

Cygnets Multicultural Network Strategy 2023 - 2025





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Our Purpose

We provide a credible, unified voice to empower all staff to make a positive difference to ethnic minority colleagues.

Our Vision

To enhance the experience of ethnic minority colleagues by creating an environment of openness and fairness, promoting excellence, delivering person-centred care, and ensuring opportunities for all staff to be their best.

Our Mission

Together, we will **ACT** to:

- > **A**cknowledge past inequalities; we understand the shared unique experiences of staff from an ethnic minority perspective,
- > **C**hange the present; we shape culturally appropriate strategies and policies,
- > **T**ransform the future; we promote a safe, open and positive working environment where everyone feels valued and empowered to make a difference.

Our Priorities

1. Education & awareness

- > Collaborate with the Executive Board to develop and maintain a representative workforce with inclusive leadership.
- > Identify and raise awareness of the unique needs of staff from an ethnic minority background and maintain a safe and positive working environment.

2. Creating a safe space

- > Provide a voice and forum where staff from an ethnic minority background can share experiences relating to their work and professional development.
- > Sustain and develop the Multicultural Network with all the necessary support from the Executive Board.

3. Career development

- > Ensure that employees of an ethnic minority background are supported to achieve their potential and progress within their career.

4. Celebration & recognition

- > Promote, champion and celebrate diverse ethnicities to ensure that Cygnets creates an inclusive environment where all experiences and backgrounds are valued.

02 Key Performance Indicators

Priority 1: Education & awareness

Topic	Audience	Measure
1a. Collaborate with the Executive Board to develop and maintain a representative workforce with inclusive leadership		
Compliance with The Equality Act 2010 and mandatory training (Equality & Diversity e-learn)	All staff	95% completed training
Inclusive leadership: <ul style="list-style-type: none"> > Racism awareness training > Unconscious bias training > Supporting individuals who experience racism > Achieving equality objectives > Supporting ethnic minority colleagues with career development 	Managers to Executive Board	95% completed training 50% download of resources Positive qualitative feedback
MCN to deliver or support Cygnet race-related Masterclasses – online & face to face	<ul style="list-style-type: none"> > All staff > Managers > Executive Board 	At least 5 classes to be supported and delivered annually
CPD for MCN leads and ambassadors	MCN Ambassadors, Regional Leads, Steering Group members	95% completed
MCN story sharing with Executive Board (staff stories)	Executive Board and available to all staff	1-2 stories per year
1b. Identify and raise awareness of the unique needs of staff from an ethnic minority background and maintain a safe and positive working environment		
Support with relevant actions for the National Workforce Race Equality Standard (WRES) report and other related local and national policies	MCN steering group and Executive Board	70% of the action plan points evidencing improvement
Support with development of the D&I strategy	MCN Steering Group	100% attendance of MCN representative to D&I meetings
Support with the Annual Staff Survey; developing MCN specific questions and promoting (Spring 2023)	MCN Steering Group, MCN Ambassadors, Regional Leads	100% engagement with team developing staff survey

Race Equality Survey (Sept 2023)	MCN Steering Group	50% response rate from all staff. MCN to support HR in completion of a published 'You said, we did action' plan.
A cohesive response to policy and training materials reviews	MCN Steering Group, MCN Ambassadors, Regional Leads	Ad hoc reviews

