

# REDI for Change Review Tool

Review the culture, practice & people in food partnerships and other food organisations through the lens of Race, Equity, Diversity & Inclusion



*Placard at the Black Lives Matter protest, Brighton, 2020. Photographer unknown*

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## REDI for Change overview

Those of us working to transform the food system know that we need to address the inequities and disparities that exist in the way it is structured and the way it works today – all the way from how food is grown, how it is distributed and sold, right down to what we eat. Race and racism play an enormous role in shaping these differences in how people get to access, eat and enjoy food. Our work at SFP requires us to challenge these inequalities based on race and work to build a fairer food system for everyone.

### What is REDI for Change about?

REDI for Change is SFP's process for integrating an anti-racist ethos across our programme. It provides a set of principles and a methodology for understanding how representative, equitable, diverse and inclusive our organisations and food partnerships are. It also helps us to explore how our embedded practices engage with, represent and impact the experiences in our communities.

REDI for Change is a process centred around a belief in deeply participatory approaches to social change, guided by the following questions:

- *What does a healthy, sustainable and more equitable food system look like?*
- *What can be done to dismantle the entrenched systems of oppression within our food systems?*
- *How can food partnerships across the UK lead the way in this change?*
- *How can the SFP programme support members to be actively anti-racist in their own sustainable food work?*

Food partnerships have the potential to be champions and catalysts for systems-change in the UK food sector and beyond. With over 80 cross-sector food partnerships already members of the Sustainable Food Places Network, this ambition is not just conjecture - it's already happening. However there is, as ever, more work to be done. Just as the #CharitySoWhite movement raised much overdue conversations about representation in the charity space, it is prudent to address this very same question towards those of us working in the food sphere.

Our food system mirrors and entrenches racial oppression and exclusion. It's why race has a huge influence on people's experience of the entire food system, from food access, to food sector work, to inclusion in food policy spaces.

Addressing culture and practice on race is therefore essential in delivering a partnership's core work.

## Why now?

The events of 2020 have provided us with the much-needed momentum to re-evaluate and potentially problematise our existing ways of working. In particular, we need to be wary about who holds power within existing food partnerships, as well as trying to understand why certain demographics do not have a voice. With food as such a cross-cutting issue, often revealing stark injustices within intersecting societal challenges from poverty to education, decision-making in the food sphere must be inclusive, diverse and accessible.

Moreover, it is not enough that food partnerships are not racist. They must be actively and intentionally anti-racist. With the murder of George Floyd and countless others bringing a 400-year-old issue to the fore for new audiences, there has never been clearer evidence that passive inaction is complicit. In the words of Deputy Mayor and Councillor Asher Craig, lead for Bristol's Sustainable Food Places 'Going for Gold' campaign, "Race is the burning bridge issue" in today's society. In other words, all other intersections of oppression, from gender and LGBT+ to class and disability, will benefit from the dismantling of racism in the UK food sector and beyond.

## How does it work?

REDI for Change is structured to provide a set of replicable principles and a methodology for understanding how representative, equitable, diverse and inclusive your organisation is. It helps you to explore how your embedded practises engage with and impact the complex spectrum of intersecting experiences in your communities. We believe that active and intentional practice based on these principles is a concrete way forward towards a truly sustainable and equitable food system.

## REDI for Change: principles

- **Listen** (use evidence-based interventions)
- **Be proactive** (as opposed to REACTIVE)
- **Be actively anti-racist** (as opposed to NOT RACIST)
- **Signal-boost and celebrate** the experience and expertise of BQTPOC voices (Black, queer, trans, people of colour)
- Encourage a culture of **self-reflection, self-critique, and radical honesty**
- Focus on and aim for **systemic change**

REDI for Change is still in its early stages. We began our participatory process in earnest during our programme launch in September 2020, which involved a guided conversation with two incredible keynote speakers: Deputy Mayor of Bristol Councillor Asher Craig, and SFP Co-ordinator Kemi Akinola of Be Enriched. The discussions and learnings from this session served as a valuable starting point for SFP's ongoing work on accessibility and inclusion, and an opportunity to listen to and share knowledge from across the remarkable voices within the SFP network. The REDI for Change Review Tool has been developed in direct response to key outputs from the launch session.

