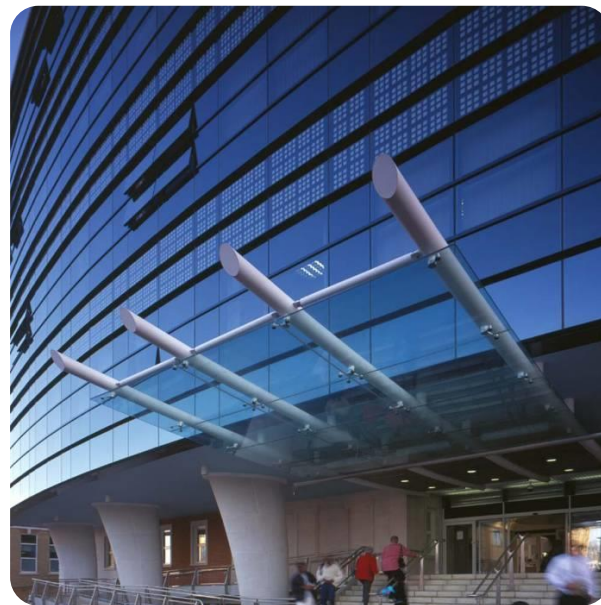


Workforce Race Equality Standard 2023/2024

Prepared by:
Arfan Bhatti - Head of EDI



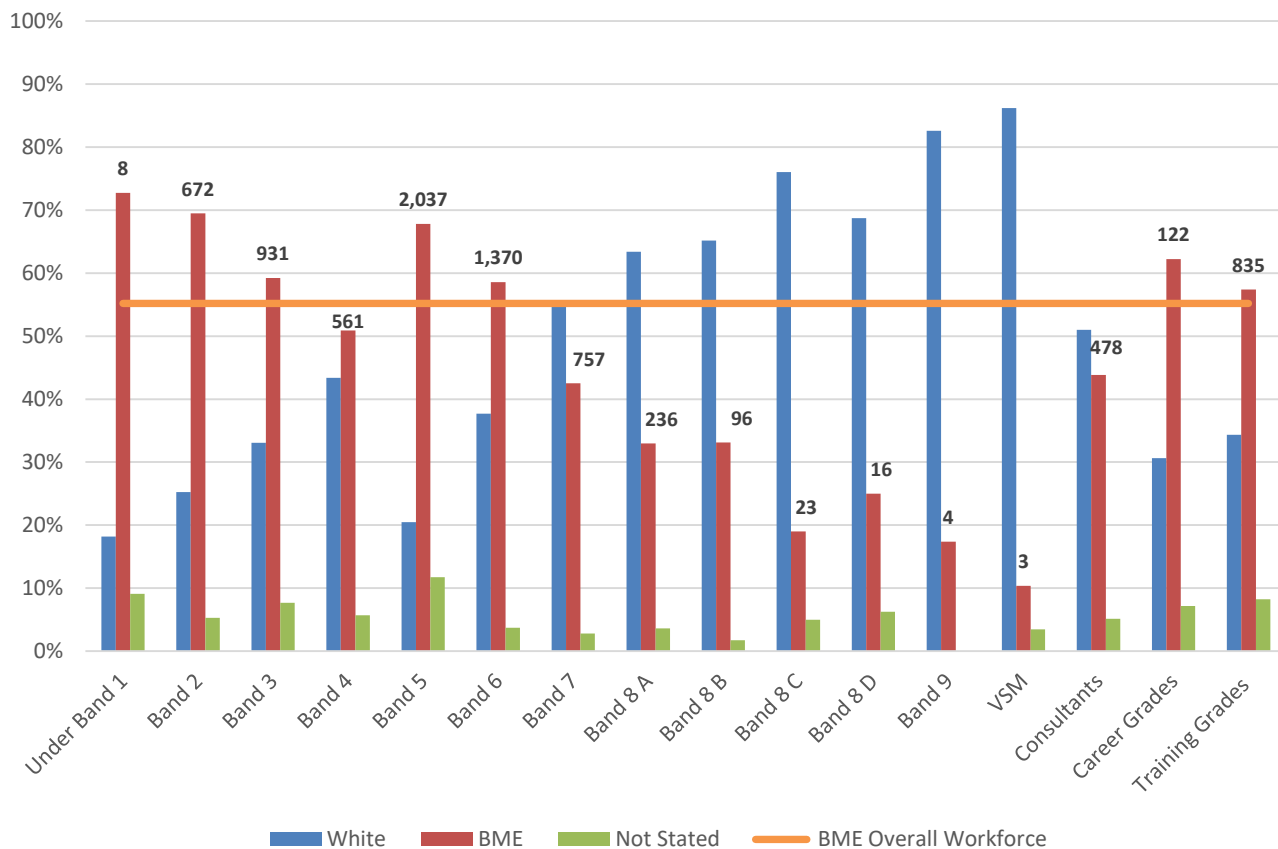
KING'S HEALTH PARTNERS

WRES 2023/2024 Performance Summary

	Indicator	'22 - '23	'23 - '24	Status
1a	Workforce representation: overall	50.7%	55.2%	4.5% better
1b	Workforce representation at Agenda for Change Band's 8a and above	28.8%	30.4%	1.6% better
1c	Workforce representation: VSM/Senior Medical Managers	25.4%	30.9%	5.5% better
2	Relative likelihood of White applicants being appointed from shortlisting compared BAME applicants	1.77	1.65	0.13 better
3	Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff	2.23	1.85	0.38 better
4	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff	0.88	1.04	0.16 worse
5	BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public	36.9%	33.5%	3.4% better
6	BAME staff experiencing harassment bullying or abuse from staff in the last 12 months	32.1%	29.2%	2.9% better
7	BAME staff believing King's provides equal opportunities for career progression or promotion	45.3	46.1%	0.8% better
8	BAME staff experiencing discrimination at work from manager/leader/ or other colleagues	19.6%	18.7	0.9% better
9	Percentage difference between King's board voting membership and its overall workforce	38%	41.9%	3.7% worse

WRES Metric 1a: Representation

Percentage of staff at each band compared to the percentage of staff in the overall workforce (**BETTER**)



