

Anti Racism Plan



2026 - 2029

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Foreword

During the last four years NHS Dumfries and Galloway has been reflecting on the experiences of ethnic minority staff within the NHS workforce. Research shows that ethnic minority staff working in the NHS across the UK experience significantly higher discrimination in comparison with white majority colleagues.

We carried out our own research in 2021 and 2025, which helped us to understand how racism affects us within NHS Dumfries and Galloway and to consider what improvements we need to make. We have since been taking steps to do better, but we know there is more to do.

We acknowledge that, given the slow progress on race equality in our society and workplaces, racism needs to be specifically addressed, alongside and separate to our overarching commitment to inclusion.

Our Anti Racism Commitment is to:

- Create an equitable workplace culture
- Value lived experiences and celebrate diversity
- Prioritise learning to increase cultural understanding
- Prioritise actions to address racialised health inequalities



Julie White
Chief Executive



Roshin Thomas
Chair, Ethnic Minority
Staff Network

This marks the beginning of the organisational lifecycle of work on anti-racism:

- Building our evidence base
- Translating the evidence into meaningful action
- Measuring and learning from change

This lifecycle is one that requires courage, collaboration and collective accountability.

The Dumfries and Galloway Anti-Racism Plan has been developed based on local and national evidence and in partnership with people with lived experience. Our mission is to proactively address racism and the systems and behaviours that perpetuate it.

We will not achieve change overnight, and may not get everything right. However, our commitment as individuals and as an organisation is to proactive change, by acting, learning and improving. Each of us can own our responsibility to be proactively anti-racist, both individually and collectively. We can recognise, accept, and celebrate our differences and each play a role in making NHS Dumfries and Galloway a more positive, equal and effective organisation.

Julie White
Chief Executive

Roshin Thomas
Chair
Ethnic Minority Staff Network

Our Mission

NHS Dumfries and Galloway will proactively address racism and the systems and behaviours that perpetuate it through:

- A leadership commitment to continued anti racism learning, action and accountability
- Embedding anti racism learning and behaviours in our culture
- Improving recruitment experiences and progression opportunities for ethnic minority staff
- Increasing safety and improving support and outcomes for those who report racism
- Ensuring ethnic minority staff and service users have a powerful and effective voice
- Increasing our data on ethnic minority staff and patients and using it to improve equity for both groups
- Providing inclusive services to ethnic minority people in our local population

What does Anti-racism mean?

We believe that being 'not racist' is not enough – we must be actively anti-racist. Anti-racism is a positive approach which goes beyond non-discrimination, and general support for equality and diversity, to actively tackle all forms of racism. Being actively Anti-Racist means we acknowledge that racism is neither natural, nor inevitable. Despite being deeply damaging and ingrained, 'race' is a concept created by society – and everyone within society plays a part in deciding whether it will be maintained. Systemic, structural racism can be perpetuated through organisational culture and structures of power and privilege. Being Anti-Racist means that we will ensure everyone understands how racism is perpetuated and that we will challenge and proactively change policies, behaviours and beliefs that perpetuate racist ideas.

Anti Oppression

Anti-Oppressive practice means that we take account of the impact of power, inequality and oppression on people and actively combat these.

This means recognising the personal, cultural and structural barriers people face, as well as recognising our own characteristics and our own place within cultures and structures. It means working to understand someone's experience of oppression, appreciating their contribution and empowering them to realise their rights

Our commitment to developing an Anti-racist culture

We are working on providing a workplace and positive culture where everyone is safe and protected from the harm caused by discrimination. We reject all forms of prejudice such as sexism, ableism, ageism, homophobia and transphobia.

NHS Dumfries and Galloway have a set of Core Values that underpin our work.



In June 2025, the NHS Dumfries and Galloway Behaviours Framework was launched. The Framework was designed in collaboration with the workforce and describes the kind of workplace that staff want to be part of. The purpose of the framework is to encourage self-reflection and team discussions, helping every individual to consider the changes they might make – this might include how we speak to each other, how we check in with colleagues or how we ensure that all staff feel included and are not on the receiving end of negative behaviours.

Why is being an anti-racist organisation important?