To watch a recording of the **REDI for Change Launch** please click [HERE](#)

## A note on language

In this Review Tool we have tried to use language carefully - avoiding terminology that is in any way hard to understand or controversial - whilst still being honest. We recognise that whilst some users of this tool will be well-versed in the themes being referred to and the language used, others may not be. For this reason we have identified a publicly available glossary that we feel clearly and accurately defines words and phrases we've used, as well as many others.

[Access the glossary webpage here](#)

[Download the glossary as a PDF here](#)

Source: Racial Equity Tools Glossary. MP Associates, Center for Assessment and Policy Development, and World Trust Educational Services, October 2021

## Acknowledgements

We would like to thank the following people for their contribution to the development of the REDI for Change Review Tool. Without their energy, experience and expertise the development of the tool would not have been possible.

- Kemi Akinola: Chair of Lambeth Food Partnership and CEO of Brixton People's Kitchen, Be Enriched
- Ped Asgarian: Bristol Going for Gold and Feeding Bristol
- Anna Clayton: Food Futures Partnership Co-ordinator – the North Lancashire Food Partnership and LESS
- Kiu Coates: Social Gastronomy
- Cllr. Asher Craig: Deputy Mayor, Bristol City Council and Bristol Going for Gold
- André Kpodonu: Head of Activism, Feedback
- Shaleen Meelu: Special advisor on City Food Policy at The Food Foundation
- Navaratnam Partheeban: Farm Vet and BVEDS (The British Veterinary Ethnicity & Diversity Society)
- Ren Piercey: SFP Campaign Co-ordinator, Sustain
- Jo Wilson: Tower Hamlets Food Partnership Co-ordinator and WEN (Women's Environmental Network)

## Review Tool introduction

The **REDI Review Tool** is a self-reflection or assessment tool designed to help SFP food partnerships and other food sector organisations review their culture, practices and the people involved, through the lens of **Race, Equity, Diversity and Inclusion**. The review process involves reflection on current behaviour against 12 topics representing: the **culture and policies** of the organisation; its **internal practices** and the **way it delivers its work**; and the way it recruits, engages with and respects the **people involved**. The Tool and process can be used as a basis for discussion and the sharing of perspectives on progress, and to help identify where effort needs to be focused or where support is required.

The REDI Review Tool has been developed by the **Sustainable Food Places programme** through a co-design process with a team comprising SFP Network members and individuals from other food sector organisations. The tool content is based on outputs from the **REDI launch webinar** and a **participatory co-design workshop** focused on determining the review themes and the evidence or examples from participants' experience (included in the scoring section). The Tool is relevant to and can be used by any organisation seeking to reflect on its culture and behaviour with respect to Race, Equity, Diversity and Inclusion. Whilst the focus of this tool is specifically on race, the same reflective process and framework can be applied to Equity, Diversity and Inclusion focused on other 'protected characteristics' such as gender, age, disability etc.

Ideally the REDI Review Tool should be completed collaboratively by a group of people closely associated with the organisation (usually members of the management team or steering group). Whilst the completed review dial based on the scores is a useful tool for communicating the outputs of the review, it is the process that is really important. The review process provides an opportunity for participants to share perspectives on the different themes and explore together how to address the issues raised and begin to change the way the organisation is structured and the way it works.

For more information on the REDI Review Tool please contact Ben Messer: [ben@foodmatters.org](mailto:ben@foodmatters.org)

## The SANKOFA Report: British Colonialism and the UK food system



### *Se wo were fi na wosankofa a yenkyi*

It is not wrong to go back for that which you have forgotten.

Sankofa is a principle originating from the Akan people of Ghana. The word Sankofa literally means “to retrieve”. This is expanded to encompass the meaning that: to know history and your heritage is to know your current self, the world around you, and how to better both.

