YOUNGMiNDS

Anti-Racism, Justice, Equity, Diversity and Inclusion at YoungMinds

Reporting on progress made and where we're heading

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Contents

Alongside our external consultant, we came to the decision to intentionally keep their name out of our report and action plan. We are acutely aware of the risk of harm they may face as a mixed Black person given the tumultuous climate around these issues. Having to consider the media or public reaction to our consultant's reflections is an unfortunate reality and prioritising their mental wellbeing is of the utmost importance to us.

Introductory note from our Chief Executive

At YoungMinds, our mission is clear: for all young people to get the mental health support they need, when they need it, no matter what. There is a very important word in that statement that for many years we had been guilty of neglecting – that word is *'all'*.

Black and minoritised young people face racism, prejudice, discrimination and systemic barriers to support which mean they are more likely to struggle with their mental health.

From public data we know that:

- Black and mixed-raced children accounted for 36 per cent of young people detained in the highest-level units, despite representing just 11 per cent of the population. These children also made up only 5 per cent of general CAMHS (Child and Adolescent Mental Health Services) lists, and just one per cent of those accessing community eating disorder services.[1]

- Young people from Black and minoritised backgrounds were more likely to be referred to mental health services through routes such as youth justice and social services, than they were through perceived 'voluntary' routes such as primary care.[2]

- People from Black Asian and Minority Ethnic communities are at higher risk of developing a mental health problem in adulthood but are less likely to receive support for their mental health.[3]

- Black people are four times more likely to be detained under the Mental Health Act than white people, and four times more likely than white people to have force used against them while in a mental health hospital.[4]

And yet, from the limited data we can currently draw upon, we know that our services do not do nearly enough to engage Black and minoritised young people or the adults around them and we know that our campaigning voice often hasn't centred the young people who are most minoritised by the mental health system and wider society.

1   NHS Benchmarking report 2022 England
2   Edbrooke-Childs, J. and Patalay, P. (2019) Ethnic Differences in Referral Routes to Youth Mental Health Services UK
3   NHS Digital (2016) Mental Health and Wellbeing in England, Adult Psychiatric Morbidity Survey 2014 England
4   UK Government: Detentions Under the Mental Health Act published March 2021

> **"The Action Plan we have written is something that we feel proud of, but know it has taken a long time, and we regret not moving into action as an organisation earlier."**

We have always been driven by the impact we can have for young people – but we have not been good enough at asking ourselves which young people we are serving and why, and where our attention and effort is most needed.

As you will see when you explore this report, we also know that we have a long way to go to make sure that our workplace, and the staff and volunteers who make it, reflects the make-up of society out in the world that we aspire to serve. In line with our core value, *'We celebrate what makes you you'*, we want and need a workforce that brings different perspectives and lived experiences, at all levels of our charity, to help us make better decisions and do better work – and crucially, to serve the young people we're currently neglecting.

We can't hope to attract and retain that kind of workforce unless we are working each and every day to create an organisation where everyone has a genuinely equitable experience and feels safe to be their true selves at work. Sadly, from our Inclusion Report, we know that staff *do* experience racist and discriminatory behaviour here. We know we haven't created an environment that is safe and equitable for all. And we know it is absolutely critical that we do.

The process of writing this report and our Action Plan, alongside the brilliant team of staff and expert consultants directly involved, has prompted a lot of reflection.

Alongside the Senior Leadership Team, I have reflected on how we found ourselves neglecting the work we've so clearly needed to do. We have reflected on ourselves and our own privileges, and in many cases on our whiteness and the impact of the white lens through which we have led our charity. And we have had to reflect on the enormity of the task ahead – a task that never ends – to become the organisation we want to be, knowing that there will be no point at which this work will be "done".

The Action Plan we have written is something that we feel proud of, but know it has taken a long time, and we regret not moving into action as an organisation earlier. We will publish our Action Plan, which will include a public declaration of our aspirations and a thorough and detailed roadmap of how we intend to achieve them over the next three to five years. But aspirations mean nothing unless they are fulfilled, so while we are committed to holding ourselves to account, we are publishing this so that whoever is reading it can also hold us accountable.

This is genuine, long term work that we are truly committed to and we sincerely hope that it makes the difference it is intended to make.

Emma Thomas
Chief Executive, YoungMinds

Who we are

Our Vision

Our Vision is of a world where no young person feels alone with their mental health.

We know that Black and minoritised young people are more likely to struggle with their mental health, more likely to experience racism, stigma and discrimination if they reach out for help and more likely to face systemic barriers to accessing support.[5]

If we want no young person to feel alone with their mental health, we have to be better at reaching and representing racialised young people, and the adults around them, who have been marginalised by the system.

Our Mission

Our Mission is for all young people to get the mental health support they need, when they need it no matter what. This aligns to our Purpose to stop young people reaching crisis point with their mental health.

We know that Black and minoritised young people are far less likely to be able to access support through charities and services,[6] and when they do, more likely to experience discrimination and racism. We know that racialised young people are under-represented in community mental health services, but significantly over-represented in crisis and inpatient services. Racialised young people are also over represented in

school sanction and exclusion figures and more likely to have contact with the youth justice system, where mental health is a significant and/or contributing factor.[7] The young people who are most likely to be reaching that crisis point, and least likely to get timely or safe support, are those racialised young people we are least adequately serving through our programmes.

5   mind.org.uk/about-us/our-strategy/becoming-a-truly-anti-racist-organisation/facts-and-figures/
6   independent.co.uk/news/health/leak-black-children-failed-by-mental-health-b1997924.html
7   theguardian.com/education/2021/mar/24/exclusion-rates-black-caribbean-pupils-england

Our Values

We're not afraid to speak up for what's right

We know what needs to change because young people tell us. If they raise their voices, so do we.

We're optimistic

Things get tough, but we never forget to celebrate progress and never stop looking for practical ways to make things better.

Kindness is our strength

Everything we do, we do with love, care and compassion.

We celebrate what makes you, you

Whoever you are, we welcome you and encourage you to always be true to yourself.

While we are truly committed to living by our values at YoungMinds, it is true to say that we have a lot more work to do for Black and minoritised people to truly feel them. We often haven't spoken out strongly enough about what's right on issues of inequality and justice. Our staff often haven't felt celebrated for being their true selves. We often haven't acted with enough kindness and compassion to everyone.

These can only be values we are proud of when they are experienced equitably by everyone.

Centering Blackness in AJEDI work

Anti-Racism is a term used to define the work of confronting all forms of racism. We have chosen to position our anti-racism work to centre the experience of Blackness and the harm of anti-Black racism in particular, because there is a specific and tangible difference in the discrimination and levels of violence Black people experience in UK society. We understand that anti-Black racism can be traced to the core of oppressive systems in the UK, and is often rooted in the legacy of the history of enslavement and colonisation (particularly in the UK, US and Europe).

We capitalise the B in Black [8] to recognise that 'Black' is a political identity[9] that describes a racial/cultural group or individuals with a shared history and lived experience[10] which is more than a colour.

