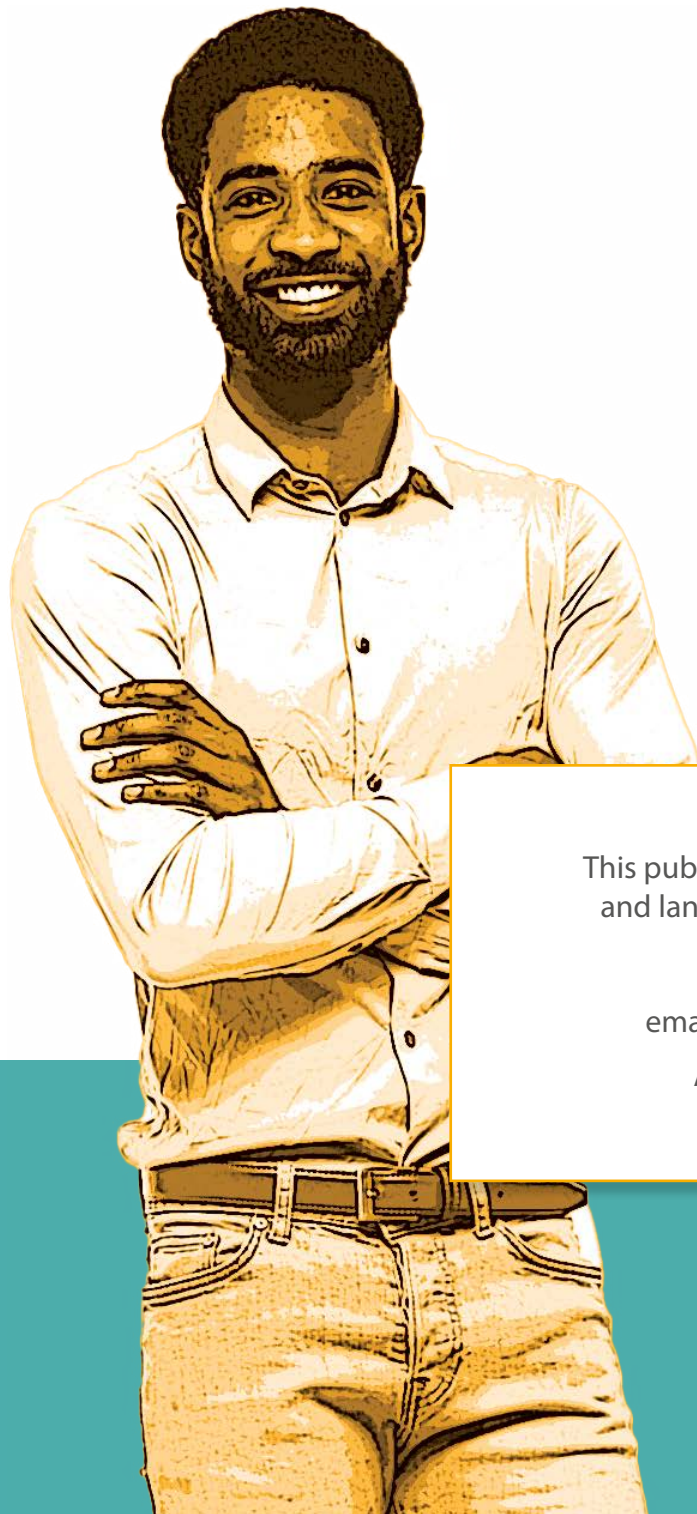


# NHS Grampian Antiracism Plan 2023 - 2028





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## Background

The NHS has a rich history of welcoming workers from all over the world, crossing socio-economic, geographic and cultural barriers.

NHS Grampian is part of this history and values its ethnically and culturally diverse workforce and recognises the benefits and contribution that a diverse workforce brings.

But how does this look in our workplace on a day-to-day basis and what can we, as an organisation, do to support our workforce and advance the equalities agenda within it.

We recognise that racism, discrimination and more commonplace micro-aggressions play a devastating role in the wellbeing of those affected, and that an organisational shift

will be required to address these challenges and make progress towards becoming a workplace where everyone feels supported, included and empowered to make their best contribution



[Click here to find out about NHS Grampian staff experiences with racism 'It's ok to talk about race' - video](#)

## What is antiracism – A call to action!

It is important from the outset to understand that Antiracism isn't as simple as just 'not being racist' – Antiracism is an ongoing commitment, it is a verb, a doing word. It is a programme of 'positive' action to transfer the experiences and the voices of those who have traditionally been marginalised to a centralised position.

Antiracism is understanding that society has been built upon centuries of inequality, prioritising one culture over another, and that our systems and institutions have evolved to perpetuate that bias. Antiracism

is not about being free of racism, it is about acknowledging that racism exists within ourselves and within our society, being awake to it, and making a commitment to challenge and dismantle it where ever it is found.

This plan is a call to action for all of our workforce, to identify where in your service, your team and in yourself can you make a difference to improve the experience for your diverse colleagues. In this plan we have set out the actions we will take, recognising that for an issue which is as systemic as racism, we will require systemic solutions. This work is not the responsibility of a team or department, it is something we must all commit to.

There is no end to the work of an 'antiracist', as there is always more that can be done.

If you would like to speak with someone about the things you can do to take action, please contact [gram.staffequalities@nhs.scot](mailto:gram.staffequalities@nhs.scot)

For further information, you can visit [NHS Grampian Commitment to Antiracism](#)

## Our vision

- Equality, Diversity and Inclusion (EDI) is led from the top by our senior leaders and through the delivery of Plan for the Future 2022 - 28.
- The actions we will take to improve the experience for staff will be informed by staff, with an emphasis on ethnically and culturally diverse colleagues and those vulnerable to discrimination being at the heart of design.
- This work will be ongoing, we will always strive to become a more self-aware organisation with increased knowledge and skills to talk thoughtfully about diversity, racism and the issues that exist around it.
- The work we will do will move us from a policy of zero-tolerance towards a culture of antiracism, recognising that antiracism is a commitment to the process and the journey, rather than a destination as there is always more that can be done.
- As an organisation we are committed to making the required systemic shift away from solely focusing on individual responsibilities, towards uncovering the inequality embedded in our society and within our institutions, and is manifest within our policies and practice.



“ We will always strive to become a more self-aware organisation with increased knowledge and skills.

”

## The Equality Act 2010

The UK Equality Act 2010 clearly states that it is against the law to discriminate against someone because of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The Equality Act also legislates where there are situations to step into 'positive action' which provides us with meaningful opportunities to address under-representation and challenge the structural inequalities that exist within our institutions and perpetuate unconscious bias.

