St Mungo's Race Action Plan 2024

The RAP sets out changes for us to become an anti-racist organisation and improve outcomes for Global Majority colleagues

Section 1 - Positive Action Plan

Objective	Activity	Monitoring	Who
Implement positive action strategies within recruitment to increase Global Majority (GM) representation	• Implement diverse panels across all recruitment including using data to influence Service Heads, quarterly recruitment campaigns and quarterly feedback sessions with diverse panel volunteers and managers • Introduction of Colleague Panels for relevant senior management roles (Head and above) which gives a wider range of voices as part of selection decisions • Review recruitment assessment processes (minimum standards) to attract high calibre GM candidates • Review diversity related questions asked during interviews • Develop/review internal and external communications content (e.g. case studies from senior leaders) and link to recruitment	• % panels with GM member • % roles Head and above diverse shortlist	Head of Resourcing Head of ED&I
Implement positive action strategies within progression to increase GM representation	• Ensure Steps into Management continues to have a positive action element to support the progression of GM colleagues into management • Ensure the Aspiring Leadership programme has a positive action element to support the progression of GM colleagues into leadership • Research approaches to Sponsorship as part of the Aspiring Leadership programme • Career Development Forum to include focus on positive action strategies • Review if changing the level of colleagues who have access to these opportunities could improve representation	• % SIM attendees GM • % of Aspiring Leadership attendees GM • Number of SIM/AL participants from GM progressing into (senior) management roles • % of Career Development Forum GM	Head of L&D and Head of ED&I

Section 2 - Creating safe spaces at St Mungo's to address racism

Aim: To create safe spaces for staff and clients to be able to discuss and tackle racism			
Objective	**Activity**	**Measure**	**Who**
Raising staff and managers' awareness and confidence of challenging discriminatory language	• Roll out micro-aggressions workshop to colleagues and managers including supporting managers to implement actions and discussions that they can take back to their teams and services • Client Racism in Services project - establish a working group and action plan to tackle racism experienced by colleagues in client-facing services. This will include a review of relevant policies including B17 (Responding to Challenging Behaviour) and B15 (Responding to Bullying and Harassment)	• % of colleagues and managers attending micro-aggressions workshop • % of managers complete EDI Manager Training • % of Leadership Team attend EDI training	Head of ED&I, working with ARN

and behaviour	• Review and relaunch ED&I training for Managers to include information about anti-racism, allyship and safe spaces • Develop series of ED&I webinars for colleagues including a specific anti-racism webinar • Embed anti-racist practices in Induction • Develop ED&I training for the Leadership Team and Board including information about safe spaces, allyship and anti-racism • Publish case studies that show colleagues actively challenging discrimination		
Support colleagues to create safe spaces in their teams	• Introduce Inclusion Passports with questions about what people need to feel safe at work - document reviewed in supervisions and appraisals • Safe spaces training and resources for managers, Leadership Team Plus (LTP), colleagues, D&I Allies and Workplace Supporters Scheme as part of the wider organisational project about psychological safety • D&I Ally forums focused on responding to harassment and newsletters include anti-racism resources • Definition and expectations around safe spaces embedded in induction	• % of inclusion passports completed • Number of attendees at safe spaces training • Number of attendees at D&I Ally forums	Head of ED&I
Understanding GM clients' experiences and responding to discriminatory incidents involving clients	• Publish and promote anti-discrimination toolkit for clients • Review client outcomes by demographics (including ethnicity) • Review client survey results by demographics • Progress Client Racism in Services project	• Quarterly data reported to ED&I steering group	Head of ED&I
Ensuring GM staff feel well supported	• Safe Spaces group facilitated by Anti-Racist Network and arrange support needed for ARN facilitators • Review Employee Assistance Programme support annually • Review the Workplace Supporter Scheme to ensure it is fully effective, and recruit WPS from the Anti-Racist Network - include training around responding to discrimination	• Number of workplace supporters and good GM representation • % of SIM graduates who feel supported by their mentor	Director of People/Head of ED&I
Understanding GM staff experiences	• Analyse Colleague engagement survey in relation to race - communicate survey results and agreed actions • 3-4 meetings per year between Head of ED&I and ARN Exec Committee to hear themes and issues raised through Safe Spaces meetings • Implement locum survey and develop an action plan based on the results • Work with ARN to improve exit data from GM leavers	• Staff survey results around race	Head of ED&I and Internal Communications Manager
Understanding and resolving GM staff over-	• Implement specialist diversity support panels for investigations involving GM colleagues • Quarterly reporting of representation in disciplinaries to inform action	• GM staff representation in disciplinaries reflects the % in overall workforce	Head of HR

representation in disciplinaries	• A quarterly meeting between ARN and the Head of HR to review data and agree on next steps		

Section 3 - Leadership awareness and commitment

Objective	Activity	Monitoring	Who
Board awareness and engagement	• Annual ED&I training for the Board • Review Board ED&I Induction • ED&I on every Board agenda • Board ED&I ally invited to forums and events and writes at least one internal comms around race • Annual Exec/Board safe spaces meeting with colleagues from across staff diversity networks • Discuss options for improved GM representation on the Board with Chair of Trustees	• % complete annual EDI training	Director of Governance Director of People, Head of ED&I Executive Team
Raise Leadership team awareness of experiences of race	• Deliver annual Diversity Mentoring Scheme, including evaluation - learning (around areas including race) fed back to ED&I Steering Group and RAP Steering Group • Annual micro-aggressions workshop for Leadership Team Plus • Anti-racism embedded into mandatory manager training • All new members of Leadership Team Plus meet with Head of ED&I as part of induction, including information about the Race Action Plan • Head of ED&I and Central Services Leadership Team (CSLT) RAP reps to establish clear roles for reps to link RAP and the work of CSLT • External Race Equity review	• % Leadership is or have been involved in the In my Shoes scheme • In My Shoes evaluation feedback	Head of ED&I
Communicate leadership commitment to anti-racism and to listening to staff	• Regular RAP presentation at Leadership Team meetings with agreed LT commitments that reflect accountability and ownership of plan • 2 x leadership team communicate their learning from diversity mentoring • CEO communicates commitment to anti-racism and forums for listening • Sessions on RAP and micro-aggressions at staff and management engagement events, involving ARN to encourage accountability, ownership and support from managers and leaders within the organisation on anti-racism work	• Number of internal communications • Number of times articles have been read	Head of ED&I/Director of People Internal Communications Manager ARN lead
Publicly communicate our achievements and commitment to improvement	• Use our social media to communicate anti-racism • Plan a program of communications throughout the year around key diversity dates • Publish our race pay gap annually alongside an action plan to address any gap • Present on race at external conferences or events • Update website with information about anti-racism work and commitments	• Number of social media posts about race • Monthly recognition of an ED&I date • Have presented at external events during the year	Internal Communications Manager and Head of ED&I Digital comms manager

Ensure relevant outcome data is shared and discussed at key forums throughout the year to drive continuous improvement	• Quarterly data presented at every RAP Steering Group along with targeted actions in response to the data - this includes sharing with the ARN Executive	• Have an ED&I data schedule for the year • Trends in ED&I data are translated into actions which are included in RAP or another action plan	Director of People, Head of HR and Head of ED&I