



Social Care Workforce Race Equality Standard Action Plan

Adult Social Care & Public Health

May 2022



*LONDON BOROUGH OF
RICHMOND UPON THAMES*

Foreword



Cllr Piers Allen

Lead Member
for Adult Social Care
& Public Health

I was delighted when the Director of Adult Social Care and Public Health informed me Richmond Council had been chosen to be part of the first wave of authorities participating in the Workforce Race Equality Standard (WRES) for social care. This is an exciting opportunity for Richmond Council and demonstrates publicly our commitment to address racial discrimination and enhance the diversity of our workforce.

Our social care workers have an enormous impact on the lives of the people they work with - they help our most vulnerable residents to live happy, healthy and safe lives. It is incredibly important that all our staff are supported and have equal opportunities to make social care work a career for life.

I commend the aims of the social care WRES which is designed to help local authorities adopt anti-discriminatory policies and anti-racist cultures and I am delighted to be able to share our action plan publicly and I look forward to seeing and hearing about the difference this work will make both in the short and long term.

I am very much looking forward to working towards the actions identified in the plan and reviewing the impact over the next 12 months.



Foreword

The Workforce Race Equality Standard (WRES) is an exciting opportunity for Richmond and Wandsworth Councils Adult Social Care and Public Health Services.

Within our organisation, we have committed to addressing racial discrimination and to enhance the diversity of our workforce, including better representation at senior levels. The WRES will allow us to work towards a shared vision of genuine organisational change.

Our Action Plan will help us build a fair and inclusive place to work and to celebrate the diversity of Richmond and Wandsworth.



Jeremy DeSouza

Director of
Adult Social Care
and Public Health



What is the Social Care Workforce Race Equality Standard?

The Office of the **Chief Social Worker for Adults** designed and commissioned the First Phase of the Social Care Workforce Race Equality Standard (Social Care WRES), to **collect data and evidence** about the **experience** and **treatment** of staff from **Black, Asian and minority ethnic backgrounds and other marginalised communities**, compared with staff from a White background.

Please note, the data on the following pages provides an overview of staff employed by both Richmond and Wandsworth councils where there is a shared staffing arrangement, as requested by the Department of Health and Social Care.

What we will do

- Support staff in accessing appropriate continuing professional development
- See opportunities created to encourage and strengthen the advancement of careers
- Open up pathways for more people from minority ethnic backgrounds to be in influential and decision-making roles
- Transform social care, ensuring that people from Black, Asian, and Minority Ethnic backgrounds access and receive culturally appropriate care and support

Who must take part and why?

The programme will be recommended for all local authority social care departments who will be required to produce, publish, and implement action plans to demonstrate their commitment to supporting all staff and developing a culture of inclusion and equality.



Why is the WRES important?



*"I want to see the social care sector as **outstanding in all areas**. The work we do in enriching people's lives and supporting them with resolving issues to have good lives is a privilege and significantly impacts on making the world a better place for all. As leaders, we must ensure that the workforce feel supported and able to do this great job and make the difference they aspire to do.*

*We must ensure that we **remove stigma** and **prejudice**,*

***remove real or perceived barriers to promotion and fairness of opportunity**, and we must ensure that people from all backgrounds can make this a career for life.*

*This is why we need to implement the **social care race equality standard**, to **support and strengthen** the amazing work that is already being done, for people, both staff and those for whom we are here to serve seniority."*