Data insights

BME representation has **increased**

by:

- 4% at Band 2
- 12% at Band 3
- 2% at Band 4
- 9% at Band 5
- 3% at Band 6
- 3% at Band 7
- 2% at Band 8a and 8b
- 3% at Band 8c

BME representation has **increased** by:

- 2% at Consultant
- 3% at Career Grades
- 20% at Training Grades

BME representation has **decreased** by:

- 2% at Band 8d
- 5% at Band 9

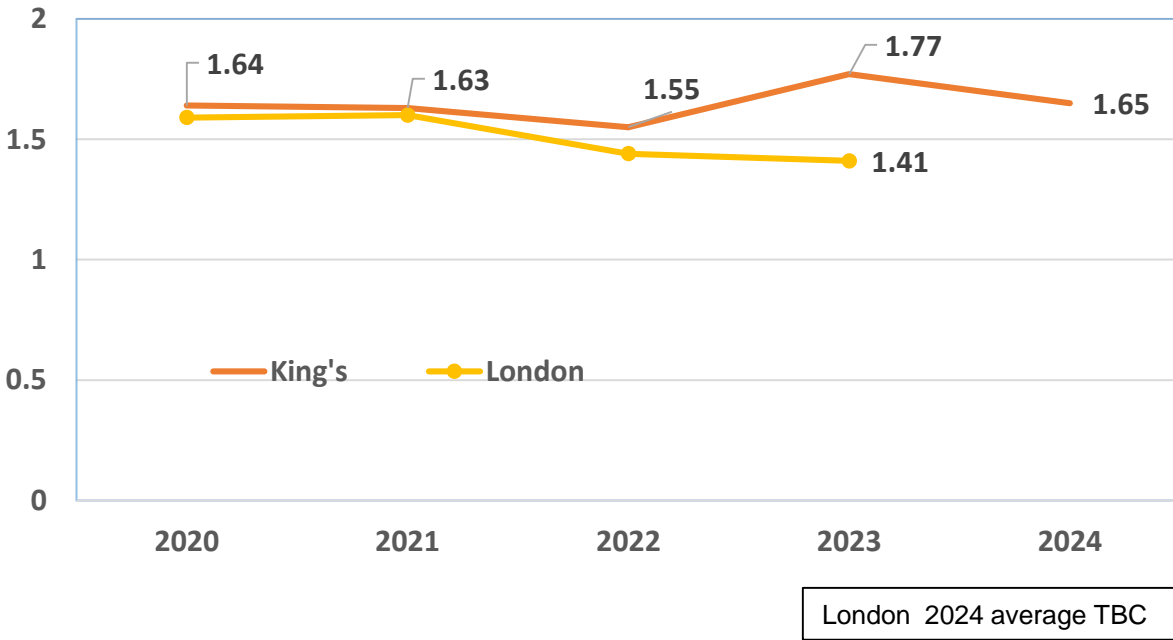
BME representation has **not changed** at VSM.

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It should be noted that the number of staff who do not share their ethnicity data has decreased from 10% to 6% and is likely to have led to some of the increases, particularly at Band 3 and Band 5.

WRES Metric 2: Recruitment

Relative likelihood of White applicants being appointed from shortlisting, compared to BME applicants. **(BETTER)**



Data insights

We have **improved by 0.17** in relation to this metric, however White applicants are still more likely to be appointed from shortlists in comparison to BME applicants.

This improvement is because the relative likelihood of appointment for White applicants from shortlisting decreased from 22% to 21% (the likelihood for BME applicants increased from 12% to 13%).

The number of BME candidates shortlisted (through the name blind process) is more than double White candidates. This is a strong indication barriers manifest after the blind shortlisting.

