

Towards Outstanding

Diversity and Inclusion

Diversity and Inclusion Action Plan 2017-19

Theme	Action to be taken	Due Date	Lead
National Standards and Templates	1 Equality Delivery System (EDS2) <ul style="list-style-type: none"> a. EDS2 - assessment report completed annually and reviewed at Trust Board. Work on emerging themes following publication of annual EDS2. b. 2016/17 c. 2017/18 d. EDS2 2018-19 Throughout 2018-19, build in opportunities to consult on EDS2 at Trust service user and staff events including directorate and service engagement events, to include all protected characteristics groups e. Trustwide trial: 2018-2019 - Each Locality to review SU 2 -3 EDS elements (suggested access and experience from) and feedback to Trust (possible Leadership Academy TBC). f. HoDs tasked with completing this by end May 2019 	<ul style="list-style-type: none"> • JUNE 2017 • PUBLISHED SEPT 2017 • JUNE 2018 • JUNE 2019 • JUNE 2019 • MAY 2019 	<p>Lesley Faux & Alex Brett</p> <p>Head of Service</p>
	2. Workforce Race Equality Standard (WRES) – see actions 28-43 for WRES progress update <ul style="list-style-type: none"> a. WRES 2016-17 b. WRES 2017-18 – Preparations for 2018 report to commence from Q4 2017-18 and according to timescales as published c. WRES 2018-19 – Preparations for 2019 report to commence from Q4 2018-19 	<ul style="list-style-type: none"> • 2016-17 WRES Report completed 19.06.17 and published Sept 2017 • July 2018 data • September 2018 published • July 2019 data • September 2019 published 	<p>Lesley Faux Alex Brett Dr Adeyemo to provide robust challenge</p>
	3. NEW Gender Pay Reporting 2017-18 <ul style="list-style-type: none"> a) First GPG report produced and reviewed at SLT and Execs. b) Review medical bonus payments 	<ul style="list-style-type: none"> • 30 March 2018 • 30 March 2019 	<p>Kerry Smith Lesley Faux Kullie Dey Georgie Evans</p>



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National Standards and Templates	<p>4. NEW Sexual Orientation Monitoring (SOM) Information Standard</p> <p>a) Implement the new standard for patient/service user monitoring. Awareness raising with staff and service users will be required.</p> <p>b) The system change to Lorenzo is now in place (Summer 2018)</p> <p>c) The SOM Standard provides the categories for recording sexual orientation information. This needs to be in place ready to report under the SOM Information Standard.</p>	<ul style="list-style-type: none"> • June 2018 • April 2019 	Lesley Faux Vicky Boswell
	<p>5. NEW Workforce Disability Equality Standard</p> <p>a) Commence preparations for introduction of new requirements. Awareness raising with staff and sessions to encourage support staff in updating their personal data in relation to disability , where applicable.</p> <p>b) WDES implementation</p> <p>c) The Trust is signed up to the Disability Confident standard (see action 11) and will be developing a plan to progress this in 2018-19.</p>	<ul style="list-style-type: none"> • April 2018 • August 2019 • April 2019 	Lesley Faux Kerry Smith Kullie Dey



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Improvements to Combined D&I Strategy Development	6. Establish new Trust Inclusion Forum to provide suitably robust review and challenge to Trust strategy and delivery of action plans <i>Action suspended in discussion with Alex Brett. To be reviewed with interim HRD on commencement.</i>	Quarter 2 2017-18 ACTION SUSPENDED	Alex Brett Lesley Faux
	7. Ensure that PCD as a cycle of business regularly reviews action progress against D&I Strategy	March 2018 June 2018 Sept 2018 Dec 2018 Mar 2019	Alex Brett (Lesley Faux) through PCD
Process & Policy	8. Review Directorate Business Continuity plans and complete Equality Impact Assessment process for these. Specific reference to disability assessment. Review these and follow up re other directorates	March 2018 Sept 2018	Karen Day / Brian Macmillan Lesley Faux
	9. Flexible Working Policy to be reviewed in respect of carers and staff with disabilities being able to specify the reason for their flexible working application.	Jan 2018	Kerry Smith
	10. Audit of application of recent introduction of new Trust Committees cover sheet to ensure robust assessment of equality, diversity and inclusion impacts of papers to these committees together with more robust challenge around Diversity and Inclusion implications in Board Committees.	COMPLETE	Director of Workforce Lesley Faux Laurie Wrench
	11. Develop and deliver action plan to progress delivery of Disability Confident Employer Commitment. Links with development of WDES plans (see action 5). Action plan to be produced by end March 2018.	Action Plan was due by end January 2018 – delayed pending HR capacity <i>Delivery postponed to end March 2018 in 1st instance / for review by Alex Brett</i>	Kerry Smith Kullie Dey

