

The Anti-Racism Observatory for Scotland

Structure and Model

June 2023 (updated October 2023)

The Anti-Racism Observatory for Scotland

PLEASE NOTE: *This document reflects the initial recommended programme for the Anti-Racism Observatory Scotland (AROS) as a stand-alone organisation. This has since changed to the AROS being hosted by an independent organisation, therefore, the below refers to the anticipated delivery after the initial two-year hosted period (around Spring 2026).*

The Anti-Racism Interim Governance group (AIGG) has (as a majority) agreed to pursue a limited company by guarantee for the Anti-Racism Observatory for Scotland (AROS) structure. This will be a non-profit organisation and will be set up to enable a future change to a charity if that is preferred. It will (largely) be following the model of Research Data Scotland, Colleges Scotland, and some think tanks. This type of model has been commonly used as the “initial structure” for new organisations. If this AROS model is agreed and taken forward. The following pages outline the anticipated governance structure of the final model, once it is set up as an independent entity. To ensure we meet legal and governance requirements aspects of the structure below are more formal or transactional than we would prefer, however this will be compensated for through the creation of more participative methods within the delivered activity and influencing structures of the Anti-Racism Observatory for Scotland.

The work of the AROS will pursue robust evaluation of its work; effective anti-racism approaches to evaluation will be determined during the inception period.

Structure

(please note this was the recommendation in May 2023, and decisions have moved on to reflect a changed initial host period)

Board of directors

The board is likely to consist of 14 “Director/members” which includes the co-chairs of the AIGG and 4 further AIGG members. 3 new experts will be sought from a number of fields e.g. ,the creative industry, finance, researchers/academia, and legal expertise). Two members will be sought from community/grassroots spaces and two reserved spaces will be occupied by “young” people. All Members will be 16+ in age. This board will meet every two months and additionally as needed to support design and set up.. 7 people are required to meet quorum. After year one there will be a full AGM and an open voting processes by members from which new directors will be voted for. It is anticipated that the inception board will, by necessity, be more operational/design focused in the first year only, than a “standard” board.

Staffing

In the first year (of the independent organisation) the following staff will be recruited

- CEO/Co-CEO
- Community outreach and participation officer
- Policy and influencing
- Data and accountability officer — Communications officer
- Repository platform development (tech role)
- Administrator
- Apprenticeship roles as possible to engage those earlier in their careers

Partners: public institutions

There will be a direct ask of key public institutions to nominate a senior person to work alongside the AROS. Examples of these organisations will include but are not limited to:

- Scottish Government
- Scottish Parliament
- Scottish Human Rights Commission
- Public Health Scotland
- COSLA
- Others, as identified.

It is anticipated that the Scottish Government will set an expectation for public institutions to engage in the work of AROS. The purpose of this group is to develop competent anti-racism understanding across Scotland, robust anti-racism accountability measures and collating good practice examples.

Partners: Community and Third Sector

This group would include a range of community organisations and grassroots groups (they do not necessarily need to be formal or constituted groups). This group would influence the development of the Anti- Racism Observatory strategy, hold it to account and support community outreach. This group would meet at least 4 times a year and co-produce the annual accountability event. Subject experts on key issues who also have lived experience of racialisation will be members of this group to support knowledge exchange.

Director/Member selection process (Please note: the below refers to a timeline and process which has been superseded by the current procurement process, however a similar process will be developed one the AROS is a standalone organisation; anticipated in 2026).

Seven AIGG members will continue to be director/ members of the board. The Co chairs will be defacto director/members. This is open to all individuals who are currently part of the AIGG. Any member who wishes to be part of the Anti-Racism Observatory of Scotland Board will submit their intent to the AIGG secretariat. The two AIGG co-chairs and 2 AIGG members whom have stated they will not stand to be on the board of the Anti-Racism Observatory will determine candidates from the intentions received by secretariat. This will be undertaken through discussion and informed by an AIGG majority-agreed criteria specification. These appointments will need to be ratified by a majority of current AIGG members.

Subject experts and community members: A further 7 members of the board will be recruited through an open advert which will be shared via the community research project’s wide-ranging contacts, AIGG members’ diverse network. There will be a three week recruitment period. Adverts will be written and signed off by current AIGG members and will then follow the same process as outlined above. It is anticipated that applicants will be asked to complete a short application form which will ask; — why they are interested in the role, — their understanding of anti-racism in Scotland, — their professional and/or lived experience, — and what specific expertise they feel they can bring to the AROS.

Reserved places for young people x 2.

We anticipate working with Intercultural Youth Scotland (IYS) to identify the best route to do engage and support young people's participation. We will work to ensure young people do not feel excluded or tokenised in their participation. There will likely need to be a wider infrastructure which enables them to be supported. IYS may provide this support however this is funding dependent.

Remuneration

We envisage that participation in all aspects of the AROS will be remunerated at an acceptable rate to prevent any demands for unpaid labour, in particular, to respect the lived experience of those taking part.

Director/board member selection

It is anticipated that future directorships will be voted via an AGM open to all members of the organisation (from 2026).

- No individual can be a director for more than 3 years consecutively; however, they may remain as a member.
- A 2/3rds majority is required to make any amendments to the articles of association. (It is anticipated that the articles will be developed with the current AIGG with the support of independent legal advice))
- The AGM must include 2/3rds of the membership to sign off the annual accounts.

During this first year all members (14 members at the point of launch) will be an initial governance structure which enables 14 members to act as a board of trustees and have voting rights in accordance to the requirements of a public company limited by guarantee. . All minutes of these meetings will be public. Articles of association will provide all necessary governance detail.

