followed by inviting them for a first visit. Flip the dialogue from "we have this activity, please come" to "what would you like to do in this space and how can we help bring this to life?"	April 21 - March 22		JD developed. We have submitted funding bids for this role and will continue to do so.
Project Managers	Each PM to develop a strategy to ensure at least 30% of service are from ethnically diverse communities and those who represent other protected characters. This may include working in partnership, offering free independent access to local groups and/or welcoming people in with cultural activities.	April 21 - March 22		Integrating methods into project delivery, however PMs suggest they may need more help, training or a budget to support them meeting this target. Some say the hard target is not relevant or ethical. We are reviewing this in line with advocacy work.
Project Managers	Project Managers will be asked to report on Equality of service users annually, and the proactive routes taken to recruit and retain service users within underrepresented communities.	Every quarter		PMS asked. Op manager to ensure this is being filled out.
Director	Recruit an 2021 'illustrator of the Year' seeking to attract candidates from a broader range of diverse backgrounds to develop some marketing collateral for use in advertising	Jan-21	On hold	This has been put on hold for there SEED group to identify how best to proceed.
Marketing Manager	Develop and roll out an inclusive, attractive and informative communication strategy that speaks to all members of our community informing them of what we do, when/how we do it, how they can access our services, and how they can support our work	Sep-21		Final strategy presented to Impact Committee on Nov 3rd
Marketing Manager	Assign staff resources to develop a new marketing 'voice' for SWCF that is welcoming and inclusive, and takes care not to stigmatise patrons or potential patrons.	Sept		Final strategy presented to Impact Committee on Nov 3rd
Marketing Manager	Update the Farm website seeking to better represent what the organisation offers in a more accessible, streamlined way that allows information to be found easily.	Sep-21		Completed in July 2021

Marketing Manager / Project Managers	Develop and share 'Welcome to the Farm' videos for potential beneficiaries depicting current service users introducing the viewers to the sites/spaces to demystify them, increase confidence about where to go, what to wear and removing anxiety about participation	Sep-21	Deferred until June 2022	Deferred to allow time to seek funding and work with advocates/beneficiaries to develop concept
Marketing Manager	Participate in Facebook Groups as part of a wider outreach effort, sharing information with partner organisations and beneficiaries across social media to reach a wider audience.	Ongoing	Ongoing	

4	Better reflect and represent the cultural diversity of our city at all levels of the organisation					
4.1	Seek to broaden representation of the staff team as a priority through positive action, targeted recruitment, utilising partners/organisation etc	Director	Develop a Recruitment Procedure to offer a systemised process for advertising employment opportunities/commissions/consultancy to ensure greater reach and broader representation. Support candidates with vocational knowledge and skill sets and reduce emphasis on academic knowledge where this is not a prerequisite for the role. It will offer a full list of partner organisations and local community groups/centres within geographical reach of SWCF that can be used as advertising channels.	Jan-21		More outreach and relationship building with local community needed. This is currently being developed through our Communications Strategy and partnership working, although more physical outreach could be done.
4.2	Support greater cultural competency within the organisation	Director	Embed cultural competency reflective practice and regular one-on-one conversations to facilitate the staff better embracing difference in line with SWCF's organisational aims and values	Jan-21		Staff have been offered a series of Cultural Competency supervisions with external consultant as well as with Directors/Line supervisors. Additional training and supervision to be offered in 2022/23
4.3	Update / amend our policies and procedures to better reflect and promote Equity throughout the organisation	Director	Update Policies/procures as advised by the Diversity Trust, and embed within the Farm culture, offering staff/trustee/volunteer training where required	Feb-21		EDI policy updated to include Diversity Trust recommendations, with further improvements suggested by trustee. Policy to be presented at January 2022 Impact committee.

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Please note, the Equity Report recommended we recruit an Internal Consultant position who would oversee these recommendations. However, the Directors believe that it would be better to assign the actions above to a lead staff member to ensure that they are owned across the staffing structure rather than being held by one person. Lead staff members will report to the Directors, who will feedback to Trustees every two months. Each year, progress will be compiled into an Annual Review and shared internally and externally.

Appendix 2: Equitable Decision-Making Tool

Please complete all sections as briefly and honestly as possible.

Please also bear in mind the following themes. We need to collectively resist these as symptoms of our cultural and historical conditioning.

