

DRAFT CBT Race Action Plan for Consultation

* BHE – Bridge House Estates, CBT – City Bridge Trust, CoLC – the City of London Corporation; CFT – Charities Finance Team; CG – Central Grants, DEIWG – Diversity, Equity and Inclusion Working group, FM – Funding Managers, FO – Funding Officers, IL – Impact and Learning, LT – Leadership Team, SI – Social Investment. Also: AE – Milly Ehren, CM – Cathy Mahoney, DC – Dinah Cox, DF – David Farnsworth, SN – Scott Nixon, VL – Values leads, VM – Volunteering Managers.

NB Final Plan: Leads to provide updates to SN on a monthly basis; progress to be reviewed by the DEIWG then LT on a monthly basis (with 2 members of the DEIWG joining the LT meeting); and a progress summary to be provided to each CBT Committee.

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
Internal			
1. Who's elected to the Court of Common Council?	<p>Collate London and CoLC, demographic data on who stands and is elected.</p> <p>Collate best practice from other organisations on BAME individuals standing for election and any support when in office.</p> <p>Listen to BAME Members.</p>	<p>If data shows elected Members do not reflect London's diversity: Further develop positive action (e.g. mentoring) and communications to encourage/ support more BAME individuals to stand for election to the Court of Common Council.</p> <p>Consider the roles, experience and skills of Members in relation to race issues.</p> <p>Support Members with training and development around anti-racism (to include a regular audit of the quality and take up of such training).</p> <p>Develop the work on co-option to Committees to bring more experience around race issues to governance decision making.</p> <p>Monitor changes to outcomes for BAME individuals applying, selected and elected for office and relative statistics for length of service and positions held.</p>	CoLC: (DC to liaise with Angela Roche).
2. Who's elected to the committees governing	<p>Collate demographic data on who stands and is elected to London charities' boards.</p> <p>Collate demographic data on who stands and is elected to</p>	As above but through the lens of the BHE charity and CBT.	BHE: (AE to source & collate data).

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BHE, including CBT?	<p>the committees governing BHE, in particular CBT.</p> <p>Listen to BAME Members and co-optees of the CBT committee.</p>		CBT: (CBT Chair/Deputy/Director & DC).
3. Who's employed and who's promoted?	<p>Collate London, CoLC, BHE and CBT data on where posts are advertised, the demographics of who applies, is long-listed, is short-listed and is employed (at what level); also the data on retention, promotion.</p> <p>Collate best practice from other organisations on employing, retaining and promoting BAME staff including any specific advice for charities.</p> <p>Listen to BAME staff.</p>	<p>If data shows staff, at all levels, do not reflect the city's diversity. Review HR policies, procedures, recruitment (including temp agencies) and advertising documents using a racial justice lens and make changes where appropriate to increase BAME representation.</p> <p>Ensure non-BAME managers understand privilege and are performing, recruiting and promoting in an anti-racist way.</p> <p>Evaluate current monitoring of recruitment, employment and promotion to ensure its collecting information that is useful and used. (But don't keep asking people to prove what is already known – racism does exist).</p> <p>Adequately resource race equality (and broader DEI) work with dedicated staff time, including restructuring and new posts if necessary.</p> <p>Drawing on the above, consider opportunities when BHE and CBT are able to show leadership and model best practice.</p>	<p>CoLC: (DF to request data from HR & up to date recruitment guidance/ planned changes).</p> <p>BHE: AE/DC to collate best practice in relation to charities & DC to critique current practice against best in class.</p>
4. How are learning and development opportunities working?	<p>Identify and collate any race statistics/data from CoLC, BHE and CBT on who is accessing learning and development opportunities (to include a gap analysis if the data is only partially available).</p>	<p>If data shows BAME staff are not accessing opportunities, use a racial justice lens and make changes where appropriate to increase BAME uptake. (E.g. managers' proactively encouraging BAME staff).</p> <p>Ensure managers are trained /performing in an anti-racist way with staff they manage.</p> <p>Potentially update or provide different learning and development opportunities to ensure race issues are understood.</p>	<p>CoLC: DF to request stats/data from HR including BHE/CBT cut if available & info on future plans).</p>