We take an intersectional approach to our anti-racism work, using the definition coined by Dr Kimberlé Crenshaw in response to the specific and distinct forms of discrimination and exclusion experienced by Black women and femmes. This means that we recognise that oppressions interact and overlap with racism to create specific forms of discrimination, exclusion and harm.

This does not mean that in our AJEDI work we do not tackle all forms of racism or oppression (for example sinophobia, ableism or homophobia), but that alongside this we are always aware that there will be an imbalance of harm that happens when we do not acknowledge the role and impact anti-Blackness has on all of our experiences.

> "When we remove Blackness from the bottom, everybody gets to be seen"
>
> – Alicia Walters

At the heart of all forms of discrimination is a historic link to anti-Blackness. By tackling the root causes of anti-Black racism, we unlock better outcomes for all marginalised and minoritised people, and create a more equitable society for all. This takes a shift in thinking to understand that all of our lives are intrinsically linked, and that one person's struggle will be tied to our own.

> "If Black women were free, it would mean that everyone else would have to be free since our freedom would necessitate the destruction of all the systems of oppression."
>
> – Combahee River Collective

8   theatlantic.com/ideas/archive/2020/06/time-to-capitalize-blackand-white/613159/
9   nytimes.com/2020/07/05/insider/capitalized-black.html
10   teenvogue.com/story/capitalizing-word-black

Notes on language

1. In this report and our AJEDI action plan we will use language and terms that you may not have come across before. Where possible, we have added links or a brief explanation below but it is likely there will be parts that don't make sense to you yet, but will do in time and with further learning. As part of our action plan you will see that training, a decolonised dictionary, and a reference/reading list will be part of the resources made available to the organisation to support your learning and understanding. You may also want to note down terms and words that do not make sense yet as part of your own self-directed learning.

2. In both this report and the action plan we use the terms **Black and minoritised**, and **racialised** people in place of the acronym BAME. This is to better recognise that people are not passively statistical "minorities", but are actively experiencing minoritisation by the systems and society around them today. This is a very broad term, and in our day to day work at YoungMinds we always seek to be as specific as possible about which communities, identities and cultures we are talking about. We also respect and support individuals to self-identify and define themselves to honour their identities, experiences and heritage. Language frequently changes and it is like that in time, this definition may develop too.

3. We differentiate between **minoritised** (as above) and **marginalised** people. When we refer to marginalisation, we are talking about the aspects of identity (class, sex, gender, age etc.) which are protected characteristics, and regularly experience discrimination and violence within society. We still include the experiences and needs of all marginalised people at the heart of AJEDI work, but we separate this out to recognise that there is something specific that happens when you experience racism on top of any other marginalisation (intersectionality).

4. When we use the acronym **AJEDI** we refer to five key concepts that are vital to our organisational work. These are built upon the JEDI model created by **Precious Sithole at Social Practice ENT and the Beyond Suffrage Programme**[11]:

Anti-racism and Justice: the knowledge and culture of learning about the structures and oppressions that show up in our society, and therefore our workplace. This includes an understanding of **critical race theory**[12] and **accountability/restorative justice**[13].

Equity: equality relies on the flawed assumption that everyone will benefit from the same support, **equity acknowledges that we must tailor support**[14] to offer people comparable experiences and opportunities.

Equity is turning our Anti-Racism and Justice knowledge into action. This looks like channelling our resources (time, budget, staffing, influence, relationships and expertise) into the way we work (our programmes, policies and procedures that underpin our governance, our operations and service delivery, as well as our external facing policy and influencing work) to help make sure that everyone gets the support, services and access they need to thrive, and to challenge and tackle the barriers to inclusion and justice.

Diversity: the makeup and representation of our staff, volunteers, leadership, trustee board and programme participants. Our aim is to bring diversity of thinking, experience and life perspective to increase effectiveness of our work. This is often measured quantitatively (i.e. through figures and statistics).

Inclusion: the culture and working environment of our organisation, where everyone regardless of their identity can be their authentic selves, feel safe, welcome, valued and respected. This is often measured qualitatively (i.e. through the experiences of different people).

11 socialpracticeacademy.org/tbcguide
12 globalsocialtheory.org/topics/critical-race-theory/
13 transformharm.org/transformative-justice-a-brief-description/
14 interactioninstitute.org/illustrating-equality-vs-equity/

A dialogue between Diversity, Equity, Inclusion and Justice:[16]

Diversity asks: "Who's in the room?"

Equity responds: "Who is trying to get in the room but can't?
                    Whose presence in the room is under constant threat of erasure?"

Inclusion asks: "Has everyone's ideas been heard?"

Justice responds: "Whose ideas won't be taken as seriously because they aren't in the majority?"

Diversity asks: "How many more of [pick any minoritised identity] group do we have this year than last?"

Equity responds: "What conditions have we created that maintain certain groups as the perpetual majority here?"

Inclusion asks: "Is this environment safe for everyone to feel like they belong?"

Justice challenges: "Whose safety is being sacrificed and minimised to allow
                    others to be comfortable maintaining dehumanising views?"

– Dr D-L Stewart[15]

5. In both the report and the action plan you will see references to **calling in and calling out**[16]. This is in reference to the action a person or people can take to ask someone to take accountability for their words or actions when they have made a mistake or have caused harm. The difference is often between a private interaction (a call in) and a public interaction (call out). The difference in approach will often depend on the power dynamics in the situation, previous conversations about accountability, the intention of the words or actions and the immediate risk of harm.

15 insidehighered.com/views/2017/03/30/colleges-need-language-shift-not-one-you-think-essay
16 sites.google.com/view/antiracismeveryday/calling-in?authuser=0

YoungMinds AJEDI Action Plan 2022-2025

The following pages introduce ten statements of intent, which were developed in consultation with YoungMinds staff, volunteers, our Youth Panel & Board of Trustees. Each statement of intent is presented in the following way:

Where we want to be: Statement of intent

#. Statement of intent describing where we want to be.

Further details of our intentions.

> Alongside each statement you will see boxed text that translates each statement into outcomes for racialised (Black and minoritised) and marginalised people.
>
> These bulleted points demonstrate how you/they are centred in the action plan and will allow us to measure the statements of intent in relation to how YoungMinds' seeks to reduce harm for Black and minoritised people. Each of the outcomes are measured against and aligns with specific KPIs in our Action Plan.

Action we're taking: Ongoing action

A table of Actions and Key KPIs follows. The first column lists the actions we are going to take that move us closer to where we want to be. We have colour coded each action so you know when this will take place, and how it has been factored into our operational planning, so our AJEDI work is embedded as our "business as usual".

Do it now: Priority for Year 1
Financial Year 22/23

Do it next: Priority for Year 2
Financial Year 23/24

Do it when resource or capacity allows
or **outsource across year 1–3** (by 2025)

Key KPIs: Accountability

The second column in the table is how we stay accountable to you. You can use this to understand progress toward each of our statements of intent, and understand where specific areas of our work will contribute to this outcome.

Institutional, Collective & Personal Responsibilities (ICPs)

- Finally, Institutional, Collective & Personal responsibilities (ICPs) have been added to this Action Plan in an effort to provide clear instruction of responsibilities.

- While some of the actions may seem broad we want to make sure that you are able to locate your role in contributing to achieving these goals/ contributing to organisational KPIs and can do so independently.

