



Race Equity & Anti-Racist Action Plan

Our organisation is committed to becoming actively anti-racist and embedding racial equity in our policies, practices, culture and outcomes. This action plan outlines the concrete steps we are taking to move from intention to sustained impact and reflects work that has been developed and shaped over a number of years. As national frameworks such as the NHS Patient and Carer Race Equality Framework (PCREF) continue to emerge, we have taken the opportunity to ensure our approach aligns with and supports this work, strengthening our ability to deliver equitable, inclusive services. The plan also underpins our public commitment made in April 2026, holding us to account through clear actions and measures.

Action plan

Goal	Action	Owner	Measures of Success	Timeline	Status
Making a public pledge that holds us accountable as we work towards becoming an anti-racist organisation	Co-produce pledge to be an anti-racist organisation and share this on our website alongside action plan to hold us accountable on working towards this goal, acknowledging that this will always be a work in progress.	Communications team/EDIE working group/Senior Leadership Team	Pledge to be published on social media channels	April 2026	
POLICIES AND PROCEDURES					
Ensure our policies and policy review processes and any guidance developed include anti-racist perspectives	Review the EDIE policy to ensure that microaggressions and the anti-racism stance are included.	DCEO	That all employees and volunteers are clear on our expectations on this.	Q1 2026	
	Add explicit wording around anti-racism in Code of Conduct and Whistleblowing and Disciplinary policies and how to support someone who is raising concerns	HAMHS, DCEO and HPG for respective policies	That all employees and volunteers are clear on our expectations on this.	Q1 2026	

	Ensure that our trauma informed work and policies specifically highlight trauma stemming from microaggressions and racism.	Head of Children, Young People and Family Services	That trauma informed work encompasses racial trauma.	Q1 2026	
	Update EQIA form to include a specific section on anti-racism so all policies and services will be reviewed through this lens.	Communities and Inclusion Manager	The EQIA template will be updated to include anti-racism explicitly	Q1 2026-27	
BUILDING KNOWLEDGE THROUGH TRAINING, INDUCTION AND SUPERVISION PROCESSES					
Increase the knowledge and confidence of staff in what it means to be an anti-racist organisation	Ensure all staff and trustees receive training about what being anti-racist is, this should preferably be interactive and in person to allow space to ask questions. This should be facilitated by someone with lived experience where possible.	Communities and Inclusion Manager and Training Manager	Including those trained in 2026/27 target for 50 people to have received a live training session. That there is a requirement that everyone who attends this training records it on Breathe so we can measure this. Feedback from participants	Q4 2026-27	
	Roll out compulsory training on unconscious bias, understanding and promoting	Communities and Inclusion Manager	Moving from cornerstone to Breathe HR, that a suitable alternative is sourced and	Training identified by end of Q1 with a	

	anti-racism and microaggressions.		that meets these requirements.	view to complete by end of Q2.	
	Building in some “Let’s Talk About...” sessions about our anti racist journey to build confidence in our employees in taking this forward in particular about effective challenge.	Communities and Inclusion Manager, Training Manager and DCEO	A Let’s Talk About it session to be developed around this action plan and delivered to staff	First training session to be held in the 2026/2027 training schedule	
	Building EDIE and anti-racism work into the annual review process, equipping managers with the knowledge and confidence to have conversations about these topics in a 121 context initially before bringing this to a wider team meeting.	People and Governance Manager	As part of the annual review process, a target to EDIE work/the Anti-Racism Action plan will be made by each employee. This target will then be checked quarterly as part of the standard quarterly review process. A list of example targets will be compiled by RC to model what sort of things could be included.	Included in the annual review process for 26-27	
CREATING AN INCLUSIVE CULTURE					

