

CMT's Commitment to race equality at KCC

Following Safe Space workshops with BMEF colleagues during Autumn 2021, an action plan has been developed and sets out four commitments with tangible, visible actions that are designed to make a long-term impact on the experience of Black, Asian and minority ethnic staff at KCC. The plan forms part of our wider Diversity and Inclusion strategy, which builds on the work we are already doing to support our over-arching objective to become a more inclusive employer for all staff with diverse backgrounds. The plan outlines what we are seeking to achieve and how this will be measured. Some have been mandated and signals the importance we place on race equality at KCC.

The plan aims to increase understanding of the barriers people face to inclusion, the nature of dynamics in discrimination, and to talk about racism and how to use privilege and power to create a fair, just and inclusive culture. It recognises the work of race equality requires a collaborative approach, involving all levels of the organisation in the change needed, and seeks to provide a mechanism to hold the organisation, and each other, to account.

This plan forms part of CMT's Commitment to becoming an anti-racist organisation (informed by the 6C Model, Big Promise commitments (linked to Race Equality Matters) and KCC culture and values:

- ***A Zero tolerance policy on racism and micro-aggressions in the workplace*** – COHERENCE, COURAGE
- ***Inclusive recruitment practice*** COHERENCE, CONSCIOUSNESS, COMMITMENT, COURAGE
- ***Expectation of both large scale and smaller scale conversations to happen across KCC that are action focused and support allyship, including a Challenger & T200 session with leaders and managers on race equality*** – Commitments made at all levels as part of the Big Promise/Commitment aspect of 6C model COURAGE, CONNECTEDNESS, COPRODUCTION, CONSCIOUSNESS
- ***Positive action in career development*** – through delivery of the OD plan COURAGE, CONSCIOUSNESS, COMMITMENT

There is collective ownership for these commitments and accountability for delivering against these. There is also a role to play within directorates to support and engage with the activity to embed the change we want to see.

Commitment 1: A Zero tolerance policy on racism and micro-aggressions in the workplace

Outcome: A clear statement of intent is made to address racism, discrimination and inequality in the workplace and people understand the consequences of non-adherence. Acknowledgement that there is racism in society, and this is proactively challenged at all levels of our organisation; and action taken to address racism in the broader system including in local partnerships

What are we already doing?

- Regular CMT messaging to set the tone from the top, with commitment for action not just words
- Equality, Diversity and Inclusion a priority identified in the Corporate engagement plan, with campaigns and awareness days built in
- Review of process for reporting incidents of racism within the workplace to ensure it is clear, safe and confidential
- Directorate specific approaches to anti-discriminatory practice has started e.g. via Social Care WRES and EDI groups
- Review of current equalities model within KCC, including revisiting the requirement for a Corporate Equalities role (*are we?*)

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Refresh the Expect Respect policy and take a campaign approach to raise awareness, reinforce the behaviours we expect to see in KCC and make explicit the consequences of consistently getting it wrong	<p>The policy has been refreshed and Black, Asian and minority ethnic colleagues feel this is making a difference on the ground through reduced incidents of racism</p> <p>There is a visible leadership statement and enforcement about poor practice</p> <p>More incidents of calling out inappropriate behaviours, and consequences are reflected in workforce data (turnover, disciplinarys, TCP ratings)</p>	Short term	CMT HR/OD	
Make the race equality work visible across KCC, including repurposing the role of CEG and create a direct partnership working relationship with BMEF	<p>There is transparency on the commitment to race equality through publishing this plan, the Equality Objectives and there is regular reporting of workforce data on KNet.</p> <p>Outcomes from CEG discussions are communicated by CMT and learning is shared across the wider organisation.</p> <p>CEG is being used as an escalation route by Directorates as well as focusing activity downwards into Directorates. There are</p>	Medium term	CMT	

	<p>positive/action focused discussions at CEG with each member acting as allies.</p> <p>The CMT plan is being supported with Directorate activity and learning shared. Appropriate vehicles within directorates are being used to be held to account.</p> <p>BMEF feel the work is being led by KCC, with their expertise and experiencing informing the work of the organisation (rather than them doing the heavy lifting)</p> <p>BMEF have regular contact with CMT to influence, challenge and hold them to account for delivery of actions/change</p>			
Equality measures in performance management framework (<i>mandatory?</i>)	Leaders and managers are role modelling inclusive leadership, including anti-racist behaviours	Medium term	CMT HR/OD	
Effective escalation channels are in place to address racial abuse from service users and/or staff e.g. through the resolution and whistleblowing process, through CMT open door policy, and working with BMEF to support this process	<p>Black, Asian and minority ethnic colleagues trust the processes in place and if there is racism, the person responsible faces consequences</p> <p>BMEF are being approached for advice during processes to help build expertise</p> <p>Challenging conversations are happening with the people who use our services with partners in the local community</p> <p>Black, Asian, minority ethnic colleagues engage with open door policy to encourage direct conversations with CMT as another channel for escalation</p>	Medium term	CMT HR/OD	

Commitment 2: Inclusive recruitment practice

Outcome: To improve policies and processes to help attract diverse talent, and to make sure everyone has a fair and positive experience. KCC to be proud of its diversity and be representative of the diverse communities we serve at all levels of the organisation

What are we already doing?