In August 2022, Jada Phillips - an intern working for Food Matters - wrote **The Sankofa Report: British Colonialism and the UK food system**. The report provides extremely important context to the REDI approach and is recommended reading for groups undertaking the REDI review - as preparatory 'homework'. The full report is available by following the link at the bottom of this page and a very brief extract is given here. As the Sankofa principle suggests, we should remember the past to make positive progress in the future - this is particularly true when considering race and diversity in the present-day UK food system in the context of British Colonial history.

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### REPORT EXTRACT

#### Introduction

The food justice movement has been defined as dismantling social inequalities to create access to healthy, available, nutritious and culturally relevant food. The food justice movement is inherently a social justice movement with the aim of eradicating any form of oppression that may restrain a person’s ability to access the food system.

Race is severely underrepresented in much of the work done in the food system across the UK. Conversations about identity, particularly race, should be at the forefront of every social movement to ensure that everybody is represented, has access to and can participate in them. However, the work of dismantling structures of oppression is often covered up by larger narratives of colour-blind equality or multiculturalism.

These narratives erase the often violent and complex realities many BAME communities have faced as a result of British Imperialism. It is impossible to address the barriers BAME people face today when accessing and engaging with the food system without first reflecting on the history of British Colonialism and how its legacy manifests in the present day.

### **Conclusions**

The Black Lives Matter movement brought to the forefront issues that communities of colour have been dealing with for centuries. The UK's food system receives its raw goods and labour from poorer countries and marginalises individuals from those countries accessing the food system in the UK. People of colour have been starved, traded, worked to death, have had their rights taken away and are excluded from the food system that is dependent on them. Many of these issues intersect with each other creating complex webs of oppression.

Establishing normative values of restorative justice is essential for improving the relationship that people of colour have with the UK food system. If we as people working within food organisations really want to pursue food justice, reflecting on our history and undoing the legacies of British Colonialism that are built into the food system are important next steps.

### **Content**

The Sankofa report identifies three elements that are essential in understanding the histories and current realities of the role racism has played in our food systems. These are:

- British Colonialism and Food Systems
- Modern Colonialism and continued exploitation
- Barriers for BAME people within the UK Food System

To engage sincerely with this subject, a preliminary understanding of the above is required. Please read the full report before continuing with the REDI toolkit.

[READ THE FULL REPORT](#)



## How to use the Review Tool

The Review Tool scoring can be completed using this automated

**EXCEL version**

or manually using a print out of the

**PDF version**

- Take each topic in turn - in whichever order you like - and score each statement between 0 and 5.
- As a group discuss each topic and statement before determining a score and recording main points of the discussion in the space provided (if using the Excel version) or on the printed Review Dial - recording consensus as well as areas of disagreement.
- In the **Excel version** enter the score using the scoring sliders and the score will automatically be added to the REDI Review Dial.
- In the **PDF version** enter the scoring manually by printing out the score charts and dial on A3 paper & fill in each segment by hand.  
(**Note:** in the Excel version avoid losing any text by always viewing the REDI Review Tool at 100% zoom)

**Score each topic separately, in any order:**

### **A CULTURE**

1. Start the conversation
2. Embed commitment
3. Develop a vision
4. Review progress
5. Self-reflect

### **B PRACTICE**

6. Train staff
7. Safeguard staff
8. Communicate consciously
9. Participatory delivery

### **C PEOPLE**

10. Recruit consciously
11. Pay people appropriately
12. Represent your place

**If you are using the Excel version:**

Take each topic in turn - in whichever order you like - and score each statement between 0 and 5 using the scoring sliders. The score will automatically added to the REDI Review Dial.

**For each topic:**

Read each statement and discuss how well your organisation/partnership is progressing towards completing or achieving the action

Score each statement separately between 0 and 5:

- 0 indicates that no progress has been made yet** and
- 5 indicates that the topic has been fully embedded.**

Work as a group and discuss each topic and statement together before determining a score and **recording main points of the discussion** (consensus/disagreement etc.) in the space provided for comments (or on the REDI Review Dial if using a printed version).