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Care Delivery and Evidencing Care	11. Accessible (easy read) care plans to be rolled out across the CAMHS-LD service.	COMPLETE	S. Mountford/ Andrew Adams
	12. a. Ensure the Service User and Carer Council monitor and provide feedback on the Trust's delivery against their quality standard of personalised care . b. Trust event held 3 November 2017 on developing the Trust's approach to Person Centred Care. c. Further action to follow to share and consult on our emerging Person Centred Framework.	December 2017 December 2018	Maria Nelligan & Julie Anne Murray
	13. Review systems for recording and reviewing use of restrictive practice interventions by protected characteristics groups. Monitor and review based on first 6 months of data. First report on to Trust Health, Safety and Wellbeing Committee.	November 2017 November 2018	Jackie Wilshaw Jackie Wilshaw
	14. Supporting and facilitating Advocacy Services a. Share user-friendly information for staff and service users on legislated Advocacy Services across Trust Teams b. Raise awareness of Advocacy Services via a stall at the Trust Inclusion Conference c. Share advocacy information with Service User and Carer Council / Advocacy report into July Service User and Carer Forum	June 2017 July 2017 July 2017	Lesley Faux Advocacy leads/ reps Veronica Emlyn
	15. Trust to consider options for trying to enhance patient transport to key service delivery sites	COMPLETE. Andrew Hughes to discuss with Alliance partners (action agreed Jan 2018)	Andy Hughes Lesley Faux



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Care Delivery and Evidencing Care	16. Transitions between services – with the shift to Multi-specialty Care Partnerships (MCP) model across North Staffs & SOT, there is a desire to integrate care better and where appropriate create ageless services where connectivity in local communities is improved.	October 2018	Andy Hughes
	17. To hold a service user and carer listening event in October to focus on patient access and experience	October 2017	Veronica Emlyn Julie Ann Murray
	18. To hold Focus Groups from a service provision as well as staff perspective considering service and experience for people who are LGBT (07.06.17) and BME (02.08.17). Develop and implement action from feedback gained.	LGBT Focus Group - July 2017 BME Focus Group – August 2017	Lesley Faux



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Training and culture	19. Enhancement of e-learning offers for Diversity & Inclusion: <ul style="list-style-type: none"> a. Trust D&I training to be translated into e-learning for standard training and refresher training, incorporating key focus on person-centred care and involvement of service users in decisions about the service they receive and on statutory obligations, particularly PSED. An enhanced level e-learning package to be developed for Trust managers and Senior Management Team to be completed on a 'once only' basis (repeat or update with major changes in legislative requirements). b. Team specific tailored D&I workshops available on request c. Inclusion Workshop incorporated into People Management Programme 	COMPLETE December 2017	Lesley Faux/ Sue Slater
		July 2017	Lesley Faux
		April 2018	Lesley Faux
	20. <ul style="list-style-type: none"> a. One-off session of Board Development on D&I using external expert (Yvonne Coghill, Director of Implementation for WRES, NHS England). b. Repeated for our internal Leadership Academy of senior managers, plus extended invite to recruiting managers c. Subsequent repeats for new starters will be managed internally. 	July 2017	Robert Cragg
		Aug 2017	As above
		Ad hoc as required	Lesley Faux
21. <ul style="list-style-type: none"> a. Continue opportunities for listening to staff in 'Big Conversations through the LiA-style process and by more focussed team-level work through our Towards Outstanding Engagement Team Development programme b. Towards Outstanding Engagement launched May 2017 with 16 teams currently participating in Phase. c. Open Space Event in planning for January 2018. d. Also see 'Afternoon Tea with Director of Nursing' listening sessions e. BAME Staff Network listening approach and BAME LiA 	March 2017	Alex Brett Jane Rook	
	May 2017		
	January 2018	Maria Nelligan	
	May 2018	Lesley Faux	