It should also be noted this metric is calculated from King's recruitment software Trac, which does not include all of the Trust's recruitment (such as international recruitment).

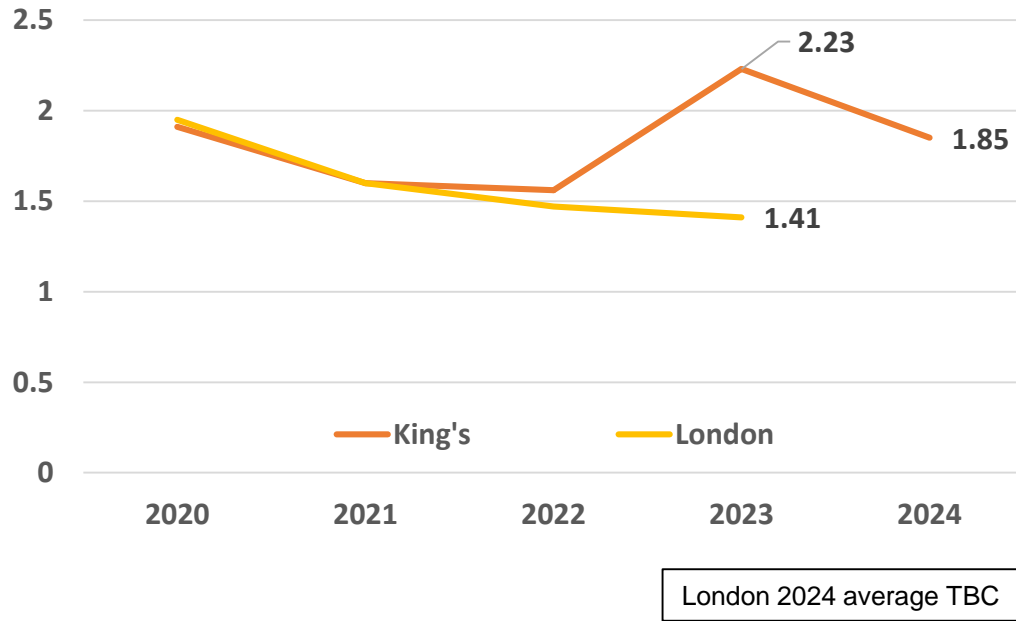
Actions taken

Almost 200 colleagues completed the training in the last year and more than 700 colleagues have completed Inclusive Recruitment training, since it launched in 2022. More than 80% say this training has improved their knowledge of and confidence in inclusive recruitment.

	'22/'23				'23/'24			
	White	BME	No data	Total	White	BME	No data	Total
Shortlisted	4,351	10,101	1,436	15,888	3,055	7,770	996	11,821
Appointed	944	1,237	714	2,895	656	1,014	473	2,143
Appointment likelihood	22%	12%	50%		21%	13%	47%	18%

WRES Metric 3: Disciplinary

Relative likelihood of BME staff entering the formal disciplinary process compared to White staff (**BETTER**)



Data insights

We have **improved by 0.38** in relation to this metric, however BME staff are still more likely to enter the formal disciplinary process in comparison to White staff.

The improvement is because in '23/'24 there were 7 fewer cases involving BME staff.

A deep dive of the previous years ('22/'23) data was conducted which identified multiple trends, including:

- 5% (8) of the cases involving BME colleagues led to a “no case to answer” outcome. This was also the case with 11% (2) of the cases involving White colleagues;
- 28% (15) of the cases involving BME colleagues were resolved with an improvement conversation. This was also the case with 21% (4) of the cases involving White colleagues;
- The Additional Clinical Service staff group is significantly over-represented in formal disciplinary cases.

Actions taken

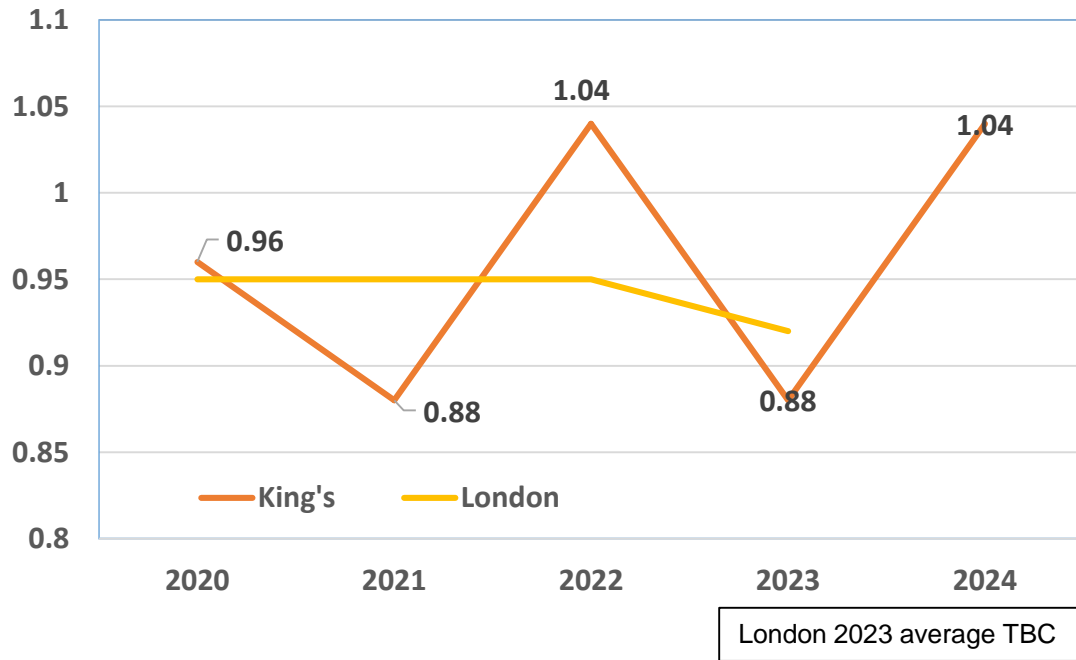
The above insights in part led to the following action being taken:

- Overhaul of the “Pre-Decision Checklist” a document which enables managers to carefully consider whether a disciplinary investigation is the right approach for the concern that has been raised. The new Checklist includes a specific section of Cultural Intelligence under the “mitigating circumstances” section;
- The Employee Relations team completing a full day bespoke Cultural Intelligence workshop.
- Sessions scheduled for 2024 to: (a) socialise the new Checklist and (b) equip staff with the skills to resolve issues informally.

		'20/'21	'21/'22	'22/'23	'23/'24
No. of staff entering formal disciplinary process	BME	45	42	55	48
	White	19	22	19	18
	No data	X	3	8	4
	Total	64	63	82	70

WRES Metric 4: Training & CPD

Relative likelihood of White staff accessing non-mandatory training and CPD, compared to BME staff. **(WORSE)**



Data insights

The likelihood of BME staff accessing non-mandatory CPD **worsened** by 0.16. However, our overall score of 1.04 is very close to the target of 1.0.

Non-mandatory training refers to any learning, education, training or staff development activity undertaken by an employee, the completion of which is neither a statutory requirement (e.g. fire safety training) or mandated by the organisation (e.g. clinical records system training).

Accessing non-mandatory training and CPD – in this context refers to courses and developmental opportunities for which places were offered and accepted.

Actions taken

It should be noted that the training in-take figures this year are lower than previous years. One of the reasons for this is a more accurate interpretation of courses considered non-mandatory and CPD. It has transpired that in previous years role specific mandate courses were included in the calculation.

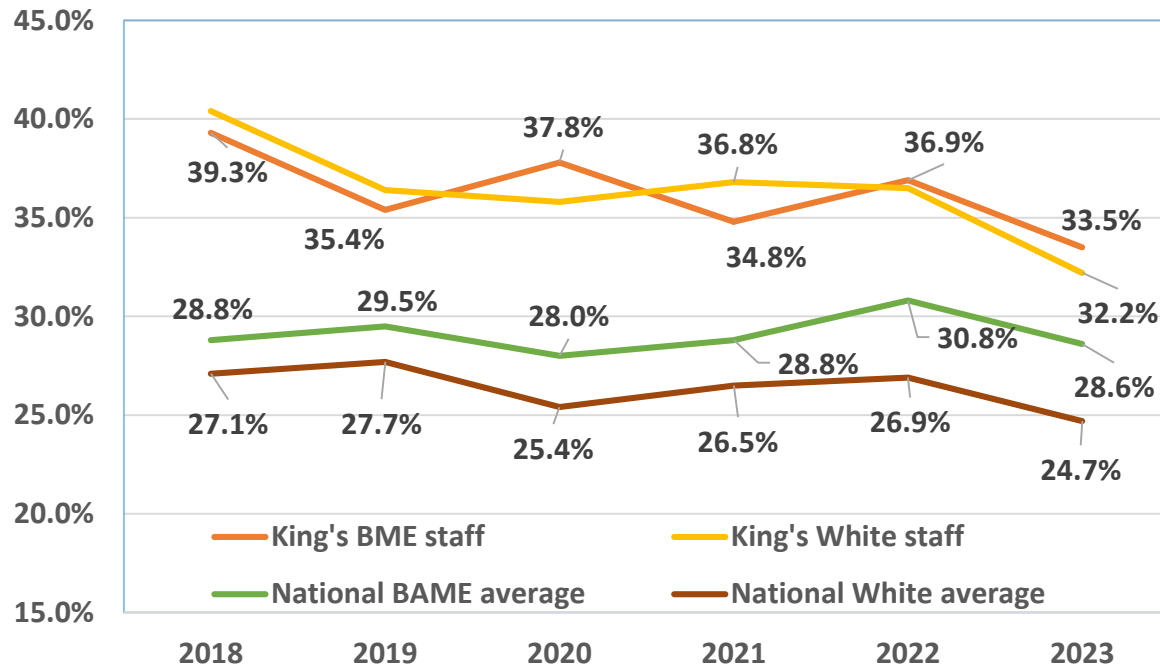
Increased offer on King's Kaleidoscope, the Trust-wide learning and development offer for all staff at King's.

