

Addressing Racism Strategy: Commissioning Brief

October 2020

Background:

Second Step is a leading mental health charity that's been putting mental health first for people in Bristol and the South West for over 30 years. We believe that with the right support, everyone can take control of their life and make their future their own.

Our mission is to promote mental health and wellbeing by supporting people and communities to build brighter futures.

Working hand-in-hand with the NHS and local authorities, we offer practical help and emotional support tailored to each individual and their recovery.

The people who use our services are at the heart of our organisation, and our involvement groups help inform and improve the services we deliver.

While we have the genesis of a broad organisational Equality Diversity and Inclusion (EDI) strategy and Policy, it does not support us to understand and respond to the live challenges that have crystallised from the Black Lives Matter movement and inequality issues brought to light through Covid 19. Our own internal Staff BAME Peer Group has also provided us with challenge that we must address.

Our ongoing engagement within the organisation has proved to us that systemic racism exists within Second Step. The recent Black Lives Matter/Global civil rights movement protests and resulting international conversation about racism prompted us to look at the organisation's EDI strategy and policy. We quickly realised it did not properly address the ongoing issues of racism that pervade our communities and is not adequate for the work in hand.

We have consulted with and have full support from our Board and Senior Leadership Team. We have formed a Board level Steering group to help design the strategic and governance structures, and to ensure robust reporting mechanisms.

We have agreed that the priority of our EDI work must focus on racism, race relations and Black Lives Matter. While we recognise that there are other EDI groups where work is needed, such as LGBTQ+, we have decided that racism must be our focus for now. This is not just for our staff colleagues but importantly for our clients. Moreover, we expect that progress on race and ethnicity will support change for all minority groups, but we recognise further work is required for these other groups.

Our emergent strategy is an ambitious attempt to engage the entire organisation in honest conversations with the intention of not just changing policies but to align our strategy and values to be as progressive and inclusive as the communities we serve.

Specific Work:

We are seeking to work with an EDI expert who can advise and support our Board, Leadership team and staff on the development of our emergent EDI strategy with a focus on addressing racism. Whilst not exhaustive the main activities will include:

- Work with us collaboratively to ensure that our approach to the work is the best it can be and to work in an emergent way for the next six months with a view to longer work of 18 months and possibly longer. This will inform the work and priorities below.
- By 6 months the consultant would have facilitated and enabled Second Step to build a bespoke, sustainable plan/framework outlined with priorities and milestones that has been collaboratively produced applicable across all the contexts within the organisation.
- Ensure that our emergent strategy is structured effectively to achieve our aims
- Help us develop specific organisational goals and targets by six months
- Hold intercultural and sensitive conversations
- Assist and advise to ensure that Equality and Inclusivity is embedded in our strategic development and vision & values
- Equip the leadership to confidently engage in a range of meaningful consultation exercises with all stakeholders and colleagues
- Provide examples of excellent EDI practise with comparable organisations
- Work with the organisation to review EDI existing policy
- Ensure our service delivery is best suited to meet the need of a diverse Service User group.
- Consult on the development of diversity auditing within the organisation.
- Consider external accreditations
- Training: review our L&D programme and on whether it is fit for purpose.

Approach:

- We are looking for someone/ an agency who is comfortable working in a non-prescribed way and working collaboratively with Second Step
- The successful candidate must be comfortable working with a range of internal stakeholders and use a range of engagement methods.

Expectations:

- We expect that by 6 months a plan/ framework with milestones and priorities will have been produced, through working with a range of internal stakeholders.
- We want to work collaboratively and we will have review points at every 3 months to ensure that we are working well together.
- We anticipate initially to be 6 months, with the potential to extend to 18 months to 2 years if we have established a good collaborative and effective approach
- The successful candidate must have availability before Xmas 2020 and beyond.

Vision

We want to develop the vision collaboratively with staff and our clients. This will be part of the kick off meeting work. One of our aspirations would be to 'Create a safe space for all staff and clients to discuss issues about race'

The Successful Candidates/ agency will be:

- Whilst we want to recruit the best consultant/ agency for this work, we are keen to develop our links to local organisations. We would welcome interest from agencies/ individuals outside of our working area we would welcome the inclusion of a local agency/ advisor to be part of the offer.
- Experience of working in the 3rd Sector: Essential track record of working with charities of a similar size

Timescales

- Deadline for proposals is Friday 13 November 2020
- Interview dates w/c Monday 16 November

How to apply

Please submit a two page proposal including a statement about yourself/agency with some detail as to how you would work with Second Step. We would particularly welcome evidence of similar work with comparable organisations.

Contact details:

If you would welcome an informal conversation prior to bidding please contact:

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For more information about Second Step please see our website www.second-step.co.uk