With a conscious and deliberate step-change into positive action, we aim to not only widen understanding of the diversity in our organisation, but to celebrate our differences and ultimately reduce incidences of discrimination within NHS Grampian.

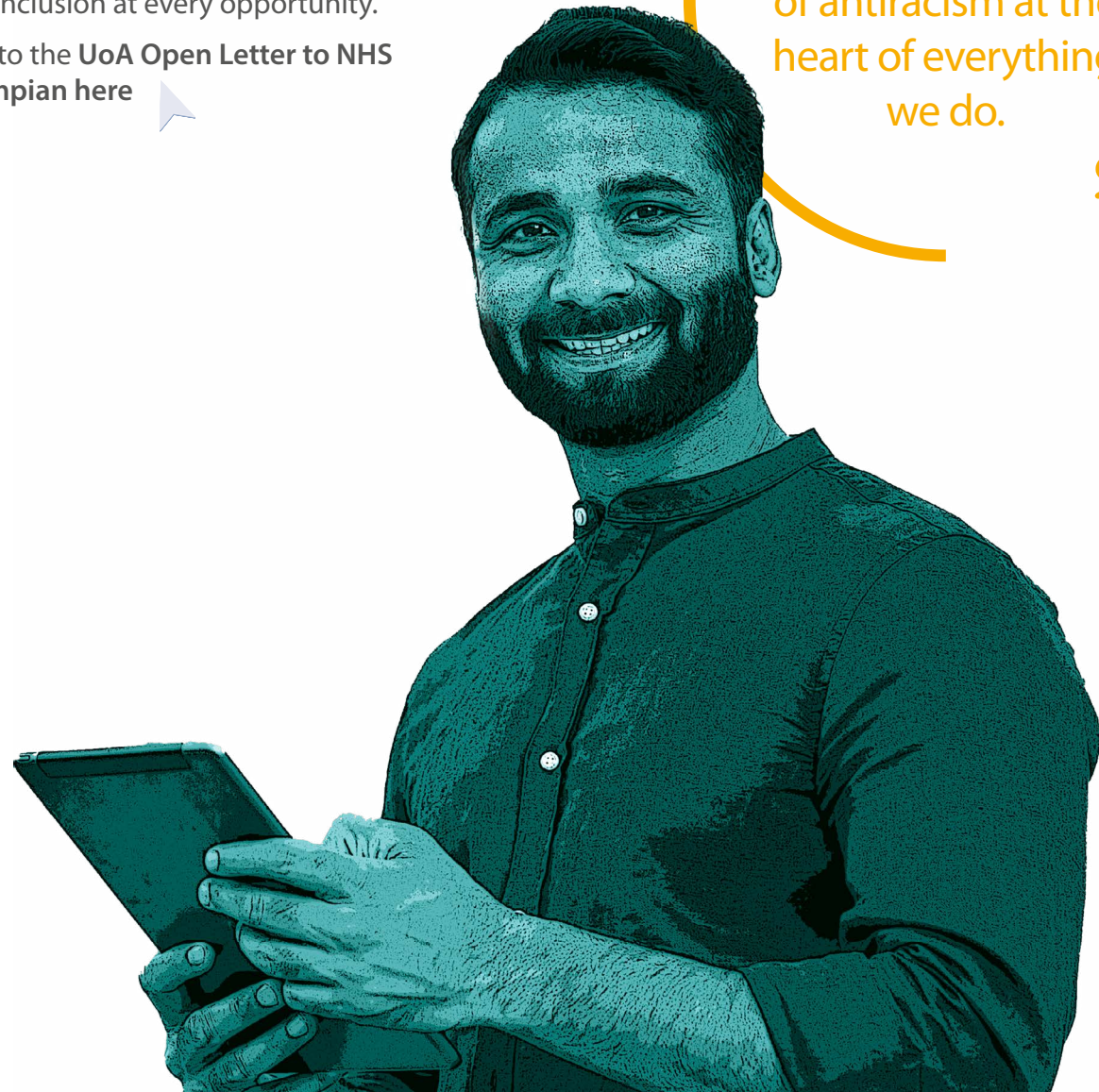
We started our work in the wake of the Black Lives Matter movement and the University of Aberdeen Black Medical Society open letter. As a result of this we pledge to embed principles of antiracism and anti-discrimination at the heart of everything we do, and to promote equality and inclusion at every opportunity.

Link to the [UoA Open Letter to NHS Grampian here](#)

“

We pledge to embed principles of antiracism at the heart of everything we do.

”



## What is intersectionality?

Each of us has a complex and multi-faceted identity, which includes aspects of our protected characteristics such as ethnicity, sexual orientation, gender identity or disability. But other components such as our social class, the work we do or our social circle also have an impact and “intersect” to create unique dynamics and effects.

In the context of ‘antiracism’ we can understand, for example, that if a Muslim woman wearing the Hijab experiences discrimination, it would be impossible to dissociate her female from her Muslim identity and to isolate the dimension(s) causing her discrimination.

We must therefore recognise, that all forms of inequality can mutually reinforce and must therefore be analysed and addressed simultaneously to prevent one form of inequality from reinforcing another. For example, tackling the gender pay gap alone – without including other dimensions such as race, socio-economic status and immigration status – will likely reinforce inequalities among women.” – Centre for Intersectional Justice (CIJ)

Read more here 

## Wheel of Advantage



## Plan for the Future: 'Colleagues & Culture Putting the Workforce Centre Stage'

The development of the Plan for the Future, which is NHS Grampian's strategic plan 2022 – 28 has created a platform for innovation around culture and staff experience in NHS Grampian, including a wide-ranging programme aiming to improve staff wellbeing and a renewed focus on diversity and inclusion.

The People and Culture section of the plan sets out how NHS Grampian will enable colleagues across the system to succeed, be safe and well through work via a focus on securing a sustainable workforce, promoting health safety and wellbeing, and enhancing culture and staff experience.

The development of this plan identified ten areas of focus that are designed to deliver the following three strategic aims by 2028:

- Sustaining a workforce who are able to do today's work today and innovate for tomorrow;
- Providing roles that people feel support their health, safety, and wellbeing;
- Developing workplaces where people feel included, supported and empowered to make their best contribution.



### Ten target outcomes

<b>Workforce Planning &amp; Redesign</b>	A service led approach integrated with financial and digital planning that enables Portfolios and Directorates to transform delivery as required, supporting workforce retention and growth.
<b>Attraction &amp; Resourcing</b>	More colleagues are retained through improved support for working longer and for developing careers, with increased fill rates through local, national and international recruitment.
<b>Employability</b>	Access to employment is widened, with an increased range of entry-level opportunities, recruitment from diverse backgrounds, and further expansion of Apprenticeships.
<b>How we Work</b>	Fair work, enhanced workplaces, flexibility of working arrangements, and use of business systems improve wellbeing, environmental sustainability, and meet changing service needs.



