



# Application Pack

**Post:** Trainer, facilitator and resource creator

**Application deadline:** 9am on Monday 26th October

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# How to apply

Please read the information in this pack before making your application. We want you to have a good understanding of who we are and what the role involves and whether it is right for you

We have provided this application pack and the application form as pdfs, and also as editable documents in case you want to do your own formatting to make it more accessible to you.

The pack is also available as audio files.

You can download these from our website: <https://www.seedsforchange.org.uk/jobs>

Please feel free to email us on [contact@seedsforchange.org.uk](mailto:contact@seedsforchange.org.uk) if you have any questions, or if there is anything else we can do to make the application process more accessible for you. If email is difficult for you, call our office on 01524 509002. We are mostly working at home at the moment and only check this number twice a week, but if you leave a message we will get back to you.

Once you have read this pack please **fill out the application form**, and email it to [contact@seedsforchange.org.uk](mailto:contact@seedsforchange.org.uk) **by 9am on Monday 26th October**. Please don't send us anything other than the application form.

If emailing the form isn't possible for you, you can post it to:

Seeds for Change, The Storey, Meeting House Lane, Lancaster, LA1 1TH.

You can also deliver it in person to reception at The Storey, in an envelope marked Seeds for Change. The Storey opening hours may be subject to change because of covid, so do check their website first (<http://www.lancaster.gov.uk/sites/the-storey>).

**Please ensure that your application reaches us by the deadline of 9am on Monday 26th October. We are unable to consider applications that we receive after this deadline.**

## Timeline and practicalities

We expect to inform you by Wed 4<sup>th</sup> November whether or not you will be invited to interview.

Interviews will take place between the 17<sup>th</sup> and 24<sup>th</sup> November. We will let you know whether or not you have been successful by Monday 30<sup>th</sup> November.

The earliest start date is the 8<sup>th</sup> December. We can be flexible if you need a later date because of your current employment.

The interview process will include you planning, running and evaluating a short online training session relevant to Seeds for Change's work. We will also ask you for a sample of something you've written in an accessible style (on any topic).

If possible we would like to conduct interviews face-to-face, this depends on the general Covid-situation and what you are comfortable / safe with. If we do meet in person, we will make every effort to make this as safe as possible. If in-person interviews can not happen in a Covid-safe fashion we will conduct online interviews. We will reimburse reasonable travel expenses (NB: please note our policy of not flying).

## Legal right to work in the UK

Due to the UK's racist border policies we can only employ people who have the legal right to work in the UK. We are required by law to carry out checks before employment starts. We are very sad that we are unable to arrange or sponsor work visas for applicants.

# Application notes

## About us

Seeds for Change is a workers' co-op that offers training, facilitation, resources and other support for campaigns, community groups and co-operatives working for social and ecological justice.

We are committed to core values of equality, freedom and solidarity – for humans, animals and the ecosystems we are part of. Our vision is of a society in which those values are embedded in every day life and communities have direct control over the decisions that affect their lives.

Right now, we live in a world in which living beings are exploited for the sake of greed and power. We believe that to create real change, we need to come together to confront injustice and build alternatives.

Our aims are to support social and ecological justice groups to:

- **Increase skills, strategy and empowerment** so they are more effective in confronting injustice and building alternatives.
- **Put values of equality, freedom and solidarity into practice** in the ways their groups are structured, the ways they relate to each other and the alternative models they create.

Those two aims are threaded through all the work that we do, from our training and resources, to how we ourselves operate internally as a co-operative.

## Our theory of change

We believe that lasting and transformational change starts from the bottom up.

For this reason, we work mainly with grassroots groups, and where possible self-organised networks of people working to change issues that directly affect them. Supporting those groups to be more effective can have real impacts on people's lives in the here and now. Longer term, we believe that being part of self-organised campaigns and co-ops can enable people to build the skills, networks and empowerment to take on more issues, create stronger movements, and ultimately, change society.

This longer term perspective of how we can transform society is an important part of our work (although of course we recognise we can only play a small part in a much bigger picture!). It is one of the reasons we prioritise both building collective power *and* putting values into practice. We believe real change has to involve overthrowing oppression and putting something else in its place. Campaigns and co-ops are great places to experiment and explore how that something else could

work – what cultures and systems do we need to live in a free society of empowered equals? How can we put ecological sustainability at the heart of everything we do?