**If you are using a print out of the PDF version:**

Consider each category in turn and colour in the 12 segments of the dial to give a visual representation of the REDI Review as a basis for discussion. Alternatively mark a cross on each axis and when all are completed join the crosses together.

## Self-assessment themes

<b>A. CULTURE</b> Your partnership has invested time and resources to embed REDI principles in your processes and policies.	<b>1. Start the conversation:</b> Your partnership has considered and defined what the REDI principles and active anti-racism mean in relation to your organisation and the way it behaves <b>2. Embed commitment:</b> Your partnership has developed a clear statement of commitment to being actively anti-racist and adhering to REDI principles <b>3. Develop a vision:</b> Your partnership has developed a long-term vision, aims and strategy to embed and progress REDI principles in your programmes and projects <b>4. Review progress:</b> Your partnership has set up procedures to regularly review and check progress towards embedding REDI principles <b>5. Self-reflect:</b> Your partnership has developed a culture of honest and critical self-reflection and a commitment to change towards improved practice following REDI principles
<b>B. PRACTICE</b> Your partnership has improved organisational practice following REDI for Change principles	<b>6. Train staff:</b> Your partnership has improved practice through training and advice from experts – focused on addressing outputs from the REDI Review process <b>7. Safeguard staff:</b> Your partnership has developed safeguarding and complaints procedures to specifically establish a safe and supportive working environment for all <b>8. Communicate consciously:</b> Your partnership communicates and demonstrates its commitment to REDI principles internally and externally in all media and events <b>9. Participatory delivery:</b> Your partnership designs and delivers projects and work programmes that actively promote greater accessibility and inclusion
<b>C. PEOPLE</b> Your partnership demonstrates a commitment to REDI principles through its people	<b>10. Recruit consciously:</b> Your partnership has developed recruitment and employment procedures that actively promote REDI principles <b>11. Pay people appropriately:</b> Your partnership pays staff, and others contributing to the work of your organisation, salaries and fees that fully recognise their expertise, lived experience and knowledge <b>12. Represent your place:</b> Your partnership and its leadership represents, reflects and advocates for your location’s diverse communities in its people, programme and activities

## A. CULTURE

Circle the number next to each statement to score your response from 0 to 5

### Your partnership has invested time & resources to embed REDI for Change principles in your processes & policies.

	Not started	Just started	Making progress	Strong progress	Becoming embedded	Fully embedded
<hr/> <b>1. Start the conversation:</b> Your partnership has considered and defined what active anti-racism and the REDI principles mean in relation to your organisation and the way it behaves e.g. → <i>develop a common purpose and shared principles within the organisation</i> → <i>run workshop sessions for your steering group/core team to share perspectives and attitudes to REDI principles and anti-racism</i> → <i>develop a definition and understanding of anti-racism in your organisation</i>	0	1	2	3	4	5
<hr/> <b>2. Embed commitment:</b> Your partnership has developed a clear statement of commitment to being actively anti-racist and adhering to REDI principles e.g. → <i>commit to review your culture, practice and people against REDI principles</i> → <i>commit to take action based on the findings of the review</i> → <i>make explicit reference to your commitment in an organisational statement on anti-racism and REDI principles</i> → <i>schedule regular opportunities to check-in on progress in relation to your organisational statement</i> → <i>identify ways in which progress can be made through responses to outputs of the REDI review and training</i> → <i>support the SFP Network to develop a UK-wide REDI for change strategy</i>	0	1	2	3	4	5
<hr/> <b>3. Develop a vision:</b> Your partnership has developed a long-term vision, aims & strategy to embed & progress REDI principles in your programmes & projects e.g. → <i>develop a REDI strategy or Theory of Change to identify vision, aims, objectives and actions and indicators of progress</i> → <i>develop an action plan for delivering the strategy including achievable targets and timetable</i> → <i>build a REDI assessment into planning for your projects and activities identifying potential impacts and ways to address them</i>	0	1	2	3	4	5