<b>Skills &amp; Capability</b>	All colleagues have support and time for learning that helps them develop, personally and professionally, to match service needs in support of regulation, regeneration and change.
<b>Safety Whilst Working</b>	All colleagues are fully engaged with their health and safety responsibilities, understand why these are integral to their work and services, and model them as part of normal business.
<b>Health &amp; Wellbeing</b>	Shared responsibility with colleagues for their physical and mental health is central to our ways of working and underpinned by collective investment in wellbeing support services.
<b>Embedding Our Values</b>	Colleagues at all levels demonstrate our shared values, and ensure positive behaviours are experienced consistently across the system as part of an improved workplace experience.
<b>Leadership &amp; Management</b>	All managers are confident and competent as coaches and managers of people in a distributed model of system leadership that enables development and empowerment of others.
<b>Diversity &amp; Inclusion</b>	We are recognised as an inclusive employer where discrimination is not tolerated and whose staff profile reflects and celebrates the wide diversity of our local communities.

These aims are set in the context of NHS Grampian being the largest employer in North East Scotland and an anchor organisation in our communities.

The ten outcomes relate to: workforce planning and redesign, resourcing, skills and capability, employability, safety whilst working, health and wellbeing, leadership and management, embedding our values, diversity and inclusion, and the way we work.

Achieving these outcomes will require collective ownership from across all Portfolios and corporate functions, with the People & Culture Directorate providing support that is person centred, digitally enabled, data driven and evidence based.

You can find out further information about the NHS Grampian Plan for the Future here

**NHSG Plan For the Future 2022-2028**  
([nhsgrampian.org](https://nhsgrampian.org))





## Diversity and Inclusion

By 2028 we will be recognised as an inclusive employer where discrimination is not tolerated and whose staff profile reflects and celebrates the wide diversity of our local communities.

Data suggests that cultural inclusivity is one of the most positive aspects of working in our organisation. This can help us continue to increase the diversity of our workforce in all its forms and move

towards better reflecting the population we serve, developing environments where people can work free from the fear of unfair treatment.

We also know that this is not the experience of all colleagues. In particular, given feedback from employees and students, we are focussed on tackling racial discrimination in all its forms, and at all stages of employment. Our Race Equality Network - GEMS, is central to developing our approach in this area, supporting

updating of policies and processes across different areas of working life.

Education and training is vital, and the Grampian Equalities Network has a central role in helping to promote understanding and access to development opportunities. These are essential and we will support colleagues to recognise that one size does not fit all in relation to personal availability, work patterns, work styles and preferences, and to equip them to constructively challenge unfair treatment.

## Spotlight on diversity and inclusion

We can see that themes of EDI have been threaded throughout the ten identified 'Target Outcomes' but the Plan also clearly identifies 'Diversity and Inclusion' as a standalone area, highlighting the significance and importance this agenda will have in achieving the strategic aims of the organisation.

### Where are we now?

NHS Grampian has worked hard to implement and maintain a zero tolerance approach to

racism and discrimination. As a Public Sector Organisation, NHS Grampian has a proven track record for monitoring and addressing incidents of racism and discrimination and for fulfilling its statutory requirements in terms of workforce monitoring and reporting to the Scottish Government.

However, following the open letter from the Black Medical Students, NHS Grampian has recognised that a more systemic approach to addressing discrimination and inequality is required, one which does not rely solely on the 'individual responsibility' of staff, but one which also recognises the bias which

exist within existing processes and systems of governance.

Throughout 2020 – 2023 a great deal has been done to enhance our staff culture and take meaningful steps towards better understanding where existing practice may perpetuate bias particularly in relation to recruitment, career progression and management practices.

As an organisation we have invested in new ways of involving and listening to the experience of our staff, and developed our literacy in relation to antiracism.

## Where do we want to be?

### Developing and promoting a culture of antiracism

We have produced this plan to provide a framework through which we can undertake a systemic approach towards reviewing and better understanding where barriers exist within our organisational structures.

Reaffirming that individual responsibility will continue to have a key role in our overall approach, but fully understanding that inequality cannot be addressed without shifting the emphasis to our institutional structures, and understanding how our systems and processes perpetuate bias within NHS Grampian.

This plan will help NHS Grampian to achieve the equality and diversity objectives identified in the Plan for the Future, and the role that the Staff Equalities Network and the Grampian Empowered Multicultural Staff (GEMS) group will have in shaping this.

“As an organisation we have invested in new ways of involving and listening to the experience of our staff, and developed our literacy in relation to antiracism.”



## The NHS Grampian Staff Equalities Network

The Staff Equalities Network has been identified in the Plan for the Future as having a central role in helping to promote understanding and supporting access to development opportunities.

The Staff Equalities Network first met in June 2021 and was tasked by NHS Grampian's Director of People and Culture to work towards the following broad aims:

- Raise awareness of the need to become a more inclusive workforce.
- Identify priority areas that will improve Equality, Diversity and Inclusion in NHS Grampian.
- Support the development of a staff Equality Ambassador role.

**Whilst The Staff Equalities Network has a focus on all the protected characteristics, it is cognisant of the importance of understanding intersectionality, and how by possessing multiple characteristics, a person can be vulnerable to experiencing discrimination in multiple ways.**

The Staff Equalities Network meets every month, and meetings are open to all NHS Grampian employees and partner organisations.

We will continue to work with our internal and external colleagues towards achieving our shared outcomes.



Further information about the Staff Equalities Network can be found here [Staff Equalities Network \(nhsgrampian.org\)](https://nhsgrampian.org)



## The Grampian Empowered Multicultural Staff (GEMS) Group

The GEMs Group has come together to advise NHS Grampian where there are opportunities to make changes and for initiatives which will help to ensure colleagues from ethnically and culturally diverse backgrounds can reach their full potential, without fear of discrimination or prejudice and that access to career opportunities are fair and accessible to all.

The GEMs Group has been established to provide a safe and welcoming space for colleagues, but also welcomes those who are committed to progressing actions that will help to achieve a shared vision of antiracism.

Much excellent work has already been done to raise awareness of the need for individual responsibility in regards to racism and discrimination. The GEMs Group aims to extend this work to identify and challenge systemic racism that is inherent across society and within all our institutions.

Areas of interest include, but not restricted to:

- Development of an evidence base and scrutinise workforce data which highlights where discrimination exists.

- Ensure that senior leaders lead by example and that equality and inclusion is at the heart of NHS Grampian's strategic objectives.
- Identify areas where there is under-representation and advocate for measures to rectify this, including the use of 'positive action' where it is appropriate to do so.
- Examine recruitment and in work policies to ensure that institutional practices do not lead to discrimination.