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	<p>Review current learning and development opportunities to evaluate if they help staff develop anti-racist approaches.</p> <p>Collate best practice from other organisations on learning and development.</p> <p>Listen to BAME staff.</p>	<p>Monitor changes to the take up of learning and development opportunities and the relative outcomes for BAME individuals.</p>	<p>CBT: LT/IL/supported by DC (who will also collate best practice).</p>
5. Who are the consultants?	<p>Collate race equality data on, and understanding of race issues with current CBT consultants.</p> <p>Listen to current BAME consultants.</p>	<p>Develop tendering processes for consultancy work that record consultant's racial, (and other protected characteristics), background and equalities knowledge and experience.</p> <p>Ensure consultants are working using anti-racist methods with expectations being clearly set on engagement and during on-boarding and monitor.</p> <p>Ensure consultancy opportunities are advertised with BAME consultants.</p> <p>Consider on a case by case basis in respect of projects whether the staff team has the skills and capacity to cover the race equality perspective or if additional consultancy support is needed.</p>	<p>CBT: DF to request any CoLC procurement data.</p> <p>DC to prepare & recommend process/methods drawing on best practice for CBT to implement.</p> <p>LT (re adverts & project needs).</p>
Internal and External			
6. How is race reflected in the PACIER values?	<p>Sense check that staff understand how race fits into values work.</p> <p>Listen to BAME staff.</p>	<p>If staff feel it is needed – further develop values work to embed racial justice particularly in relation to Inclusion, Representation and Progressive values.</p> <p>Ensure differential experiences for BAME communities around other PACIER issues such as the environmental responsibility are included.</p>	<p>CBT: VL/DEIWG.</p>

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		Enable BAME staff to have a safe-space to discuss the ordinary, systematic and institutional racism faced, (such as the CoLC BAME network).	CBT: DC.
7. How can DEI work around race be woven into all the work?	<p>Continue to gather good practice from external organisations (e.g. at DEI Coalition meetings).</p> <p>Consider when race needs to be approached as a separate issue and when it is part of a broader DEI agenda.</p> <p>Develop TOR and a workplan for a DEI Working Group.</p>	<p>Ensure work of DEI around race is understood and disseminated throughout CBT. Including developing a DEI working group to support the work of the DEI Coalition Champions and broader DEI work across CBT.</p> <p>Ensure issues of intersectionality (how one can belong to more than one identity group) are considered.</p> <p>Use a Human Rights approach to balance the outcomes for different identity groups where there are potential conflicts.</p> <p>Consider the resources needed to embed race equality work (time, staff etc) including at a senior level.</p> <p>Link the CBT race work to that of the CoLC and BHE.</p>	<p>CBT: LT/IL/DC.</p> <p>CBT: DEIWG.</p> <p>CBT: DEIWG supported by DC/LT.</p>
8. How do volunteering opportunities support BAME staff, organisations and communities?	<p>Collate race statistics from CoLC, BHE and CBT data on who is accessing volunteering opportunities.</p> <p>Collate statistics on whether BAME led organisations are involved in the volunteering opportunities.</p>	<p>If data shows BAME staff are not accessing opportunities, (e.g. LEAP, external trusteeships), use a racial justice lens and make changes where appropriate to increase BAME uptake. (E.g. managers proactively encouraging staff, using the CoLC BAME network, internal advertising).</p> <p>Ensure BAME staff are involved on Community Infrastructure Levy Neighbourhood Fund Officer Panel.</p> <p>If data shows BAME organisations are not accessing opportunities to use volunteers use a racial justice lens and make changes where appropriate to increase uptake. (E.g. using advertising, Funder Plus).</p> <p>Monitor changes to outcomes for BAME individuals and organisations.</p>	<p>CoLC/CBT: VM.</p> <p>CoLC/CBT: CG.</p> <p>CoLC/CBT: FM/VM.</p>
9. How do CBT BHE and	Collate best practice in communicating around race.	Update website - including a race equality statement/policy (URGENT).	CoLC: CM to ascertain if any