For staff:

- To improve staff experience and retention
- To improve service quality and outcomes
- To foster a more inclusive environment for everyone
- When staff feel happy, well informed and well trained the outcomes for people accessing our services are much better

For patients:

- To address racialised health inequalities by:
- Removing barriers to access
- Ensuring standards are met in patient safety and quality of care
- Improving treatment effectiveness
- Equitable access to services

Recognising Racism

Racism can take many forms; it can be a one-off action or comment, the result of a rule or policy, or a regular pattern of behaviour. However, no matter the intention, if someone has been treated unfairly and this is linked to race, it's racism.

Racial prejudice can be obvious (overt) or hidden (covert). Racist behaviour is perpetuated because the system we live in and work within continues to maintain the dominance of white people.

Overt Racism

May include:

- Racist language, for example slurs, jokes or 'banter'
- Criminal conduct with a racial motivation (racist hate crime)
- Statement indicating racial prejudice (for example refusing to work with or accept a service from someone on the grounds of race)
- Racist gestures, for example nazi salutes or 'monkey' behaviour
- Inciting racism, for example, by spreading racist propaganda or myths
- Displaying or sharing racist symbols, social media posts or other materials
- Membership of racist organisations

What is Race?

Race is a concept that was created by European societies in the 17th century. It enabled European powers to justify the violence and oppression of colonialisation and slavery.

False pseudo-scientific concepts were used which placed indigenous and enslaved people at the bottom of invented racial hierarchies.

The concept of race has shifted over time to continue to preserve the dominance of white people. It relies on stereotypes and assumptions and is embedded in well-established institutional and social structures that privilege white people. Racism is a combination of prejudice and social power which allows racial hierarchies to be created and maintained.

Covert Racism

May include:

- Undermining behaviours, for example, unfairly questioning someone's abilities, ignoring their contributions or claiming credit for their work
- Unfair work allocations. for example, giving too much or too little work, giving work that's above or below someone's capability, disproportionately allocating someone unpopular shifts or more risky tasks
- Denying someone access to equipment or training that they need (whether deliberately or through negligence/lack of care)
- Not giving someone support that's provided to other staff
- Undermining behaviours, e.g unfairly questioning someone's abilities, ignoring their contributions or claiming credit for their work
- Reluctance to communicate properly with someone, resulting in miscommunications about work and perceptions of underperformance
- Unfairly criticising or disciplining someone for a matter which other would not be criticised or disciplined
- Applying harsher consequences where wrongdoing has occurred

The National Picture

Evidence shows that racism is a problem in Scotland. The racialised inequalities we live with today are deeply embedded into all our structures, institutions and systems and impact the experiences of staff working in all organisations and the people that the organisations serve. Specific research related to the NHS shows that:

- Ethnicity plays a role in unwarranted differences in UK health outcomes
- Ethnic minority staff working in the NHS are more likely to experience discrimination and barriers to career progression than white colleagues
- Ethnic minority staff working within the NHS have little confidence that concerns will be dealt with

Scottish Government recognises the impact of racialised health inequalities and experiences of racism within the NHS workplace and has made a number of commitments related to healthcare within the Race Equality Framework (2016-2030).

The Framework indicates that NHS Boards will play a role in achieving the following goals in Scotland:

- 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.

Our legal duties

The goals within Scottish Government's Race Equality Framework link with NHS Dumfries and Galloway's legal duties under the Equality Act 2010. The Equality Act lists nine protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion or belief
8. Sex
9. Sexual orientation

As a public body, NHS Dumfries and Galloway is required to have regard to the need to:

1. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
3. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

As an employer, NHS Dumfries and Galloway have a legal duty to pro-actively protect staff from discrimination and harassment.

Our Anti-Racist Plan will accelerate our work to address these needs by reducing experiences of racism, providing more equitable healthcare and workplace progression and increasing understanding between different people.

The regional picture in Dumfries and Galloway

Our region has an increasingly diverse population, with nearly 5% of the population coming from an ethnic minority background. Our communities benefit from this increasing cultural and ethnic diversity – it brings new ideas, economic innovation and enriches cultural life and social connections.

Many ethnic minority people within the Dumfries and Galloway community have come from around the world to care for people in our region, as employees within both NHS Dumfries and Galloway and the wider care sector. The Dumfries and Galloway Health and Social Care sector depends on our international workforce to provide the healthcare that our region needs. NHS Dumfries and Galloway includes staff from 51 countries and every continent in the world.