The GEMs Group is open to staff from all areas in health and care services.



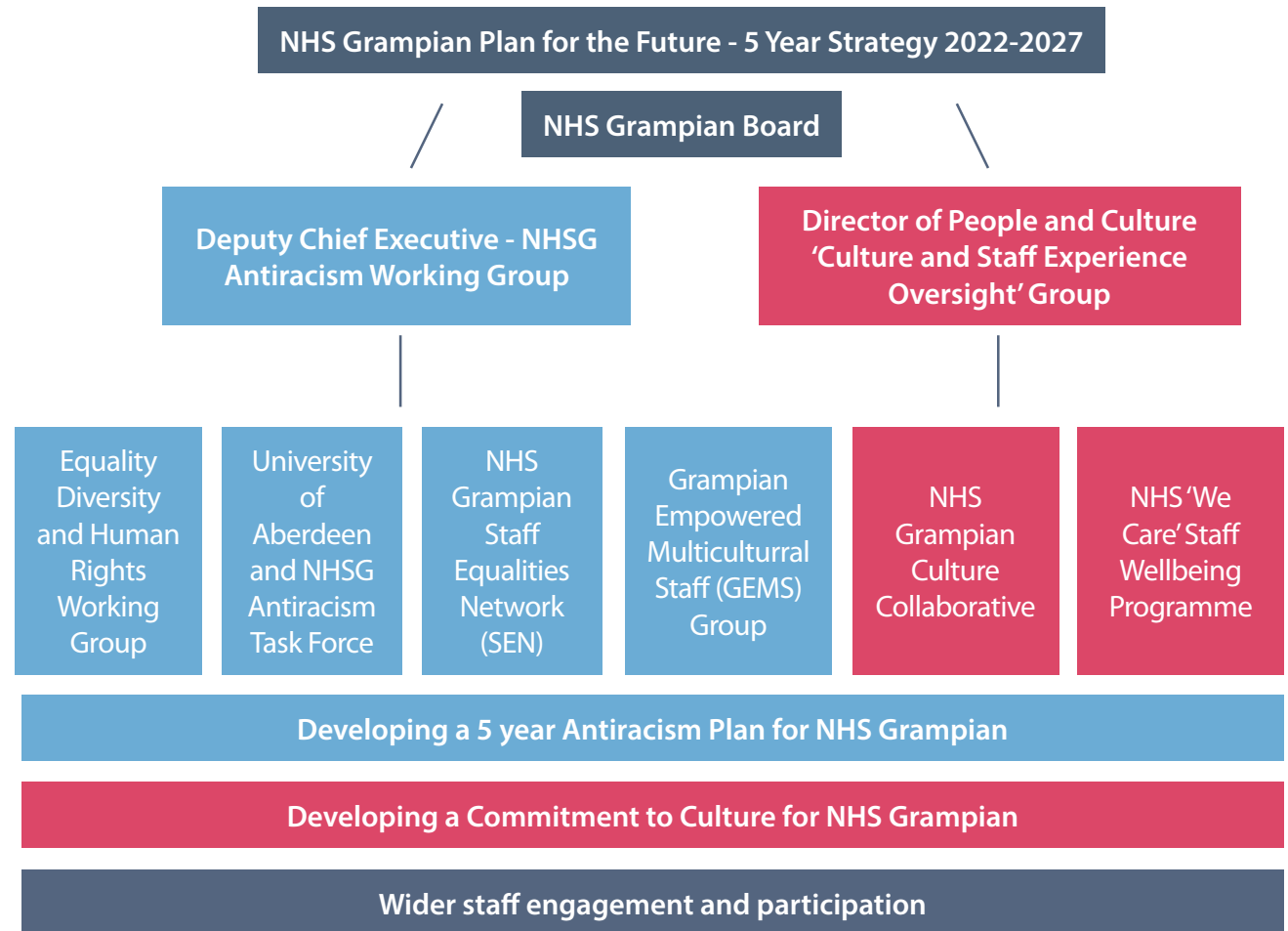
## Working collaboratively across the NHS Grampian System

The Equality and Inclusion agenda sits alongside a significant programme of work to enhance the culture and improve the experience of staff working in healthcare services

The Culture Matters Programme encompasses a range of initiatives, including:

- BPA Culture Survey
- Culture Collaborative
- iMatter Staff Survey
- STAR Awards
- Speak Up Programme
- Trickle workforce digital platform
- Commitment to Culture

Working together to develop and promote an inclusive work culture where people feel supported and psychologically safe to bring their authentic self to work each day.

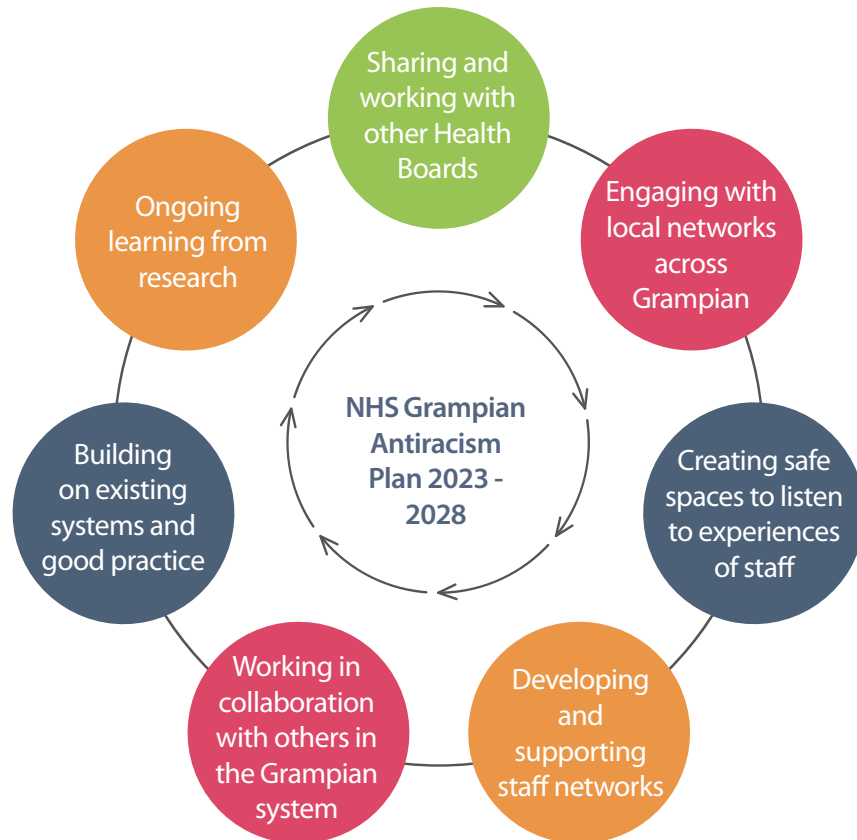


## Working collaboratively with partners and organisations across the wider Grampian system

In addition to working with our internal partners, NHS Grampian is an outward-looking organisation that is relationship focused and seeks to develop partnerships in order to improve our knowledge and understanding and to work in co-production around shared aims and objectives.

