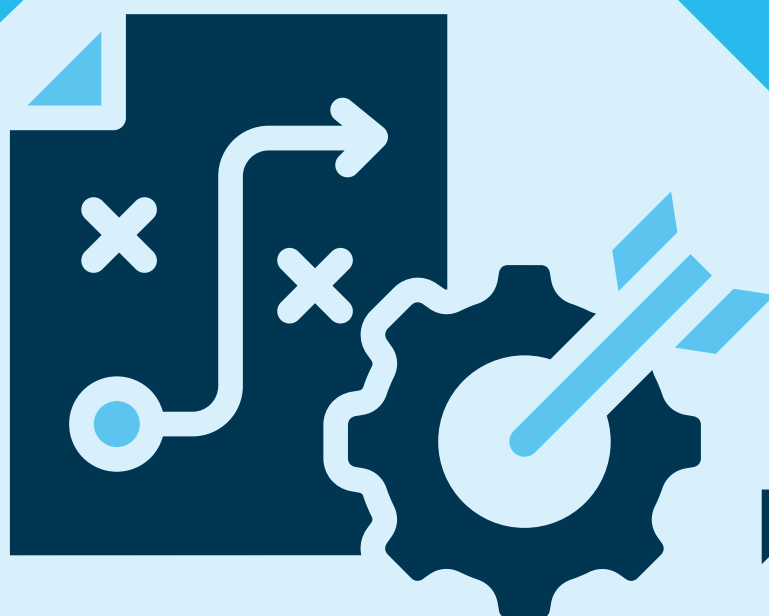


Anti-racism Action Plan

2025-2029



Overview

NHS Golden Jubilee (NHS GJ) have committed to the development of an Anti-Racism Action Plan to align with our Equality Outcomes between the reporting period 2025-2029 to build on our long-standing reputation as a progressive organisation and commitment to maintaining an inclusive and diverse culture for our patients, service users, staff, and volunteers.

Our Anti-Racism Action Plan outlines our vision and mission for eradicating racism in all its forms. The delivery of our Anti-Racism plan links to wider priorities for NHS GJ including Anchors, staff retention, reducing sickness absence, improving wellbeing, longer-term recovery and service reform.

Creating a sustainable health service is fundamentally linked to developing a positive working environment for all of our staff, volunteers, patients and service users.







Adopting a co-design approach



Our Anti-Racism Action Plan has been developed using the core principles of service design, incorporating multiple engagement methodologies including service user and organisation-wide surveys, focus groups and workshops with our Ethnic Minority staff network and Ethnic Minority Advisory group.

This approach ensures that we capture the lived experience of our stakeholders to deliver targeted and meaningful outcomes to embed an Anti-Racism culture across the organisation based on our core values of treating everyone equally with fairness, dignity and respect.

 Surveys	<ul style="list-style-type: none">NHS Golden Jubilee Kindness Matters Culture survey – Staff / Volunteers.NHS Golden Jubilee Reputation and Communications research – Service users.	March 2025 September 2024
 NHS GJ Ethnic Minority Network	<ul style="list-style-type: none">Engagement activities with Ethnic Minority Network members.	2024/2025
 NHS GJ Ethnic Minority Advisory Group	<ul style="list-style-type: none">Engagement activities with Ethnic Minority Advisory Group Members.	2024/2025
 NHS Scotland National boards Short Life Working Group	<ul style="list-style-type: none">Collaboration with National Boards.	2024/2025

Our journey so far

We recognise the value a diverse workforce brings in offering different perspectives in how we deliver high quality, safe, effective, person-centred care to foster a healthy, vibrant, and inclusive culture throughout our organisation. Continuing to take action to address racism is vital if NHS GJ is to achieve its vision and mission of delivering an exemplar level of care to our patients and service users and fostering a culture of acceptance where our people (staff and volunteers) feel safe, respected and valued to be themselves in the workplace.

We have outlined our vision to continue to grow as an inclusive organisation for our patients, service users, staff and volunteers within our [Equality Outcomes 2025-2029](#), in doing so, meeting our Public Sector Equality Duty through our functions.

However, we recognise the need to take specific action based on holistic principles to address all facets of racism through targeted interventions and proactive initiatives.