Anti Oppression

Anti-Oppressive practice means that we take account of the impact of power, inequality and oppression on people and actively combat these.

This means recognising the personal, cultural and structural barriers people face, as well as recognising our own characteristics and our own place within cultures and structures. It means working to understand someone's experience of oppression, appreciating their contribution and empowering them to realise their rights

Our journey towards Anti-Racism

2021: Ethnic Minority Funded Project: NHS Dumfries and Galloway, with support from the NHS Charities Together Fund, embarked on a programme in 2021 to understand more about the experiences of staff from ethnic minority communities. The findings indicated that the experiences of ethnic minority staff working for NHS Dumfries and Galloway were likely to be similar to those identified in wider research across the NHS, all of which indicated significantly higher experiences of discrimination experienced by ethnic minority staff in comparison with colleagues from a White majority community.

2022: Set up of Dumfries and Galloway Health and Social Care Ethnic Minority Network: The Ethnic Minority Staff Equality Network plays a critical role in our ongoing approach to ensuring that the views of staff with lived experience are represented and that staff from ethnic minority communities have a real, effective voice in shaping what solutions and actions should look like. The Network has built trust and relationships with staff at all levels with a view to creating meaningful change.

2023: Set up of Implementation Group: The findings and recommendations of the Ethnic Minority Funded Project informed the development of an Action Plan, led by this group, which met on a monthly basis until summer 2024, when the focus shifted to a implementing a wider focus on 'anti-racism'.

2023: Training and Learning Opportunities: We began delivery of our highly evaluated awareness sessions on Understanding Bias and Taking Action and Bystander Awareness and offered workshops on Culturally Sensitive Support in Multicultural Healthcare Teams.

2024: Improvements in workforce ethnicity data: In 2022, a Key Performance Indicator was developed on improving data around the ethnicity of NHS Dumfries and Galloway Staff.

2025: Anti Racism Statement: The NHS Dumfries and Galloway Anti-Racist Statement was developed in collaboration with the Ethnic Minority Staff Network and published in September 2025. It can be found [here](#).

2025-2029: NHS Dumfries and Galloway Equality Outcomes 2025-2029

2025: Ethnic Minority Research Project: This project worked directly with ethnic minority people as partners and co-creators to gather knowledge and understanding of the experiences of ethnic minority employees working within NHS Dumfries and Galloway.

Equality Outcomes

The NHS Dumfries and Galloway Equality Outcomes 2025-2029 include an outcome that states 'NHS Dumfries and Galloway are making progress to becoming an anti-racist organisation', supported by a number of objectives including:

- Explicit commitment from leadership
- Building understanding and capacity across the workforce on anti-racism
- Building local understanding around racial inequalities in relation to Type 2 Diabetes and Cardiovascular Disease, perinatal care and mental health services and consider specific regional priorities linked to race inequalities within health and social care services
- Improvement in completeness and accuracy of equalities data for staff and people accessing our services, making use of Public Health Scotland resource and learning hub.

Co-production

An anti-racism approach means that the voices of those who have personal experience of racism must be at the forefront. Their understanding of the issues and potential solutions will be unparalleled and equal involvement in the development, delivery and review of anti-racism activities provides assurance that the right problems have been identified and are being tackled.

We have developed our Anti-Racism Plan using a co-production approach. Co-production is about ensuring decisions are made with people and communities, not just to influence how decisions are made, but to have a say in what's needed, how it's developed and how it can be delivered. A co-productive approach is where things happen with people, instead of to them.

Co-production goes beyond participation and partnership working because it requires people to act together on an equal basis. This Plan has been developed together with ethnic minority staff. NHS Dumfries and Galloway are committed to maintaining that equality at all stages of our evolution as an anti-racist organisation, as we continue to gather knowledge, translate evidence into meaningful action and measure and learn from change.