CPD accreditation of the Trust's Cultural Intelligence (CQ) programme, which is defined as a globally recognised way of assessing and improving effectiveness in culturally diverse situations (and goes beyond cultural competence). Attendees receive up to 6 CPD points for attending the full day workshop

	'22/'23		'23/'24	
	White	BME	White	BME
Number of staff accessing non-mandatory training and CPD	2,490	3,687	1,321	1,831
Likelihood of staff accessing non-mandatory training and CPD	44%	50%	23%	22%

WRES Metric 5: Bullying & Harassment (Patients & Public)

BME staff experiencing harassment, bullying or abuse (BHA) from patients, relatives or the public within the last 12 months. **(BETTER)**



Data insights

Improved in this Staff Survey 2023 metric by 3.4%. Our improvement is better than the NHS national improvement of 1.8%.

Actions taken

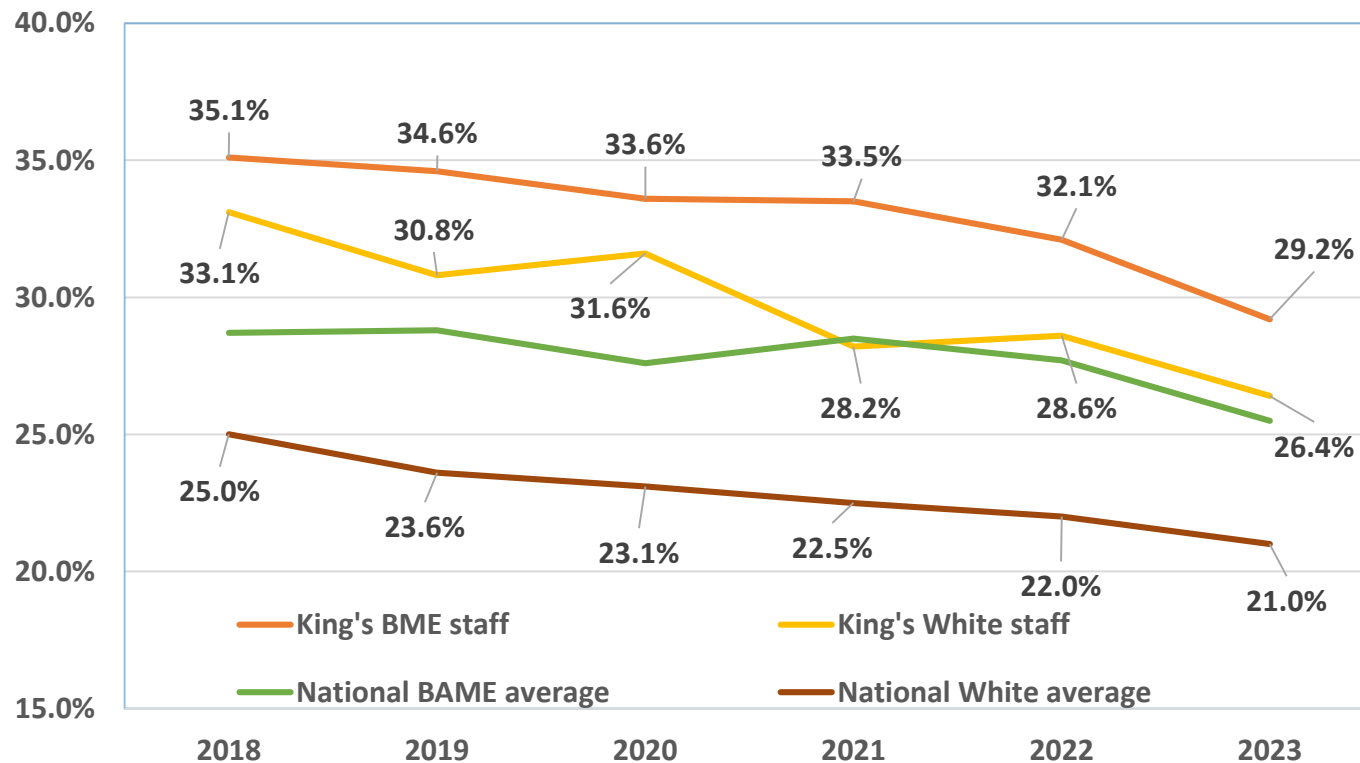
245 members of staff have completed Active Bystander training in the last year and over 1,770 since the training was launched in 2021. The 75 minute session equips and empowers staff to challenge inappropriate behaviour. The training includes a race case study. We have also:

Updated Supporting Positive Behaviour policy.