We also believe that when groups organise as equals in effective ways, they are more able to sustain their campaigns for the long haul. Oppressive systems are expert at reinventing themselves, our movements need to be resilient too!

Our tools for supporting groups to make immediate and transformational change are workshops, resources, facilitated meetings, advice and mentoring. Through all of this, we aim to help groups build their practical skills to increase their effectiveness, become more empowered, their political analysis, and their ability to live out their values in the ways they organise.

In particular, please note:

- Our analysis of injustice includes not just the big baddies 'out there' like capitalism and the state, but also the kinds of oppression and power dynamics that play out between people, even in social change groups. To pick a few examples (and we know there are many more) – dynamics around race, class, gender, ableism, transphobia, homophobia etc. We see it as ongoing work for groups and individuals organising for social change to understand their part in those dynamics and build collective liberation. (And we're really sad that this needs saying, but a special note in response to some of the tensions that have played out in our movements recently: we want to be very clear that we see trans exclusion as an oppressive behaviour. Our feminism and our concern for trans rights are inextricably connected. We are looking for a new member who shares this view).
- Some of the support we offer to groups is around taking direct action. We see this as people taking power into their own hands instead of lobbying politicians to make changes on their behalf. It is important to us that you are supportive of that principle, even if you have never taken part in anything you have labelled as direct action yourself. (We recognise that there are circumstances where direct action isn't an appropriate tactic. We also acknowledge that the consequences can be very different for different people.)

## Who we are

We are currently a co-op of three people, part time. We love working together and have each been in the job for 9, 11 and 19 years respectively – so we're really excited about someone coming in with a fresh perspective!

Our work at Seeds for Change is informed by our organising over many years, from the early Camps for Climate Action to a local queer night, from anti-fracking to housing to open-cast coal-mining.

## About the role

We are looking for someone who has a strong commitment to our politics and values, as well as the skills that will enable you to do the work. Ultimately, Seeds for Change aims to play a role in changing the world, and being a co-op member is definitely not 'just a job'. In particular, we are looking for someone who is enthusiastic about both strands of our work: helping groups to increase their skills, strategy and empowerment and to organise in ways that put values of equality, freedom and solidarity into practice. See our ethics policy [\[link\]](#) for more specific details.

Please note that the job involves working 'core hours' in Lancaster two days a week (this will be online during covid). The groups we support are based all over the country and are often only available outside standard work hours. Therefore we are looking for someone who can be flexible around fluctuating hours, doing some long days with travel on public transport, working evenings and weekends and spending the night away from home. See more details below.

The role is a balance of three main areas: collectively running the co-op itself, direct work with groups and creating resources. (See the job description for a more detailed list – this section should give you an idea of why the different things are important).

## Running the co-op

As a co-operative, we all take home equal pay, and we all take a fair share of responsibility for the co-op and the workplace: from strategic planning to cleaning, from taking minutes to creating policies. Through the probation period, we can work out a balanced set of tasks that are suited to your skills. The key point is to expect 'running the co-op' to be a significant part of your job. From the beginning, expect to take part in weekly meetings using consensus decision making.

Another key aspect of being a co-op is that we aim to provide a supportive workplace where all members can get their needs met and enjoy their work. This means being able to be open and honest: giving feedback and expressing your own perspective even when you disagree with other members. It also means respecting difference – listening and trying to understand where other members are coming from. We take shared responsibility for thinking creatively and looking for win-win solutions when our needs or opinions seem to be incompatible. If unhealthy dynamics crop up, we work together to change them. [Link to our short consensus guide]

It is also important to us as a co-op to be a good employer to ourselves. We try to create a sustainable work culture, where we value the impact of our work, but not self-exploitation and perfectionism! In practical terms, important parts of that are: keeping track of your hours, planning your work in a realistic way, taking off your over-time, asking for help where needed and communicating with colleagues if a task or deadline is proving difficult for you.

## Direct work with groups

We offer training, advice and mentoring in topics such as consensus decision making, direct action, campaign strategy, horizontal organising, facilitation, outreach and publicity, co-operative governance, legal rights for activists, responding to internal conflict, using the mainstream media and more.

We also support groups by offering a facilitation service for important and challenging meetings: for example to decide on a strategy or organising structure or to explore a divisive issue that's holding the group back.

Most of this work happens with grassroots groups and co-operatives, but we also do paid work with small charities and other projects that fit our values.