Within our previous set of [Equality Outcomes 2021-2025](#) we have implemented a number of measures to lay the groundwork to embed Anti-Racism initiatives across the organisation. Specifically, this references the following achievements:

Launch of staff Ethnic Minority Network 2021	Establishment of Executive Lead for Race	Ethnic Minority staff networking lunch
Ethnic Minority Leadership Event	Focus on Anti-Racism workshops for executives, senior leaders and medics	Inclusion of unconscious bias within mandatory diversity training



The rationale for developing our Race Equality Action Plan

The Scottish Government acknowledges the necessity for a specialised policy approach to racial equality to supplement the more general approach to mainstreaming equality across all 9 protected characteristics. The 2 main drivers for spotlighting race as a key focus area are:

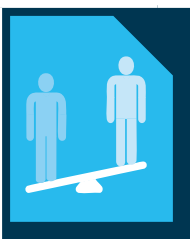
- the diversification of Scotland's demographic profile, and
- domestic and international political events.

Scotland has a shifting demographic profile and a more multicultural and varied population. This means that public services must adapt to these changes.

Additionally, the occurrence of domestic and international events that portray a negative depiction of race are influential in exacerbating racism here in Scotland.

In this broader context, it is crucial for Scotland to have a stated public policy on race equality, as well as proper processes and policies in place to fight against racism and take constructive action to promote race equality.

What is structural racism?



- The normalisation and legitimisation of an array of dynamics (historical, cultural, institutional and interpersonal) that routinely advantage white people, while producing cumulative and chronic adverse outcomes for people of colour.



- Structural racism concentrates power among privileged groups and devalues and limits opportunities for social, economic, and financial advancement. This, in turn, results in a complex interplay between race, social determinants and health.

How did we develop our plan?

Our Anti-Racism Action Plan is aligned to the [Scottish Government's Race Equality Framework \(2016-2030\)](#) which includes the following public health related goals:

Scottish Government Race Equality Framework 2016 - 2030

Goal 20	Identify and promote practice that works in reducing employment inequalities, discrimination and barriers for minority ethnic people, including in career paths, recruitment, progression and retention.
Goal 26	Minority ethnic communities and individuals experience better health and wellbeing outcomes.
Goal 27	Minority ethnic communities and individuals experience improved access to health and social care services at a local and national level to support their needs.
Goal 28	Scotland's health and social care workers are better able to tackle racism and promote equality and community cohesion in delivery of health and social care services.
Goal 29	Scotland's health and social care workforce better reflects the diversity of its communities.



In addition to the above, we have also been guided by the Framework for Action in the Scottish Government’s guidance to NHS Boards on developing Anti-Racism plans. The Framework reflects the areas of focus from the Expert Reference Group on COVID-19 and Ethnicity and the evidence on race inequalities.

Our plan outlines NHS GJ’s organisational commitment and strategic approach to actively addressing and eliminating racism. It is part of our overall equality and diversity inclusion plan, which aims to address all forms of discrimination and harassment, meet the Public Sector Equality Duty, and deliver our organisational goals.

Recognising that racism exists in society, and that organisations have a role in dismantling and addressing it, is one of the first steps in taking an Anti-Racism approach.

Our plan sets out the actions that we will take from 2025-2029, building upon work we started in 2023 in response to the recommendations from the Expert Reference Group on COVID-19 and Ethnicity as well as our work to meet the Public Sector Equality Duty.

The plan is organised under the following headings:

Theme A	Leadership and accountability
Theme B	Organisational culture
Theme C	Equity of opportunity
Theme D	Using data to inform action
Theme E	Addressing concerns

Monitoring, review and governance

Our Anti-Racism Action Plan is accompanied by a robust internal governance structure to ensure effective monitoring, review and oversight for accountability, transparency and effective delivery of our actions. Updates will be provided every 6 months at the below governance gateways:



NHS GJ Governance Gateways

NHS GJ Anti-Racism Action Plan

Our Vision



To address all facets of racism through targeted interventions and proactive initiatives, cultivating a culture based on equity of opportunity for all.

Our Mission



We will proactively tackle racism to improve racial equity for our patients, service users, staff and volunteers, and contribute to addressing racialised health inequalities in Scotland.

Key deliverables to be reached by 2029

Theme A:

Leadership and accountability

The role of leaders in driving cultural and attitudinal change is well recognised in making progress in equality and creating inclusive and diverse workplace cultures. Leaders play a significant role in fostering racial inclusion due to their power and influence on an organisation's culture and values.