- Health and Social Care Partnerships
- Third Sector
- Scottish Government
- Local Communities
- Local Authorities
- NHS Boards
- Universities / Education
- Community Planning Partnerships
- General Medical Council (GMC)

As an anchor organisation and largest employer in the North East of Scotland, NHS Grampian has an important role to play in terms of being visible as an equal opportunities employer and a health provider that is sensitive to the individual needs of those who access our services.



## What have we learned?

As an organisation we were clear that the priorities identified in this plan should be informed by staff and led by senior leaders and management teams. Throughout 2020 - 2023 we have undertaken significant work to listen and engage with colleagues in a range of ways to identify what the priorities should be. The work we have done includes:

- Learning and engaging with our staff networks and their membership.
- Working collaboratively with our public sector partners.
- Face-to-face conversations with Diversity Champions and Whistle-blowing Contacts.
- Working across the NHS Grampian system leading culture change.
- Being led by the expertise of our partner organisation Grampian Regional Equality Council (GREC).
- Investing in and being informed by the GREC community led Health and Diversity Champions Network.

Through this process of relationship building and continual dialogue, the following priority areas have been identified as steps towards achieving a culture which can aspire towards an organisational identity which is antiracist.

## *"The Beauty of Antiracism*

*is that you don't have to be an Antiracist. Antiracism is the commitment to fight racism wherever you find it, including in yourself. And it's the only way forward."*

*Ijeoma Oluo*

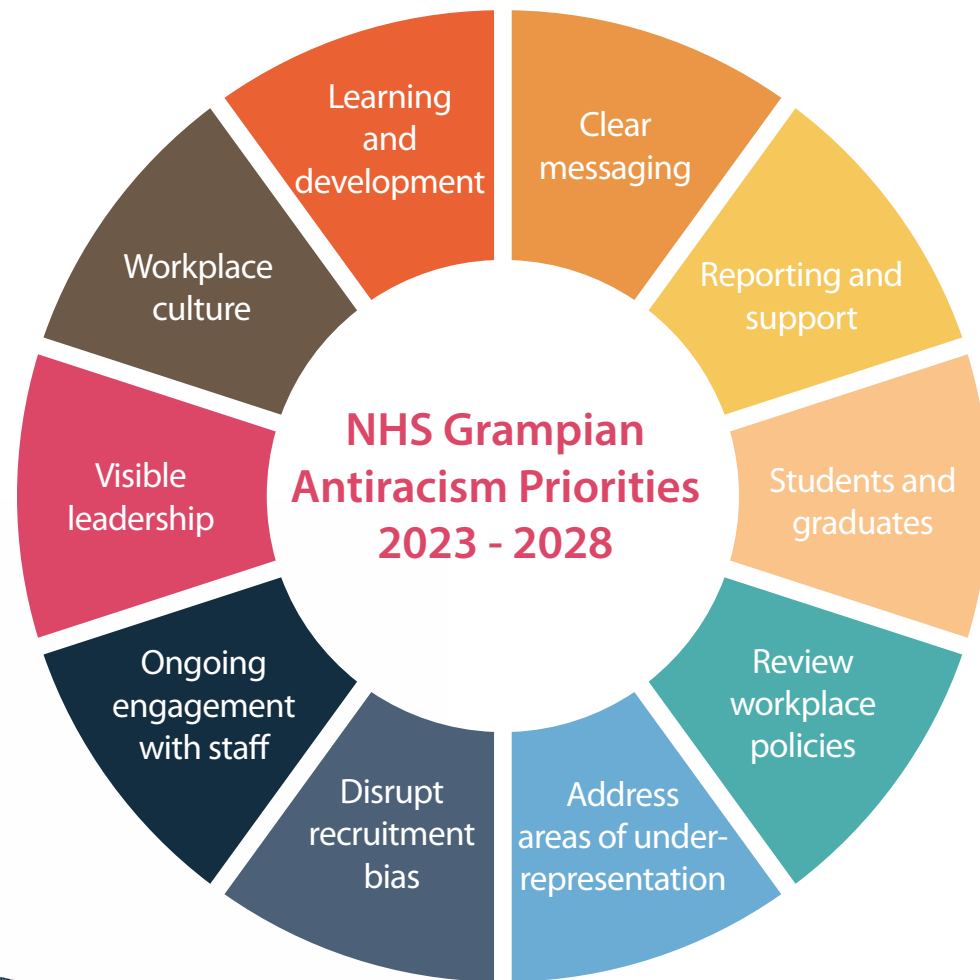




“

Ensuring that all colleagues are aware that NHS Grampian is an anti-racist organisation.

”



## NHS Grampian Antiracism Priorities 2023 - 2028

### 1. Senior leaders are visible and leading by example

Senior leaders lead and take ownership of the equality and inclusion agenda, delegating authority but not accountability throughout this process. Senior leaders lead by example and are committed and visibly proactive around equality and inclusion within NHS Grampian.

### 2. Additional learning and training opportunities for staff

Resources are made available to ensure that staff at all levels are supported and encouraged to access a range of practical learning opportunities. This will help to ensure that people have the required knowledge and skills, and understand their role in promoting equality and inclusion within NHS Grampian.

### 3. Promotion of antiracism campaign across NHS Grampian

Ensuring that all colleagues are aware that NHS Grampian is an anti-racist organisation and staff at all levels have a responsibility to be proactive in this agenda and have an important role to play in making it a success.

### 4. Simple reporting systems to raise concerns and support for affected staff

Develop and promote a reporting system which is:

- More visible and easy to use to report incidents.
- Promotes a culture where people feel safe and supported to speak up.
- Where diverse faces are visible to reach out to in 'confidence' and with 'confidence'.

### 5. Enhancing workplace culture

Working collaboratively across systems to ensure that staff from our diverse workforce and those vulnerable to discrimination experience NHS Grampian in a way which promotes a culture of:

- Belonging
- Welcoming
- Inclusivity
- Equity
- Kindness
- Listening

## **6. Pro-actively listening to and involving ethnically diverse staff and those vulnerable to racism and discrimination**

- NHS Grampian will create a safe space for culturally and ethnically diverse colleagues to come together in a supportive environment.
- NHS Grampian will coordinate a range of opportunities to listen to our diverse workforce.
- We will place the lived experience of our staff at the heart of our work.
- Where possible we want to learn from the experience of our workforce, but understand it is not the responsibility of those who experience racism and discrimination to address bias within our organisation.