- For each action in the plan you can refer to this section to better understand what your individual contribution to this work should look like.

- The ICPs will also advise on group/ collaborative work you can and should be doing and will also outline senior leadership roles too – this is particularly important for the Accountability Network Group and the AJEDI Manager to help hold people to account.

Notes on Institutional, Collective & Personal responsibilities (ICPs) for the Action Plan

We have included ICPs so that each member of the YoungMinds team can take ownership of their work and contribution to the plan, but also to help YoungMinds avoid the notion that it's simply just a 'collective' responsibility.

This is of course true in theory but in practice, generic collective responsibility can often result in people not actively fulfilling their responsibilities or playing a passive role in processes of change.

Institutional Responsibility

Refers to the organisational Leadership Team which comprises of all Head roles, Financial Controller, Evidence & Innovation Manager, Data & CRM Manager, Safeguarding Manager, SLT, CEO and Board of Trustees. If your role is listed here then you are also responsible for some of the action that is listed under collective and the personal levels too.

Collective

Refers to groups, and from a personal perspective can be composed of who you want or feel your collective is. It could be a select group from your working team, a number of you who often eat lunch together with or those who you sit in an affinity group with. The collective is therefore about how your combined efforts can do some of the work and contribute to change.

Personal

Refers to YOU. This is about a personal responsibility to take action. This may also relate directly to your role, but is also about the work you need to do and manage personally that your line manager won't be checking up on you for. Although these are personal actions this does not mean that you cannot find support and advice elsewhere in the organisation and your AJEDI manager will also be a good person to refer to if you feel you need to be directed to certain resources or spaces.

Important note

This Anti-racism Action Plan will be accessed by everyone at YoungMinds, however it is important to consider that it has been written and put together with white/privileged people in mind and therefore in a lot of specific actions and corresponding KPI's the bulk of the action is expected to be taken by them. If you are a Black or minoritised person at YoungMinds there is still a role for you to play but that will look different for you. If you feel unsure of how to position yourself and your responsibility inside this action plan with regard to ICPs then please speak to either your Director or our Senior AJEDI Manager.

| | Do it now: Priority for Year 1 Financial Year 22/23 | | Do it next: Priority for Year 2 Financial Year 23/24 | | Do it when resource or capacity allows or **outsource across year 1-3** (by 2025) |

Where we want to be

1. We want to be a diverse-led organisation that consistently interrogates the role of and power of whiteness in its operating structures, work ethic expectations and wellbeing of staff.

We want to build a team of leaders and trustees that represents the communities we serve and aim to serve better.

We want our staff teams and volunteers to call out/call in ongoing issues in our organisation without fear of defensiveness, retaliation or further exclusion.

We want the public to feel that our organisation's representation is more than a set of diverse stock images and that our strategic plan and transformative culture is more than just a tick box exercise.

For racialised and marginalised people this will look like:

- Improved awareness of the impact of discrimination and marginalisation across the organisation [KPI 1]

- Parity across the organisation for professional development and progress [KPI 3/4/5]

- Better representation at all levels of the organisation and removal of the organisational barriers preventing this [KPI 7/8/9]

Action we're taking Ongoing action	**Key KPI's** Accountability
1.1 Roll-out of whole organisation racialised, whiteness and inclusion training including separate sessions for Black and minoritised staff.	**KPI** 1 delivery of 2 hour workshop for all staff in financial Year 22-23. (Milestone) **Responsibility of Senior AJEDI Manager supported by Head of People and Culture**
1.2 Commission an 'AJEDI' library, 'decolonised dictionary and set of online resources for staff and volunteers	**KPI 2** delivery by end of FY 22/23 (Milestone) **Responsibility of Senior AJEDI Manager**
1.3 Establish benchmarking for diversity data to track progress and use for annual gender and ethnicity pay gap analysis	**KPI 3** Establish new HRIS to incorporate appropriately self-identification data (Milestone). Undertake Diversity audit appropriately to establish baseline diversity data and annual review of progress by 22/23 (KPI) **KPI 4** Undertake and report on annual gender and race/ethnicity pay gap analysis, identifying any required actions by 22/23 (Milestone) **Responsibility Director of Finance & Business Operations, Head of People & Culture & Financial Controller**

Action we're taking Ongoing action	Key KPI's Accountability
1.4 Create recruitment practices and approaches that increase YM ability to reach and attract diverse talent into the organisation in order to ensure a diverse workforce. **1.5** Create & implement responsible use of recruitment KPIs for our staff teams at all levels to ensure individual staff safety and anonymity	**KPI 5** A reduction in under-representative recruitment outcomes based on race [respective of UK population] by FY 24 (KPI) **Responsibility of Recruitment Manager** **KPI 6** By FY25 there are no disparities in recruitment outcomes relating to race (using UK population as baseline) (KPI) **Responsibility of Recruitment Manager** **KPI 7** By 2025 YM workforce will fully reflect the racial and ethnic diversity of the communities we [aim to] serve through being equal to, or greater than, the proportional representation of the national and regional population. (KPI) **Responsibility of Recruitment Manager & Head of People & Culture** **KPI 8** To have 30% representation of Black, Asian and minoritised people within organisational leadership (encompassing Board of Trustees, Senior Leadership & Senior Management Team) by 2025 equating to 10 individuals, of which a minimum of 2 people represent Black leadership (5% representation in overall leadership) (KPI) **Responsibility of Chief Executive & Recruitment Manager** **KPI 9** by 22/23 based upon our organisational data, to have a dashboard for reporting on staff recruitment, retention and attrition by different marginalised groups (Milestone) **Responsibility of Senior People & Culture Manager & Recruitment Manager**
1.6 Ensure we are understanding YoungMinds' need to become a more equitable and inclusive environment re-establishing internal annual staff survey incorporating our AJEDI work as integral to satisfaction **1.7** Establish periodic informal short pulse surveys to assess staff satisfaction including progress on AJEDI work	**KPI 10** Annual survey approach in place by mid-2023 (Milestone) **Responsibility of Director of Finances & Business Operations & Head of People and Culture** **KPI 11** Implement responsible & ethical reporting framework to interlink the relationship of staff satisfaction, staff retention & recruitment as interlinked KPIs. Establish framework by 22/23 but full data available for comprehensive reporting by 23/24 (Milestone) **Responsibility of Senior People & Culture Manager** **KPI 12** Aim for 70% disclosure rate for race/ethnicity is achieved in the data collection for staff surveys by end of FY23/24 (KPI) **Responsibility of Senior People & Culture Manager** **KPI 13** Annually, there is a decrease in nondisclosure rates & reduction in answers of 'prefer not to say' in the data collection for staff surveys by end of FY24/25 (KPI) **Responsibility of Head of People & Culture**
1.8 Review all current HR policies with an external consultant through AJEDI lens and establish a schedule for regular reviews and updates. Include ongoing review of internal monitoring and evaluation structures (such as the appraisals system), adapting them where necessary to ensure they include an AJEDI progress lens.	**KPI 14** Policy review to update all organisational HR policies though an AJEDI lens by end of 2023 (Milestone) **Responsibility of Head of People & Culture** **KPI 15** Establish organisational policy & schedule review approach by end of 2022 (Milestone) **Responsibility of Director of Finance & Business Operations**

ICPs: Responsibilities

Institutional Responsibility

- All organisational leadership will take part in Anti-racism, whiteness and inclusion training

- Our monitoring & evaluation & recruitment processes will be reviewed using an AJEDI lens [working with an external consultant]

- We will set recruitment KPI's for 2022-2025*

- We will report annual gender and race/ethnicity pay gap including action plans for improvement

- We will review of organisational policies with an AJEDI lens

Collective

- All staff will take part in Anti-racism, whiteness and inclusion training

- Team Managers will communicate organisational data to their teams to give them strategic insights on our diversity & inclusion work (e.g. pay gaps, survey results)

Personal

- By 2025 I will take the lead responsibility for my AJEDI learning and development, using both external and internal resources such as the YoungMinds library, decolonised dictionary and online learning resources.