Lyn Romeo - Chief Social Worker for Adults

The Metrics - What We Will Measure

Terminology

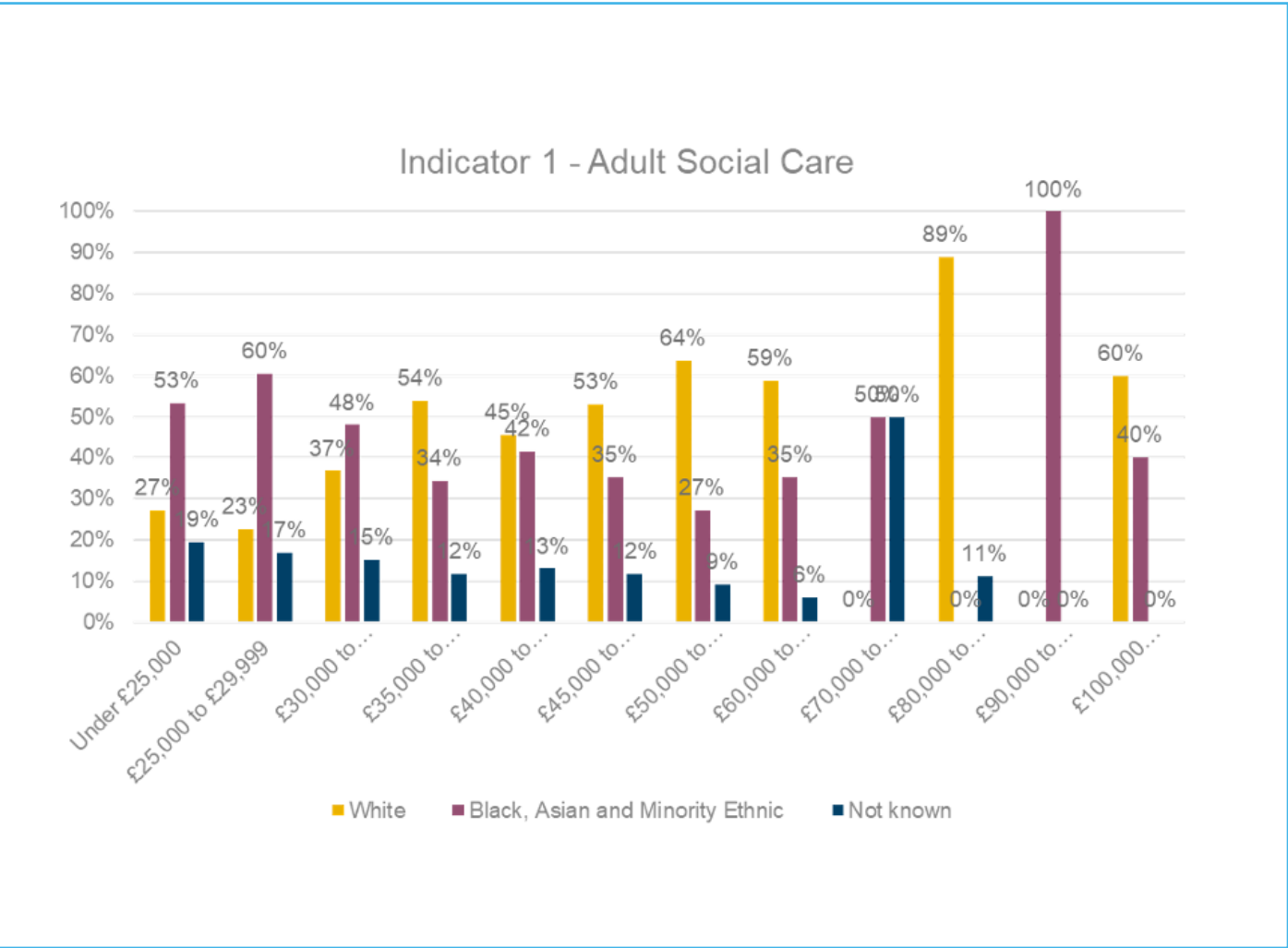
At Richmond and Wandsworth councils, we use the term Black, Asian and Minority Ethnic Staff rather than the B.A.M.E acronym.

This is a choice we have made based on the personal preferences of our staff from Black, Asian and Minority Ethnic backgrounds.

- **METRIC 1:** Percentage of BAME staff in each of the council pay bands compared with the percentage of staff in the rest of the workforce
- **METRIC 2:** Comparative rate of BAME staff being appointed from shortlisting
- **METRIC 3:** Comparative rate of BAME staff entering the formal disciplinary process
- **METRIC 4:** Comparative rate of BAME staff entering the fitness to practice process
- **METRIC 5:** Comparative rate of BAME staff accessing funded non-mandatory CPD as compared to white staff
- **METRIC 6:** Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months
- **METRIC 7:** Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from: Colleagues or Managers
- **METRIC 8:** Comparative rate of BAME employees leaving the organisation during the last year
- **METRIC 9:** Percentage difference between organisations' senior management membership and its overall workforce