It is important to us that our work with a group is as empowering as it can be for participants, and that we create an effective environment that enables people to learn and be open and honest with each other. For these reasons, we aim for our sessions to be (as much as is possible):

- **Participatory:** we design sessions to enable everyone to participate actively to increase their engagement, ability to remember, and feeling of connection with each other

- **Accessible:** we ask for information about participants' access requirements beforehand, and design sessions that are as varied as possible to suit the different ways people learn
- **Experiential:** groups are encouraged to reflect and draw on their life experiences or on shared experiences we have created within training to use as a basis for learning.

The exact balance of topics and types of support the new member offers to groups will depend on your skill set and the needs of the groups themselves. Initially, the probationary member will observe, and then co-facilitate sessions with current members. We would expect you to be doing some independent facilitation by the end of your probationary period.

## Resources

Our library of resources currently includes a wide range of written how-to guides on practical aspects of campaigning and organising, plus some short videos on consensus decision making. Updating and adding to this library is a major part of our work. This way we reach many more people than we could do directly through training. Between them, our resources are downloaded over 30,000 times per month, and grassroots groups in other countries have translated some of the resources into 11 different languages.

These resources support groups to increase their practical skills for campaigning and co-operation, and to reflect on how they are putting their values into practice. We put a big emphasis on making these resources accessible – they are anti-copyright and free to download, and try to use words and formatting that will make them useful to a wide range of people.

The new member will contribute to our resource library. Expect this to be about a quarter of your time overall (although again, that can be adjusted a bit depending on your interests and skillset). Ideally, you would be able to contribute to our written resources, because this is such a big element of what we do. However, we'd also be very excited if you come with other skills that would enable you to take the lead on creating videos, podcasts, info-graphics or other resources.

We collaborate to create our resources, so you also need to be able to take part in a process of collectively agreeing a set of aims for each resource, creating drafts and receiving feedback on them, giving feedback on and/or editing other people's work and working out a solution everyone is happy with if there is disagreement.

## Conditions of work

It is important that a new member is able to give some flexibility in terms of fluctuating work hours, evening and weekend work, and (once it is covid-safe) travel on public transport. We have listed full details below so you know what to expect. If any of this is difficult for you because of your access requirements or caring responsibilities then please let us know at interview what reasonable adjustments could make it possible for you.

## Location

We are looking for someone who is available to work in our shared office in Lancaster at least two days a week. Working in person enables us to develop the trust and relationships necessary for consensus decision making and do more effective and creative work together. During covid, we are working online, and would agree to be available for meetings and co-working at the same time on agreed days. If you are considering doing a long commute to Lancaster, please think realistically about whether this will be sustainable for you long-term.

Which two days these are can be negotiated between new and existing members. Similarly, we can negotiate exactly which hours we will overlap for (e.g. 10-4 or 11-5). Exceptions would be if you are out delivering training or taking time off in lieu (TOIL) or holiday.

## **Flexible hours**

We pay ourselves for a 22.5 hour week. In practice, this is an average across the year, but our hours vary from week to week (e.g. we sometimes work overtime to deliver training, then take the time off later). Outside of the agreed core hours, each person is responsible for deciding when they will work, in negotiation with anyone they are working with. We try to manage our workload to ensure our own sustainability, and to avoid impacting on the sustainability of other members.

## **Evenings and weekends**

Work with grassroots groups usually happens at evenings and weekends. You will negotiate the timings of this with other co-op members and the groups you work with so that it works for everyone as well as it can. Expect to do a minimum of:

- 1 late evening and 1 long weekend day per month, plus
- 3-4 longer periods of work away per year, e.g. a long weekend, or several days at a gathering

## **Travel and overnight stays**

Currently our work with groups is all online, but once it is covid-safe, expect to travel by public transport to do face to face work with groups in the place where they are based. This can mean very long days, (e.g. leaving on a 6am train and returning at midnight) or overnight stays. Depending on the needs of each member, options for overnight stays include (budget) paid-for accommodation, staying in the houses of workshop organisers or camping / dormitories at gatherings. We pay travel time and offer a subsistence allowance when away from home.