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Training and culture	22. a. Identify more clinical champions for diversity and extend work to clinical services in a more consistent and robust way b. Additional membership for Inclusion Forum element of Diversity and Inclusion Group identified - first meeting 20 December 2017.	September 2017 December 2017	Lesley Faux
Promotion and Communication	23. Information and Communication Support a. Continue to promote and develop delivery against 'Accessible Information Standard' for people with disabilities and sensory impairment and also for people with foreign language needs. P b. Printed AIS Communication Cards distributed to Directorates Dec/Jan 2017-18. c. Additionally, the Trust is in discussion with a servicer provider of automated communications that help us to meet the AIS requirements better (as well as saving money and helping us to go digital). d. Survey meetings planned with Greenfield and Sutherland Centres, March 2018. b. Trust Language Identification poster (including BSL) – A3 hard copy - to be released June 2017. Translate Me software available from February 2017. c. Implementation of Trust foreign language communication support, BSL communication support and digital foreign language translation. d. Further awareness raising underway March-April 2018 regarding digital translation, interpretation and translation services and Trust communications register.	On-going. Aug 2017. January 2018 October 2018 - pilot March 2018 June 2017 June 2017. April 2018	Trust services supported by LF and VE Lesley Faux Lesley Faux



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Promotion and Communication	<p>24. Responding to and Preventing Personal Abuse of Staff</p> <ul style="list-style-type: none"> a. Create and display local RESPECT poster tailored to services as appropriate to encourage mutual respect and discourage personal abuse of NHS staff. Use of zero tolerance on racial harassment message as appropriate to Trust services and circumstances. b. Always challenging and always reporting inappropriate behaviour re personal abuse (eg racist, homophobic, biphobic, transphobic etc abuse) – to link in with Inclusion Council project work c. Create and share flow chart of responses and support following personal abuse of staff - being developed further through BAME LiA 	<p>March 2018</p> <p>December 2018</p> <p>September 2018</p>	<p>Comms Team</p> <p>Inclusion Council</p> <p>Lesley Faux</p>
	<p>25. To re-advertise the opportunity to establish staff BAME and LGBT networks across the organisation and offer support with meeting facilities, subject to demand.</p>	<p>COMPLETE Sept 2018 – further work ongoing</p>	<p>Lesley Faux & Cherelle Laryea</p>
	<p>26. a. Regular cycle of Diversity & Inclusion issues in the Trust to promote equality. This will include promotion of local case studies and diverse role models, both service users and Trust workers. Role models showcased at the first Symphony of Hidden Voices Inclusion Conference</p> <ul style="list-style-type: none"> b. 2nd Conference c. 3rd Conference – to link in with 'Show Racism the Red Card Day' 	<p>June 2017</p> <p>September 2018</p> <p>October 2019</p>	<p>Veronica Emlyn Lesley Faux</p>



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Recruitment & Selection	<p>27. Creating a more representative workforce and addressing workforce imbalances re BME, LGBT and disability:</p> <ul style="list-style-type: none"> a. Careers Recruitment – work with community groups linked to under-represented areas to highlight mental health career options A range of different opportunities have been taken to engage with young people and influence a diverse future workforce, including a variety of school career events working with a number of the inner city schools, and a highly successful NHS Careers Event on 22/11/17 b. Recent links forged with the Stoke Central Mosque b. Interviews – Pilot a new interview process in the Trust to ensure enhance diversity of panels for diverse shortlist candidates. Pilot at PICU on all interview panels and to do a monitoring process to capture frequency of delivery on this. b. Have a diverse range of role models from different diversity groups in all advertising materials in hard press and social media. c. Include a positive action statement in all recruitment advertising 	<p>March 2019</p> <p>November 2017</p> <p>Feb 2018</p> <p>March 2018</p> <p>Ongoing</p> <p>August 2017</p>	<p>Paul Draycott</p> <p>Kerry Smith & J-A Murray</p> <p>Kerry Smith & S Copestake</p> <p>Kerry Smith Kullie Dey Laura Haddrell</p> <p>Lesley Faux Kirstie Cope</p>