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**4. Review progress:** Your partnership has set up procedures to regularly review and check progress towards embedding REDI principles

0 1 2 3 4 5

- e.g. → *establish a programme for regular REDI reviews using this tool*  
→ *commit to take action to address short-comings and gaps in organisational structure and operation based on the REDI review*  
→ *regularly review progress towards embedding REDI principles as laid out in your REDI strategy and action plan*

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**5. Self-reflect:** Your partnership has developed a culture of honest and critical self-reflection and a commitment to change towards improved practice

0 1 2 3 4 5

following REDI principles

- e.g. → *establish a culture where staff feel OK to be called out if they've made decisions that are not inclusive*  
→ *leadership encourage and make space for challenging conversations*  
→ *work towards REDI principles is prioritised and valued by team and organisation*

**Please use this space to clarify and explain your thinking and scoring:**

## B. PRACTICE

Circle the number next to each statement to score your response from 0 to 5

### Your partnership has improved organisational practice following REDI for Change principles.

	Not started	Just started	Making progress	Strong progress	Becoming embedded	Fully embedded
<b>6. Train staff:</b> Your partnership has improved practice through training & advice from experts focused on addressing outputs from the REDI Review process	0	1	2	3	4	5
e.g.						
→ develop awareness and understanding of racial discrimination via a process of listening & consultation						
→ nurture consensus about why it's important to be diverse throughout the organisation						
→ commit to on-going capacity building and awareness training for your steering group and staff						
→ evaluate the impact of your organisational programming in relation to your beneficiary demographic and other REDI principles						
→ identify expertise and experience that can be used to help your organisation address REDI principles						
→ create spaces for staff and others to come together, learn and reflect on diversity and inclusion						
<b>7. Safeguard staff:</b> Your partnership has developed safeguarding and complaints procedures to specifically establish a safe and supportive working environment for all	0	1	2	3	4	5
e.g.						
→ establish a culture that allows all voices and opinions to be listened to and responded to throughout the organisation						
→ welcome objections, conflict and discomfort as an opportunity for growth						
→ commit to creating safe spaces of working and braver spaces for people						
→ set aside a budget to recruit a Human Resources role or to cover a 3rd party HR consultant (for small organisations)						
→ establish transparent and anonymous reporting procedures for team/volunteer/staff grievances, with clear next steps for actioning them						
<b>8. Communicate consciously:</b> Your partnership communicates & demonstrates its commitment to REDI principles internally and externally in media & events	0	1	2	3	4	5
e.g.						
→ openly advertise as a welcoming and safe space for all - POC (People Of Colour), disabilities, LGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer) etc						
→ ensure language used is culturally appropriate, accessible and avoids jargon						
→ use inclusive technology – automated captions in webinars, translators etc where appropriate						
→ use images of people that provide context, names and credit						

**9. Participatory delivery:** Your partnership designs and delivers projects and work programmes that actively promote greater accessibility and inclusion

0 1 2 3 4 5

- e.g. → *establish participatory, inclusive and non-judgemental approaches to organisational practice*  
→ *deliver co-design and participatory processes that ensure you're engaging beneficiaries and meeting genuine beneficiary needs*  
→ *programme structure accessible for all (time of workshops, accessible venue, appropriateness of the venue, travel stipend)*  
→ *delivery leaders, partners, consultants etc are representative or knowledgeable of beneficiary community where possible*  
→ *programme carries out thorough evaluation and implements beneficiary feedback*