What we know about Racism in Healthcare

Racialised Health Inequalities

Racism is widely acknowledged as a driver of health inequalities, influencing susceptibility to illness, the quality of healthcare received, and access to essential resources among racialised minority groups. Of particular concern are:

- Cardiovascular and Diabetes Risks: South Asian populations show higher rates of cardiovascular disease and type 2 diabetes in high-income countries.
- Cancer Screening Disparities: Breast and bowel cancer screening uptake is lower among ethnic minorities, impacting early detection.
- Mental Health Access Barriers: Cultural stigma and language barriers limit mental health service access amongst some ethnic minorities.
- Long-Term Illness in Older Adults: Higher rates of limiting long-term illnesses reported by older ethnic minority groups compared to white counterparts.
- Perinatal Care: Inequalities in outcomes for mothers and babies from Black and minority ethnic backgrounds are well-evidenced with Black women almost four times more likely to die and Asian women almost twice as likely to die, during the childbearing year than their majority White counterparts. Stillbirth and neonatal mortality rates are considerably higher for Black and Asian women than for white women.

Workplace Experience

Evidence shows that diverse teams are more productive, with different experiences, backgrounds and ways of thinking resulting in better problem solving and efficiency. Yet we know institutional racism remains a pervasive issue within modern workplaces, affecting employees and limiting opportunities for people of colour.

In March 2026, 4.1% of the NHS Dumfries and Galloway workforce identified as being from an ethnic minority group, via the human resources system, eESS. 52 staff were recruited via the International Recruitment Campaign between 2022 and 2025.

Research was carried out in 2025 to increase understanding about the experiences of ethnic minority staff working in Health and Social Care in Dumfries and Galloway. Staff participating told us that:

- Staff in NHS Dumfries and Galloway experience racism
- As well as between people, racism takes place at lots of different levels of NHS Dumfries and Galloway's systems and structures
- Ethnic minorities are perceived as 'different' from a culture based on White dominant ideology
- Staff recruited from outside the UK are particularly vulnerable to inequalities
- Ethnic minority staff don't always report racism
- Racism is harming ethnic minority staff

The recommendations from both research projects have informed the actions in this plan. The research recommendations fall into five areas for action, shown below, with a further two areas covering data and service delivery.

Leadership and Accountability

- Leadership openly acknowledges racism and demonstrates ongoing commitment to change.
- The organisation recognises the broader realities ethnic minority staff experience and acts as a visible ally

Culture and Awareness

- Ongoing education to build understanding, confidence and capability
- Improved awareness and understanding particularly for managers and leaders
- Patient focussed activity to improve awareness and understanding
- Opportunities for people from different groups to interact more and learn from each other
- The organisation recognises the broader realities ethnic minority staff experience and acts as a visible ally
- Active work to improve ward cultures across the organisation

Equity of Opportunity

- Improved support for international recruits
- Structured systems that help international staff succeed
- More visible ethnic minority leaders

Reporting and Supporting

- Fair policies, consistently implemented
- Safe and trusted systems for reporting racism

Centring Lived Experience

- Recognition that some Ethnic Minority staff experience multiple overlapping challenges due to intersectionality
- Ongoing dialogue with Ethnic Minority staff rather than a one-off consultation
- Any future engagement needs to be meaningful, culturally appropriate, trauma informed and feel as safe as possible

Allyship

An ally is someone who is not a member of a group that experiences discrimination and inequality, but who wants to take action to help people who are in that group. Allyship is about the actions and behaviours that we can take to understand, support and amplify the voices of others.

Being an ally is a commitment to:

- Learn about the lived realities of others
- Support marginalised groups and create space for their voices to be heard
- Challenge unacceptable language, behaviour, and policies
- Take responsibility when we get things wrong, because as an ally we will, and that's part of the process

Data

Scottish Government's guidance on developing NHS Board Action Plans emphasises the value of robust data for monitoring equity of access and outcomes and measuring progress. The guidance recommends improving levels of completeness and accuracy of data and building understanding of and confidence in equalities data collection and use.

Service Delivery

To inform this plan, focus was put on several areas of health service provision within NHS Dumfries and Galloway where there is known to be inequity across ethnic groups nationally: Type 2 diabetes (routine treatment after diagnosis being lower in minority ethnic groups compared to white groups) and cardiovascular disease (a leading cause of ill health and death in Scotland and a significantly associated with differences inequalities in life expectancy); perinatal care; mental health; covid-19 and wider social determinants.

Specific equity focussed questions regarding delivery of health services were used to form the basis of semi structured interviews with NHS services locally. Recommendations developed from the interviews have informed the service provision actions identified in our Areas of Focus below.