# Job description

## Job title: Trainer, facilitator and resource creator

### Conditions of work

<b>Hours and Pay</b>	£15,000 per year for an average of 22.5 hours per week, before deductions for tax and National Insurance. (This is equivalent to £25,000 per year if you worked a 37.5 hour week, or £12.82 per hour).
<b>Contract</b>	We are initially offering a 1 year probationary contract, (which can be extended by up to 2 months if necessary). Once you have passed your probation, we are offering full membership of the co-operative, which is a permanent position. We are looking for someone who wants to stay with us long term, if it works out for all of us.
<b>Holidays</b>	6 weeks per year plus bank holidays. This works out as 24 days per year pro rata.
<b>Location</b>	We are based in a office in Lancaster. We are currently working online, but once it is covid-secure, expect to work in person in Lancaster at least 2 days a week together with colleagues. The new and existing members of staff will negotiate to agree which days they will be.
<b>Flexible working hours</b>	We manage our own time in negotiation with colleagues and groups we are supporting. In practice, our hours fluctuate from week to week. We are each responsible for taking time off in lieu (TOIL) in order to balance out any overtime. Training and facilitation work usually involves working evenings and weekends, and staying overnight or doing very long days on public transport.
<b>Sick pay entitlement</b>	For the duration of the 1 year probation contract we offer full pay during periods of sickness for up to half of the total time the member of staff worked for the co-op before the sick period began, to a maximum of three months.  Once the probation period is completed we offer full pay during periods of sickness for a maximum of 28 weeks in 24 months.
<b>Leave for new parents</b>	We aim to give all new parents 9 months leave on full pay, or a proportion of that as shared parental leave. In situations where the new parent is not legally entitled to statutory adoption/maternity/paternity/shared parental leave (and therefore we don't have help from the state to pay for their time) we will negotiate with them, and make a decision that takes into account our desire to support them and our responsibility for the financial security of the co-op as a whole.



# Main tasks and responsibilities

## Training, facilitation and other support for grassroots groups

- Communicate with groups who approach us for support in a friendly and timely manner.
- Design and deliver participatory / experiential workshops and meetings individually and with a co-facilitator. Evaluate the sessions and do any other follow up work. Travel by public transport to the group's location where needed.
- Offer advice and mentoring to campaigners and organisers by phone, email etc.

## Creating Resources

- Creating and updating accessible 'how-to' guides in writing or using another medium (e.g. film etc.). This work always involves at least two members of the co-operative, and includes giving and receiving feedback and editing others' work.
- Contributing to the layout of resources (whether through giving input and feedback, or doing the layouting).
- Publicising and distributing our resources through our website, online platforms / social media and stalls at events and workshops.

## Running the co-op

- Actively participate in an average of one meeting per week, using consensus decision making.
- Take shared responsibility for making effective decisions in the co-op (about strategy, politics, policies, financial sustainability, compliance with the law, culture, impact, responsibilities to its members, responding to workshop requests and other short and long term decisions).
- Take shared responsibility for project management (assessing the needs of the movements we support, designing projects, doing publicity or networking to contact the right groups, assessing the impacts of the project and adjusting our activities, contributing to funding reports).
- Contribute to fund-raising including researching funders, planning projects, creating budgets, writing applications, recording work done, assessing impacts and reporting.
- Take a fair share of other tasks that ensure the effectiveness and financial sustainability of the co-operative, e.g. publicity and social media, accounting, networking, cleaning and tidying, answering external communications, emptying the bin, printing and distribution of resources and other tasks as needed.
- Do necessary personal admin in a timely fashion, including filing expense claims, replying to email and other communications, recording hours and work done and other tasks as needed.
- Communicate effectively with colleagues. This includes sharing practical information where needed in an accessible way. It also includes being open and honest about personal needs and opinions in decision making; listening to and accepting the needs of others; and working collaboratively to make consensus decisions.

## **Managing time and quality of work**

- Organise own workload so as to be reliable, productive and sustainable.
- Take part in individual and collective reflection on work and assessing of impacts to keep improving quality.

## **External communications and 'networking'**

- Liaising with other trainers, campaigners and co-operators to discuss our work, and potentially collaborate on training or other projects.
- Attending gatherings and other events with grassroots campaigners (currently online, in person once it is covid-secure).
- Making contact and keeping in touch with a range of grassroots groups in order to assess needs and arrange support.

## **Other tasks**

- Attending external training and internal skill-shares.
- Anything else as agreed in co-operative meeting, in line with our strategy and values.