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Workforce Race Equality Scheme (WRES) detailed actions	<p>28. Establish systems for routine detailed analysis of staff and patient data by ethnicity and discussion at Trust and Directorate leadership meetings. Need to ensure ESR, Lorenzo, Ulysses are all able to capture the data and enable the Trust to analyse it to inform future decision making</p> <p>a. Data by band, by staff group, by Directorate, by service</p> <p>b. Understand service provision to BME service users. Seek to better understand:-</p> <ul style="list-style-type: none"> • What is the experience of our BME patients? & • What is the experience of our BME staff? <p>BME Staff experience - PCD session on BAME Staff Experience 12.03.18 and other BAME staff listening events.</p>	<p>Dec 2017</p> <p>March 2018</p> <p>March 2019</p>	Lesley Faux Vicky Boswell
	<p>29. Report on ESR, Lorenzo, Ulysses to inform future decision making. This will include Serious Incidents, detention under the MHA, service access and utilisation</p>	<p>April 2018</p> <p>Action to develop further in 2018-19</p>	Lesley Faux Vicky Boswell
	<p>30. Work to eliminate barriers to BME staff entering employment at every level through the organisation. Specifically, introduce a new interview approach ensuring diverse panels for diverse shortlists (ie that all BME interview candidates will experience having a BME person on the interview panel in Trust interviews.</p> <p>Pilot process trialled with mixed success in NOAP and new PICU for March 2018. Revised principle is to strive to have BAME representation on all interview panels where there is identified under-representation to be considered for 2018-19 and revised process agreed and implemented as part of response to BAME LiA.</p> <p>New plans to be developed for 2018-19 at BAME LiA Taking Action session 20.09.18</p>	<p>Mar 2018</p> <p>PARTIAL COMPLETION - carry forward to 2018-19</p>	Kerry Smith with D&I Lead



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Workforce Race Equality Scheme (WRES) detailed actions	31. HR to work with staff side and new BME Staff Network to develop new support measures and mechanisms for BME staff who are subject to disciplinary processes and to ensure fairness of approach. (See Birmingham Trusts 'Cultural Ambassadors' model as one possible approach). PUT ACTION ON HOLD. Reconsider further to 2018 WRES data Further info: Cultural Ambassadors approach intro summary ; Evaluation report Cultural Ambassadors approach	Mar 2018 Further action in 2018-19	Kerry Smith
	32. Trust Inclusion Forum now to be established in 2017-18. Group to perform critical challenge around delivery of diversity and inclusion through the Trust Membership to include :- NED; Exec Director; D&I Lead; Directorate Head; Analyst / Performance Rep. ACTION SUSPENDED BY ALEX BRETT. REVIEW AGAIN IN 2018-19 with new substantive HRD when in post.	Nov 2017 ACTION SUSPENDED Review further to substantive appt of new HRD in 2018-19	Lesley Faux
	33. Positive Action BME leadership development programme – ambition to be the first STP to establish and implement 3 cohorts to be delivered for Staffs STP: Sept-Oct 2018; Nov-Dec 2018; Feb-March 2019. Launch event 7 Sept to raise profile and confirm commitment to stress the need for culture change to ensure climate of readiness for change for participants completing the programme and returning to their organisations post-completion. NSCHT currently has 10 staff with places on this programme.	Mar 2018 Extended into 2018-19 Programme delivery underway	Caroline Donovan (STP SRO role) Lesley Faux Neil Clarke
	34. a. Spotlight services that are doing good work in BME inclusion (eg Healthy Minds positive action programme for reaching BME communities around access to IAPT services) 35. b. Plan Leadership Academy around developing SU accessibility and reach and tackling of health inequalities – EDS 2	Ongoing January 2019	Joe McCrea & Comms Team; D&I lead



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Workforce Race Equality Scheme (WRES) detailed actions	35. a) Mentoring, support and encouragement for BME nursing/clinical staff who wish to progress their careers. b) BAME Afternoon Tea & Talk with Maria Nelligan held in October and December 2017. Issues discussed included:- c) Provision of coaching or mentoring specifically to BAME employees	Dec 2017 Dec 2017 October 2018	Maria Nelligan, Director of Nursing & AHP Lesley Faux
	36. Positive BME Role Models – seek BME staff at every level to be diversity role models for the Trust. Share story on website, etc. Role Model pin / award? <ul style="list-style-type: none"> • Dr Buki Adeyemo role modelling championing race equality by leading communications about Stand Up to Racism Day, by seeking to have #20BAMEconversations, and sharing progress with these on Twitter (also see action 44) • Tendai Chirawu attended the NHS Employers Women Leaders' Conference 2017 in October. • Cherelle Laryea and Claudia Oakley attended WRES 2017 Conference, also in October. • Cherelle Laryea profile shared in Newsround staff newsletter • Further role models anticipated to emerge from developing BAME Network and from those Trust staff attending the Staffordshire Stepping Up Programme. 	Dec 2017 Oct 2017 Oct 2018 October 2017 October 2017	Dr Buki Adeyemo Claudia Oakley Tendai Chirawu Cherelle Laryea