Work to make shifts in workplace culture to be more inclusive to those from minoritised ethnic communities	Setting an expectation of challenge and leading by example.	All	Guidance document to be developed (see Creating and Inclusive Culture section)	See section below	
	Ensuring people are welcomed to our buildings appropriately and that our spaces feel inclusive and accessible.	Communities and Inclusion Manager and Trauma Informed Practice Panel	Building scan of The Corner House To use the insight from the building scan to coproduce organisational guidance on welcoming.	Q4 (25-26) Q2 2026/27	
	Developing guidance on how to challenge and have difficult conversations for staff and volunteers.	Communities and Inclusion Manager and Training Manager	Guidance will be developed and brought to EDIE working group for review. Training will be offered in conjunction with the document as part of the training plan.	Q1 2026/2027 Q2/Q3 2026/2027	
	Setting expectations about anti-racism and challenge, in group agreements and expectations in meetings, groups and appointments and revisit this regularly.	Head of Adult Mental Health Services and Head of CYP and Families Mental Health Services	Group agreements updated for all of our activities and workshops.	Q3 2026/2027	
RECRUITMENT AND INDUCTION					
Reviewing our recruitment and onboarding processes	Develop wording and ensure all job adverts contain	People and Governance Manager	Job advert template updated with paragraph	End of Q1	

<p>to ensure we are making clear our goals around anti-racism and encouraging those from minoritised ethnic communities to apply and work for us</p> <p>Reviewing our recruitment and onboarding processes to ensure we are making clear our goals around anti-racism and encouraging those from minoritised ethnic communities to apply and work for us, with the goal achieving a workforce that is representative of our local community.</p>	<p>specific reference to our pledge to being truly anti-racist and inclusive.</p>		<p>reference to our pledge to being truly anti-racist and inclusive. Ensuring that all new jobs contain the wording and can be seen by all new applicants to WSM</p>		
	<p>Developing questions and ensuring these are asked in every job interview about how a person would respond to/challenge a racist or inappropriate comment</p>	<p>People and Governance Manager/Communities and Inclusion Manager</p>	<p>Question bank created and available for all hiring staff to choose an appropriate question for any job interviews.</p>	<p>Question bank developed for use after public pledge in Q2</p>	
	<p>Adding wording around the organisational pledge in the staff handbooks and as part of the induction process</p>	<p>People and Governance Manager</p>	<p>Code of Conduct and Professional Boundaries Policy update section 3 to contain bullet point referring to pledge as well as induction to refer to the pledge to introduce new staff to the pledge from the beginning of their employment journey with WSM.</p>	<p>End of Q1</p>	
	<p>An intentional focus on resources for the attraction, recruitment and retention of diverse talent at all levels of the organisation.</p>	<p>People and Governance Manager</p>	<p>Ongoing journey to improve and openness to learn and listen to feedback to enhance all individuals' experience in attraction, recruitment and retention</p>	<p>Year 2</p>	

	<p>“An intentional focus to remove barriers to employment (attraction and retention) to ensure we are an inclusive and equitable employer, where anyone with the right skills can flourish at work.”</p>		<p>with an understanding that perfect is not attainable so improvement is always possible.</p>		
INFORMED BY OUR DATA					
<p>Collecting data on race and ethnicity to identify gaps in provision</p>	<p>Review the infographic to ensure it communicates clearly how personal and demographic data contributes to equity and service improvements, emphasizing that community participation directly strengthens the power of marginalised ethnic communities to influence organisational decisions</p> <p>Why does West Sussex Mind ask for my personal details Infographic</p> <p>Considering when to ask for information and whether it is appropriate to develop a relationship with service users first.</p>	<p>Head of Performance and Impact, Head of Adult Services, Head of Children’s Services and Service Managers</p>	<p>Infographic is recirculated in key messages and is used consistently across our services.</p> <p>Services to collect this data at the time that feels most appropriate.</p> <p>Use percentage of previous years data collected as a benchmark to compare to year on year. Identify differences between services and discuss where appropriate.</p>	<p>Q2 2026-27</p>	

	Use data to question commissioners and other partners about how to improve access to services. And to proactively plan to meet gaps identified by the data.	Head of Performance and Impact and Head of Adult and CYP and Family Service to support plans to meet the identified gaps.	Collate key racial demographic information to identify gaps in provision yearly. Use this information to inform funding bids, for commissioning and sharing with existing commissioners. Head of Adult Mental Health Services and Head of CYP and Family Services to identify plans for making our services more accessible.	The first set of data will be the service user cohort from 2025-26 and this data will be prepared by end of Q1. End of Q4 2026-27	
	Use data from yearly diversity surveys to gain insight into representation amongst staff and volunteers	People and Governance Manager and Volunteering Manager.	Encourage participation in completing surveys by sharing rationale behind them. Continue to share the diversity survey yearly and to gain insight into gaps in our representation. Continue to share results from the diversity survey	End of Q3	

