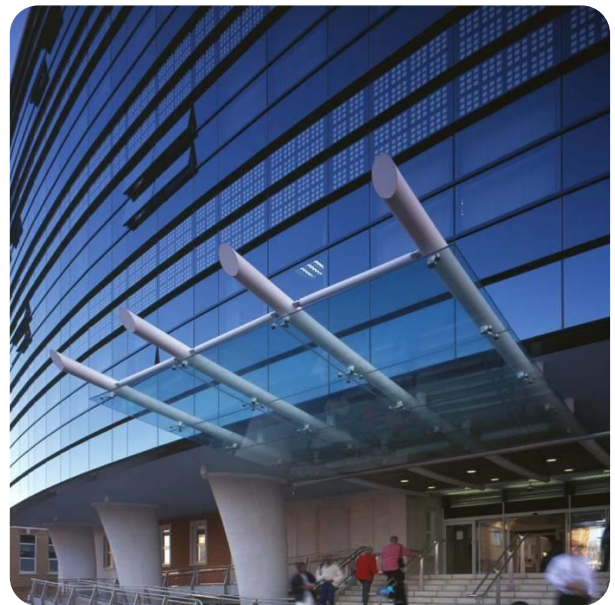


Workforce Race Equality Standard: Action Plan 2024/2025



KING'S HEALTH PARTNERS

WRES 2023/2024 Performance Summary

	Indicator	'23 - '24	Status
1a	Workforce representation: overall	55.2%	4.5% better
1b	Workforce representation at Agenda for Change Band's 8a and above	30.4%	1.6% better
1c	Workforce representation: VSM/Senior Medical Managers	30.9%	5.5% better
2	Relative likelihood of White applicants being appointed from shortlisting compared BAME applicants	1.65	0.13 better
3	Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff	1.85	0.38 better
4	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff	1.04	0.16 worse
5	BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public	33.5%	3.4% better
6	BAME staff experiencing harassment bullying or abuse from staff in the last 12 months	29.2%	2.9% better
7	BAME staff believing King's provides equal opportunities for career progression or promotion	46.1%	0.8% better
8	BAME staff experiencing discrimination at work from manager/leader/ or other colleagues	18.7	0.9% better
9	Percentage difference between King's board voting membership and its overall workforce	41.9%	3.7% worse

WRES: Action Plan (Summary) 2024 - 2025

Metric	Actions	Timescales	Leads
1 & 9 Overall workforce representation & Board membership	<p>Publish a standalone Ethnicity Pay Gap Report and identify patterns and trends within service areas, departments and occupations and across other protected characteristics.</p> <p>Spotlight a different Care Group diversity metrics each month during Site Integrated Performance Meetings to identify disparities, share best practice, and foster accountability.</p>	From Sept 2025	Workforce Planner & Insight Analyst & Head of EDI
	<p>Support the Race, Ethnicity & Cultural Heritage (REACH) staff network via a EDI Team business partner and EDI Co-Ordinator in order to create an inclusive culture and environment at King's to ensure all staff are able to thrive and ensure intersectional considerations across e.g., gender, disability, LGBTQ+).</p>	Ongoing	EDI Lead + EDI Co-Ordinator REACH
	<p>Two members of the Executive to act as sponsors of the Race, Ethnicity & Cultural Heritage (REACH) staff network.</p>	Ongoing	Currently Chief People Officer + Chief Nurse refresh in summer 2025 (2 years tenure)
	<p>Board session focused on EDI, Board session with a specialist external EDI consultant to support and deepen understanding of race equity and develop inclusive leadership practices.</p>	From Sept 2025	Director of EDI
	<p>Participate in the KPMG Cross Company Allyship Programme.</p>	From February 2025	EDI Officer
	<p>Participate in the NHS NExT Director Scheme to enable staff to receive Board-level exposure, mentorship, workshops/training and networking opportunities. Explore setting up a diverse shadow board.</p>	From Sept 2025	Director Corp Governance

WRES: Action Plan (Summary) 2024 - 2025

Metric	Actions	Timescales	Leads
1 & 2 Workforce representation & Recruitment from Shortlisting	<p>Deliver Inclusive Recruitment training (to all Agenda for Change Band 8a and above as a minimum).</p> <p>Introduce Inclusive Recruitment Ambassador roles who can support and audit shortlisting processes to ensure fairness and consistency.</p> <p>For Band 8 and above roles, ensure all job adverts include positive action statements and promote these roles on platforms targeting ethnic minority staff.</p>	Ongoing From January 2026 From January 2025	Director EDI Head of EDI Head of Recruitment
3 Entering formal disciplinary processes	<p>Equip line managers with the skills to explore informal resolution, such as mediation or coaching, to address issues before they escalate, particularly via the following training modules and resources: Early Resolution, Managing Discipline and Cultural Intelligence.</p> <p>Socialise updated Pre-Decision Checklist for disciplinaries, which includes Cultural Intelligence as a potential mitigating factor to ensure a formal disciplinary is proportionate and evidence-based.</p> <p>Review monthly each disciplinary via demographic to pro-actively identify potential themes, trends and causation.</p>	Ongoing Ongoing Ongoing	Head of Employee Relations & Head of EDI CPO Director EDI Head of ER

WRES: Action Plan (Summary) 2024 - 2025

Metric	Actions	Timescales	Leads
4 & 7 Undertaking non-mandatory training or CPD & Equal opportunities for career progression or promotion	Embed race equity as a key outcome of the Trust's new Talent Management Strategy, especially via an effective succession planning framework which identifies critical roles and develops leadership pipelines with tailored plans, mentoring and training.	From September 2025	Deputy Chief People Officer & Director of EDI
	Deliver a three-part career development training programme and career coaching offer aimed at BAME junior and middle-level professionals;	From February 2025	Director of EDI EDI Lead
	Continue to rollout the King's Cultural Intelligence (CQ) program and follow-up those trained through newsletters and webinars.	Ongoing	EDI Team
5 Harassment, bullying or abuse from patients, relatives, or the public	Continue to promote the Trust's Active Bystander training programme, which empowers staff to recognise a potentially harmful or problematic situation and takes steps to intervene or offer support rather than remaining passive or silent.	Ongoing	EDI Team

WRES: Action Plan (Summary) 2024 - 2025

Metric	Actions	Timescales	Leads
6 & 8 Experiencing harassment bullying, abuse or discrimination from staff	Socialise and embed “Inclusive Language” guidance to help ensure an inclusive approach to speaking second languages.	Ongoing	Head of EDI
	Launch the “See Me First”, a campaign which highlights the Trust is an open, non-judgmental NHS organisation that treats all ethnic minority staff with dignity and respect	February 2025	EDI Team Reach Network
	Increase the number and diversity of King’s Ambassador’s to empower staff to speak up and seek relevant support.	September 2025	Organisational Development Practitioner EDI Lead FTSU
	Implement the Virtual Reality (VR) training program that immerses participants in realistic scenarios aimed at exploring and understanding lived experiences related to race, bullying, and harassment. This interactive experience will allow individuals to engage in various perspectives, fostering empathy and awareness.	Ongoing	EDI Officer