White Supremacy Culture:

- Perfectionism
- Sense of urgency
- Defensiveness
- Only one right way
- I'm the only one
- Quantity over quality
- Worship of the written word
- Paternalism
- Either/or thinking
- Power hoarding
- Fear of open conflict
- Individualism
- Progress is bigger, more
- Objectivity
- Right to comfort

We may experience discomfort as we go through the decision-making process, but this is what the tool will help us overcome. It may feel time consuming at first, but as we use it more frequently it will become easier.

The tool enables us to consider everything needed to ensure we make the most equitable decisions possible.

It also shares the responsibility of big decision making through facts and communication, so no one person need shoulder decisions on behalf of others.

For reference:

The term **Societally Non-Dominant (Jenkins, D. 2018)** refers to the following: (Please add any identities missed)

- People with disabilities – Mobile and physical accessibility, invisible disabilities, neurodiversity.
- People of colour* –

In UK historically underrepresented are: Black, Black African, Caribbean, Black British, Asian, Asian British, Latinx, Mixed or Multiple Ethnic groups.

In US: African-American, Black, Pacific Islander, Native American, Latinx, Asian (can be further split into more specific identities*)

- People from the LGBTQI+ Community – All identities within this category have been historically underrepresented worldwide, particularly Transgender individuals.

PURPOSE:

What is the decision you need to process?

What is the outcome intended by this decision?

Do you have a clearly defined reason and need for making this decision?

Does the current situation have any negative impacts on Societally Non-dominant (SND) or other vulnerable populations?

Is this decision data-informed?

What kind of data was used to make the decision? *Qualitative (relating to quality) and quantitative (relating to quantities).*

Is it possible to break down the data used to discover the disparate impacts of this decision?

POWER AND PRIVILEGE:

Have you reflected on how your own power and privilege might affect this decision?

How have you flattened power dynamics in the decision-making process? *(Everyone has a voice, regardless of their power.)*

Has everyone in the decision-making process voiced their concerns and have those concerns been addressed?

CONSULTED AND INFORMED:

Who are the key stakeholders?

Who should be consulted or engaged?

Who is left out of the decision-making process?

Who is engaged and represented in the decision-making process? Have they been consulted on how they would like to be involved in the process?

Has adequate time been given to meaningfully include all voices in this decision?

What is being communicated, to who, and how?

Who is communicating the information? On whose behalf? How is the message being filtered? How is information coming in and out?

Has there been consensus on minimum requirements to meet the goal?

IMPACT:

What is the desired impact of the decision?

Does this decision have disparate impact on any groups?

How will this decision reduce disparate impacts on societally non-dominant groups?

What departments will be impacted by this decision and how?

Who will benefit from this decision? Who will be burdened?

Have you considered all impacts? (*morale, budget, relationships*)

If you are unsure whether you have considered all impacts, what will you do to become informed?

Who or what groups are most impacted by this decision and how are they represented throughout the decision-making process?

Has accessibility been considered? (*i.e., digital, physical accessibility*)

CONSIDER ALTERNATIVES:

Is this decision being rushed in any way?

Is there a better time for this decision?

Have you considered alternatives for this decision?

Is there a different cultural perspective that you have considered?

Long-Term Effects (7th Generation Mindset):

Did you consider and incorporate lessons learned from similar decisions made in the past?

What short and long-term impacts will this decision have? Immediate? 1 year? 3 years? 7th Generation?

What effect will this decision have on the budget? Immediate? 1 year? 3 years? Longer-term?

What is your plan to revisit this decision to ensure equitable outcomes?

CONTINUOUS IMPROVEMENT:

What strategies will be used to ensure this decision continues to have the intended impact(s)?

What circumstances might change down the road that would render the decision ineffective or detrimental in the future?

How will you measure effectiveness? *Qualitative and quantitative*

References:

This **Equitable Decision-Making Tool** has been adapted and simplified for our use from the original by Clark College - Office of Diversity, Equity and Inclusion. (www.clark.edu/nds)

The term “Systemically Non-Dominant” by D. Jenkins. 2018, appeared in a paper titled “A Critical Lens to Rethinking Power, Privilege and Inequity Language (www.shareflame.com)

Further details on White Supremacy Culture themes and their antidotes: www.uuare.org/cwsc/