Priority 2: Creating a safe space

Topic	Audience	Measure
2a. Provide a voice and forum where staff from an ethnic minority background can share experiences relating to their work and professional development		
Understand and escalate issues affecting ethnic minority colleagues and highlight hotspot areas	MCN Steering Group, MCN Ambassadors, Regional Leads	Hotspot feedback reports from Regional Leads – 100% at every meeting
Ensuring open sessions at National Network meetings where staff are able to discuss anything they would like to receive advice and support on	MCN Steering Group, MCN Ambassadors, Regional Leads	Complete 4 support sessions per year
MCN story sharing with Executive Board (staff member story)	Executive Board and available to all staff	1-2 stories per year
More staff trained as TRiM / StRaW practitioners/managers to support staff who have experienced racism	Ethnic minority staff	50% increase in ethnic minority staff accessing TRiM / StRaW (using best available data from Achieve)
Immediate support for staff who have experienced racism	Managers and All staff	50% increase in staff accessing EAP Downloads (using best available data from EAP provider) Qualitative feedback
Induction / on-boarding shadowing initiative - what life looks like on the wards, shadowing ethnic minority staff in frontline roles	For Managers to Executive Board. MCN to work with managers to facilitate at a local level	50% of senior managers supported through programme
2b. Sustain and develop the Multicultural Network		
Secure budget and/or resource	MCN Steering Group and Executive Board	Attain dedicated annual budget for the MCN from 2023 onwards
Seek Executive Board sponsorship of each of the 4 priorities	MCN Steering Group and Executive Board	100% sponsors secured
All services to have ambassadors representation and regular meetings	MCN Steering Group, MCN Ambassadors, Regional Leads	100% of services have at least 1 ambassador (or smaller services to be linked)

Priority 3: Career development

Topic	Audience	Measure
3a. Ensure that employees of an ethnic minority background are supported to achieve their potential and progress within their career		
Mentorship programme for ethnic minority colleagues	All ethnic minority staff, Senior Leadership, Managers, Team Leaders	Rolling programme with at least 20 mentees / 20 mentors per year
Launch a reverse mentoring programme	All ethnic minority staff, Senior Leadership, Managers, Team Leaders	Rolling programme with at least 20 mentees / 20 mentors per year
Support with recruitment panels across the whole MDT. Work with HR to define role of MCN panellists and resources.	MCN Steering Group, Recruitment managers, HR	50% MCN Steering Group members/ ambassadors interview trained. 50% Interview panels supported.
Raising awareness of jobs available	MCN Steering Group, MCN Ambassadors, Regional Leads	50% jobs board emails for senior roles to network / ambassadors. 50% increase in successful applications for interview.

Priority 4: Celebration & recognition

Topic	Audience	Measure
4a. Promote, champion and celebrate diverse ethnicities to ensure that Cygnet creates an inclusive environment where all experiences and backgrounds are valued		
Calendar of events & awareness days (for example Black History Month, Race Equality Awareness Week, Show Racism the Red Card)	MCN Steering Group, MCN Ambassadors, Regional Leads	MCN to lead on 3 - 4 key events per year
Awards applications – internal and external nominations	MCN Steering Group, MCN Ambassadors, Regional Leads	50% increase in nominations for ethnic minority staff in external and internal awards / recognition schemes
Good news stories from across Cygnet	MCN Steering Group, MCN Ambassadors, Regional Leads	4 newsletters per year 1 podcast per year

03 Our Values

Our corporate values are at the core of what we do as individuals and as an organisation. The values guide the Multicultural Network and ensure we are all working together to make a positive difference to the lives of the people who form the Cygnet community.



04 Our Principles

The MCN will carry out its work with a five clear underlying principles:

- > **Values-led;** Our way of working will be anchored in the Cygnet values i.e. Care, Respect, Empower, Trust and Integrity. We work in the spirit of partnership and collaboration.
- > **Data driven;** Our priorities and KPIs be informed by best data and evidence-based practice, ensuring we benchmark progress and identify what is working and what can be improved to make positive change.
- > **Focus on quality improvement;** We will seek continuous quality improvement by regular review and innovation aimed at changing for better.
- > **Strong leadership and governance;** We will provide strong leadership and governance by: defining clear roles and responsibilities; ensuring the Network is well run and delivers agreed outcomes; supporting the development, implementation and monitoring of relevant policies.
- > **Positive action;** Where concerns are raised, we will take positive action to address and redress any race / ethnicity-based imbalances to improve the experiences of staff in the workplace.



 **Cygnets Health Care**
4 Millbank, 3rd Floor,
Westminster, London
SW1P 3JA

 **0207 123 5706**

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www.cygnethealth.co.uk