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CoLC communicate around race issues?	Investigate the history of BHE finance and any links to racism. Gather information on CBT, BHE funded, anti-racist work.	Develop communicating in an anti-racist manner training for all staff. Prepare an honest document on the links between BHE funds and historic racism. Publish positive anti-racism stories. Celebrate BAME success and culture (and not just during October!) Prepare arguments to deal with push-back from racists.	corporate guidance/good practice & supported by DC to draw together best practice. BHE: AE/CFT (investigate history of BHE finance). CBT: IL.
10. How is whistleblowing on racism encouraged?	Sense check whether staff and funded organisations feel the current system is fit for purpose.	Support CoLC in the development of a Confidential Advisor's Scheme. Ensure people aware of the scheme, (including on website, in grantees packs as part of staff induction). Act on complaints and report back on outcomes.	CoLC: HR/Equity Lead (DF/DC to ascertain timing on corporate scheme). CBT: LT/FM (consideration of approach with funded organisations).
External			
11. Are London's BAME communities' needs and aspirations being met?	Collate demographic, assets and needs data on London's BAME communities. Capture and disaggregate the data on different communities that make up the BAME category. Collate best practice information on supporting	If data shows the needs and aspirations of BAME communities are not being met, use a racial justice lens to design new or update current funding streams using ABCD and co-production. Work with CoLC to deliver good outcomes for BAME communities through social investment and broader philanthropy work. Ensure racial justice is included in BHE strategic development. Work with partners to increase and further develop BAME funding. (Ensuring BAME people are paid for their expertise).	CBT: IL/LT/FM/ DC.

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	<p>race equality. (Including via Equity Partner – Ubele).</p> <p>Monitor whether non-BAME funded groups are working in an anti-racist way.</p>	<p>Potentially fund the new BAME Foundation initiative.</p> <p>Outreach to BAME communities regarding the Community Infrastructure Levy Neighbourhood Fund.</p> <p>Adequately resource race equality work internally including dedicated staff time, restructuring and new posts if necessary to ensure external BAME work supported.</p> <p>Ensure non-BAME funded groups are working in an anti-racist way as part of the application and monitoring process.</p> <p>Monitor changes to outcomes for BAME individuals.</p>	
<p>12. Who's funded?</p>	<p>Collate data on who's funded and on London's BAME voluntary and community sector.</p> <p>Collate information on types of grants given to BAME led organisations.</p> <p>Collate best practice information on grant making and race equality.</p>	<p>If data shows the BAME organisations are missing out on proportionate funding use a racial justice lens to increase funding including through new (e.g. BHE) or updated current (e.g. Bridging Divides) funding streams using ABCD and co-production.</p> <p>Evaluate current monitoring to ensure its collecting information that is useful and used.</p> <p>Monitor outcomes of changes to funding for BAME led groups.</p> <p>Work with partners (e.g. through Funder's Coalition on Race Equality, LCRF and Ubele) to understand, develop and strengthen the BAME voluntary and community sector.</p>	<p>CBT: IL to collate & analyse CBT data & relevant London data. Also, with FMs to evaluate current monitoring & outcomes.</p> <p>CBT: DC to support funding team, with partners, to collate best practice on grant-making & race equality.</p>
<p>13. How are BHE and CBT perceived by BAME communities?</p>	<p>Collect qualitative data – through interviews and anonymously with a range of BAME led groups and stakeholders.</p>	<p>Use data to inform race work, such as the development of the BHE strategy.</p>	<p>BHE: CM/AE through positioning work.</p> <p>CBT: CM/DC/DEIWG.</p>