- I will be willing to have brave conversations on privilege and fragility, in particular speaking about how white privilege relates to me

- I will take part in staff surveys and pulse surveys to help the organisation understand how are AJEDI work is or isn't progressing

Do it now: Priority for Year 1
Financial Year 22/23

Do it next: Priority for Year 2
Financial Year 23/24

Do it when resource or capacity allows
or **outsource across year 1-3** (by 2025)

Where we want to be

2. We want to be an organisation that holds our leadership and line managers accountable, monitoring and evaluating the ways in which they engage AJEDI lensed work.

We want leadership and line managers to know the difference between restorative and preventative work, where and when to apply it but also to confidently justify those choices to their teams as a top down effort towards change that their team can adopt and also advocate for.

We want to be an organisation that values equity in our decision making processes and how we manage our teams.

We want our leaders to be able to engage staff at all levels and communicate clearly and efficiently regardless of their identity and/or positionality.

For racialised and marginalised people this will look like:

- Better support from Leaders on issues relating to exclusion and discrimination, and clear role-modelling of Anti-racist practise [KPI 16-20]

Action we're taking Ongoing action	Key KPI's Accountability
2.1 Create toolkits for SLT and Line Managers to support their capability to manage and support inclusive conversations	**KPI 16** Delivery by end of FY22/23 (Milestone) **Responsibility of Senior AJEDI Manager & People and Culture Managers**
2.2 Provide a Foundations of Inclusive Management training (approx. 3 hours) for all current manager roles and establish as a rolling programme for newly appointed staff with line management responsibilities	**KPI 17** All current managers to have attended Foundations of Inclusive Management training by first half of 2023 (Milestone) **KPI 18** Approach for ongoing rolling programmes established & integrated by end of 2023 (Milestone) **Responsibility of Head of People & Culture**
2.3 Establish an Intensive Line management development programme that places inclusive practise and racialised at its heart; creating an ongoing approach for new joiners at manager and above level	**KPI 19** All managers to have completed their intensive training by first half of 2024 (Milestone) **KPI 20** Approach for rolling programme established & integrated by first half of 2024 (Milestone) **Responsibility of Senior People & Culture Manager & Senior AJEDI Manager**

Action we're taking Ongoing action	Key KPI's Accountability
2.4 Heads to co-create team-level working agreements, to make explicit their working cultures or norms e.g. learning and communication styles and working preferences	**KPI 21** Delivery by end of FY 23/24 (Milestone) **Responsibility of team Heads/Team leads with sign-off from Senior AJEDI Manager**

ICPs: Responsibilities

Institutional Responsibility

- We will create toolkits for Senior Leadership Team and line managers to build inclusive leadership skills

- We will allocate time and space for all line managers to take the Foundations of Inclusive Management training

- We will introduce and implement an intensive line management development programme

Collective

- Managers will share with their teams what the key learning outcomes have been from the management training processes

- All teams will create working agreements and will share intentions for AJEDI work across departments

- All teams will lead in the creation of healthy working environments where speaking out and calling each other in becomes standard practice

Personal

- I will be honest with myself about my areas for professional and personal development, and will actively follow up when training opportunities are offered

- I will be committed to challenging people, mind-sets and practices that could lead to harm

Statement of intent #3

Where we want to be

3. We want a working culture where, at all levels, we recognise that a lack of understanding of issues regarding power dynamics and exclusion in the workplace can leave staff feeling exhausted and undervalued.

We want to be an organisation that is alive to this impact and works to eradicate these feelings among our staff, each and every day.

We want to be an organisation that recognises that perfection isn't the goal but an ongoing commitment to learning, development and improvement is possible.

We want our staff to feel that they can work in a culture that represents this ideology at all levels and that each year they see and feel the changes happening.

We want to be an organisation that sees Diversity Equity and Inclusion work, holding safe and compassionate spaces and anti-oppressive practice as a skill set rather than a passion project for people with certain identities in our workplace.

For racialised and marginalised people this will look like:

- A stronger working culture that values the importance of inclusion in every aspect of its work [KPI 22/23]

- From induction and throughout their time at YoungMinds, all staff will be equipped with and encouraged to develop their Anti-racist education [KPI 27/27]

Action we're taking Ongoing action	Key KPI's Accountability
3.1 Include Equity, Diversity & Inclusion (EDI) training as part of induction processes for all new staff, volunteers and trustees	**KPI 22** Delivery by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager supported by People and Culture Manager**
3.2 Voluntary EDI training- top up courses will be offered bi-annually in the calendar year for all staff to partake in should they wish	**KPI 23** Delivery by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager**
3.3 As we progress we will work towards appropriate mixed group Anti-racism, whiteness and inclusion training with a focus on education as site of healing, support and restorative justice for all staff	**KPI 24** delivery by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager**

Action we're taking Ongoing action	Key KPI's Accountability
3.4 Establish digital self-completion exit interviews to increase take up of exit interviews and to better understand what impacts our staff retention	**KPI 25** 80% completion of exit interviews for staff at all levels by end of FY 23/24 (KPI) **Responsibility of People and Culture Managers** **KP1 26** Annually there is a consistent increase in the number of interviews and consequent data collation that provide insight into ongoing need for change at YM by end of FY23/24 (KPI) **Responsibility of Head of People and Culture**
3.5 We will review and develop the way we advertise for roles and list certain EDI related responsibilities as part of their skill set rather than a 'desirable' that relies solely on the lived experience of candidates	**KPI 27** Standardised approach embedded by end of FY22/23 (Milestone) **Responsibility of Recruitment Manager & People and Culture Managers & Hiring Managers**
3.6 Create a central reference list of resources/opportunities for staff who want to upskill themselves in various AJEDI areas	**KPI 28** Create central location in shared drive and start to build library of resources for supporting staff learning including evolving approach to #OneThingFridays by FY 22/23 (Milestone) **Responsibility of Senior AJEDI Manager**

ICPs: Responsibilities

Institutional Responsibility

- We will introduce Equity, Diversity & Inclusion (EDI) training for all new staff who join the YoungMinds as part of our induction process.