## **Reasonable adjustments**

If anything about the tasks, location or conditions of work will be difficult for you due to access requirements or care responsibilities please let us know at interview what reasonable adjustments would enable you to work with us.

# Person specification

Area of work	Essential	Desirable
Politics and organising for change	<p>Committed to the values, aims and policies of Seeds for Change</p> <p>Experience of campaigning for social/ecological justice in grassroots groups</p> <p>Experience of consensus decision making, commitment to the ethos of consensus</p>	<p>Has current connections to grassroots networks that are aligned with our politics and values</p> <p>Experience of living or working in a co-operative</p>
Communication and collaboration skills	<p>Strong skills for collaborative working and facilitation, including sharing information where appropriate, expressing yourself clearly, listening carefully, being open and honest, giving and receiving feedback and taking on board other people's perspectives</p> <p>Able to communicate effectively, collaborate and 'network' with a wide range of different people including fellow co-op members, groups we support, other campaigners and trainers, funders etc.</p>	
Facilitation	<p>Experience of facilitating workshops / skillshares and meetings</p> <p>Commitment to making meetings / workshops empowering, participatory and where appropriate experiential</p> <p>Ability to learn strong facilitation skills for participatory, experiential and empowering workshops and meetings</p>	<p>Already has strong skills in facilitating participatory, experiential and empowering workshops / meetings</p> <p>In depth prior knowledge about one or more of our main training topics: consensus, facilitation, horizontal organising, direct action, campaign strategy and co-operatives.</p>
Creating resources	<p>Able to write in a clear, accessible style</p>	<p>Has other skills for creating Seeds for Change resources (e.g. film-making, layout, design, drawing etc.)</p>
Running the co-op	<p>Willing and able to participate in running the co-operative, taking shared responsibility for decision making, co-op management, project management, fund-raising, ensuring the co-op fulfils its legal</p>	<p>Already familiar with one or more of the following areas: budgets and accounting, funding applications, publicity and social media, networking, strategy, business</p>

	responsibilities, personal admin, cleaning, tidying and other tasks that ensure the effectiveness and financial sustainability of the co-op.	planning, HR, co-operative governance, IT using linux, (web) design, layouting
Work skills	<p>Able to manage own time and workload in a sustainable way, in order to reliably set and meet internal and external deadlines</p> <p>Committed to the impact of our work, including paying attention to detail, and improving own skills through personal reflection, seeking feedback and applying the lessons learnt.</p>	
Conditions of work	<p>Available for core office hours in person in Lancaster (remotely during covid).</p> <p>Willing to work in a flexible way including fluctuating hours, evening and weekend work and (once it is covid safe) travel by public transport and overnight stays.</p> <p>Wants to work for Seeds for Change long term if it works out for all of us</p>	

# Ethical Policy

Our ethics come from an ecological perspective as well as a human one. We hold these core values for human beings, other species and the ecosystems we are part of:

- Equality
- Freedom
- Solidarity
- Justice
- Empowerment

As a workers' co-operative we also follow the international values and principles of co-operation. You can find out about them on our website: <https://www.seedsforchange.org.uk/coop-principles>

## We aim to enact these values by:

1. Considering these values when deciding what work to do
2. Promoting co-operation and mutual aid to the wider world
3. Working non-hierarchically and co-operatively within our collective
4. Recognising and addressing power dynamics and systemic oppression
5. Being honest, accountable and open to feedback
6. Making training, facilitation and resources accessible to as many people as we can
7. Being not-for profit
8. Minimising our participation in systems of economic exploitation
9. Reducing our ecological footprint, the amount of resources we consume and pollution we create
10. Not exploiting other animals

We don't always enact these values perfectly – it is an evolving process for us! Let us know if you have thoughts or suggestions on what we could do better.

## Implementation

### Considering these values when deciding what work to do

- Supporting groups whose aims are in line with our values – for example, groups campaigning against injustice or building positive alternatives.
- Prioritising the groups where we think we can have the greatest impact towards these ideals.
- As a minimum, we won't work with groups that have a significant negative impact, or that exist primarily to generate private profit.

## **Promoting co-operation and mutual aid to the wider world by**

- Doing work that supports co-ops and non-hierarchical collectives to function more effectively.
- Helping people build strong networks and communities.
- Supporting people to use their own power as individuals and collectively.
- Modelling and developing effective ways of non-hierarchical organising.
- Being part of the communities and movements we support.