Our areas of focus

The development of this plan identified seven areas of focus that will proactively address racism and the systems and behaviours that perpetuate it. The Anti-Racism Delivery and Assurance Group will work with ethnic minority staff to prioritise and identify actions, targets and owners annually for each area of focus.

Leadership and Accountability	
Focus Area	Outcome
All Executive Leaders will work towards a personal objective related to anti-racism, equality, diversity and inclusion	Our Leaders play an active part in establishing NHS D&G as an Anti Racist Organisation
All Leaders will commit to sustained anti-racism learning, reflection and development	Our Leaders are equipped to effectively address racial inequalities and racism in the workplace
We will scope the feasibility of a reverse mentoring programme between Executive Leaders and ethnic minority staff to cultivate a greater understanding of how racism can be experienced and addressed in the workplace.	A pilot programme empowers ethnic minority staff and enables our leaders to learn from the perspectives of racialised minority colleagues
Our Chief Executive, Chair and Workforce Director communicate a statement of support for this plan, acknowledging that racism exists and communicating how the organisation understands and will deliver on anti-racism	Our Leaders are visible in their acknowledgement of racism and commitment to Anti Racism and the delivery of this plan

Leadership and Accountability - continued

Focus Area	Outcome
The Anti Racism Delivery and Assurance Group will coordinate a benchmarking process across key stakeholders, using the audit process identified in Health and Social Care Anti-Racism in the Workplace Toolkit Guide 4.	We have a robust baseline to inform future solutions and measure progress.
The Anti Racism Delivery and Assurance Group will establish a mechanism to ensure the organisation is accountable to people with lived experience of racism	Ethnic minority staff are assured that the actions within the Plan are undertaken and outcomes are met
We will communicate our commitment to anti-racism and expectations around respectful behaviour on our website and through our recruitment and induction packs.	We clearly and continuously communicate our Anti Racism commitment and expectations of behaviour
NHS Dumfries and Galloway will act as a visible ally for ethnic minority staff, patients and members of the Dumfries and Galloway community	Ethnic minority staff, patients and members of the Dumfries and Galloway community feel supported and experience less racism
We will undertake an annual formal review and refreshment of this Plan to identify further actions for Phases 2 and 3	We are regularly assessing the Plan's progress and adapting our activity to ensure the best possible outcomes for ethnic minority staff and service users.

Culture and awareness	
Focus Area	Outcome
We will undertake a campaign aligning anti-racism with the NHS D&G Behaviours Framework and offer the opportunity for staff, volunteers and non-executive board members to pledge commitment to anti-racism allyship.	Staff can visibly demonstrate their personal commitment to Anti Racism and are aware that Anti Racist behaviour is expected from everyone.
We will develop and share guidance to ensure external and internal representation of race and ethnicity are reflective of the diversity of the health and social care workforce and our employees, volunteers and the wider population.	All our communication recognises the ethnic diversity of our workforce, service users and community
We will identify a pathway of ongoing anti racism learning, aligned with the CRER Anti Racism Training Standards for Scotland, and set clear expectations around core learning. All staff will participate in introductory anti-racism training as part of continuous professional development. Leaders and managers will participate in additional learning to ensure relevant knowledge and confidence to address unacceptable conduct.	All staff know what Anti Racism is and staff have an appropriate level of understanding according to their role and responsibilities
We will identify and implement opportunities for anti racism awareness and cultural celebration and interaction to be embedded in our Culture Improvement Plan and Behaviours Framework activity, working collaboratively with ethnically diverse staff	Anti Racist and cultural celebration activity, informed by lived experience, is embedded in our culture and the way we work together

Culture and awareness - continued

Focus Area	Outcome
We will ensure anti racism learning and messaging is actively included in our Effective Managers Programme	All learning delivered within our Effective Managers programme increases and reinforces knowledge around Anti Racist practice
We will recognise departments with positive and inclusive culture and support teams across the organisation to replicate their good practice	Departments with positive and inclusive cultures set the standard for the whole organisation
We will share clear messages to patients around expectations for behaviour in our anti-racist organisation	Patients behave respectfully towards ethnic minority staff

