

FOUNDATIONS' ANTI-RACISM TRANSFORMATION PLAN

Five transformation pillars	Transforming our organisation					Transforming our work
	1 GOVERNANCE	2 LEADERSHIP	3 PEOPLE	4 CULTURE	5 WORK PROGRAMME	
Where we started	We needed strengthened Board oversight to support consistent and accountable leadership on anti-racism.	We needed strengthened confidence in leadership's approach to anti-racism.	We needed to reflect racial diversity more evenly across our organisation.	We needed to improve inclusion and address experiences of racial bias in the workplace.	We needed to leverage our funding to build capacity among Foundations staff and our commissioned partners to address racial disparities among children and families.	We needed to generate actionable evidence that improves outcomes for racially minoritised, vulnerable children and families to address systemic disparities.
What we're doing about it	We are establishing a Race Equity Expert Advisory Group and strengthening accountability in existing governance groups to report to, and provide constructive challenge for, the Board.	We are publishing our anti-racism pledge, practicing reverse mentoring for senior leaders, and developing an L&D agenda for anti-racism in leadership.	We are strengthening employee recruitment, embedding employee development plans, and setting out our position on Positive Action.	We set anti-racism OKRs, deliver core anti-racism learning, maintain a Race Equity Group–senior leader feedback loop, and continue activities such as our Diversity Book Club and race equity events.	We are providing guidance, additional resources, and clear criteria to ensure anti-racism and EDIE more generally are fully integrated across our grant-making and evaluations.	We are embedding questions on racial inequality across all evaluations, providing guidance for addressing them, co-producing action plans with partners, and ensuring diverse expertise and lived experience inform every stage of our work.
The change we will see	The Board is actively engaged with the anti-racism agenda and driving the transformation plan forward.	Leadership are driving anti-racism forward in the work of their teams.	Staff at Foundations are diverse, highly skilled and feel supported to develop, thrive, and progress in their careers.	Racial bias and exclusion is not experienced at Foundations, and all staff feel a sense of belonging.	Evidence on racial disparities is embedded into the design and delivery of research and evaluation projects, guiding service and policy improvements that lead to better outcomes for children and families from racially minoritised backgrounds.	
Evidence of this change will be	<ul style="list-style-type: none"> Updated Terms of Reference for governance committees and regular reporting to the Board Improved Board engagement and oversight on anti-racism. 	<ul style="list-style-type: none"> Improved capability of leadership to meet anti-racism objectives Improved staff confidence in leadership's progress on this agenda. 	<ul style="list-style-type: none"> Targets for racial diversity in teams are met Increased development and progression opportunities for staff. 	<ul style="list-style-type: none"> Zero incidents of racial bias and exclusion Improved sense of belonging and racial consciousness across teams. 	<ul style="list-style-type: none"> Projects we fund meaningfully include racially minoritised children and families Our toolkit updates reflect new evidence on racial disparities Our EDIE evidence is cited in policy briefs. 	

We are committed to being transparent and accountable in our anti-racism work and will report openly on our progress, sharing what's working, what needs improvement, and what will happen next.