## **7. Improving the learning environment for medical students and postgraduate trainees in relation to equality and inclusion**

Recognising that the future of healthcare relies on encouraging and supporting people who want to work in the health service. In order to improve the experience of students from ethnically diverse backgrounds, a Diversity Champion will be jointly funded by the University of Aberdeen and NHS Grampian. This role will include dedicated capacity from NHS Grampian to offer support and guidance and will build on existing work leading innovation and improving the experience of medical student, trainers and trainees in relation to medical education.

## **8. Disrupting recruitment bias**

By better understanding of the ways in which unconscious bias can manifest throughout the staff journey, NHS Grampian will identify mechanisms it can employ to disrupt the bias that can affect the recruitment process, and which can prevent diversity within an organisation, and also lead to areas of under representation.

## **9. Addressing areas of under representation**

NHS Grampian values the contribution of its ethnically and culturally diverse workforce and aspires to have a staff profile which is representative of the communities it serves. However, as an organisation we also need to identify areas which have an over representation or an under representation of people from ethnically and culturally diverse backgrounds, and set out the positive action we will take towards addressing this.

# NHS Grampian Antiracism Objectives 2023

In order to work towards the above identified aims we have set the following objectives.

Progress towards the actions in this plan will be regularly monitored by the NHS Grampian Antiracism Working Group (ARWG).



## 1. Ensure Senior Leaders are visible and leading by example – Embedding EDI in succession planning

NHS Grampian recognises that there is a lack of diversity within our leadership, management teams, and higher banded staff groups.

Towards helping to readdress this balance, we will undertake an audit of current succession planning activities across the organisation. Based on the outcome of the final report, we will make recommendations as to how equality and inclusion will be a key focus of our future succession planning programme, particularly in areas where there is under representation, and the positive action we will take to diversify roles in areas where decision making takes place.

The recommendations we make will be a key area of focus in our antiracism objectives in 2024.

## 2. Ensure Senior Leaders are visible and leading by example – Developing a reverse mentoring programme

NHS Grampian recognises that succession planning will be a process and that implementing this action will require time and positive action. However, we want to ensure that people who make decisions within our organisation are able to understand the impact of those decisions on our ethnically and culturally diverse workforce.

To this aim, we will work with staff and our GEMs Group to develop and pilot a Reverse Mentoring Programme. This will provide an opportunity for our leaders and decision makers to gain a more holistic understanding of the staff experience and help to avoid decisions being made at a senior level that could perpetuate unconscious bias or have a negative impact.

### 3. Create additional learning opportunities for the wider workforce – Embedding principles of antiracism across learning and development structures

In addition to the existing Equality and Diversity training and learning portfolio we will develop and embed principles of antiracism in our organisation wide training structures.

This will help to ensure that key messages and learning will reach employees from across the whole system, from initial induction into the organisation and throughout career progression in order to mainstream antiracism as a central component of our organisational culture.

### 4. NHS Grampian Antiracism Campaign – ‘It’s ok to talk about race’

We recognise that individual responsibility will continue to play a critical role in moving NHS Grampian towards becoming an anti-racist organisation.

To this aim, we will involve staff in the ongoing development of our antiracism campaign ‘Its ok to talk about race’. Colleagues will co-design merchandise, including an NHS Grampian pin badge and lanyard. Once designed we will encourage staff to wear these items and embody the principles of antiracism and identify themselves as a safe space for anyone who is experiencing discrimination in the workplace

### 5. Simple reporting systems for incidents of discrimination and support for those who are affected – Creating a culture of Speak Up

It is recognised that people may experience many barriers which prevent them from speaking up about racism and discrimination in the workplace. To support staff to overcome these barriers, NHS Grampian

will invest in new ways to encourage staff to speak up in a way which feels most comfortable to them.

The Speak Up Programme will seek to recruit a network of Speak Up Advocates who will operate in a voluntary capacity, in addition to their substantive post. Speak Up Advocates will be available to any member of staff who would like to discuss raising a concern in a safe and supported environment.

Speak Up Advocates will not direct ‘next steps’ but will provide a confidential space as an impartial first point of contact and offer guidance around options for resolution and signposting to the range of support available.

~~KPI =~~  
~~Key Performance Indicators~~

*The New Leadership  
KPI  
Keep People Interested  
Keep People Informed  
Keep People Involved  
Keep People Inspired*

## 6. Simple reporting systems for incidents of discrimination and support for those who are affected – Trickle Digital App

NHS Grampian will pilot an organisation wide digital app called 'Trickle' This workforce based platform will provide staff with additional ways to safely share concerns, ideas and suggestions and provides a place for colleagues to feel valued and recognised for their contribution. Trickle is an employee experience platform that will support NHS Grampian to better understand what matters most to our workforce and where concerns can be raised anonymously and directed to people within the organisation can offer support.

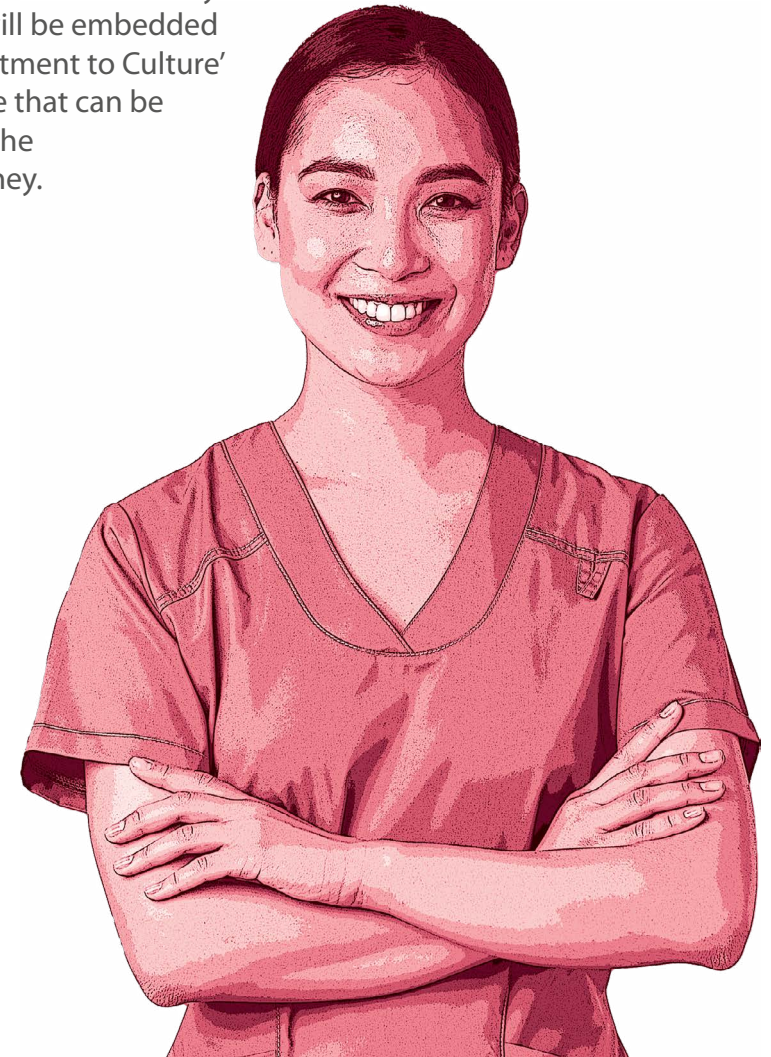
“ Equality and inclusion will be a key component and will be embedded within the Commitment to Culture ”