Percentage of Black, Asian and Minority Ethnic staff in each of the council pay bands compared with the percentage of staff in the rest of the workforce

METRIC 1



What we've achieved

- ✓ We have encouraged staff to complete their protected characteristics data. The information from the HR and Payroll system indicated that in October 2021 4% of staff have selected the 'prefer not to say' or 'not known' category. As of May 2022, this is at 0%
- ✓ Provided mentoring opportunities for aspiring Black, Asian and Minority Ethnic leaders

What we're working towards

- To review the ethnicity data for appraisal ratings and additional responsibility payments annually with senior management and the Adult's Equality Diversity and Inclusion Board to support staff progression
- Ensure that secondment opportunities will specifically target applications from Black, Asian and Ethnic Minority staff to monitor annually from data provided by HR

METRIC 2

Comparative rate of Black, Asian and Minority Ethnic staff being appointed from shortlisting

What we've achieved

- ✓ Mandatory requirement for diverse recruitment and selection panels other than in exceptional circumstances
- ✓ Mandatory requirement for all staff to attend corporate recruitment and selection training which is Equality, Diversity and Inclusion focused.
- ✓ All recruitment adverts explicitly encourage applications from those that are under-represented, including staff from Black, Asian and Minority Ethnic backgrounds

What we're working towards

- Report on diversity of recruitment panels to our Workforce board on an annual basis

Adult's staff – ethnicity breakdown

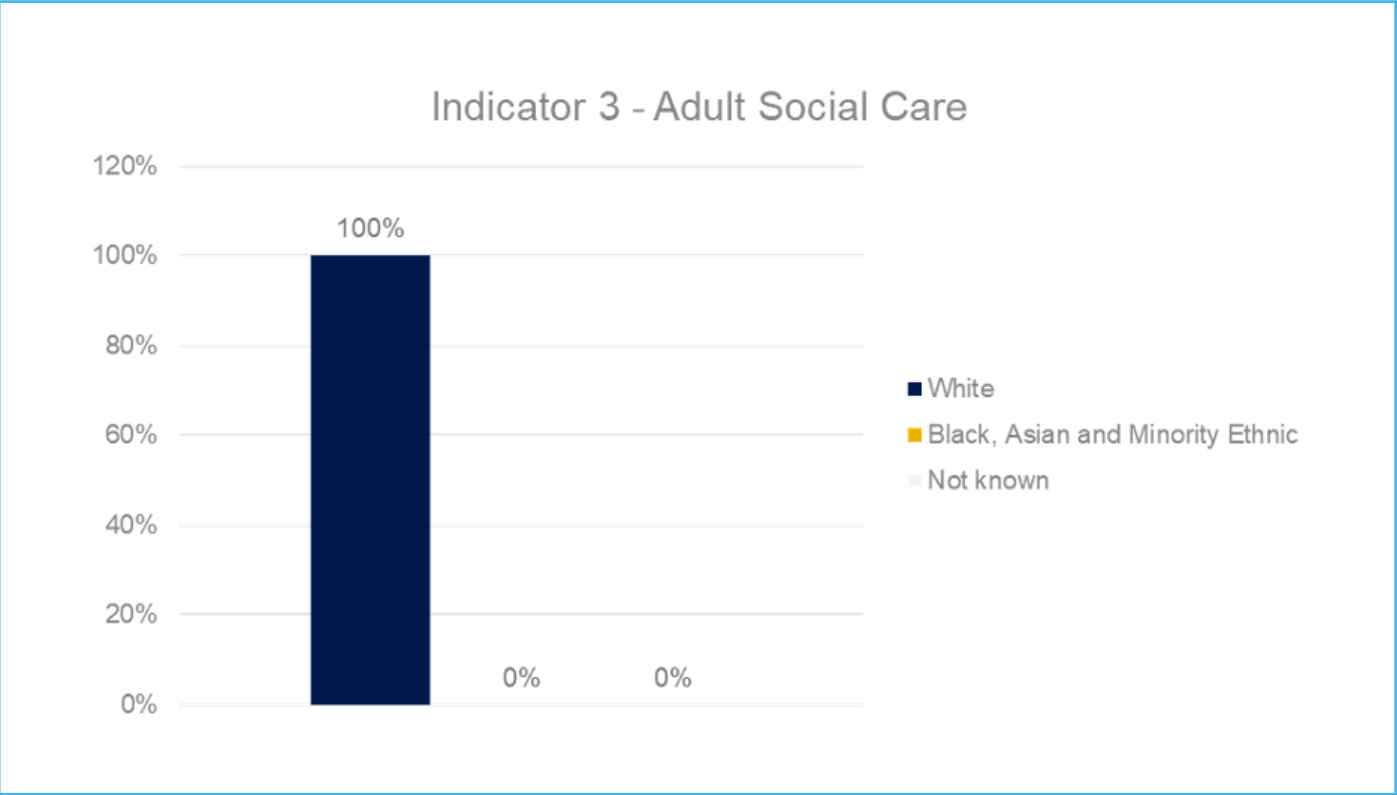
Total staff	Black, Asian and Minority Ethnic	White	Not known
547	235 – 43%	235 – 43%	78 – 14%