Responses	2018	2019	2020	2021	2022	2023
White	2,487	2,538	2,632	2,551	2,907	3,045
BME	1,788	2,037	2,177	2,348	3,116	3,517

WRES Metric 6: Bullying & Harassment (Workforce)

BME staff experiencing harassment, bullying or abuse (BHA) from staff within the last 12 months (BETTER)



Data insights

Improved in this Staff Survey 2023 related metric by 2.9%.

Our improvement is better than the NHS national improvement of 2.2%.

Actions taken

Promoted King's Ambassador scheme, which include <58 colleagues> who role model our values and provide objective advice/support on topics such as: inclusion, health and well-being and freedom to speak up.

Over 200 online on demand race/ethnicity video based training sessions have been completed on: Understanding Race Bias at Work, The Impact of Micro-behaviours in the Workplace and Cultural Awareness.

Continuation of the EDI business partnering model, which ensures 5 members of the EDI team are partnered with our 35 Care Group's and services. This process enables swift and targeted support in relation to cases of bullying and harassment.

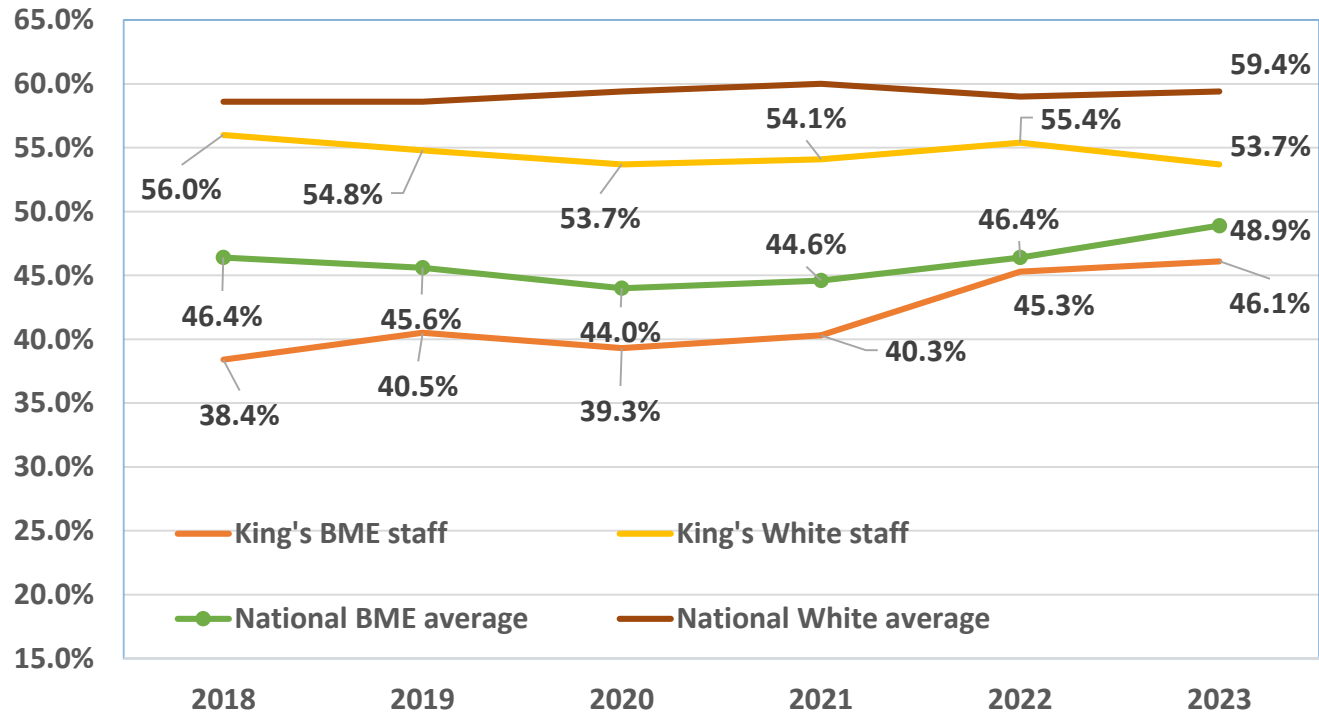
Delivered a Trust wide webinar to mark Anti-Bullying Week, which 149 members of staff attended.

Design of a bespoke virtual reality training programme, set to launch by August 2024.

Responses	2018	2019	2020	2021	2022	2023
White	2,473	2,533	2,637	2,555	2,910	3,045
BME	1,774	2,028	2,183	2,344	3,116	3,508

WRES Metric 7: Career development

BME staff believing that the Trust provides equal opportunities for career progression and promotion. (BETTER)



Data insights

Improved in this Staff Survey 2023 related metric by 0.8%. However, King's improvement is worse than the NHS national improvement of 2.5%.

Actions taken

Implementation of career development programme for ethnic minority staff which has covered topics such as: career success, personal development, job application, presentation and interview skills. 175 colleagues engaged with the programme across 12 workshops and 25 one to one coaching sessions.