**Please use this space to clarify and explain your thinking and scoring:**

## C. PEOPLE

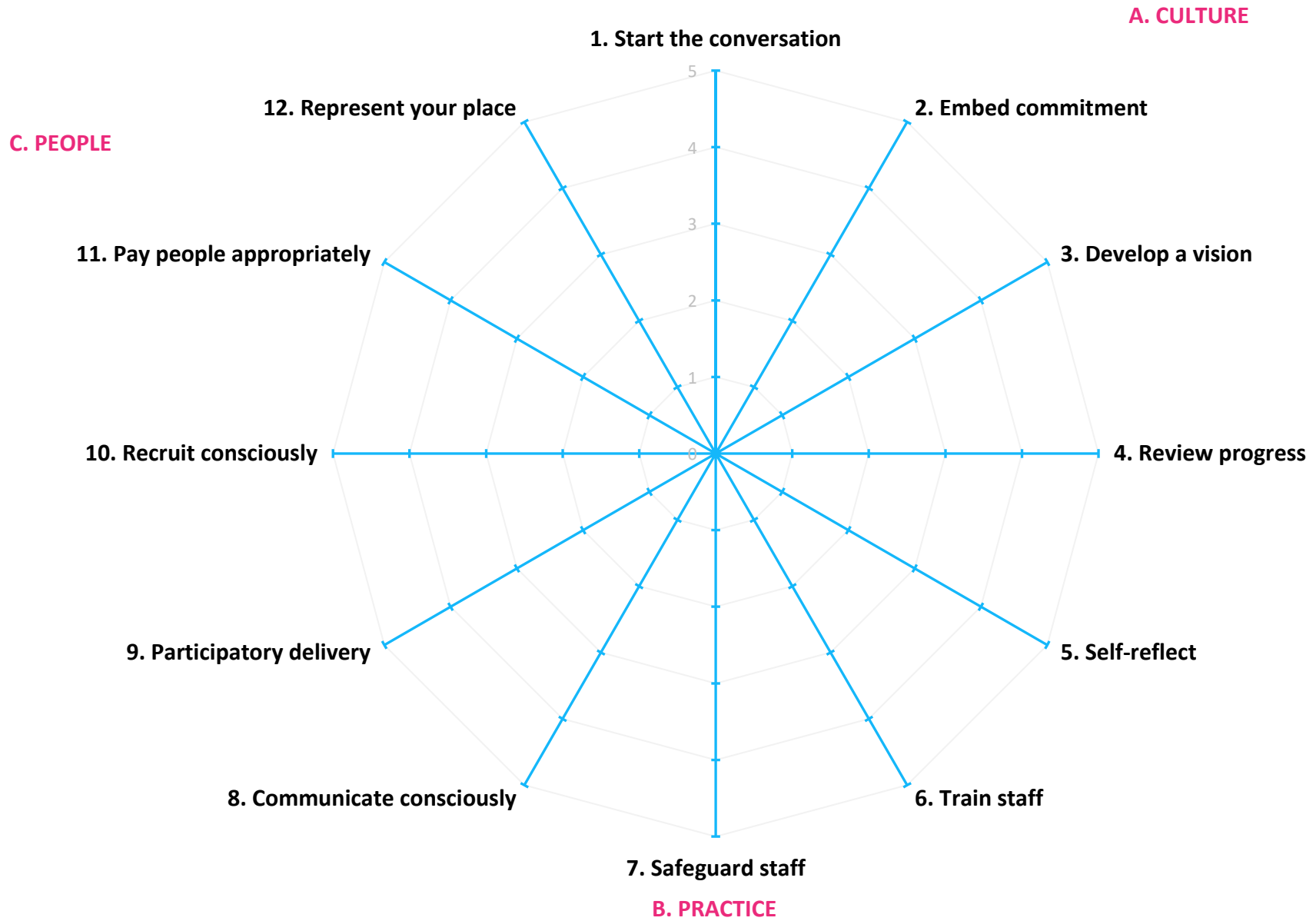
Circle the number next to each statement to score your response from 0 to 5