Shortlisted and appointed – ethnicity breakdown

	Shortlisted	Appointed
White	33%	50%
Black, Asian and Minority Ethnic	63%	47%
Not known	4%	3%

Comparative rate of Black, Asian and Minority Ethnic staff entering the formal disciplinary process

Our data identified that there is not a disproportionate number of staff from a Black, Asian and Minority Ethnic background entering the disciplinary process.



METRIC 3

What we've achieved

- ✓ Ensuring that Equality, Diversity and Inclusion are embedded in all training initiatives
- ✓ Deliver training for managers on managing performance capability
- ✓ Deliver a pilot session for staff and managers around career progression; shortlisting and interview skills

What we're working towards

- Offer unconscious bias training for staff to improve knowledge and self-awareness of potential bias to maintain current performance
- Continue to track annually the comparative rate of staff from a Black, Asian and Minority Ethnic backgrounds entering the disciplinary process

METRIC 4

Comparative rate of Black, Asian and Minority Ethnic staff entering the fitness to practice process

What we've achieved

- ✓ The data for staff entering the fitness to practice process did not identify a disproportionate impact for staff from a Black, Asian and Minority Ethnic background

What we're working towards

- Establish a Fitness to Practice tracking process that can report on referrals by ethnicity by December 2022

METRIC 5

Comparative rate of Black, Asian and Minority Ethnic staff accessing funded non-mandatory Continued Professional Development as compared to white staff

What we've achieved

- ✓ We have encouraged applications from staff from a Black Asian and Minority Ethnic background to apply for the Social Work and Occupational Therapy apprenticeship programmes.
- ✓ Over 70% of participants on the Social Work Apprenticeship programme from a Black, Asian and Minority Ethnic background
- ✓ Over 50% of participants on the Institute of Leadership and Management Level 3 and Level 5 Programmes from a Black, Asian and Minority Ethnic background

What we're working towards

- Establish tracking system with the Adult Social Care Academy that can report on access to continued professional development by ethnicity by December 2022
- We will continue to promote the Institute of Leadership and Management Level 3 and Level 5 Programmes to ensure take up from of staff from Black Asian and Minority Ethnic background maintains current data levels.
- Track and review the take-up of secondments by Black Asian and Minority Ethnic staff on annual basis and review in line with the data of metric 1

Percentage of Black, Asian and Minority Ethnic staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months