## 7. Developing and enhancing staff culture

We recognise that a culture of inclusion and a sense of belonging is key in terms of promoting and developing a workplace where people will feel empowered to bring their authentic selves to work each day.

NHS Grampian will develop a 'Commitment to Culture' which will lay out the things we want to be common for all colleagues. The Culture Blueprint will be explored, shaped and owned by teams and groups in ways that make sense to them.

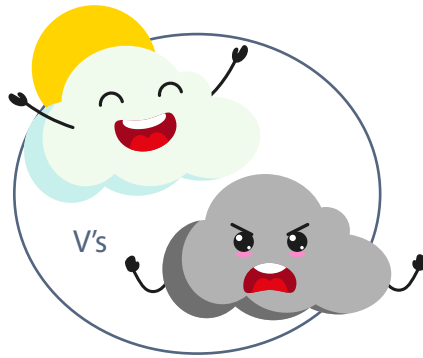
Equality and inclusion will be a key component and will be embedded within the 'Commitment to Culture' which is a resource that can be used throughout the employment journey.



## Why is Culture Important?



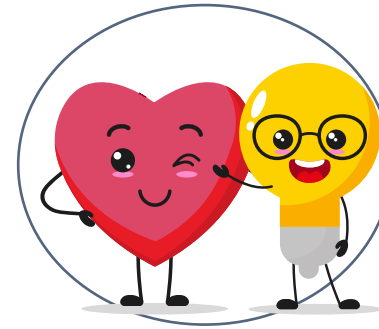
Culture eats strategy for breakfast. How people feel and behave is more influential than a process.



Culture binds together an organisation's different parts, giving it an identity and certain image.



The type of culture in place can impact on being able to identify and learn from mistakes / errors.



To be able to continuously learn and improve the night culture is needed to encourage staff.



It shapes our behaviours and values in work it is the way 'we do things' around here.



People want to fit in and conform to the norms around them culture impacts on what we all do.



It is strongly linked to impacting workforce morale, attitudes, wellbeing and performance .



It influences how we treat our service users and how well we do our job.



Culture is linked to how staff feel and impacts on their ability and motivation in work.



Culture can be the cause of losing or retaining talented and diverse staff.

## 8. Addressing areas of under-representation – Equalities Data Group

In order to identify where inequality exists within our organisation we need to understand workforce statistics and analyse the data.

In order to do this, we will establish an Equalities Data Group which will inform us where we need to focus on immediate efforts to have the greatest impact.

For example, we will use data to identify in which areas ethnically diverse colleagues are under-represented, better understand barriers and causes and make recommendations towards the steps we can take to address this.

The recommendations we make will be a key area of focus in the NHS Grampian 5 Year Antiracism objectives for 2024.

**24.7% of the NHS Grampian workforce would prefer not to state their ethnicity.**

### Antiracism Data Group

The Antiracism Data Sub-Group will be supported by the NHS Grampian Workforce Intelligence team.

As a group, we will identify key workforce data indicators which will allow for the effective benchmarking of organisational performance around our antiracism objectives.

The Antiracism Data Sub-Group will initially meet every two months and will report to the Antiracism Working Group.