Equity of opportunity	
Focus Area	Outcome
We will scope and pilot a mentoring programme for ethnic minority staff	Ethnic minority staff are more confident in their roles and equipped to progress within their careers
We will ensure our Recruitment practice aligns with the Health and Social Care Anti-Racism in the Workplace Toolkit Guide 4	Our recruitment practice is equitable and ensures that no one is disadvantaged during recruitment because of their ethnicity
We will take action to increase the representation of ethnic minority staff as participants in our leadership development programmes	Ethnic minority staff are well represented in our leadership development programmes
We will carry out a collaborative review of onboarding, pastoral and family support for overseas staff with previous international recruits and update onboarding process	Overseas staff have the best possible onboarding experience
All ethnic minority staff will be given the opportunity for regular ongoing dialogue with managers to increase understanding of their experiences and support their learning and development	Ethnic minority staff feel supported and confident within their roles
We recognise that some staff experience multiple overlapping challenges due to intersectionality and we provide informed and consistent support	Ethnic minority staff have support that responds to their individual identity and circumstances

Reporting and supporting	
Focus Area	Outcome
We will establish a trusted, anonymous mechanism for staff to report incidents of discrimination and racism	All staff know that there is a way they can report racism anonymously.
We will build understanding and trust around our Confidential Contacts and ensure they have undergone learning to respond appropriately to reports of racism	Our Confidential Contacts are visible, accessible and have the knowledge to effectively respond to reports of racism
We will upskill our leaders and managers to prevent and respond to racist incidents within the workplace, aligning practice with the Health and Social Care Anti-Racism in the Workplace Toolkit Guide 5	All managers are equipped to effectively prevent and respond to racism incidents
We will explore the potential to set up an HR review panel, including lived experience colleagues and key HR staff who have undertaken anti racism learning, to facilitate regular discussion around live cases and current challenges and issues and ensure consistent and fair application of policies and reduced potential for bias	The lived experience of ethnic minority colleagues informs and improves our HR processes.
We will promote HSC Anti-Racism in the Workplace Toolkit Guide 5: Navigating Experiences, alongside guidance to support all staff to report discrimination of any form	Clear guidance supports staff to report racism and other forms of discrimination
We will identify and address behaviour in departments with negative cultures	All ethnic minority staff work in a respectful and supportive environment

Centring lived experience	
Focus Area	Outcome
We will increase opportunities for the voices of ethnically diverse people to be heard on a regular and ongoing basis	Ethnic minority staff and service users have a powerful and effective voice
Leaders will engage directly with ethnic minority staff on an ongoing basis	Ethnic minority staff can raise concerns directly to Leaders
We will ensure this Plan is a living document and is reviewed and updated in partnership with ethnic minority communities	The delivery of our Anti Racism plan continues to be driven by the experiences and needs of ethnic minority staff.

Data	
Focus Area	Outcome
We will use the Equalities Data resources from Public Health Scotland to improve recording of race and ethnicity in core datasets and identify priorities for improving equity for ethnic minority staff and patients	We have a better understanding of patient demographics and use data to regularly identify priorities for improving equity for ethnic minority staff and patients
We will actively encourage our staff and patients to update their equality and diversity data, to improve the quality of our workforce monitoring and patient data.	We have improved understanding of the profile of our workforce and service users
Staff and patient equalities data is analysed robustly and used to inform policy making	Our policies are informed by equalities data
We will increase triangulation of data to inform service redesign.	Our service redesign is informed by all available data
We will improve recording of ethnicity data on SCI-Diabetes national registry	The NHS D&G team can target groups most affected by inequalities

Service delivery	
Focus Area	Outcome
We will engage with ethnic minority service users to better understand their experiences and needs	We have a clear understanding of the experiences and needs of local ethnic minority service users
We will identify appropriate systems for flagging risk profile in ethnic minority groups	We have an effective system for flagging risk profile in ethnic minority groups
We will provide education materials to staff to help better understand risk profiles.	Staff have a better understanding of risk profiles for ethnic minority groups
We will increase staff familiarity with translation services and languages used in the region and revisit our feedback mechanisms to explore whether there is more we can do to improve awareness and access	Service provision is improved for patients whose first language is not English
We will set up a local maternity voices group that is reflective of our local population to aid co-production of policy and guidelines.	Local maternity policy and guidelines are informed by lived experience
We will continue to promote and help facilitate Equality Impact Assessment (EQIA) completion and review	An increase in completed EQIAs ensures that the impact on protected characteristic groups is fully considered in policy design and service delivery