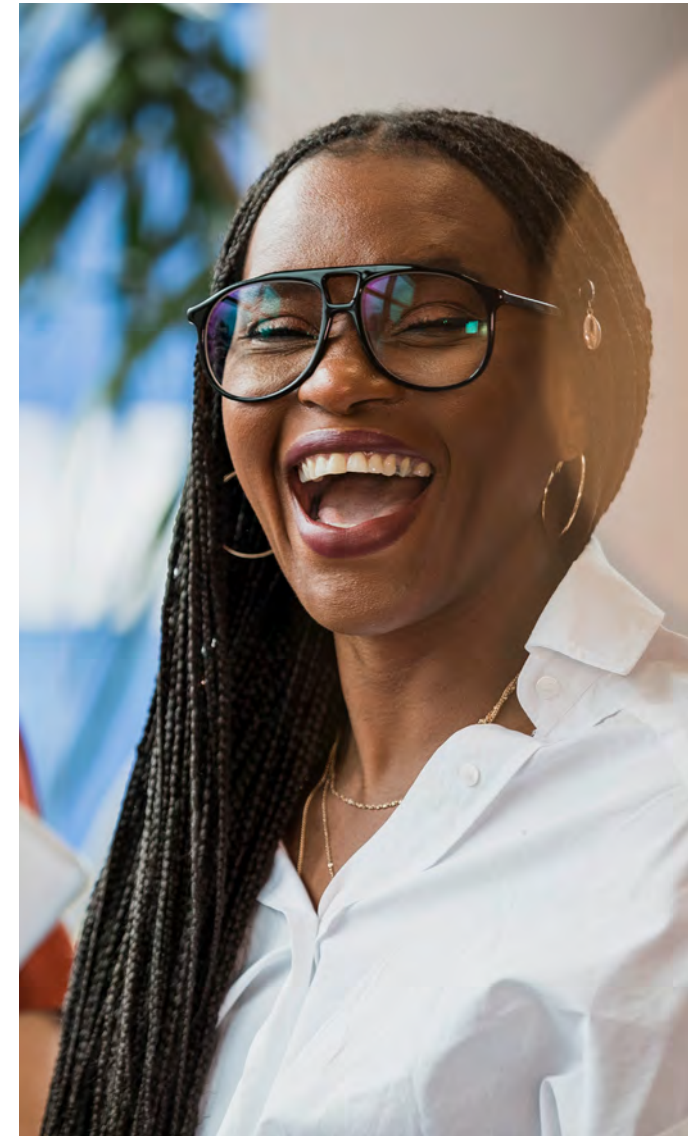
METRIC 6

What we've achieved

- ✓ We have introduced a new policy to protect staff from harassment and abuse from members of the public

What we're working towards

- Review staff awareness and use of above policy by May 2023. Track and review data and discuss with Senior Management
- To introduce regular Tea Break sessions for all staff to come together to focus on issues of equality & diversity by autumn 2022
- Increase awareness of how staff can raise concerns and how this will be investigated through staff briefings and webinar by October 2022



METRIC 7

Percentage of Black, Asian and Minority Ethnic staff experiencing harassment, bullying or abuse in the last 12 months from: Colleagues or Managers