N.B

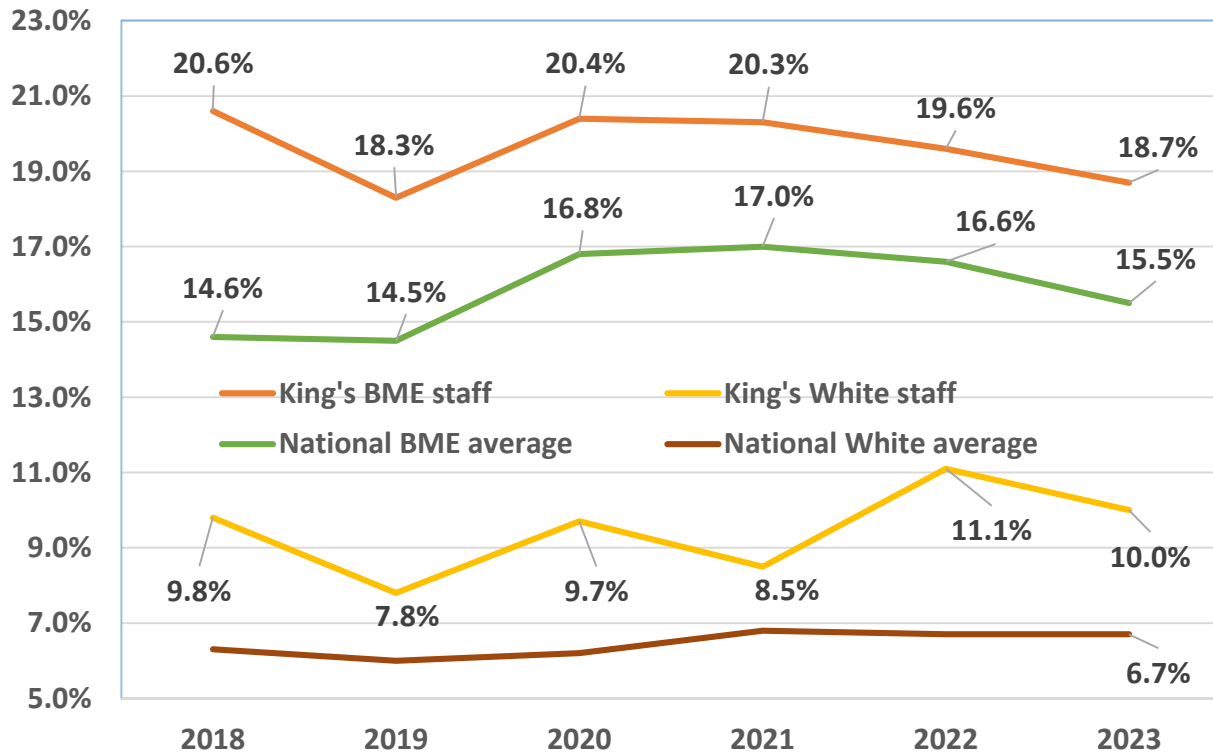
It should be noted that due to the all staff communication/guidance on training for staff stating that: "Given the current pressures facing the Trust, new requests for training involving any staff, other than for mandatory Core Skills, will not routinely be approved going forward." we have seen a decline in uptake across all EDI training.

In order to make greater improvements, further messaging to differentiate "generalist" training and initiatives that form part of the delivery and improvement of our WRES indicators are required.

Responses	2018	2019	2020	2021	2022	2023
White	2,484	2,527	2,642	2,553	2,912	3,035
BME	1,793	2,039	2,191	2,359	3,122	3,510

WRES Metric 8: Discrimination

Personally experienced discrimination at work from a manager/team lead /colleague (BETTER)



Data insights

Improved in this 2023 Staff Survey metric by 0.9%. However, King's improvement is marginally worse than the NHS national improvement of 1.1%.

Actions taken

Roll out of the Trust's Cultural Intelligence (CQ) programme, which is defined as a globally recognised way of assessing and improving effectiveness in culturally diverse situations (and goes beyond cultural competence).

Bitesize sessions were delivered to 320 colleagues throughout 2023 and our full day (CPD accredited) workshops began in 2024 which more than 116 members of staff have completed so far.