- We will make top-up trainings accessible to all staff as part of ongoing opportunities for development

Collective

- We will encourage colleagues with whom we share affinity/privilege with to attend EDI trainings

- We will create shared learning spaces/learning opportunities that support one another's learning journey's

Personal

- I will take part in at least one Equity, Diversity & Inclusion (EDI) top up training course each year

- I will check in with staff members who are at different learning points to me for support or to give constructive advice, and to shift the burden of emotional labour away from marginalised and racialised people doing this work

- I will contribute learning materials that may have helped me to YoungMinds resource library

- I will encourage and enable colleagues to participate in exit interviews when they are leaving the organisation

Statement of intent #4

Where we want to be

4. We want to have a working culture that takes great steps to call out and call in members of staff who resort to tactics such as fragility and defensiveness. We want this culture to be consistently guided and demonstrated by the organisation's leaders.

We want to be an organisation that takes responsibility for instances of defensiveness and fragility by addressing these issues head on but ensuring that this labour is not left to our most marginalised staff members.

We want to be an organisation that recognises the emotional labour in every scenario and has a structure to deal with these issues and reduce harm in the moment and afterwards.

For racialised and marginalised people this will look like:

- The impact of exclusion and discrimination is understood as a barrier to wellbeing and safety [KPI 29/30]

- Talent development channels can be accessed in an equitable way and policies are shaped to protect the most vulnerable in our organisation.

Action we're taking Ongoing action	Key KPI's Accountability
4.1 Hold annual alignment sessions (run by external person with matched lived experience for the session) to continue shared understanding and language	**KPI 29** roll out of alignment sessions by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager**
4.2 Implementation of a more robust and formal process that celebrates staff and staff achievements and contributions	**KPI 30** Delivery by end of FY23/24 (Milestone) **Responsibility of Internal Communications Manager & Senior AJEDI Manager**
4.3 Full review of all YoungMinds' policies with an external consultant	**KPI 31** Delivery by end of FY22/23 **Responsibility of Head of People and Culture**
4.4 Pilot leadership development approach identified for Black & minoritised talent to support development & progression at YM as well as overall career progression	**KPI 32 Delivery by end of FY22/23 (Milestone)** **Responsibility of Chief Executive & Head of People and Culture**

ICPs: Responsibilities

Institutional Responsibility

- We will lead a full AJEDI (organisational) policy review with the support of an external consultant

- We will establish leadership development channels for Black and minoritised staff

- We will support organisational alignment sessions for staff when necessary

- We will lead a culture of staff celebration.

Collective

- Each team will support the growth of Black & minoritised organisational leadership by learning about equity in the workplace, taking responsibility to address inequity where it shows up in our work and in our personal interactions

- We will encourage colleagues with whom we share affinity/privilege to attend alignment sessions, and will consider setting up reflective learning spaces after each session.

Personal

- I will attend alignment sessions [or watch recordings] when they happen

- I will take part in opportunities for reflection and learning

- [Black and minoritised staff] I will take part in leadership development and support channels when they feel useful for me.

| Do it now: Priority for Year 1 Financial Year 22/23 | Do it next: Priority for Year 2 Financial Year 23/24 | Do it when resource or capacity allows or **outsource across year 1-3** (by 2025) |

Where we want to be

5. We want to be an organisation that acknowledges that it is in the process of becoming anti-racist and inclusive.

We want to be an organisation that prioritises AJEDI in all of its work and consistently advocates for inclusivity.

We want to be an organisation that takes brave and bold steps towards change. In a move away from being a 'tick box' organisation we want our leaders to feel confident and equipped when making decisions.

Throughout our journey we want to consistently recognise the need for external guidance and consulting from experts but we will not rely on this input for action.

For racialised and marginalised people this will look like:

- A focused organisational commitment to solving instances of inequity to reduce harm [KPI 33/35]

- Advocacy for and work towards a zero tolerance approach from all staff towards instances of racism, exclusion and discrimination [KPI 34]

Action we're taking Ongoing action	Key KPI's Accountability
5.1 SLT coaching for a 3-6 month period and CEO is shadowed by critical friend/consultant for a period of 3 months	**KPI 33** Delivery by end of FY22/23 (Milestone) **Responsibility of Chief Executive**
5.2 Each staff member to take an individual pledge of their personal commitment to AJEDI work as part of annual personal objective setting	**KPI 34** Delivery by end of FY23/24 (Milestone) **Responsibility of SLT, SMT & Head of People and Culture**
5.3 Leadership Group and all Line Managers will be confident and able to act proactively and appropriately when they see or hear of racism, microaggressions and other forms of discrimination in the workplace.	**KPI 35** Staff report increased levels of feeling confident, safe and supported when addressing, raising and reporting live incidents of racism, microaggressions in the workplace. *This may lead to an increase in demand for support and reports of racism in FY22 & FY23.* (KPI) **Responsibility of SLT, SMT & Head of People and Culture** **KPI 36** There is a reduction in levels of concerns raised to AJEDI lead, other staff, P & C; and reduction in level of racial harassment and bullying reported to HR/P&C and reported within employee satisfaction surveys by the end of FY24/25(KPI) **Responsibility of SLT, SMT & Head of People and Culture**

ICPs: Responsibilities

Institutional Responsibility

- Our CEO will work alongside critical friends and external consultants to strengthen their AJEDI Leadership

- Our Leadership and Line Managers will effectively engage with and take timely action on issues of discrimination and racism as they arise.

Collective

- We will speak up in our departmental and project teams about toxic or poor work behaviours, and will encourage critical reflection with colleagues who need support and accountability to address their own behaviours

- We will stand with staff experiencing difficult situations.

Personal

- I will make an AJEDI pledge towards change.

Statement of intent #6

Where we want to be

6. We want to be an organisation that addresses and challenges the causes of burnout in its working environment.

We want to be an organisation with an open and ongoing conversation around boundaries and wellbeing amongst our staff.

We want to create a culture and a structure where staff feel empowered to manage their wellbeing but are continually supported by their line managers where additional adjustments or considerations may be needed.

We want an internal policy framework that reviews developments across all organisational policy and processes with a particular focus on keeping Anti-racism, Justice, Equity, Diversity and Inclusion at the centre.

For racialised and marginalised people this will look like:

- Staff wellbeing is prioritised above outcomes and deadlines and urgency [KPI 38/40- 43]

- Communication methods and working preferences are not dictated by the most senior people in the organisation [KPI 37/39].

