Report to:	King's Executive
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Subject:	Race Action Plan 2022
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Status:	Approved

1. Introduction

Our *Strong Roots, Global Reach* strategy has embedded the Trust's commitment to ensure "equality, diversity and inclusion is at the heart of everything we do" as one of four overarching objectives. We are determined to be known for our commitment to a culture that is wholly supportive of equal opportunities and cultural difference, and which stands resolutely against discrimination. Everyone who comes across King's will be welcomed and valued equally, and without prejudice.

The publication of our subsequent EDI Roadmap to Inclusion 2022-2024 and People and Culture Plan, outlines the tangible actions and steps we are committed to deliver in order to create impactful change.

Recognising the breadth and scope required to deliver meaningful change to race equality, we have been intentional in our approach this year to coordinate all relevant activity and bring this into one overarching plan King's Race Action Plan. This plan will comprise of three components that includes the:

- Workforce Race Equality Standard (WRES)
- Model Employer
- Race Equality Code.

A detailed breakdown of these components is included in the Appendices that accompany this paper.

2. Governance

The Race Action Plan will align to the Roadmap to Inclusion 2022-2024 and be overseen by the EDI Delivery Group, which feeds into the King's Executive and the Quality, People and Performance Committee. Delivery Leads will be responsible for developing and reporting progress against each of the actions they are responsible for.

We will use our revised Model Employer targets as key outcome measures to assess the effectiveness of our collective efforts as these demonstrate the actual numbers we should see reflected in our workforce to ensure it is truly representative.

3. Workforce Race Equality Standard (WRES) 2021/2022

3a. <u>WRES background</u>

Implementing the WRES is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract.

The main purpose of the WRES is:

- to enable the Trust to review our data against the nine statutory indicators; and
- produce actions to close the gaps in workplace experience between White and BAME staff.

3b. <u>WRES Performance Summary</u>

The WRES report this year has recorded improvements in seven out of nine indicators. The only indicator recorded as 'worse' is around the likelihood of BME staff accessing non mandatory training. It should be noted that in reality a much higher number of BME staff (48%) accessed training compared to last year. However, the number of White staff who did so was slightly higher (49%).

Indicator 1 is regarded as "mixed" as BME representation increased in all pay grades with the exception of Band 8a by 1%, VSM by 2%, medical career grades by 5% and medical training grades by 1%.

Indicator's 1-4 and 9 encompass April 2021–March 2022 and are drawn from the Electronic Staff Record (ESR) where 91% of staff have shared their race/ethnicity. 9% have therefore not shared their ethnicity.

Indicator's 5-8 are from the 2021 Staff Survey, which 37% of staff completed. Within this 37%, just under half identified as BME which means there is a 3% under-representation of BME staff within the survey results.

	Indicator	20/21	21/22	Status
1a	Overall workforce representation	51%	50%	Mixed
1b	Number of staff at Agenda for Change Band's 8a-9 and Very Senior Managers	22%	22.3%	Mixed
2	Relative likelihood of White applicants being appointed from shortlisting compared BME applicants	1.63	1.55	Better
3	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff	1.6	1.56	Better
4	Relative likelihood of White staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff	0.88	1.04	Worse
5	BME staff experiencing harassment, bullying or abuse from patients, relatives, or the public	38%	35%	Better
6	BME staff experiencing harassment bullying or abuse from staff in the last 12 months	33.6%	33.5%	Better
7	BME staff believing King's provides equal opportunities for career progression or promotion	39.3%	40.3%	Better
8	BME staff experiencing discrimination at work from manager/leader/ or other colleagues	20.4%	20.3%	Better
9	Percentage difference between King's board voting membership and its overall workforce	20%	24%	Better

The WRES report in October 2021 coincided with the recruitment of a new EDI team and an action plan which established the priority projects in the table below. The impact of these actions will be measurable in the 2022 staff survey will therefore be published in next year's 2023 WRES report.

Project	What was achieved
Inclusive recruitment	Partnered with Resource Solutions to conduct an audit which has led to 26 recommendations. The work has been shortlisted *for "Innovation in Recruitment"* Award at Personnel Today Awards 2022 More than 300 colleagues have attended a 1.5 Inclusive Recruitment training session as of October 2022.
Shifting the culture on discrimination practices	Completed an Equality Impact Assessment to identify staff groups disproportionately impacted by Vaccine as a Condition of Deployment (VCOD) and facilitated a targeted BAME Network webinar attended by 230 staff. Partnered with *Empathy Museum* for an exhibition called *"Mile in My Shoes"*, 500 to 700 staff and patients participated in listening to staff experiences (which included race stories) which had the *"profound effect of connecting people with our shared humanity, building understanding and empathy."* Launched a reciprocal mentoring programme in September 2022, with 157 registrations. As of October 2022, there have been 14 requests for ethnicity mentoring, 24 mentors have registered with ethnicity as an expertise and 26 mentees have listed ethnicity as an interest. Rolled out Active bystander training which equips and empowers staff to challenge inappropriate behaviour; since October 2022 more than 1250 colleagues have attended a 75 minute session which includes a race case study.
Career development	Strengthened the BAME Network and its leadership to provide support and advocacy for its members, this includes targeted career development session for 35 BME staff (with more cohorts planned). Launched a comprehensive suite of leadership development programs which was heavily championed by EDI and staff networks to showcase equity of development opportunities. Identified where career development opportunities should be targeted, via phase 1 of King's Diversity Dashboard, which highlights where in the organisation under and/or over representation of BME staff is most prevalent.