Seeing more diverse staff in senior and leadership positions can help the workforce and service users to believe that the organisation values diversity.



A1	Visible commitment to Anti-Racism	<ul style="list-style-type: none"> • Our commitment to Anti-Racism is reflected in our corporate website, and to our staff through our corporate induction, recruitment packs and line manager handbook.
A2	Anti-Racism objective setting for Executive leaders	<ul style="list-style-type: none"> • An objective related to Anti-Racism, equality, diversity and inclusion will be included in all Executive leaders' objectives.
A3	Appoint non-executive Board member to champion Anti-Racism Action Plan	<ul style="list-style-type: none"> • Non-executive Board Member to be assigned and champion the NHS GJ Anti-Racism plan and provide a visible role to staff and partners on the Board's work on Anti-Racism.
A4	Build understanding and capacity on Anti-Racism	<ul style="list-style-type: none"> • The NHS GJ Board will complete the Cultural Humility module on TURAS as part of their development session programme. • We will work with Learning and Organisational Development to weave training into existing management and leadership development programmes. • All line managers and senior leaders to participate in Anti-Racism introductory training developed by NHS Delivery as part of continuous professional development.
A5	Strengthened governance and accountability	<ul style="list-style-type: none"> • Our Anti-Racism Action Plan will be reported on every 6 months via internal governance structures and to the Scottish Government via external reporting processes.

Theme B:

Organisational culture

NHS Golden Jubilee is proud to attract and retain international workers who have chosen Scotland as a place to work and contribute to providing high quality care for the people of Scotland.

We are committed to fostering an inclusive culture where everyone feels safe to be their authentic selves. We will place a strong emphasis on initiatives to shape an ethos of respect and acceptance via the rollout of our new Kindness Matters culture programme, which will have our values and behaviour framework at its core.



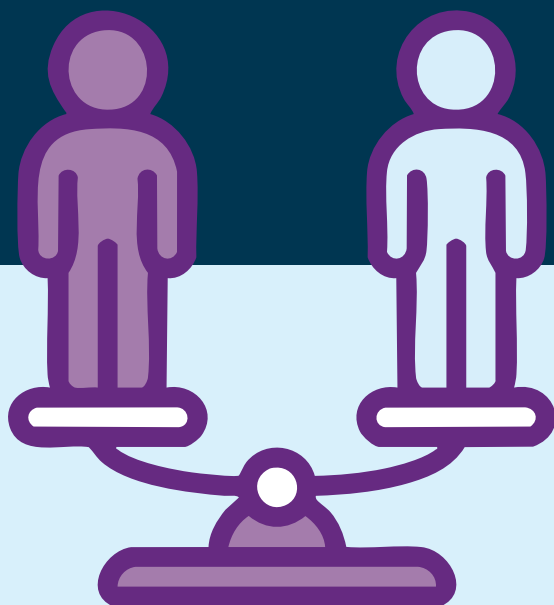
B1	NHS GJ Kindness Matters Culture Programme	<ul style="list-style-type: none"> Alignment with NHS GJ Kindness Matters Culture programme to influence attitudinal and behavioural change and foster harmonious relationships between staff and volunteers from diverse cultures and lived experiences.
B2	Expansion of existing allyship programmes	<ul style="list-style-type: none"> NHS GJ will broaden the existing Lesbian, Gay, Bisexual, Transgender, Queer/Questioning and more (LGBTQ+) allyship programme to include a focus on Anti-Racism and using resources within the Leading to change allyship hub.
B3	Create awareness campaign on Anti-Racism	<ul style="list-style-type: none"> NHS GJ will promote and celebrate a range of campaigns and festivities including World Day for Cultural Diversity, Race Equality Week and Black History Month. We will use case studies and events to highlight contributions by colleagues from ethnic minority backgrounds. Implement a new 'lunch and learn' series of webinars focusing on race equality featuring Ethnic Minority Network members and guest speakers.
B4	Learning and Development	<p>National training materials</p> <ul style="list-style-type: none"> We will share resources produced by NHS Delivery and the Coalition for Racial Equality and Rights (CRER) to support managers and our Trade Union colleagues on how to address racist incidents in the workplace and support staff who experience or witness it. <p>Organisational development</p> <ul style="list-style-type: none"> Work with L&OD colleagues to identify opportunities to upskill our leaders and managers in dealing with racist incidents within the workplace. <p>Unconscious bias</p> <ul style="list-style-type: none"> We will develop and deliver training with a specific focus on conscious / unconscious bias and privilege and power for targeted audiences within the organisation.
B5	Foster psychological safety to promote open dialogue	<ul style="list-style-type: none"> We will build understanding, confidence, and psychological safety amongst staff and patients through the delivery of our themed actions. Their willingness to share views, opinions, and experiences will help shape targeted interventions.

