

St Mungo's Race Action Plan - version 2 (2021-23)

1. Introduction and background

- 1.1 We have had a BAME Positive Action Strategy and action plan since 2017. In July 2020 we recognised the need to revitalise this work and created a new organisational Race Action Plan (RAP). St Mungo's recognises racism is entrenched in our society and that our clients and staff are deeply affected by racism. The purpose of the RAP is to tackle racism and promote an inclusive culture where all feel safe and able to be their authentic selves.
- 1.2 To accelerate progress, the RAP is coordinated by a steering group made of organisational leads, is chaired by the Executive Director of IT and Transformation and provides regular updates to the board.
- 1.3 Our Race Action Plan is organised in three sections: Leadership awareness and commitment, Positive action and Creating safe spaces.

2. Race Action Plan Version 1

- 2.1 This document outlines version 2 of the RAP and actions that will be undertaken in the remainder of 2021-22 and 2022-23. Significant progress was made last year as part of RAP version 1. Completed actions have been removed from the action plan below for clarity, but included:
 - Phase 1 of Diversity Mentoring Scheme where 21 Leadership Team members were mentored about experiences of race by BAME colleagues
 - Unconscious Bias Training for our Board and Leadership Team and a session on anti-racism at our Manager's Forum. Reviewing our EDI training to incorporate more on anti-racism
 - Executive updates and messages from our CEO communicating our commitment to anti-racism
 - A 'road-show' of managers' meetings to deliver 45 min workshops to over 100 managers on responding to racist abuse in services
 - Developing and reviewing our data around ethnicity including from our Resourcing, HR and L&D teams
 - Taking targeted actions to ensure the health and safety of BAME colleagues during the COVID-19 outbreak
 - Analysing our staff survey by demographics to understand staff experiences in relation to race
 - Commissioning an external review of our disciplinary process and delivering a comprehensive action plan to respond to recommendations
 - Reviewing our B15 bullying and harassment policy and procedure

- Working with our EAP provider to understand the support they provide around racism
- Creating a new Safe Spaces portal to bring together resources and sources of support in one place
- Developing our incident procedure so incidents of bullying or harassment automatically trigger a debrief tool to be used by managers and a post-incident survey to be completed by victims
- Reviewing St Mungo’s website to communicate commitment to anti-racism and developing a new RAP intranet page

3. Race Action Plan Version 2

Section 1 – Positive Action Plan

Aim: Improve representation of BAME staff within management, in particular within senior leadership (recruitment and progression).			
Key Success Indicators	<ul style="list-style-type: none"> • % BAME staff who believe there is opportunity for progression at St Mungo’s • % BAME members on the Board • % of Leadership Team who are BAME • % of Heads who are BAME • % of Managers are BAME • % of Junior managers are BAME • % of BAME in overall workforce 	<ul style="list-style-type: none"> • % of new starters who are BAME • % starting Steps into Management who are BAME • % applications from BAME candidates • % shortlisted candidates who are BAME • Likelihood of white applicants being appointed from short listing compared to BAME • % interview panels with at least one BAME representative • Likelihood of white staff accessing non-mandatory training compared to BAME 	
Objective	Activity	Monitoring	Who
Implement positive action strategies within recruitment to increase BAME representation.	<ul style="list-style-type: none"> • Implement diverse panels across all recruitment • Implement positive action shortlisting for all roles at SDM and above • Review EDI section of St M recruitment web page • Review recruitment assessment processes (minimum standards) to attract high calibre BAME candidates • Define KPIs and develop how we measure this objective 	<ul style="list-style-type: none"> • % panels with BAME member • % roles head and above diverse shortlist 	Head of Resourcing

Implement positive action strategies within progression to increase BAME representation.	<ul style="list-style-type: none"> • Launch revised Steps into Management. Keep under review for impact • Development programme to progress BAME Managers into senior management roles • Redesign entry level roles to ensure that there are clearer progression routes. 	<ul style="list-style-type: none"> • % SIM attendees BAME 	Head of L&D
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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			
Key Success Indicators:	<ul style="list-style-type: none"> • % BAME staff say "In the last year, whilst working for this organisation, I have experienced bullying/harassment" • % BAME staff say "I am satisfied St Mungo's treats me with fairness and respect" • % BAME staff say "I believe action will be taken where bullying/harassment are reported" • % BAME staff say "I would feel able to report any bullying/harassment without worrying that it would have a negative impact on me" 	<ul style="list-style-type: none"> • % BAME clients say they feel safe in our services • % BAME clients say they have experienced anti-social behaviour including harassment • Number of reported incidents involving discriminatory abuse 	
Objective	Activity	Measure	Who
Raising staff and manager's awareness and confidence of challenging discriminatory language and behaviour	<ul style="list-style-type: none"> • Interactive workshops on responding to abuse focused on real-world, practical scenarios delivered at all managers' meetings • Pilot and launch revised EDI for Manager's training • Pilot and launch revised EDI for Staff training • Embed anti-racist practices in Induction • Maintain and promote Safe Spaces page • Review key leadership training to add in more around safe spaces 	<ul style="list-style-type: none"> • Number of workshops delivered at Regional Manager's meetings • EDI training attendance and feedback • Vists to Safe spaces page 	Head of I&I
Support D&I allies to create safe spaces in their teams	<ul style="list-style-type: none"> • Ally forum focused on responding to harassment • Ally newsletters include anti-racism resources 	<ul style="list-style-type: none"> • % of services with a D&I ally • Number of attendees D&I ally forums 	Head of I&I