What we've achieved

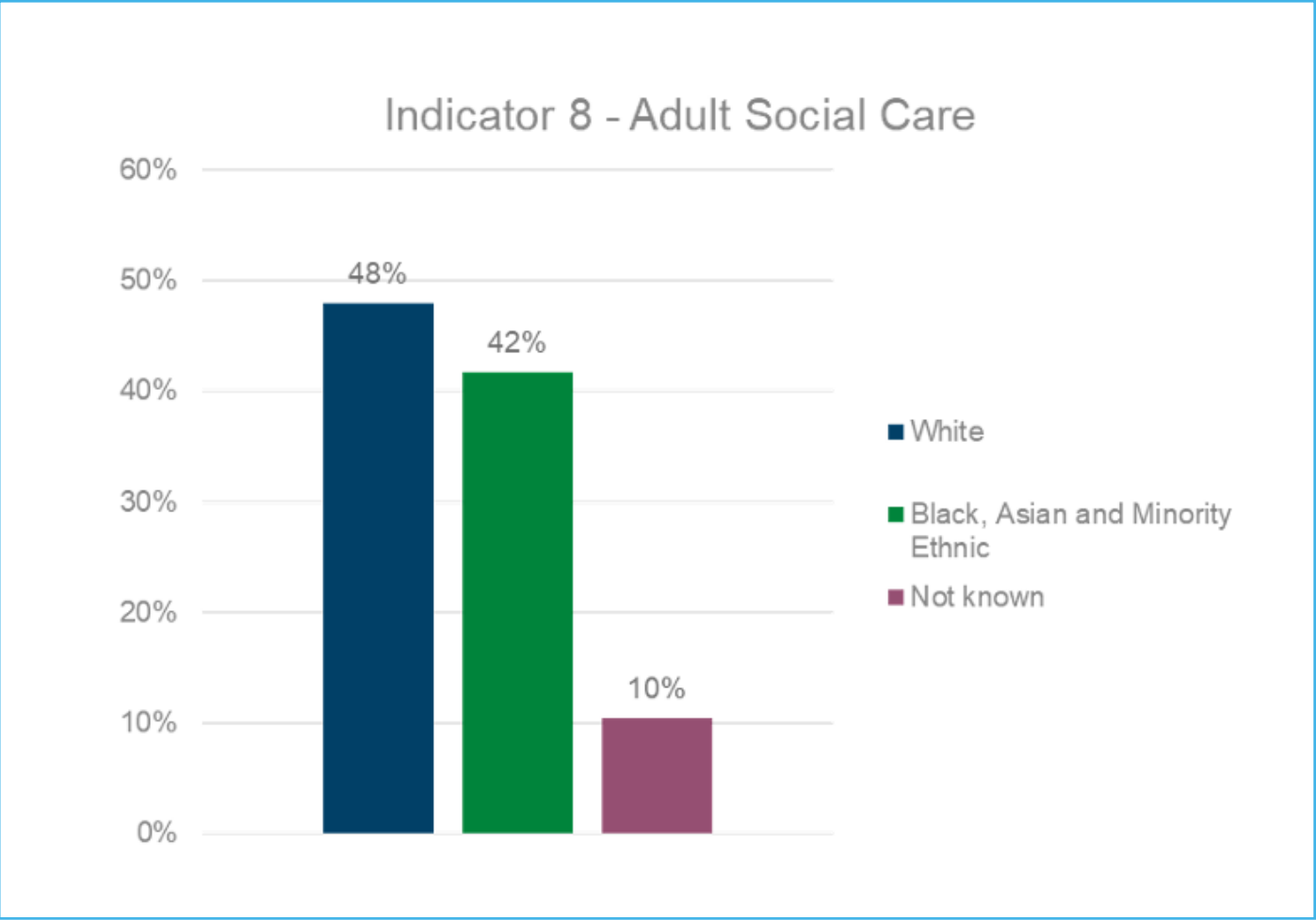
- ✓ We have created a safe space to support staff to have open discussions and raise concerns about issues of equality and discrimination with appropriate support

What we're working towards

- Senior management to encourage staff through engagement events and regular comms to report concerns of bullying and harassment
- Biannual forum for staff to meet to contribute to Equality Diversity and Inclusion forum
- To introduce regular Tea Break sessions for all staff to come together to focus on issues of equality & diversity by autumn 2022

Comparative rate of Black, Asian and Minority Ethnic employees leaving the organisation during the last year

Our data identified that there is not a disproportionate number of staff from a Black, Asian and Minority Ethnic background leaving the organisation.



METRIC 8

What we've achieved

- ✓ We will seek to retain agency social care staff by offering permanent contracts to them
- ✓ We have revised and increased the pay grades for Social Workers and Senior Social Workers to assist with retention of staff
- ✓ 'Stay' and 'Exit' interviews conducted with relevant staff

What we're working towards

- We will have quarterly meetings with senior staff to better understand staff experiences in 'stay' and 'exit' interviews and take appropriate action on themes identified
- Continue to monitor the data to ensure there is not disproportionate number of staff from a Black, Asian and Minority Ethnic background leaving the organisation

METRIC 9

Percentage difference between organisations' senior management membership and its overall workforce