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Workforce Race Equality Scheme (WRES) detailed actions	<p>37. Keeping all staff involved and having positive conversations about ethnicity and racial equality. 'It's OK to ask' about ethnicity (with well-intentioned curiosity) etc. Raising awareness about BME experience and micro assaults in society, workplace etc</p> <ul style="list-style-type: none"> • Race Equality stand at Harplands in August 2017 and again in October-November 2017 for Black History Month. • The August 2017 stand particularly shared information from Yvonne Coghill presentation and raised awareness about findings on the challenges of being black, Asian or from another ethnicity in the UK. Staff Networks stand (including BAME network) in Harplands December 2017. • It's OK to ask leaflets are shared at events such as Vaisakhi Festival, Stoke Pride etc. • World Religions Day information shared January 2018. Plans for further awareness raising around religions and cultures through 2018-19. • Sharing of BAME nurse experience at PCD in March and report on racist abuse of staff. 	<p>Dec 2017</p> <p>August 2017 October 2017 November 2017 December 2017</p> <p>January 2018</p> <p>June 2018</p>	<p>Lesley Faux</p>
	<p>38. Bespoke Task and Finish Group to deliver Preventing Racial Abuse / 'zero tolerance' education campaign:</p> <ul style="list-style-type: none"> • Trust RESPECT posters produced and displayed widely featuring Trust statement on 'no place for discrimination, harassment or abuse'. • Trust statement included in Trust letterhead and in letter template on Lorenzo from January 2018. • Report on staff racist abuse taken to PCD in March along with an account of a BAME staff nurse experience. • Further action is planned in 2018-19 to further raise visibility of this campaign and to develop our approach to preventing and supporting staff following racist incidents. These are 2 of the action areas from our BAME LiA session and action planning taking place on 20 September. Process map of response to racist incidents to be taken for further to LiA Action Planning session 20 September 	<p>Dec 2017</p> <p>January 2018</p> <p>March 2018</p> <p>September 2018</p>	<p>Lesley Faux</p>



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Workforce Race Equality Scheme (WRES) detailed actions	<p>39. Developing our links with local BME communities through public engagement events, religious community visits etc (twin focus of raising awareness about mental health and promoting the Trust as an employer of choice)</p> <p>The Trust attended the Stoke Gurdwara on 5th Nov (Guru Nanak birthday celebrations) and received a very positive reception. Access Team represented along with Patient Experience and D&I. Female attendees expressed the desire for staff representing support for anxiety & depression, domestic abuse and suicide to attend to talk about services and self help. A number of individuals expressed interest in employment opportunities and working at the Trust. Further Trust attendances at the Temple to be planned for 2018-19.</p> <p>The Trust was welcomed to Hanley Central Mosque in February and visits are to be arranged for members of the mosque to visit the Harplands and for clinicians to visit the mosque to share information about mental health and Trust services.</p> <p>To arrange gender specific visits to and from the mosque</p>	<p>Mar 2018</p> <p>November 2017</p> <p>May 2018</p> <p>November 2017</p> <p>November 2018</p>	<p>Lesley Faux</p>
	<p>40. Staff empowered to have positive discussions about ethnicity including:</p> <ul style="list-style-type: none"> • Establish offer of a BME staff network • Develop further opportunities for staff at all levels to be involved • Further BME focus group meeting(s) and activities <ul style="list-style-type: none"> • First BAME Staff Network meetings held 22 Nov 2017 and 31 Jan 2018 in addition to the BAME Tea with Maria and BAME LiA sessions. • A range of comms sharing positive messages of encouragement to attend through Dec 2017-March 2019 (Newsround, direct emails to BAME staff, CEO Blog, posters, etc) 	<p>Mar 2018</p> <p>February 2018</p> <p>March 2019</p>	<p>Cherelle Laryea supported by CD and LF</p> <p>Comms</p>