### Your partnership demonstrates a commitment to REDI for Change principles through its people.

	Not started	Just started	Making progress	Strong progress	Becoming embedded	Fully embedded
<hr/> <b>10. Recruit consciously:</b> Your partnership has developed recruitment and employment procedures that actively promote REDI principles	0	1	2	3	4	5
e.g. → <i>use multiple and diverse recruitment channels</i>						
→ <i>ensure all role requirements are necessary &amp; where possible consider lived experience in addition to academic/professional achievement</i>						
→ <i>use blind recruitment procedures</i>						
→ <i>making a proactive effort to promote job vacancies in BAME (Black, Asian &amp; Minority Ethnic) communities and through organisations working with BAME groups</i>						
→ <i>ensure that selection panels are diverse – particularly if leadership is not diverse</i>						
→ <i>apply these recruitment procedures to steering groups/management teams/Board of Directors (governance bodies) as well as to staff</i>						
→ <i>develop pathways from volunteer/grassroots to paid leadership positions &amp; clear and fair opportunities for people to progress</i>						
<hr/> <b>11. Pay people appropriately:</b> Your partnership pays staff, and others contributing to the work of your organisation, salaries and fees that fully recognise their expertise, lived experience and knowledge	0	1	2	3	4	5
e.g. → <i>offer fair and secure employment</i>						
→ <i>pay above the Living Wage</i>						
→ <i>measure and publish the difference between average earnings of represented demographics across the organisation</i>						
→ <i>when engaging BAME organisations/individuals with expertise to advise on REDI issues ensure they are paid at standard consultancy rates</i>						
→ <i>use small grants programmes &amp; other funding mechanisms to redistribute financial resources to benefit local marginalised communities</i>						
→ <i>developing paid internship programmes &amp; avoid unsupported volunteer roles to encourage greater access and diversity</i>						
<hr/> <b>12. Represent your place:</b> Your partnership and its leadership represents, reflects and advocates for your location's diverse communities in its people, programme and activities	0	1	2	3	4	5
e.g. → <i>ensure your organisation is diverse with people from a wide range of backgrounds</i>						
→ <i>involve those communities that are likely to be the beneficiaries of your work in decision-making roles</i>						
→ <i>ensure that your organisation and it's leadership reflects the community's diversity</i>						
→ <i>establish leadership that creates a culture that is inclusive through its internal and external actions, policies and procedures</i>						
→ <i>avoid rigid organisational hierarchies and resources, move towards decentralised structures and dismantle top-down culture</i>						

Please use this space to clarify and explain your thinking and scoring:





## Support

The process of completing the REDI Review Tool will have helped you to identify where your food organisation needs to make progress and where you may need advice and support to do this. To help you to do this we have started to collect some useful resources that could help you develop your understanding of the themes and topics and how they could be addressed. We have also started to compile a list of links to relevant organisations with specific expertise that may be able to offer advice and support.

These support resources will be added to as we learn more and as you tell us about anything you have found useful. Please contact [ben@foodmatters.org](mailto:ben@foodmatters.org) with ideas for any resource or organisation that you think we should add.

### Resources

[The Sankofa Report: British Colonialism and the UK food system](#)

[Home Truths: Undoing racism and delivering real diversity in the charity sector](#)

[Anti-racism and anti-oppression resources](#)

[Racial Equity Tools Glossary](#)

[PDF version](#)

[Sustain's guide to writing about, portraying and providing a platform for diversity](#)

Jada Phillips, Food Matters - August 2022

ACEVO and Voices4Change - June 2020

Growing Communities - July 2020

MP Associates, Center for Assessment and Policy Development, and World Trust Educational Services - October 2021

Sustain: the alliance for better food and farming - July 2021

## Organisations

[Voices4Change England](#)

[brap](#)

[#CharitySoWhite](#)

[Soul Fire Farm](#)

a national advocate for the Black and Minority Ethnic voluntary and community sector  
a national organisation standing for fairness and human rights and offering training  
a national movement focused on tackling and rooting out racism in the charity sector  
an Afro-Indigenous centered community farm committed to uprooting racism  
and seeding sovereignty in the US food system

## Reading

Why I'm No Longer Talking To White People About Race - **Reni Eddo-Lodge**

Me and White Supremacy: How to Recognise Your Privilege, Combat Racism and Change the World - **Layla F. Saad**

How To Be An Antiracist - **Ibram X. Kendi**

White fragility - **Robin Diangelo**

Girl, woman, other - **Bernadine Evaristo**