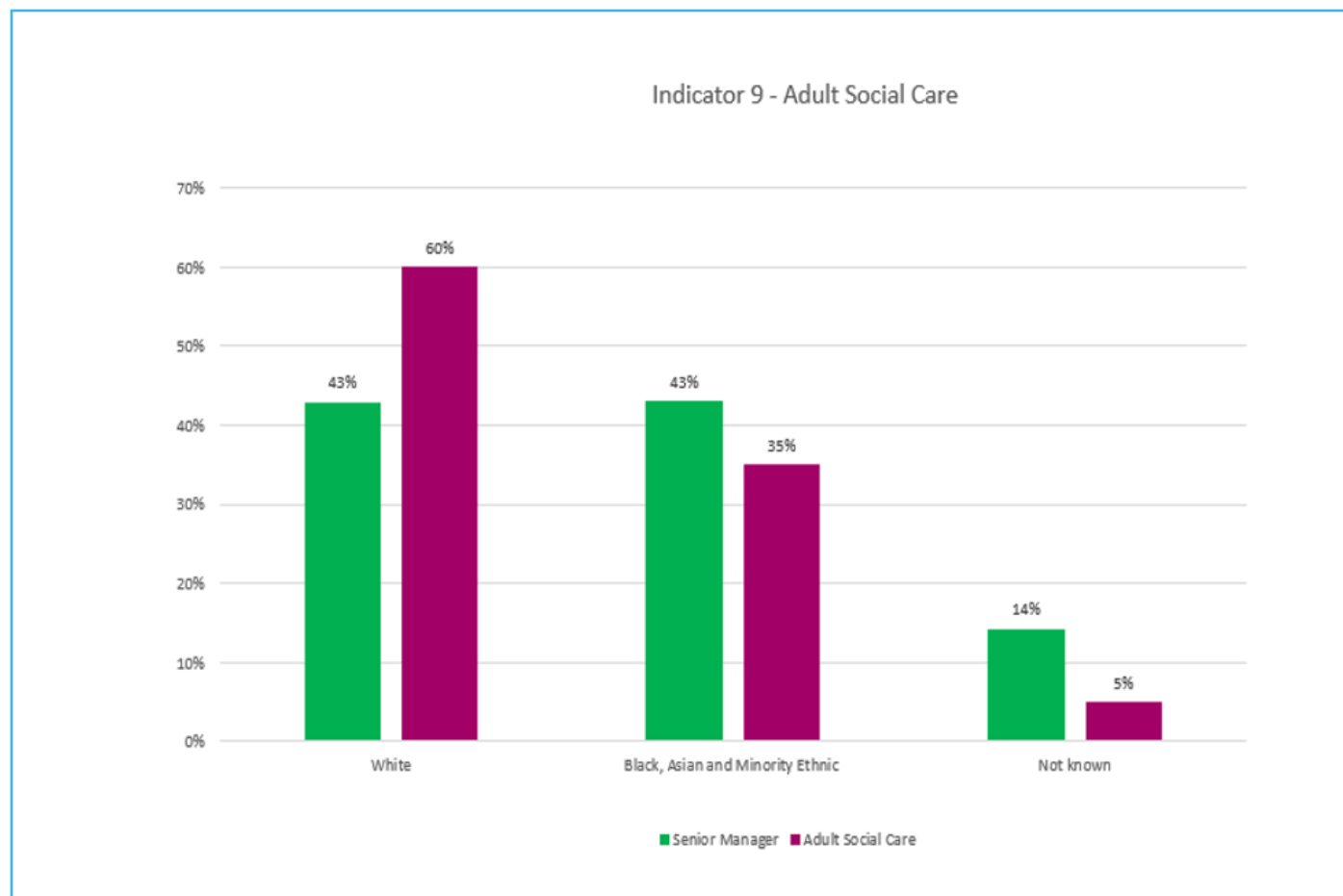
What we've achieved

- ✓ Sponsored places on 'The Black on Board' programme and London Leadership Programme (LLP)
- ✓ 'Let's Talk about Race & Culture' sessions for all staff

What we're working towards

- Proactively promote and encourage staff from Black Asian and Minority Ethnic backgrounds to access the current corporate mentoring scheme and track progress with annual reporting to Equality, Diversity and Inclusion Board – by December 2022
- To proactively promote and encourage staff to apply for leadership programmes such as the Black on Board programme and Pan London Emerging Leaders Programme

Our data identified that there is not a disproportionate number of staff from a Black, Asian and Minority Ethnic staff in lower pay grades than higher pay grades



Summary

The Action Plan will be monitored over the next 12-month period with updates presented to Senior Management and the Adult's Equality, Diversity and Inclusion Board

We are required to submit a further data submission to the Department of Health and Social Care (DHSC) in March 2023

We will review and publish an updated plan by May 2023



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