**Headcount**  
16086



**Avg. Length of Service**  
9.3



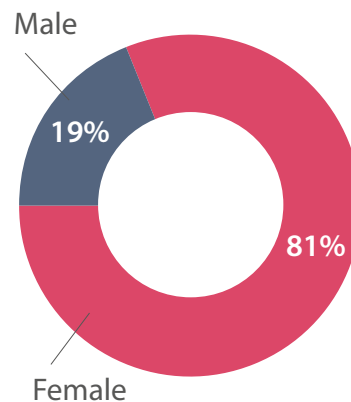
**Average WTE**  
0.81



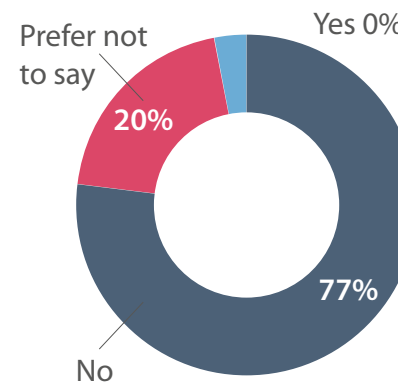
**Average age**  
43.1



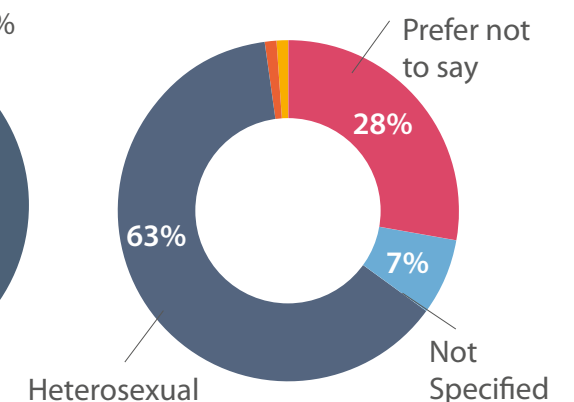
**Headcount by Sex**



**Headcount by Disability**

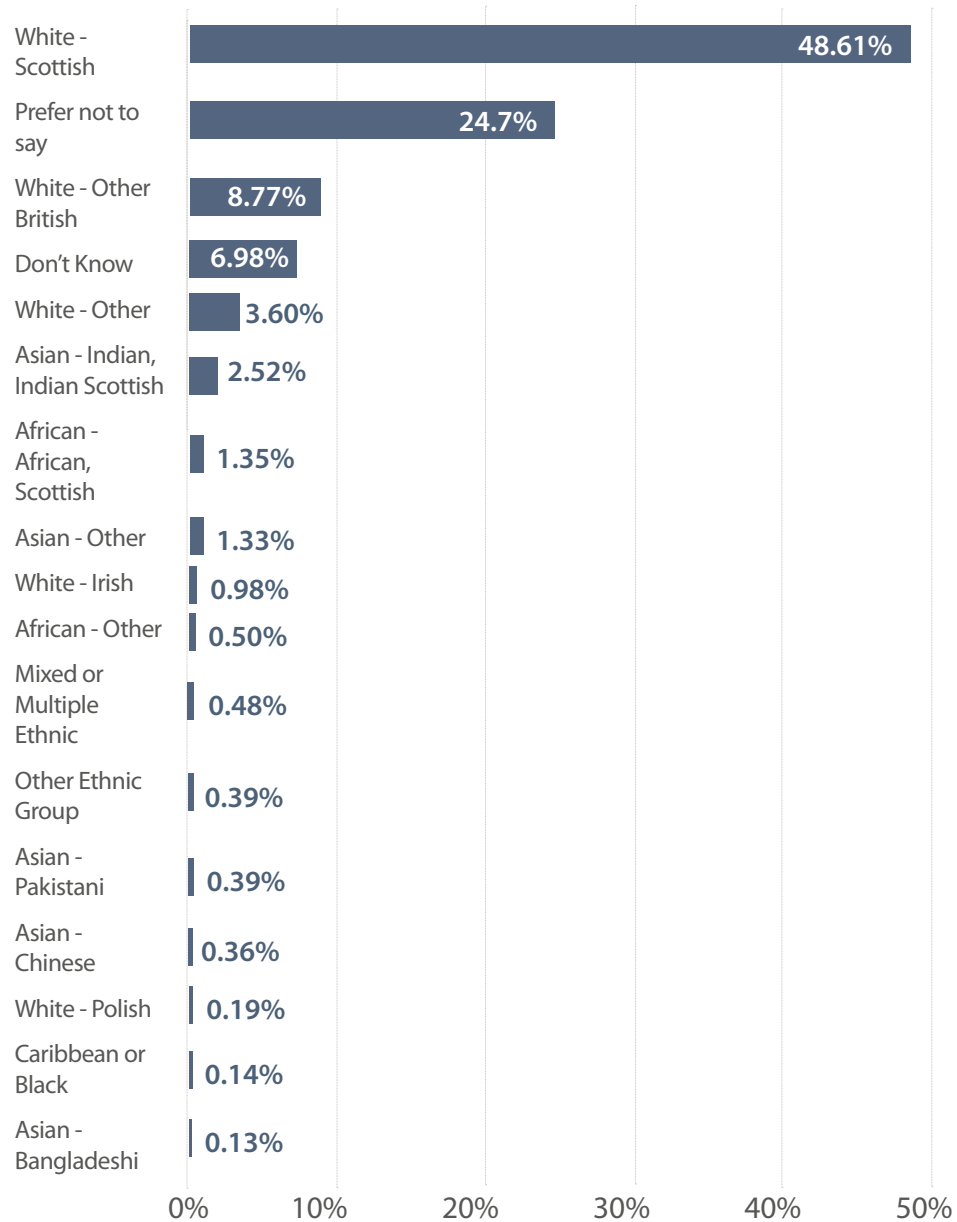


**Headcount by Sexual Orientation**

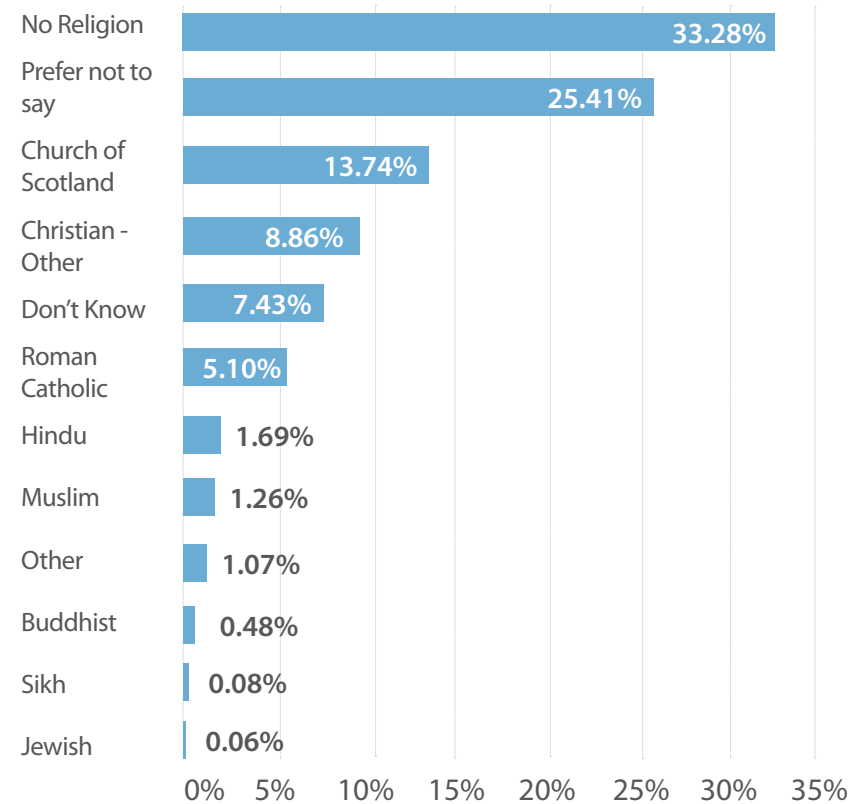




## Headcount by Ethnicity (2023)



## Headcount by Religion (2023)



## 9. Proactively listening and involving ethnically diverse staff and those vulnerable to racism and discrimination – Grampian Wide - Staff Engagement Programme

We recognise that data based only on statistics cannot offer a holistic understanding of the staff experience.

A lot of work has taken place to engage with our workforce through a range of organised and informal communication structures.

However, we also recognise that the event of COVID-19 has had an impact on the way we engage with colleagues shifting emphasis to digital platforms. In order to engage and be more visible and accessible to our workforce we will undertake a face to face engagement programme across NHS Grampian.

The information we learn from staff will help to inform our antiracism objectives for 2024.

## 10. Proactively listening and involving ethnically diverse staff and those vulnerable to racism and discrimination – Investing in the GEMS Group

The views of our ethnically diverse staff and our GEMs Group are central to our strategic antiracism objectives.

We will continue to develop and support the role of our GEMs Group, empowering the group to set their own objectives and priorities to ensure that any time committed feels meaningful and well invested for our staff.

In order to achieve this, NHS Grampian will invest in dedicated support to undertake a bespoke piece of work with the GEMs Group which will help to consolidate collective aims and identify the support required to achieve this.







If you would like any further information...

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