



GROUNDWORK UK

Consultancy opportunity

Equity, diversity and inclusion support

CLOSING DATE: 3 September 2021

Groundwork UK | Charity Registration number 291558
Suite B2, The Walker Building, 58 Oxford Street, Birmingham, B5 5NR
0121 236 8565 | info@groundwork.org.uk
www.groundwork.org.uk



Help us change places and change lives



Thank you for your interest in working with Groundwork. This is a challenging time for society, but a hugely rewarding time for our organisation. Groundwork's origins lie in the economic recession of the 1970s and our organisation was established as a radical experiment in bringing together public and private resources to support communities to tackle social and environmental challenges.

Over the last four decades we've learned what works to help community organisations become more resilient, to help young people face the future with confidence and to help those who are vulnerable or isolated improve their prospects and networks.

This learning has enabled us to adapt our services and programmes to support communities through the Covid-19 crisis – providing emergency grants to local organisations, helping young people stay connected and finding innovative ways to encourage people to enjoy the natural world.

The experimental approach and entrepreneurial spirit that characterised our early years needs to be at the forefront as we apply ourselves to the challenges ahead. Our aim is to support a recovery from the pandemic that is both green and fair, that puts communities in control of the decisions that affect them and that helps to create a society that promotes healthier and more sustainable lifestyles.

In order to rise to that challenge, we need to make sure our organisation is resilient and high-performing, living up to its values and providing inspiration for those who work within it and for those it exists to support.

Ensuring we are doing everything we can to be inclusive, to embrace diversity and to promote justice and equity is part of that approach.

I hope you'll want to help us as we set out on the next exciting phase of our organisational journey.

A handwritten signature in black ink, appearing to read 'G Duxbury', with a long, sweeping tail.

Graham Duxbury, Chief Executive

BRIEF

Groundwork is a federation of charities operating nationally and locally across the UK supporting practical community action on poverty and the environment. Our federation strategy for 2023 commits us to *'growing a culture of equity and inclusion'* – operating transparently and with integrity and seeking out a diversity of viewpoints, both in the work we do and the people we employ.

Our plans to build a better Groundwork include undertaking governance reviews across our federation to improve practice in line with the Charity Commission's governance code and driving a federation-wide initiative to improve the way we promote equity, diversity and inclusion.

To support these strategic aims our Federation Board has agreed a set of high-level EDI commitments, which have been recommended to all boards within our federation for adoption.

To turn commitment into action, a federation working group has been established. This group brings together volunteers from different parts and different levels of our federation to generate ideas for improvement and act as a 'critical friend' to the Federation Board.

The group is working through an initial set of actions covering three broad areas: governance; people management; beneficiary voice and participation.

This federation group is supported by our national body Groundwork UK, but is being complemented by a growing number of action groups or working groups being established within individual Groundwork Trusts around the country, helping to develop better federation-wide understanding of the issues involved and the good practice being adopted to address them.

Through the course of its discussions, the Federation EDI Group has arrived at a number of observations as follows.

- Although there is high level commitment to understanding and taking action on EDI within Groundwork, progress on key actions identified has been slower than we would have liked.
- Groundwork's federated structure presents challenges in arriving at agreement, driving action and ensuring accountability due to the need to operate by consensus as autonomous charities and reflect the varied levels of capacity and local circumstances in different parts of the UK.
- While stated commitment is strong, there is a view that some leaders and staff teams would benefit from support to deepen their understanding of the issues and set the right tone for conversations, taking us out of our comfort zones when needed.
- Although Groundwork's mission is focused on alleviating poverty and addressing inequality, there are differing opinions within the organisation about whether and how to take a more campaigning public stance on issues related to EDI.

The Federation EDI Group and Federation Board have agreed that Groundwork would benefit from a source of external expertise to help work through these and other issues.

In particular this external support would provide support with the following:

- building the confidence and capability of members of the EDI group to champion this agenda internally within Groundwork
- identifying creative opportunities to drive action in a complex organisational system with multiple stakeholders
- recommending best practice that Groundwork might be able to adopt in the way it is governed, manages its people and volunteers and understands and involves its stakeholders and beneficiaries
- developing a clearer framework and rationale for assessing when and how to make public statements in relation to issues raised by staff, supporters or campaign groups
- advising on the development of a clearer federation action plan with more measurable milestones and targets to ensure progress is sustained and improvements embedded
- providing support for the development of local EDI action plans being developed by individual Groundwork Trusts.

Our aim is to recruit a partner who can work alongside us over the next 12 months as we refresh our plans and deliver our priority actions.

We would offer an initial contract of £10,000 – managed nationally by Groundwork UK – but would then look to recommend our chosen partner for further work commissioned separately by members of our federation as they develop their own plans.

SELECTION PROCESS

Closing date:

Noon, Friday 3 September 2021

In order to be considered for this opportunity, please submit a proposal of no more than six pages to recruitmentUK@groundwork.org.uk. The proposal should contain the following information.



Personal or organisational profile

Help us understand why you and/or your organisation will be in a position to help us based on the priorities and ways of working set out in this brief. This should include at least two examples of previous work providing similar services or support and details of the individual(s) we would be working with.



Method statement

Tell us how you would propose to work with us to help us make progress with our objectives. This should convince us that you understand what we are trying to achieve, have an appreciation of the barriers we might face and have the techniques and approaches we need to overcome them.



Cost breakdown

Let us know how far our initial investment will go in terms of the time and people available. This should include the fees (based on day rates) of those who will be undertaking the work.



References

Provide us with the details of at least two other clients we could contact to gain an understanding of how you work and the change this has delivered.

If you have further questions about our organisation or this piece of work, or would like to arrange an informal conversation, please contact us using the same email address.

INTERVIEWS

We will contact you to let you know whether you have been shortlisted for interview by 24 September.

We expect to conduct interviews during the week commencing 4 October.

Please note all of these timings may be subject to change.

ABOUT GROUNDWORK

Groundwork is a charity working locally and nationally to transform lives in the UK's most disadvantaged communities.

We help people to carry out thousands of diverse projects each year. Projects that tackle climate change and help people out of fuel poverty. Projects that bring out the best in young people by helping them to improve their local area. Projects that build stronger communities by improving green space or creating jobs.

Last year Groundwork accessed more than £75 million of funding to support our mission and distributed £19 million in grants to help local groups improve their neighbourhoods.

This contributed to the following outputs and outcomes.

- ✓ More than **6,700** community organisations supported
- ✓ **25,000** days of social action unlocked
- ✓ **2,500** people helped to achieve new goals in education, training or employment
- ✓ **9.6 million m²** of land improved or maintained and nearly **30,000** trees planted
- ✓ **15,000** people supported to adopt greener behaviours

Our strategy for 2020 – 2023 sets out our ambition to build our visibility, our reputation and our resource base so that we can be a significant, radical, national force for driving change in attitudes, behaviours, places and prospects in the local communities that need it most.

It also sets out how we will work when delivering our work.

- **We will invest in the places and people that need us most** – prioritising our resources to bring about lasting change by building skills and capacity within the local communities where we can make most difference.
- **We will work with local leaders and listen to local voices** – ensuring our work is shaped by those it is designed to benefit and adds value to the assets that exist in local areas.
- **We will grow a culture of equity and inclusion** – operating transparently and with integrity and seeking out a diversity of viewpoints, both in the work we do and the people we employ.
- **We will be committed to collaboration** – forging strong partnerships, contributing to a thriving community sector and helping others lead where this will achieve greater impact.
- **We will act as environmental exemplars** – championing practical action to combat the climate and nature emergency and measuring and reducing our own environmental impact.