			with the team and in the EDIE working group.		
OUR BOARD AND SENIOR LEADERSHIP					
<p>Ensure that the board and governance of West Sussex Mind is prioritising working towards becoming anti-racist and our senior leadership team has the appropriate skills and knowledge to lead this work.</p> <p>Also, working to improve board inclusivity, identifying and working towards increasing the diversity of voices in our board leadership and ensuring that it is an inclusive space.</p>	Ensuring that the work towards our pledge to be anti-racist is properly financially resourced.	CEO and Chair of Board of Trustees	This action plan is used within resource discussions on budget/staffing allocations at a Board Level.	End of Q4 for 2025-26 for agreement of budget. Ongoing for wider resource discussions at board meetings.	
	Reviewing recruitment campaigns and trustee induction and training.	CEO	Trustee diversity survey shows a more diverse board.	End of Q3 2026/27	
	Creating a board which welcomes challenge and developing a group agreement.	Chair of Trustees	Group agreement in place and evidence from meetings that trustees are confident to challenge in meetings. Trustees report in annual review that they feel included and that their voice is heard in the board.	End of Q2 2026/27 End of Q3 2026/27	
	The Senior Leadership Team will take collective responsibility for leading the	CEO/DCEO	A conversation held with the National Mind Influence and Participation	End of Q1 2026/27	

	organisation's anti-racist work by seeking specialist training, advice, and external consultancy (such as through the Mind Network) to address gaps in lived experience, strengthen cultural competence, and embed anti-racist practice across leadership decisions.		Consultant to understand if they can support this when needed.		
COMMUNICATIONS					
Ensure our communications include a variety of imagery and perspectives from those in minoritised ethnic communities	Include a greater diversity of voices in communications work involving co-production and those who have lived experience	Communications Lead and Communities and Inclusion Manager	Create two stories from minoritised ethnic communities (service users, community/faith leaders etc) Where possible, service user stories / people with lived experience reflect the diversity of the local communities in which we work.	End Q3 2026/27 Ongoing	
	Posting on social media to celebrate and mark a range of important cultural events, festivals and celebrations and linking this directly to our	Comms team	Use data about service users and the local community to identify key events and celebrations to plan social media posts.		

	<p>services. For example, posts in both English and other languages could also highlight that we have a translation service or linking to a story from staff/service user/volunteer. Ensure that communication is purposeful.</p>		<p>These posts will link directly to service delivery/with purpose.</p> <p>Communications Lead to include key dates in annual comms plan</p> <p>Delivery of social media posts</p>	<p>End Q4 2025/26</p> <p>Ongoing</p>	
	<p>Review our social media policy to ensure that there is clear guidance in responding to discriminatory or hateful language. And that all staff are aware of what is, and how to report, Hate Crimes to the police</p>	<p>Fundraising & Communications Manager and Communications Lead</p>	<p>Social media policy is reviewed and suggestions and comments from the Racialised Communities project are included.</p> <p>Ensure that the policy includes clear guidance about responding to discriminatory or hateful language.</p>	<p>End Q1 26/27</p>	
	<p>Look at our leaflets and information and opportunities to translate some of this into other languages to make our services more accessible.</p>	<p>Communities and Inclusion Manager and Fundraising & Communications Manager</p>	<p>Develop details of what languages would be helpful, if leaflets not available via Mind MyStore, secure translation services.</p> <p>Create two translated leaflets (priority languages)</p>	<p>End Q2 26/27</p> <p>End Q4 26/27</p>	