We do not expect, nor can we attempt, to have all aspects of participation up and running at the point of launch, especially when this should be co-produced with people adversely impacted by racism directly and over adequate time.

Activities and influencing within observatory

(YEAR ONE AND TWO, FULL REVIEW AT 18 MONTHS)

SKILLS-BUILDING – COMMUNITY	<ul style="list-style-type: none">— A programme of skill building with community groups and individuals will be co-produced and delivered.— The purpose of this would be to build communities that are skilled and knowledgeable in scrutinising the delivery of public institutions for racialised communities, redistribution of power and community engagement.— Building on the community research already conducted, further engagement via participatory methods such as conversations café’s will take place to shape the strategy of AROS— Seeking national and international best practice approaches and building international engagement in the work of AROS to improve Scotland’s understanding in this area.
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REPOSITORY OF LIVED EXPERIENCE

- The Anti-Racism Observatory recognises the need for a space for communities (groups or individuals) to share their lived experience across policy areas whilst feeling knowledgeable, feeling they have power and feeling their inputs are being shared in a trusted environment. To enable this the AROS will include a repository to share experiences and evidence with the Anti Racism Observatory via community research, reports and responses written by communities themselves
- Working through community research methods and the community partners group, the AROS would share themes emerging from lived experience insights collated across the year from community and deliver scrutiny and national spotlight on these issues.
- This work will be focusing on delivering parity of esteem between community research and quantitative data which is often leant on by policy makers despite the lack of “hard data” on the experiences of racialised communities.
- The AROS will create this platform to highlight how much information and research is readily available in different formats, to prevent duplication and combat growing consultation fatigue.

REPOSITORY OF POLICY, RESEARCH AND STRATEGY

This will be a state of the art (potentially interactive) open source, accessible, platform where members of the public and those holding power can see, assess, and use information, research and data about previous strategies, policies and anti-racism commitments. This will begin with Scottish Government strategy and policy areas and move into wider, national and local public institutions.

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- This will be a state of the art (potentially interactive) open source, accessible platform where public and those holding power can see, assess and use information, research and data about previous strategies, policies and anti-racism commitments- this will start with the history and current SG attempts -but will move onto public institutions in Scotland.

ACCOUNTABILITY PROCESSES
(OF OTHERS AND WITHIN)

- The Anti- Racism Observatory will be committed to developing anti-racist accountability methods which focus on how policy, implementation and evaluation is taking place in Scotland. The core question is whether Scotland’s public institutions are delivering positive change for racialised communities. The AROS will build on the accountability processes which have been started by the AIGG, and look to learn from this and improve the process; particularly through more community participation.
- There will be annual accountability engagement with those in the “public institution partners” group and this process will be co-produced with community participants.
- Any accountability processes and events will focus on power re-redistribution and create spaces where accountability is a shared dialogue to improve policy and outcomes. This work builds trust between communities and institutions, and enables institutions to deliver their policies to be more fit for purpose for those who need it most. Such methods have been used previously by the National Advisory Council on Women and Girls.
- This accountability work will highlight and advocate for the need for improved investment in and understanding of adequate race and ethnicity data collection and analysis to enable independent scrutiny of progress of anti-racism delivery in Scotland and better policy-making.

COMMUNICATIONS AND NARRATIVES

- Core and on-going activity of the AROS will be to challenge and shift public narratives around racism, inequality and power.
- This will be undertaken through engagement with local, national and international community partners, academics and diverse groups/communities
- This will also include linking with creative and digital productions, locally, nationally and internationally to enable accessible and personally engaging content to be made and encourage solidarity between communities.

ARTICULATE A PROGRAMME OF RESEARCH

- The AROS will aim to be a space of research investment for questions and issues that do not get the attention they deserve or need for racialised minoritised communities. Moving away from the consultation method of asking communities for their experiences of racism, to developing sustainable and meaningful solutions. This research may take the route of academic partnerships with MSC or PhD students across a range of issues e.g., exploring participation, communication, data, safeguarding and ethics.
- We will create space for critical questions around trust, safeguarding and awareness around data related to “race” and ethnicity to ensure ideologies of race science and systems of racism are not reinscribed through the collection, analysis and reporting of such data.
 - We will focus on how to support capacity building and community engagement to ensure that data processes for collecting, analysing and reporting across Scotland are not simply recreating mechanisms of racialised systemic inequity

<p>SKILLS-BUILDING – PUBLIC INSTITUTIONS</p>	<ul style="list-style-type: none"> — A programme of skills building which focuses on decision makers, designers and policy-makers in public institutions will be co-produced and delivered. — This will focus on anti-racism within policy-making, competent co-production and lived experience, the importance of grassroots communities in anti-racism funding and strategic delivery. — This may include secondments and shadowing for staff of public institutions into the Anti Racism Observatory or other creative methods.
<p>ADVOCACY</p>	<ul style="list-style-type: none"> — The AROS will work with other third sector and equalities partners to advocate for improved power redistribution on decision-making, scrutiny of policy and accountability of action: — Development and implementation of power redistribution processes to address all forms of racism and the hierarchy of racialisation. — To be a champion for competent education and understanding of anti-racism in Scotland’s public institutions.

Please note: where co-production is written, it means with community members, this may be community groups or individuals, and it will be for the incoming staff and participation experts hired to develop the most ethical and meaningful way to do that.

Where “community” is referred to, it is used as a wide-ranging term which means “communities of colour based in Scotland/ and or community adversely impacted by racisms” It is appreciated the term is too wide, but for the sake of brevity is being used here.