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Workforce Race Equality Scheme (WRES) detailed actions	<p>41. Positive outreach to seek information about issues and experience from BME service user and staff perspective:-</p> <ul style="list-style-type: none"> • Direct positive action communications / surveys including CEO Blog, Newsround, staff stories etc • BAME leadership programme planned for Sept 2018 launch • BAME Staff Network meeting launched October 2017 and email network linked to this as well as face to face meeting opportunities • BAME Staff Tea with Director of Nursing sessions (Oct and Dec 2017) • BAME Staff Listening into Action (May 2018) • Senior team to make positive outreach when undertaking team visits etc to ask BME service users and staff what their experience has been like and what could have been improved (also Buki's #20BAMEconversations – see action 44) • Reverse Mentoring by Board with BME staff 	<p>Mar 2018</p> <p>ONGOING</p> <p>Sept 2018 October 2017</p> <p>December 2017 May 2018</p> <p>January 2019</p>	<p>Lesley Faux</p> <p>Alex Brett</p> <p>Sue Slater</p>
	<p>42. Continue to work to support BAME bank staff and volunteers into substantive employment where the individual desires this. Support and encourage BAME bank workers to aspire to more regular substantive employment. Set up system to notify bank workers and volunteers of training opportunities. IN PLACE.</p> <ul style="list-style-type: none"> • Development opportunities shared with Bank Coordinator and Bank Lead via the Training Distribution email group. These opportunities are forwarded on to volunteers and bank workers. Bank staff and volunteers have access to the LMS via their learning account and this offers a wide range of e-learning opportunities also. From November 2017, the D&I Lead shares education opportunities directly with BAME staff and encourages take-up. Bank staff are all offered 6-weekly supervision sessions with the bank lead, but participation is not mandatory and take-up is quite low. About half of active bank workers have participated in PDR. • The bank lead also recently reminded bank staff via e-mail that they can access all Trust training (face to face and e-learning) free. If they wished to attend any Trust training for development that was above and beyond their mandatory training this was free and their only contribution is the time taken to complete it. 	<p>Dec 2017</p> <p>April 2018</p> <p>April 2018</p>	<p>Lesley Faux</p> <p>LMS/S Slater</p> <p>LMS S Slater</p>



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Workforce Race Equality Scheme (WRES) detailed actions	<p>43. Recruitment for diversity and inclusion (also see action 27 – delivered through pilot exercise in March 2018):</p> <ul style="list-style-type: none"> Trust recruitment campaigns in 2017-18 to include photos and case studies of Asian/Asian British ethnicity. HR Team BAME profiles to be developed and shared on Trust website and Trust jobs website New Recruitment lead commenced to lead on this action Encourage block recruitment whenever possible as this is proven to increase the likelihood of appointing BME staff and staff from other minority groups (evidenced to improve diversity of recruited talent). Encourage recruitment for difference. - To be incorporated into Inclusive Recruitment approach from LiA Taking Action session. Inclusive Recruitment is one of the 4 key areas for action emerging from the BAME LiA session in May and action planning on this is taking place on 20 September. 	<p>March 2018</p> <p>March 2018</p> <p>January 2019</p>	<p>Kerry Smith Lesley Faux Recruitment Lead</p> <p>Cherrie Cuthbertson</p>
	<p>44. **NEW ACTIONS AGREED BY MEDICAL DIRECTOR AS BELOW, OCTOBER 2017**</p> <ul style="list-style-type: none"> To engage in 20 conversations about race and ethnicity with a range of people and contexts (staff, service users, carers) and keep a brief record of each discussion by end December To lead a campaign to encourage BAME staff to record their ethnicity by personally emailing staff who do not have ethnicity details recorded by end November To personally take an interest in one or two BAME members of staff and encourage them to develop their leadership skills and experience and take opportunities to develop their careers (by end December) To role model support for 'Give Racism the Red Card' day on 20th October 2017 by wearing an item of red and by Tweeting about personal commitment to this 	<p>December 2017</p> <p>November 2017</p> <p>December 2017</p> <p>October 2017</p>	<p>Buki Adeyemo</p>



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