	Ensure interpretation is available for those accessing our services but that we look at the effectiveness of this.	Head of Adult and Head of Children, Young People and Families Service Managers	Begin to collect insight about service user and staff experience when using interpretation services.		
VOLUNTEERING					
Ensure our volunteers are equipped with knowledge and understand the expectations of them around being anti-racist	Use the Peer Volunteering Support Group as a space to offer ongoing training on challenging behaviours and including case studies and stories	Volunteering Manager	Challenging Behaviours Peer Volunteering Support Group session set for 25 th March and 28 th Oct 2026 Case studies/stories to be in Volunteer Newsletter twice in 2026 to highlight learning	March and October 2026 March and October 2026	
	Adding messaging in the onboarding session and handbook around our pledge to be anti-racist and what that means	Volunteering Manager	Included in Induction presentation – including scenarios to discuss Question in annual volunteer survey to measure understanding and knowledge	March 2026 October 2026	
TRAINING TEAM					
Ensure that both our internal and external training that is offered aligns with our anti-racism pledge	Prepare a position statement for delegates attending training	Training Manager	Position statement on Eventbrite site listing/joining instructions	June 26 (Q2)	
	Review dates for trainers' guidance yearly to ensure that it is aligned with anti-	Training Manager	Trainers guidance document reviewed and reissued	June 26 (Q2)	

	racism work and related expectations				
	Review workplace wellbeing offer with the view to include being anti-racist	Training Manager	All documents relating to workplace training carry statement/checked to ensure that they are anti-racist	December 26 (Q3)	
	Positive messages in workshops (could be co-designed) to clarify our position	Training Manager	Anti-racist message added to all workshop materials and trainers briefed on how to deliver it	August 26 (Q2)	
PARTNERSHIPS					
Identify opportunities to overcome barriers and engage with and be more visible, available and accessible to those from minoritised ethnic communities	Work to build relationships and partnerships with organisations who are working with minoritised ethnic communities and identifying opportunities to collaborate and work together and share knowledge. In 26/27 focus on building this relationship with Friends, Families & Travellers, Sanctuary in Chichester and Resettled Refugee service in the council and other organisations supporting resettled refugees.	Communities and Inclusion Manager and other service managers and fundraising team.	We have moved forward on the recommendation from the report on “Knowledge, attitudes and barriers to mental health services for the Gypsy and Traveller community in West Sussex.” around cultural competency and we are promoting that cultural competency to that community. We have held a midday masterclass on the recommendations from the report above.	By Q4 2026-27 By end of Q2 2026-27	

	<p>Looking at opportunities to get resources to help build engagement with communities and where possible ensure bids for funding and development of projects and services are coproduced.</p>		<p>We have provided support to asylum seekers through our work with Sanctuary in Chichester</p> <p>We have continued delivering support to resettled refugees and extended this (funding permitting) to children and young people.</p>	<p>Starting Q1 2026-27</p> <p>Ongoing updates with CYP service hopefully starting in Q1 2026-27</p>	
	<p>Identify community buildings and outreach opportunities and find ways of working from these spaces rather than expecting people to come to us.</p> <p>And from that insight and continued research, learn from what works and use that to inform our approach to outreach.</p>	<p>Head of Adult Services, Head of Children’s Services and Service Managers</p>	<p>Each service will set own goal related to this as part of the new service planning format which is appropriate for location and delivery</p> <p>Progress towards this goal will be reviewed quarterly as part of the quarterly review cycle and amended as appropriate</p> <p>Outcomes, updates and good practice will be shared between services and as part of the EDIE Working Group</p>	<p>By Q1 2026-27</p> <p>Each quarter</p> <p>In Q3 or Q4 2026-27</p>	

EMBEDDING THIS WORK					
Ensure that our anti-racism work is embedded into our wider EDIE work and action plan	Ensure that the anti-racism pledge and journey towards this is part of the EDIE working group action plan and forms part of the agenda in meetings.	Communities and Inclusion Manager and People and Governance Manager	Ensure that the Anti-Racist Action plan is included in the EDIE Working Group agenda quarterly	Ongoing Q1: Q2: Q3: Q4:	
SUPPORTING EXPERTS BY EXPERIENCE					
Ensuring experts by experienced are given all the support they need to undertake their role safely and that their value is recognised appropriately.	Review payments for lived experience participation and publish this as part of the lived experience and participation policy.	People and Governance Manager/DCEO	Transparency as to when and what we pay for lived experience input into our work.	May 2026	
	Ensure that there is appropriate support and supervision depending on the nature of the role and that reflective practice is considered as part of this offer.	People and Governance Manager/Line Manager of EBEs	Collate resources that offer support specifically around racism and racial trauma, alongside the company wellbeing offer, eg EAP service In the conception of a project consideration to be given about whether there may be a requirement to have a reflective space and discuss with staff.	Resources collated by end of Q2	