Action we're taking Ongoing action	Key KPI's Accountability
6.1 Review and develop current staff induction processes [including gathering feedback from recent hires – with the data] to map out barriers inside YoungMinds from the earliest point and seek to resolve them with clear actions and targets.	**KPI 37** Delivery by end of FY23/24 (Milestone) **Responsibility of Recruitment Manager & People & Culture Managers**
6.2 Include time for introductions to EDI, periods and menopause, child loss, parental leave and wellbeing policies during the staff induction process for new recruits	**KPI 38** Delivery by end of FY23/24 (Milestone) **Responsibility of People & Culture Manager**
6.3 Map the current formal and informal power and communication channels inside the organisation To ensure equity and sustainability, review any informal channels of power and communication with a view of embedding these in organisational process, structure and support	**KPI 39** Delivery by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager & Internal Communications Manager**

Action we're taking Ongoing action	Key KPI's Accountability
6.4 Review and amend where necessary current organisational policy and/or access to flexible working patterns & hybrid working for all staff	**KPI 40** Delivery by end of FY22/23 (Milestone) **Responsibility of Senior AJEDI Manager & Internal Comms Manager Head of People & Culture**
6.5 Establish and share internally a clear outline of Young Mind's approach and commitment to staff & volunteer Wellbeing, include support and guidance for line managers on staff to facilitate ongoing and constructive discussions about wellbeing, adjustments and support to achieve full potential	**KPI 41** Delivery by end of FY22/23 (Milestone) **Responsibility of Director of Finance & Business Services & Head of People & Culture**
6.6 Establish a group of internal mental health first aiders as additional wellbeing support for staff [in addition to line managers, peers and P & C team]	**KPI 42** By end of FY23/24 establish a network of Mental Health First Aiders across the organisation [with 2-3 MH first aiders per Directorate] (Milestone) **Responsibility of Senior AJEDI Manager & Head of People & Culture**
6.7 Co-create an agreement on boundaries around workload and preventing burnout e.g. clear code around when can staff say 'no'	**KPI 43** delivery by end of FY22/23 (Milestone) **Responsibility of Director of Strategy & Implementation, Director of Training and Services, Director of Communications and Campaigns, Director of Finance and Business Operations, Director of Development, Chief Executive & Head of People and Culture**

ICPs: Responsibilities

Institutional Responsibility

- We will review induction processes with a view to removing potential barriers for Black and minoritised staff

- We will introduce a broader scope to our induction processes that speak to more of the lived experiences of staff and our commitments to workplace wellbeing

- We will continue to introduce flexible working patterns for staff based on need

- We will establish and communicate a clear organisational approach to staff and volunteer wellbeing.

Collective

- Departmental teams will contribute to a shared agreement on boundaries and workloads

- We will have candid conversations about the role of informal and formal power channels inside the organisation and in working teams.

Personal

- I will consider signing up to become a mental health first aider

- I will share my thoughts on staff induction to help the people/teams leading on this work understand what works well or needs to change or improve.

Do it now: Priority for Year 1
Financial Year 22/23

Do it next: Priority for Year 2
Financial Year 23/24

Do it when resource or capacity allows
or **outsource across year 1-3** (by 2025)

Where we want to be

7. We want a working culture that consistently assesses the impact of internal and external factors on Black staff at YoungMinds and finds holistic solutions to these, seeking input from staff and external experts where necessary.

We want to create working spaces that handle individual issues in an equitable way; equity will remain at the centre of our decision making and our approaches.

We want to build a space where Black people feel comfortable and valued and where they can bring their whole selves to the workplace.

We want to work towards building a staff community that actively challenges itself with regards to instances of racism and anti-Blackness that they engage themselves in and no longer see things as isolated issues over 'there' but ones that all staff who don't identify as Black must engage in.

For racialised and marginalised people this will look like:

- Individual and collective support systems are established and developed in response to societal inequality experienced inside and outside the organisation [KPI 44-46]

- Responses to external issues on exclusion, discrimination and violence are in line with AJEDI values and not media news cycles [KPI 47]

- Inclusion efforts are informed by grassroots input that centres topics that are important to most vulnerable staff [KPI 48].

Action we're taking Ongoing action	Key KPI's Accountability
7.1 Put in place 121 coaching for Black staff as needed as YoungMinds works through the first 12-18 months of AJEDI Plan implementation	**KPI 44** uptake of at least 20% eligible staff, of which 90% report positive impact on their performance & wellbeing (KPI) **Responsibility Head of People & Culture & Senior AJEDI Manager**
7.2 Establish staff referral routes to organisations specialising in mental health and wellbeing support services for Black and minoritised people to ensure access to appropriate support	**KPI 45** Delivery by end of FY23/24 (Milestone**) Responsibility of Senior AJEDI Manager & Head of People & Culture**

Action we're taking Ongoing action	Key KPI's Accountability
7.3 Evolve the role, membership and approach of the Accountability Network Group (ANG) to support organisational AJEDI work & to play a leading role in governance of the plan and holding the organisation accountable	**KPI 46** By end of FY22/23 to have evolved and set up new ANG approach (Milestone) **Responsibility of Senior AJEDI Manager, ANG Coordinator, Director of Communications & Campaigns, Chief Executive, and Head of People and Culture**
7.4 Establish working framework for what & how YoungMinds responds to external events and role of ANG and SLT; creating clear & transparent approach for staff	**KPI 47** By end of 2022 have framework in place and adopted (Milestone) **Responsibility of Chief Executive and Director of Communications and Campaigns**
7.5 Co-create an internal organisational inclusion calendar with events and topics nominated by staff and volunteers.	**KPI 48:** Increase per year of staff contributing and leading on inclusion days and meaningful days (KPI) **Responsibility of Senior AJEDI Manager & Internal Comms Manager**

ICPs: Responsibilities

Institutional Responsibility

- We will establish a 121 coaching resource for Black staff

- We will make sure Black and minoritised staff can be signposted to effective and trustworthy support services

- We will establish an agreed approach for how the organisation interacts with external events that will affect the capacity and wellbeing of staff.

Collective

- The Accountability Network Group will transition to a new model to ensure it meets its intended purpose and does not stray from that purpose to fulfil other unmet needs of staff.

Personal

- I will share ideas for an organisational inclusion calendar.

Statement of intent #8

Where we want to be

8. We want to be an organisation that sets clear expectations for our leadership, as well as all staff and volunteers, of the importance of regular, meaningful conversations on inclusion, respect and dignity.

We want our staff and volunteers from marginalised backgrounds to be able to call in/out their colleagues and feel both physically and psychologically safe when doing so.

We want our staff team who occupy spaces of privilege to recognise that there are a number of material and social consequences for calling a colleague 'out' or 'in' and respond in these instances in a conscientious and humble manner.

We want to make sure staff are able to recognise and respond to issues happening outside of YoungMinds that may be affecting Black and minoritised staff, and to form an appropriate response, including taking active responsibility for the culture of support and care for team members.

For racialised and marginalised people this will look like:

- Education and awareness on AJEDI values and practices are a priority in all aspects of work and development [KPI 49-53]

- Cultural holidays and celebrations have equal value and investment [KPI 54]

- Discussions [informal and formal] on inclusion/exclusion are intentional and recognise the wellbeing and safety of the most vulnerable staff [KPI 55].