		<ul style="list-style-type: none"> 12 newsletters each year 	
Understanding BAME client's experiences and responding to incidents involving clients	<ul style="list-style-type: none"> Project plan for anti-racism toolkit for clients Include questions about race in Client Satisfaction survey Analyse survey results and satisfaction outcomes by race. Ensure resulting actions included in RAP 	<ul style="list-style-type: none"> Safe spaces for clients page created on Mungosnet to bring together resources Feedback on new resources created % positive responses client experiences of race 	Resarch and Evaluation Officer and Head of I&I
Ensuring BAME staff feel well supported	<ul style="list-style-type: none"> Reported incidents of racism triggers link into workplace supporters and supportive debrief Reflective Practice sessions for BAME colleagues to provide peer support and safe space Review EAP support annually Training for workplace Supporters to respond to incidents of harassment Recruit workplace supporters from BAME Network 	<ul style="list-style-type: none"> Number of workplace supporters and good BAME representation 	Head of Quality/Head of I&I
Understanding BAME staff experiences	<ul style="list-style-type: none"> Analyse staff engagement survey in relation to race Communicate survey results and agreed actions Establish a mechanism for listening to BAME staff experiences e.g. focus groups 	<ul style="list-style-type: none"> Staff survey results around race 	Head of I&I and Internal Communications Manager
Understanding and resolving BAME staff over-representation in disciplinarys	<ul style="list-style-type: none"> Implement recommendations from External Case Review 	<ul style="list-style-type: none"> BAME staff representation in disciplinarys reflects the % in overall workforce 	Director of People

Section 3 – Leadership awareness and commitment

Aim: Leaders and managers across St Mungo's, starting with the board, executive and leadership team, are aware of their role in addressing racism and demonstrate their commitment through their work across the organisation.			
Key Success Indicators	<ul style="list-style-type: none"> Board member understanding as measured through the Board Effectiveness Survey % Positive responses to question "I believe St Mungo's is an equal opportunities employer with regards to race and ethnicity" 		
Objective	Activity	Monitoring	Who

Board awareness and engagement	<ul style="list-style-type: none"> • Annual EDI training for Board • Review board EDI induction • EDI on every board agenda • Board D&I ally invited to forums and events • Board D&I ally writes at least one internal comms around race 	<ul style="list-style-type: none"> • % complete annual EDI training 	Director of Governance
Raise Leadership team awareness of experiences of race	<ul style="list-style-type: none"> • Evaluation and reflection from In my Shoes Diversity Mentoring Phase 1 • In my Shoes Diversity Mentoring Phase 2 • Reflection session with In my shoes mentors and mentees to embed learning around race • Leadership Team Plus workshop around anti-racism 	<ul style="list-style-type: none"> • % Leadership are or have been involved in In my Shoes scheme • In my Shoes evaluation feedback 	Head of I&I
Communicate leadership commitment to anti-racism and to listening to staff	<ul style="list-style-type: none"> • 2 x leadership team communicate their learning from diversity mentoring • CEO communicates commitment to anti-racism and forums for listening • Commitment to anti-racism and opportunities to feed into RAP included in The Loop x 2 • Managers forum session on RAP 	<ul style="list-style-type: none"> • Number of internal communications • Number of times articles have been read 	Internal Communications Manager
Publically communicate our commitment to anti-racism	<ul style="list-style-type: none"> • Develop posters/pledge for services to display • Add anti-racist statement on St Mungo's website • Use our Social Media to communicate anti-racism • Plan a program of internal 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 	<ul style="list-style-type: none"> • Have sent resources to all services • Number of social media posts about race • Monthly recognition of an EDI date • Have presented at external events during the year 	Internal Communications Manager and Head of I&I
Ensure relevant outcome data is discussed at key forums throughout the year to drive continuous improvement	<ul style="list-style-type: none"> • Agree what data is analysed and in which forums it is discussed and actioned 	<ul style="list-style-type: none"> • Have an EDI data schedule for the year • Trends in EDI data are translated into actions which are included in RAP or another action plan. 	Director of People and Head of I&I