4. Model Employer 2021/2022

4a. Model Employer background

The Model Employer scheme was established in 2018 and supports the national *'Implementing the NHS Workforce Race Equality Standard (WRES)'* leadership strategy by setting targets for senior leadership representation up to 2028.

The goal is clear and ambitious: that NHS leadership should be as diverse as the rest of the workforce; and, in particular, should ensure that BME representation at senior management matches that across the rest of the NHS workforce by 2028.

4b. Model Employer performance summary

In line with updated modelling, the following table shows the revised trajectory for Kings College Hospital (KCH) based on ESR workforce data as of March 2022, and covers the remaining 6 years to achieve equity by 2028. The modelling is based on a 50% BAME workforce profile, and all other modelling assumptions remain the same.

	Total BME staff in AfC band by 2028 to reach equity[1] (Target)	Revised 2028 figure (Target)	Yearly increase (2023-2028) (Target)
Band 8a	235	311	19
Band 8b	92	134	8
Band 8c	38	50	5
Band 8d	16	27	2
Band 9	12	11	1
VSM	9	10	1

The refreshed targets have widened the gap to achieve equity over the remaining 6 years, to 2028. In order to reach equity by 2028 we will need to ramp up and focus by developing a talent management programme.

We will ensure that these targets are integral to the development and delivery of King's Race Action Plan.

5. The Race Equality Code 2022

5a. Race Equality Code background

The RACE Equality Code (REC) provides best practice guidance that helps organisations to understand, not only what is required of them by their sector, regulator and/or their stakeholders but also how to apply what is required.

Stakeholders gain assurance where an organisation is able to demonstrate compliance with the RACE Equality Code.

Earlier this year, King's received funding to have an external assessment of its policies, practices and ambitions to achieving race equality. In June 2022, following a series of workshops with the Executive leadership team, a report was published outlining a series of provisions across the following domains: Must, Should and Could do's.
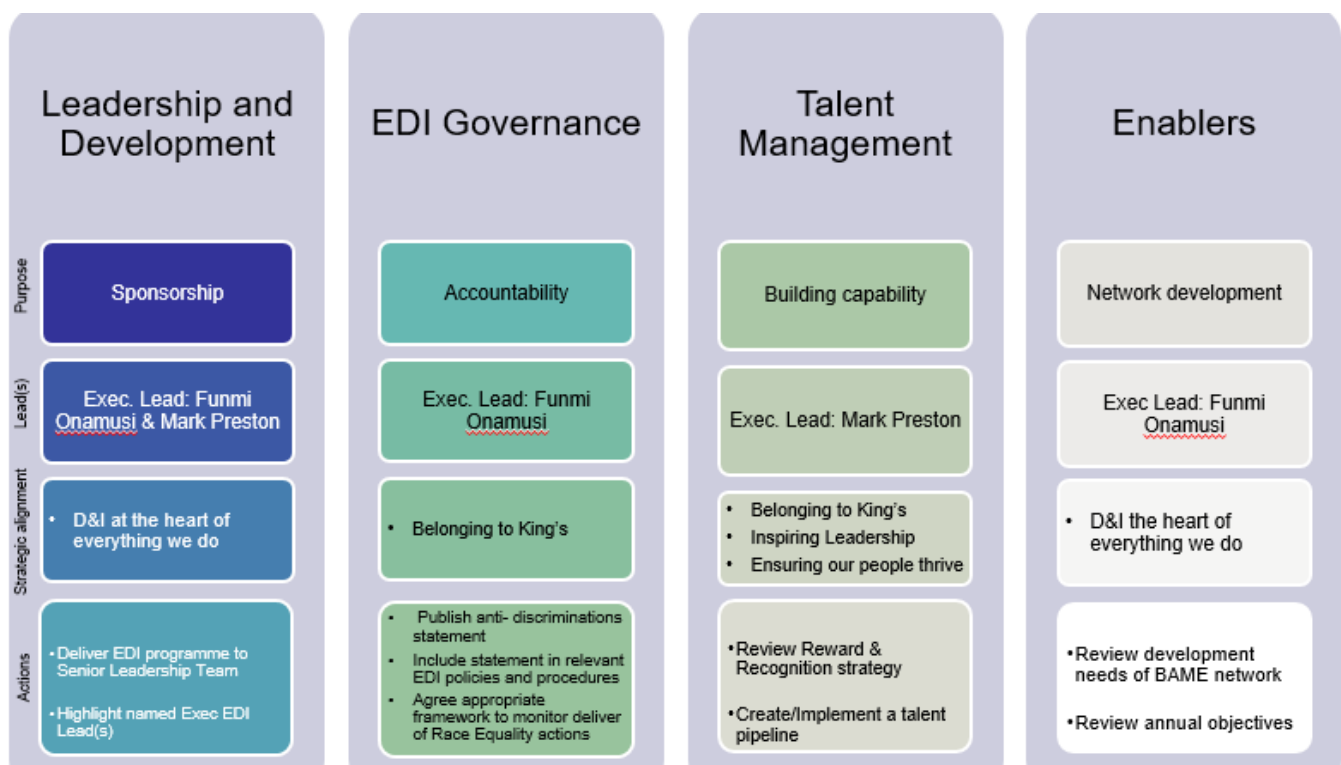
5b. Race Equality Code performance summary