Action we're taking Ongoing action	Key KPI's Accountability
8.1 Establish an organisational leadership group (inclusive of SLT & SMT) that has AJEDI commitment & values at its heart, with clear competencies for leaders aligned with formal objectives.	**KPI 49** By end of FY22/23 roll out YoungMinds Leadership programme, with an established leadership competency framework (Milestone) **Responsibility of Director of Finance and Business Operations & Director of Training and Services**
8.2 Host regular affinity sessions on race, racialisation and faith for marginalised staff that prioritises support and care for their day to day wellbeing	**KPI 50** by end of FY23/24 developed a clear approach for affinity groups (Milestone) **Responsibility of Senior AJEDI Manager**
8.3 Develop ongoing YoungMinds AJEDI language guide on terms and languages used within the organisation and for external audiences that is shared with new joiners and updated as progress with AJEDI work.	**KPI 51** by end of FY22/23 first AJEDI language guide established and shared. (Milestone) **Responsibility of Senior AJEDI Manager. Internal Communications Manager & Head of Communications**

Action we're taking Ongoing action	Key KPI's Accountability
8.4 Include educational resources on a range of faiths, practices and cultural norms within a library and central information resource for staff	**KPI 52** By 2025 ensure comprehensive library and resources for staff to use for learning (Milestone) **Responsibility of Senior AJEDI Manager**
8.5 Create a decolonised dictionary for all staff to refer to for their day to day work or for short reflection sessions in teams	**KPI 53** by 2025 create library to include dictionary (Milestone) **Responsibility of Senior AJEDI Manager**
8.6 Review all cultural holidays offered by YoungMinds with a view to expand the communities the organisation recognises & consider an alternative approach for holidays	**KPI 54** by 2025 to have a considered approach to national and cultural holidays (Milestone) **Responsibility of Director of Finance & Business Operations, SLT & Head of People and Culture**
8.7 Co create an organisational approach to our internal communication around topics and issues that are important to staff, and annual inclusive celebrations, and day-today communication between teams on sensitive topics. To include what we talk about, boundaries, who inputs and leads the voice "speaking up", audience and how and when it's followed up.	**KPI 55** by FY23/24 to have organisational approach established (Milestone) **Responsibility of Senior AJEDI Manager & Internal Comms Manager**

ICPs: Responsibilities

Institutional Responsibility

- We will introduce Affinity sessions on race, racialisation and faith for marginalised staff

- We will create and promote learning resources, a language guide and a decolonised dictionary for all staff

- We will review cultural holidays and amend where possible to be more inclusive of staff from all backgrounds

- We will lead the work on creating an internal/ organisational communication approach.

Collective

- Teams will contribute to ongoing discussions on the ways in which inclusion and meaningful days can be marked and promoted in their department/teams.

Personal

- I will contribute to creating a whole-organisation approach to internal communication (including the way we talk to each other across teams and inclusive celebrations)

Do it now: Priority for Year 1
Financial Year 22/23

Do it next: Priority for Year 2
Financial Year 23/24

Do it when resource or capacity allows or **outsource across year 1-3** (by 2025)

Where we want to be

9. We want to be an organisation that implements AJEDI mistake culture into our work at all levels. We want a working culture where staff are supported and equipped and confident to confront these challenges.

We want our staff teams to confidently understand how to approach mistake culture; to not see it as an excuse or a form of defence, to actively embrace opportunities for development, to invite personal spaces for self-reflection.

We want to be an organisation where mistake culture is continuously interrogated in regards to our progress.

In recognition of the subjective nature of progress, leaders inside YoungMinds will support our teams to strike the balance between accepting that mistakes are inevitable, progress takes time but in doing so our colleagues are exposed to harm and are likely required to engage in non-compensated [emotional] labour.

For racialised and marginalised people this will look like:

- Opportunities for the professional development of staff are not seen as a privilege but a right and as part of an equitable approach to working [KPI 56/59]

- 'Difficult' conversations are understood as the responsibility of those who occupy the most privilege [KPI 57/58/60].

Action we're taking Ongoing action	Key KPI's Accountability
9.1 Establish a reverse mentoring scheme starting with the Senior Leadership Team. Mentors are internal staff members supported by external coaches or consultants.	**KPI 56** Reverse mentoring scheme in place by end of FY23/24 (Milestone) **Responsibility of Senior AJEDI Manager & Chief Executive**
9.2 Provide department level alignment training (ideally led by/alongside line managers) to model expectations of the positive behaviours of an antiracist organisation and to set expectations that we approach our AJEDI work with intentional action (as opposed to avoidance, silence and microaggressions).	**KPI 57** Delivery of training by FY2025 (Milestone) **Responsibility of Senior AJEDI Manager & Senior People and Culture Manager**

Action we're taking Ongoing action	Key KPI's Accountability
(**9.2** continued) Training to include: • understanding perfectionism and fragility as the norms of white working cultures • why "crime & punishment" cultures are barriers to antiracist practice (how shame and perfectionism halt action) • the building blocks of safe spaces and accountability cultures/guidelines for accountability behaviour • understanding the relationship between comfortability and privilege • guidelines to call each other in and out with compassion	
9.3 Create an organisational statement or internal policy that calls in our personal privileges and responsibilities especially in dealing with mistakes that cause harm. This will include an approach to calling in and calling out and highlighting power and privileges where they exist in the organisation. It will set out our expectations for staff and volunteers to consistently reflect on organisational culture and to actively contribute to a culture of accountability to one another.	**KPI 58** Delivery of statement by 2025 (Milestone) **Responsibility of Senior AJEDI Manager, Head of People & Culture & Chief Executive**
9.4 Establish organisation-wide expectation that personal responsibilities and engagement with AJEDI work is discussed as part of line management meetings (one to ones). To include reflections on individual participation in mistake culture and development of accountable behaviours	**KPI 59** Establish personal AJEDI reflections as working practice in line manager 121s by 2025 (Milestone) **Responsibility of Senior AJEDI Manager, Head of People & Culture & Senior Leadership Team**
9.5 Implement social guidelines at the beginning of all meetings and staff events which grounds participants in expectations of accountable behaviour and supports responsible interactions between colleagues, minimising harm	**KPI 60** Establish social guidelines as working practice in meetings by FY 22/23 (Milestone) **Responsibility of Senior AJEDI Manager & Senior Leadership Team**

ICPs: Responsibilities

Institutional Responsibility

- We will start a reverse mentoring scheme

- We will support the development of our teams to understand how mistake culture shows up in our departmental work

- We will develop visuals and infographics as accessible staff learning resources around our organisational approach to mistake culture

- We will make sure teams are incorporating social guidelines into the ways they work.

Collective

- Each teams will create their own team statement on mistake culture

- Each team and project group will ensure social guidelines are set at the start of each meeting, session or gathering.

Personal

- I will develop my own understanding of what mistake culture is and how it shows up for me and us at work

- I will contribute ideas for a set of social guidelines that can be used across the organisation

- I will encourage colleagues on their own learning journeys by role modelling accountable behaviours in meetings and interactions

- I will use my line management meetings to reflect, explore and find opportunities for further learning about accountability culture.

Do it now: Priority for Year 1
Financial Year 22/23

Do it next: Priority for Year 2
Financial Year 23/24

Do it when resource or capacity allows
or **outsource across year 1-3** (by 2025)

Where we want to be

10. We want to be an organisation that actively seeks to engage with communities that experience minoritisation and to be anti-racist in the delivery of services, our engagement with young people and our policy and campaigns work.

We want to bring together sector peers and service providers to share best practice, align strategies and collaborate regularly.

We want to make a conscious effort to meet gaps in our reach, with a particular focus on Black and minoritised young people, ensuring they feel seen and represented through our work, and that their accessibility and cultural needs are met through our service design.