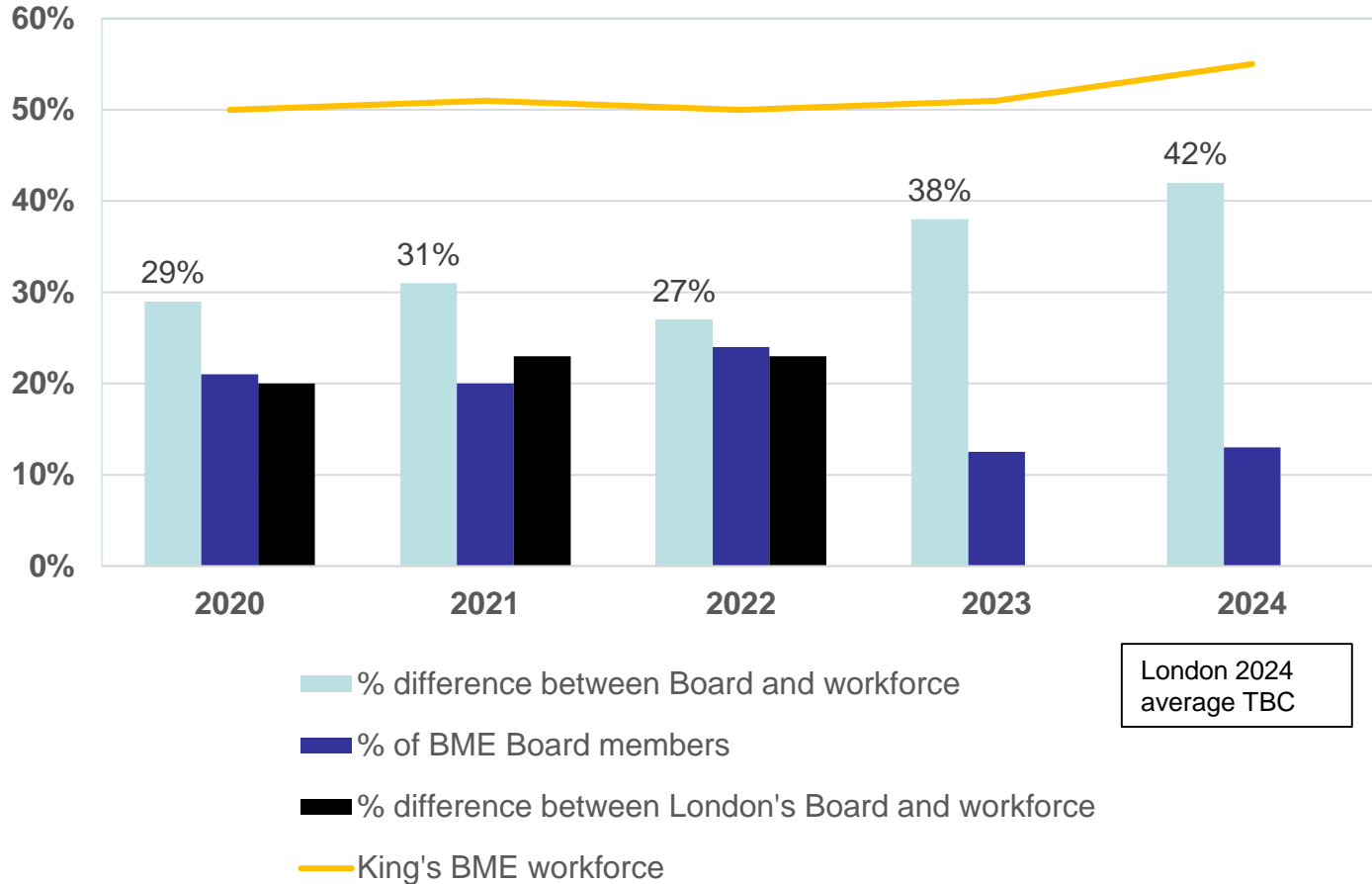
Published an anti-discrimination statement in the Trust's website, which references racism towards our staff in any form is strictly prohibited.

More than 15 Equality Risk Assessment Framework's (ERAF's) have also been completed for workforce policies with EDI team consultation.

Responses	2018	2019	2020	2021	2022	2023
White	2,479	2,543	2,618	2,543	2,897	3,032
BME	1,783	2,027	2,169	2,335	3,094	3,483

WRES Metric 9: Board Representation

Percentage difference between the organisation's board voting membership and its overall workforce (**WORSE**)



Data insights

Worsened by 3.7% due to the overall workforce ethnic diversity increasing and board ethnic diversity remaining the same.

There is therefore a 41.9% difference between our Board voting membership and our BAME overall workforce.

All Board members have shared their ethnicity data on ESR.

Actions taken

Members of the King's Board participated in a coaching programme with an external executive coach who worked closely with the Board members to identify strengths, areas for development, and goals for improvement. In the last year, 27 sessions took place.

Each member of King's Executive has also been allocated the role of Executive sponsor for our five diversity staff networks.

Appendix A

Appendix A

Cross site comparison:

Workforce Race Equality Standard (2023 Staff Survey results only)

	Indicator	All sites	PRUH & S.S	Denmark Hill
5	BME staff experiencing harassment, bullying or abuse from patients, relatives, or the public	3.4% better	1.5% worse	3.1% better
6	BME staff experiencing harassment bullying or abuse from staff in the last 12 months	2.9% better	0.8% better	3.5% better
7	BME staff believing King's provides equal opportunities for career progression or promotion	0.8% better	3.6% better	2.1% worse
8	BME staff experiencing discrimination at work from manager/leader/ or other colleagues	0.9% better	1.9% better	0.1% worse