Theme C:

Equity of opportunity

Equity is a key goal for our Anti-Racism plan. We want to contribute to an equitable healthcare system in Scotland where:

- people have an equal opportunity to join and progress a career in health and social care based on their knowledge, skills and experience,
- our ethnic minority workforce have equity in opportunity to succeed in their role and progress through their career into higher banded senior positions,
- our ethnic minority workforce have equity in access to the training and resources to develop skillsets and benefit from career progression, and
- racialised health inequalities are addressed.



C1	Inclusive recruitment principles	<ul style="list-style-type: none"> • NHS GJ will fully integrate the principles outlined within the Scottish Government Minority Ethnic Recruitment Toolkit to ensure that inclusive recruitment practices are adhered to at all times. • Hiring managers will adopt enhanced inclusive recruitment practices during selection and interview stage to remove possible factors such as unconscious/ conscious bias.
C2	Focus on retention, upskill and promotion	<ul style="list-style-type: none"> • We will focus on recruitment, retention, and progression to improve diversity, particularly at senior and Executive levels.
C3	Reverse mentoring programme	<ul style="list-style-type: none"> • Scope the feasibility of a reverse mentoring programme between senior leaders and ethnic minority staff to promote an inclusive culture and cultivate a greater understanding on the topic of workplace and cultural racism.

Theme D:

Using data to inform action

Data will help us measure progress with this action plan and to identify areas of inequality for action and for transparency. We gather and analyse employment data as part of our Public Sector Equality Duty and publish an annual workforce monitoring report on our website.

This report includes data on what our workforce looks like, recruitment and progression, career development and who leaves the organisation, in addition to annual ethnicity pay gap reporting.



D1	Improved self-disclosure of ethnicity data	<ul style="list-style-type: none"> We will encourage our staff and patients to update their equality and diversity data, to improve the quality of NHS GJ's Workforce Monitoring and to identify priorities to progress race equality. This will involve utilisation of Equalities data resources from Public Health Scotland.
D2	Ongoing analysis of staff datasets to support policy development	<ul style="list-style-type: none"> Analysis will provide trends relating to recruitment of ethnic minority staff across both corporate and clinical roles and support the requirement for any specific interventions as a result.
D3	Ethnicity pay gap reporting	<ul style="list-style-type: none"> We will continue to publish NHS GJ's ethnicity pay gap annually as a strategic key performance indicator to the Board and within our Workforce Monitoring Report and our Mainstreaming Equalities Report.

Theme E:

Addressing concerns

For an Anti-Racism action plan to work, staff and patients need to feel comfortable, confident, and safe to speak up about issues they are facing or see in patient care without fear of repercussion.

It is therefore essential to cultivate a culture of psychological safety to report incidences when they occur.



E2	<p>Improved signposting for anonymised reporting channels</p>	<ul style="list-style-type: none"> • We will implement a communications campaign to advertise all available mechanisms for staff to discuss concerns and/or raise a grievance via our Culture Champions, Confidential Contacts, whistleblowing and HR. • We will share resources produced by the Coalition for Racial Equality and Rights (CRER) to staff to support managers and our Trade Union colleagues on how to address racist incidents in the workplace and support staff who experience or witness it.
E3	<p>Support and engage with the Ethnic Minority Advisory Group</p>	<ul style="list-style-type: none"> • The Ethnic Minority Advisory Group will meet on a quarterly basis to discuss current challenges and issues with a view to advising the organisation and the wider ethnic minority network with intelligence and possible actions.
E4	<p>Improved thematic analysis by Race for patient feedback loops</p>	<ul style="list-style-type: none"> • Clinical Governance will create a new 'Equality and Diversity' tab within the Datix incident reporting system to record patient feedback by protected characteristic. This will help us identify and act upon any identified incidents of racism.



Photos from the Ethnic Minority Network Leadership event.

NHS Golden Jubilee

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