We want to routinely consider the impact of our services, activities and partnerships on Black and minoritised young people. We want to take a participative approach to make assessments of the appropriateness of our relationships and our content/activities for these communities.

We want to make sure we are centring the experience of Black and minoritised young people in our campaigning, acknowledging that their voices and their needs are often ignored in the mental health conversation and policy development, and their needs are greater.

We want to make sure leadership is able to recognise and respond to issues affecting the young people we support and are able to have an active and appropriate response.

For racialised and marginalised people this will look like:

- Quality assurance processes rely on policy rather than the knowledge of staff from backgrounds that represent targeted groups [KPI 61/62]

- An increased reach of campaigns and services to youth from similar backgrounds in order to reduce the individual burden of over performing and a reduction in uncompensated labour [KPI 63-69]

- Better representation across external digital platforms [KPI 70]

Action we're taking Ongoing action	Key KPI's Accountability
10.1 Establish and implement an AJEDI quality assurance system for all major initiatives as part of our project management & business planning processes	**KPI 61** All major initiatives and projects over size of £80k to have an AJEDI quality assurance assessment by end of FY22/23 (Milestone) **KPI 62** By end of FY22/23 all business planning and project management templates to directly incorporate consideration of AJEDI lens into project planning (Milestone) **Responsibility of Director of Strategy & Implementation, Head of PMO, SLT & SMT**

Action we're taking Ongoing action	Key KPI's Accountability
10.2 Establish baseline statistics and set ambitious targets to improve our reach, engagement and brand perception with Black and minoritised groups.	**KPI 63** Establish specific KPIs for each service for proportion of Black & minoritised users to reach above 30% by FY24/25 (KPI) **Responsibility of Director of Training & Services, Head of Parent Services, Head of Training, Director of Communications & Campaigns, Head of Brand & Marketing**
10.3 We will establish and roll out training to introduce key concepts of cultural competency that intersect with mental health and mental illness for staff and volunteers on our Parents Helpline and Youth Engagement & Participation programmes. The purpose of developing cultural competencies will be to better understand and respond to the needs of Black and minoritised people accessing our services and programmes. This will include how different communities communicate around MH issues, language, stigma and gaps in services, stress reactions, spiritual and religious interaction, communicating needs differently and how services do/don't respond and the current gaps in services.	**KPI 64** Establish training & roll out by end of FY22/23 (Milestone) **Responsibility of Head of Parent Services, Head of Youth Engagement and Influence, Head of Training and Services, Head of Communications**
10.4 Establish an approach to work with professionals, consultants and community experts by experience to analyse our programmatic work and interrogate the work of each department through the needs of Black and minoritised young people needing support for their mental health	**KPI 65** Delivery by end of FY22/23 (Milestone) **Responsibility of Head roles in Communications & Campaigns and Training & Service Design Departments**
10.5 Develop partnership approach with organisations representing Black and minoritised groups across all three of our strategic programmes to increase our reach into those communities and our understanding of the issues they face. Our partnership approach will ensure our relationships are genuine, non-extractive (have the same or greater benefit to our partner as to us) and fully compensate partner organisations for their work and labour.	**KPI 66** Establish partnership model across each Strategic programme by FY23/24: • Programme 1 (Never Alone): up to 3 partnerships per year • Programme 2 (Someone to Turn to): 1 partnership per year • Programme 3 (Powerful Young Voices): up to 6 partnerships per year **KPI 67** Establish a reporting measure to evaluate partnership satisfaction and reciprocity, proof of divestment of resources, platforms or power and communication of how we are positioning ourselves by FY23/24 (KPI) **Responsibility of Strategic Programme leads, Senior Supporter Mobilisation Manager**
10.6 We will explicitly centre Black and minoritised/racialised young people's needs in our policy, media, campaigns and research to influence decision makers on unmet needs.	**KPI 68** by end of FY 23/24 at least 40% of media comments and 100% of formal Government policy responses include messages that relate to the structural issues that impact upon young people's mental health (KPI) **KPI 69** 100% of our major proactive campaigns specifically work to address structural issues as part of their policy-change agenda. (KPI) **Responsibility of Head of External Affairs, Head of Comms & Head of Youth Engagement & Influence**

Action we're taking Ongoing action	**Key KPI's** Accountability
10.7 We will actively use our influence and positions of power to platform Black and minoritised young people and organisations who represent these groups. We will increase the visibility of Black and minoritised young people, and their stories, in our digital channels and media work.	**KPI 70** By end of FY 23/24 At least 60% of participants on our blogger, creator and media-talker programmes are Black and minoritised young people of which 30% will be Black. (KPI) **Responsibility of Head of External Affairs, Senior Supporter Mobilisation Manager, Head of Comms & Head of Youth Engagement & Influence**

ICPs: Responsibilities

Institutional Responsibility

- We will create an AJEDI quality assurance system

- We will create and meet ambitious reach and brand perception targets

- We will provide training and development opportunities around cultural competencies and Mental Health

- We will create a community insights and partnership approaches that are equitable and not extractive

- We will place the experiences of Black & Minoritised young people at front and centre of campaigns, policy and media work.

Collective

- Teams that have relevant experience, training or insight will support opportunities for learning and development around Mental Health cultural competencies

- Team meetings, project meetings and departmental meetings will bring in learning and insight from partnerships and community insights work to influence the direction and scope of operational work.

Personal

- I will contribute to an AJEDI quality assurance process when I am developing, designing, collaborating or delivering any major projects

- I will take part in cultural competency development sessions and actively apply into my area of delivery

- I will support and take part in discussions or alignment sessions with partner organisations to broaden my scope of understanding around key mental health issues in racialised and marginalised communities

- I will bring examples to team, project and departmental meetings of how insights from community partnerships have influenced your work.

Looking forward: a note from our Senior AJEDI Manager

To conclude, this is the beginning. In an ideal world, I wouldn't have this job. But the world isn't ideal, what makes it better is pieces of work like this. Plans with clear commitments, rooted in evidence and driven by equitable action.

For some context, I am new to YoungMinds and have recently started as the Senior Anti-racism, Justice, Equity, Diversity, and Inclusion Manager. After joining and reading the statements of intent, I immediately knew what kind of organisation we want to be.

My initial thoughts are to say that our goals are ambitious – and they are, but they are also just leveling the playing field. We are acknowledging that to be from a Black, minoritised, and racialized community means that our starting point isn't the same as it is for our white and more privileged counterparts.

Our vision is clear, and we know that staff, managers, leaders, and volunteers at YoungMinds need to be invigorated by this vision to make a fair future a reality- after all, we are optimistic.

None of us are experts in anything but our own experiences. However, by starting this journey, we are demonstrating that we are ok with making mistakes, growing from them and have a willingness to educate ourselves on the things we don't yet know.

As a new staff member myself, I am impressed and inspired by the work that has been done to get where we are today. I am motivated by the strength of my colleagues, the young people we work for and by my own personal lived experience to do this work. I pledge to continue to hold myself and others to account for the obligations we have to Black and minoritised communities, be kind and stand up for what's right.

Nicole Alleyne-West
Senior AJEDI Manager, YoungMinds

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