## **Working non-hierarchically and co-operatively within our collective by**

- Using consensus decision-making within our collective and adopting a flat management structure.
- Each taking responsibility for our own work, as well as offering each other support, for example through reviews and giving each other regular feedback.
- Learning from each other and from people outside collective.
- Communicating openly with each other about issues related to our work and decision making.
- Offering a flat rate of pay.
- Valuing the different skills and experience that each member brings.

## **Recognising and addressing power dynamics and systemic oppression by:**

- Learning about the experiences and political analysis of people who are marginalised in ways that we are not
- Reflecting on our own relationship to systemic oppression of different kinds, and sharing those experiences within the co-op
- Using what we have learnt from the above to identify and work to 'unlearn' behaviours and ways of thinking of our own that replicate or fail to challenge systemic oppression
- Recognising different ways that power and oppression play out in interactions within the collective, between us and the people we work with, and within the groups we support. Looking for ways to shift or challenge those dynamics.
- Identifying ways that systemic oppression plays out in movements that we are part of, and taking proactive steps to challenge that.
- Considering issues of systemic oppression in relation to the content of our trainings and resources. Looking for ways that the content we choose, or the way we present it, can challenge systemic oppression.
- Delivering our training and facilitation in ways that encourage participants to be empowered in their own learning, as well as in their activism.

## **Being honest and accountable by**

- Being open about our principles, skills and what we can offer.

- Asking for genuine feedback on our work (from within and beyond the collective) and taking time to reflect and make changes to how we work.
- Sticking to agreements, and where we are not able to stick to agreements, being honest about this.

### **Making training, facilitation and resources accessible to as many people as possible by**

- Inviting information from the participants in our workshops about their access requirements, and bearing these in mind when planning and delivering facilitation.
- Researching and implementing ways in which we can make our guides, trainings, facilitation and advice accessible to more people.
- Producing resources that are anti-copyright or published under a creative commons license.

### **Being not-for profit through**

- Providing sustainable and decent livelihoods for our workers and affordable training/facilitation – rather than generating excessive profits for us/others.
- Paying ourselves what we need to live a low-impact lifestyle, rather than extracting the maximum amount of pay.
- Using surplus to support groups who can't afford to pay.
- Having an asset lock in our articles of association, meaning the co-operative is in common ownership. If the co-op is wound up, then any assets are passed on to a similar common ownership organisation, rather than being distributed amongst the members.

### **Minimising our participation in systems of economic exploitation through**

- Buying from small local suppliers, co-operatives or social enterprises, specialist alternative suppliers, or community enterprises in the global south in preference to corporate sources.
- Respecting reputable boycott movements.
- Buying food that is sustainably produced.
- Choosing services from providers with the highest ethical standards we can, (e.g. banking, phone and internet, insurance).
- Using Free / Open Source Software where practical.

### **Reducing our ecological footprint, the amount of resources we consume and pollution we create by**

- Re-using paper, ink cartridges and all other appropriate resources.
- Sharing resources where practicable with other groups.
- Using recycled, post consumer paper in the office and for our publicity materials.
- Powering our activities with electricity from renewable sources wherever possible.
- Reducing energy use in our work environments.

- Paying bike mileage to staff to encourage cycling.
- Using public transport wherever it provides a viable option.
- Not using air travel.
- Using ecological cleaning products.
- Sourcing second-hand office equipment such as furniture and computers.
- Recycling our waste through the most appropriate waste stream.

### **Not exploiting other animals by**

- Providing only vegan food, cleaning products etc. in our work environments, workshops and during other events we organise.

## **Our commitment**

The responsibility for enacting this policy lies with all members, staff and volunteers of Seeds for Change. We commit to implementing this policy to the best of our ability. Regular reviews and evaluation of the policy and improvements in practice will take place.

Policy adopted November 2017

Reviewed February 2019

Reviewed and revised September 2020



# Equal Opportunities Policy

Seeds for Change Lancaster Co-operative Ltd. is committed to offering equal opportunities, and encouraging diversity in all areas of the organisation. We strive to combat all forms of individual and structural discrimination. This policy sets out how we implement our obligations under the 2010 Equality Act.

This Act recognises that discrimination may be direct or indirect and may include victimisation and harassment. It may happen on the basis of someone's actual identity, or how they are perceived by others. The Act recognises the following protected characteristics:

- age
- disability
- gender reassignment
- marriage or civil partnership
- pregnancy or maternity
- race, ethnic origin, colour, nationality, national origin
- religion or belief
- sex
- sexual orientation.