In order to receive the Race Equality Code – Quality Mark, King's will submit evidence against the MUST Do recommendations as per assessment including:

- a statement describing how the RACE Equality principles will be applied

- confirmation that the identified MUST provisions of the code will be included in our relevant action plan(s).

- under each heading of the Should/Could provisions, provide an explanation of actions we will take to comply, if needed

- a description of how we will use the Race Action Plan (RAP) to inform our race equality activity, and what accountability framework we have chosen.

The analysis of the recommendations from the RACE Equality audit, broadly fall into four main domains as follows:

	Leadership and Development	EDI Governance	Talent Management	Enablers
Purpose	Sponsorship	Accountability	Building capability	Network development
Lead(s)	Exec. Lead: Funmi Onamusi & Mark Preston	Exec. Lead: Funmi Onamusi	Exec. Lead: Mark Preston	Exec Lead: Funmi Onamusi
Strategic alignment	• D&I at the heart of everything we do	• Belonging to King's	• Belonging to King's • Inspiring Leadership • Ensuring our people thrive	• D&I the heart of everything we do
Actions	• Deliver EDI programme to Senior Leadership Team • Highlight named Exec EDI Lead(s)	• Publish anti- discriminations statement • Include statement in relevant EDI policies and procedures • Agree appropriate framework to monitor deliver of Race Equality actions	• Review Reward & Recognition strategy • Create/Implement a talent pipeline	• Review development needs of BAME network • Review annual objectives

6. King's Race Action Plan

This year, we will coordinate all activity and action relating to race equality and bring this into one overarching plan: King's Race Action Plan.

The delivery of King's Race Action Plan will align to the Roadmap to Inclusion 2022-2024 and be overseen by the EDI Delivery Group, which feeds into the King's Executive and the Quality, People and Performance Committee. Delivery Leads will be responsible for developing and reporting progress against each of the actions they are responsible for.

Action	Action Owner	WRES indicator									Model Employer	Race Equality Code
		1	2	3	4	5	6	7	8	9		
Achieve the Race Equality Code: Quality Mark, King's by submitting evidence against the must do recommendations across governance, talent management as well as talent and development	Head of EDI											X
Achieve a goal of 100 mentors who list ethnicity as an expertise and 100 mentees who list ethnicity as an interest within the first year of the reciprocal mentoring programme	Head of EDI	X	X	X	X	X	X	X	X	X		
Introduce our Cultural Intelligence (CQ) programme which will empower staff to thrive in culturally diverse environments	Head of EDI	X	X	X	X	X	X	X	X	X		
Ensure race equality is embedded in senior management roles by including a race objective in leaders' annual appraisal	Director of EDI & Head of EDI							X	X			X
Create a publicly available anti-racism statement that states King's has a zero tolerance towards racism as well as harassment/bullying and incorporate into the twice monthly Active Bystander training sessions	Head of EDI					X	X		X			X

Action	Owner											
Measure the effectiveness of mechanisms to identify, develop and promote BME employees within King's via the Diversity Dashboard	Head of EDI	X			X			X		X	X	X
Supporting our recruitment strategy to attain parity in the likelihood of Black and Ethnic Minority candidates to be appointed from shortlisting by implementation of the recruitment audit race/ethnicity recommendations	Head of EDI	X	X							X		X
Strengthen Care Group's understanding of ethnicity data and disparities via the Diversity Dashboard	Head of EDI		X	X		X	X	X			X	X
Develop a talent management programme which will identify potential BME successors for members of the senior leadership team	Deputy Director of Workforce	X	X		X			X		X	X	X
Measure opportunities to provide work experience to BME communities in line with widening participation programme	Deputy Director of Workforce	X										X
Identify causation of non-mandatory CPD course uptake disparity	Deputy Director of Workforce			X			X				X	X
Evaluate each formal disciplinary process case via demographic and case type to identify potential themes	Associate Director of Workforce		X									X