- Showcasing diversity in new KCC recruitment website
- Review of Equality & Diversity in Recruitment training to explicitly address racial bias and requirement for this mandatory for all managers on recruitment panels
- Exploring options for positive action in recruitment e.g. where roles are advertised to attract diverse talent

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Identify specific inclusion question that managers must use in recruitment <i>(mandatory?)</i>	There is a clear message on the importance of inclusion as part of recruitment criteria We have recruited people with the right behaviours we wish to see in KCC	Short term	CMT HR/OD	
Further strengthen staff induction on Equality, Diversity and Inclusion	New staff joining KCC understand the organisations stance on EDI, including a zero tolerance to racism and microaggressions in the workplace, with clear consequences for those that do not adhere – will be held to account	Short term	CMT HR/OD	

Commitment 3: Positive action in career development

Outcome: To make sure people have access to the development and support they need to succeed and thrive

What are we doing already?

- Managing in KCC incorporates EDI
- Leadership and management development reflects how we want to be as an employer/what we want to do – *make more explicit in the introduction to act as a disruptor*
- Developing Inclusive Management practice training is being piloted, with a view to wider roll out as part of Leadership and Management development offer – *CMT expectation that all managers engage with this training to support their practice*

- Workforce planning tool created for use across the organisation to identify priority areas for specific action required
- Review of TCP equalities data across the organisation and by Directorate with actions for improvement

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Mutual mentoring and sponsorship to help understand and address barriers and to support managers to have the right, proactive, courageous conversations with staff	<p>Mutual mentoring programme is in place and there is engagement from all levels of the organisation</p> <p>BMEF feel more courageous conversations are taking place with managers</p> <p>Senior leaders are sponsoring diverse talent to support career progression opportunities</p> <p>Black, Asian and minority ethnic staff feel there is increased understanding of equity and the barriers people face to inclusion.</p> <p>Specific examples of barriers to accessing development that were highlighted during safe space conversations are investigated and appropriately addressed.</p>	Short term	CMT HR/OD	
Actively identify future leaders with protected characteristics as part of succession planning and create talent pools, informed by workforce data where under-represented	Evidence of a diverse talent pipeline in succession plans	Long term	CMT HR/OD	
Monitoring of data on promotions and access to career progression/development opportunities to identify and address barriers	<p>There is increased diversity at all levels of the organisation</p> <p>Black, Asian and minority ethnic staff feel they have equal access to development opportunities (via staff survey tbc)</p>	Long term	CMT HR/OD	
Maximise benefits of KCC's Coaching network to encourage	Increase in number of BAME staff accessing coaching support	Short term	CMT	

more self-referrals from diverse talent			HR/OD	
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Commitment 4: Large and smaller scale conversations take place across KCC that are action focused and support allyship

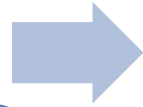
Outcome: To create and embed an Inclusive culture, one where our workforce displays the behaviours we expect to see, by using the 6C model. To raise awareness of Inclusion, an understanding of race issues, and to improve the psychological safety of BAME colleagues in the workplace.

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
<p>Hold a Challenger & T200 session with leaders and managers to have a conversation on race equality in a safe space</p> <ul style="list-style-type: none"> - use question prompts from Leading in Colour report to challenge current practice and hold each other to account - hear feedback from Developing Inclusive Management practice attendees - incorporate a film between BMEF and CMT about issues they are discussing - introduce concepts of allyship, white privilege and unconscious (and conscious bias) 	<p>Managers are using the 6C model as part of leadership and management dialogue to support good conversations (and BAME colleagues no longer feel they have to do this on their behalf)</p> <p>When people turn up in the room, they are acting as an ally, listen and understand and take action on what they hear without judgement</p> <p>Managers are more comfortable, confident and competent discussing race in teams, acting as allies and being actively inclusive</p> <p>Managers are more aware of the issues and how they can have an impact on the experience of BAME colleagues, including how to use their privilege and power</p> <p>BMEF feel there is a different relationship with CMT that is more direct and open. There is more visibility across KCC or the issues and the work taking place with BMEF</p> <p>Signals CMT's expectations on race equality – those that aren't signed up to the agenda may feel individually uncomfortable</p>	Medium term	CMT HR/OD	

Create safe spaces within teams/services to improve practice and behaviours (using REM's Tea break concept?)	<p>The conversation on race equality continues throughout the year and managers do this work on a daily basis so the work becomes embedded</p> <p>Staff and managers feel more confident to ask the difficult questions, listen to the lived experience of BAME colleagues and are allies in identifying and acting on changing the systems and processes that perpetuate inequality.</p>	Medium term	CMT	
A programme of external speakers to support the education and context piece	Engagement from the organisation at events	Short term	CMT HR/OD	

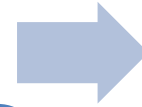
Short term (within 6 months)

- Set zero tolerance policy on racism and microaggressions
- Inclusion question in recruitment criteria
- Further strengthen staff induction
- Mutual mentoring
- Access to coaching support
- External speaker



Medium term (within 12 months)

- Making work visible
- Effective use of escalation channels
- Challenger/T200 conversation
- Create safe spaces within teams
- Equality measures in performance management



Longer term (in next 2 years)

- Succession planning and creation of talent pools
- Monitoring of progression data