Seeds for Change seeks to promote equality of opportunity in all aspects of the services it offers, with regard to its employees, members and volunteers and within the community it serves. We will comply with best practice from legal, regulatory and inspection requirements. Codes of Practice and other guidance will be used appropriately to ensure progress on diversity, e.g. from the Advisory, Conciliation and Arbitration Service (ACAS) and the Equality and Human Rights Commission.

## Principles

Seeds for Change is committed to:

- Creating an environment where all members, employees and volunteers feel respected and able to give of their best.
- Working in inclusive ways to develop an organisational culture that pro-actively promotes diversity and equality.

In carrying out its work Seeds for Change will make reasonable adjustments to address individual requirements. In addition, Seeds for Change will seek to ensure that:

- We work to create an environment in which individual differences and the contributions of all our employees, members and volunteers are recognised and valued. No form of intimidation, bullying or harassment will be tolerated.
- All employees, whether part-time, full-time or temporary, will be treated fairly and with respect.

- We provide equal opportunities for training and career development for all employees, members and volunteers.
- Selection for employment will be on the basis of aptitude and ability. We will publicise any opportunities widely, and actively seek to reach beyond the demographics that are already represented in the co-op.
- We seek grant funding in order to make our support accessible to groups and individuals who can't afford to pay.
- Venues for meetings, trainings, sessions etc. are accessible to all participants and that timings do not exclude certain groups of people from being able to participate.
- Papers for meetings and handouts for trainings are available in accessible formats depending on the requirements of participants.
- We ask meeting/workshop participants about any access requirements relevant to the session we are offering, and take these into account in our plan. We build variety into sessions so they work for as many people as possible, bearing in mind the activities, frequency and duration of breaks, the way that information is presented, group size and other factors.
- We aim to use inclusive and non-discriminatory language and examples in training and resources. This includes choosing language we think will be understood by a wide range of people, and avoiding language and examples that are based on stereotypes or is offensive in any other way. We avoid behaviours that are culturally appropriative. We address people with their correct pronoun, and choose gender neutral language whenever we are talking about people in general.
- In our workshops / meetings we try to create an environment that is welcoming to all. This includes facilitating in such a way that everyone can be heard. It also means actively challenging behaviours that could be offensive to people with marginalised identities or experiences.
- All employees, members and volunteers are given an appropriate induction, ongoing training and development opportunities to participate fully in the organisation.
- We conduct internal skillshares and attend external training in order to ensure that employees and co-op members are engaged in a continual process of learning more about equality issues, and reflecting on how we can improve our work to better promote equality.
- Regular reviews and evaluation of the policy and improvements in practice will take place.
- We actively encourage feedback on all aspects of our work, especially with regards to the implementation of this policy. We commit to listening to that feedback and taking it into account in all areas.

## **Roles and responsibilities**

The policy applies to anyone representing or working for Seeds for Change. This includes employees, members, volunteers, contractors, consultants and agency staff. This list is not exhaustive.

The Equal Opportunities Team is responsible for putting in place training, monitoring and review mechanisms to ensure the successful implementation of this policy.

The Equal Opportunities Team is responsible for ensuring that anyone representing or working for Seeds for Change is aware of the contents of this policy.

Any instance of doubt about the application of the policy, or other questions, should be addressed to the Equal Opportunities Team, as should any requests for equal opportunities training.

Where there are issues with the way the policy is working, these will be looked at closely by the Equal Opportunities Team with a view to identifying measures to improve the effectiveness of the policy.

Co-op members will review the overall impact of this policy every 2 years to make further improvements

## **Breaches of this policy**

We take this policy seriously, and recognise that breaches can have a big impact, whether they are intended or accidental. We encourage staff, volunteers and members of the public that we work with to raise issues, however minor. A major priority is to rectify the situation where possible, and to aim to ensure it doesn't happen again. We will also address the matter with the person or people responsible for the breach, using appropriate channels depending on the severity of the incident. This includes further training, agreeing steps to ensure it doesn't happen again, and other more formal disciplinary procedures including termination of membership and cancellation of contracts.

Issues should be raised with the Equal Opportunities Team.

Agreed by the Board of Directors on 28th September, 2020

Last reviewed: September 2020

Date of next review: September 2022