



Workforce Race Equality Standards (WRES)

The evidence journey to improve the social care WRES

Action Plan May 2022

Brighton & Hove City Council Action Plan July 2022

Name of local authority

Brighton & Hove City Council

Senior Director responsible for the SCWRES (sponsor)

Deb Austin, Executive Director for Families, Children & Learning

Rob Persey, Executive Director for Health & Adult Social Care

LA programme lead

Tom Stibbs and **Richard Cattell**,
Principal Social Workers

Staff voice lead

Millie Kerr, Anti-Racist Lead Practitioner
(Families, Children and Learning)

Amanda Stockford
(interim lead for Health and Adult Social Care)

Number of (direct) employees 1,930

Summary of how this action plan has been agreed

- Monthly meetings of the WRES Project Board.
- Oversight of actions included in this plan will also be monitored by the Safeguarding & Care Anti-Racist Practice Project Board.
- The directorate equality delivery groups for HASC and FCL will evaluate this action plan in line with the existing Fair & Inclusive Action Plan.
- Staff feedback will be sought, including from regular focus groups and staff surveys, and this will be used to develop the plan in the future.



Introduction

Why we are part of the Social Care WRES

We are part of the Social Care WRES because we are committed to putting change into practice. We know we need to change how we work with children, families, adults and communities in our city. We want to improve the support we offer to our staff from Black and minoritised communities and to improve our practice with communities, families and individuals who experience racism. The WRES provides us with the opportunity to openly and transparently measure our commitment to anti-racist practice.

It also allows us to work together, across children's and adult's services, and with other local authorities. It provides a tangible framework for collecting and analysing data on the experiences of our staff, broken down by how staff identify themselves. The council has already learnt that simply collecting data on race and equality will not bring about real change. We need ways to measure what is different and turn this into action. The WRES will do exactly that, making sure we hold ourselves accountable and make a real difference to our staff and citizens.

Please see our blog, WRES stories: [time for a change in practice](#)

What we know - themes

The social care WRES asks that we report data against a number of themes, to learn more about the diversity of our organisation and the experience of staff from communities that experience racism:

Social Care Workforce Race Equality Standard Metric	What we know from our data
1. Pay band comparisons	Staff from Black and minoritised communities are under-represented in the middle and upper pay-bands, which includes social workers. They are more likely to be employed in the lower pay band.
2. Recruitment (appointment from shortlisting)	Candidates who identify as white are more likely to be appointed from shortlisting compared to candidates from Black and diverse communities.
3. Disciplinary	Workers who identify as Black or from a diverse background are more likely to be involved in formal disciplinary processes than white colleagues.
4. Fitness to practice (regulated professionals (social workers and occupational therapists))	We do not have enough examples of this to be able to analyse the data.
5. Continuing professional development uptake	There is not a significant difference in the uptake of non-mandatory CPD between white staff and those from Black and minoritised communities.
6. Harassment & bullying from service users or public	We do not have a robust system for collecting this data and, therefore, we are completing a survey of all of our staff in June 2022 to record their experiences.
7. Harassment & bullying from colleagues or managers	
8. Leaving the organisation	In children's social care, turnover rates are higher for staff who identify as from Black and diverse communities – this is not the case in adult social care.
9. Progression to senior and leadership roles	Staff from communities who experience racism are under-represented at senior manager level.

What we have done

- The WRES complements our wider aims and programmes. The council is committed to becoming an anti-racist organisation. It has an existing fair and inclusive action plan built around the themes of ensuring accountability and consequences for our behaviours, improving learning and development, making sure our recruitment, retention and progression is fair and inclusive, and improving how we work with and understand the city's diverse communities. We are signed up to the Race at Work Charter and are already taking action towards making sure our social care practice is anti-racist.
- Both children's and adult services have demonstrated a commitment to embedding anti-racist principles into organisational development. The WRES work is closely aligned with the Fair and Inclusive Action Plan, **being a fair and inclusive council**, and we have completed work such as recruitment training of equality, diversity and inclusion.
- In children's social work, the appointment of a permanent anti-racist lead practitioner is a good example of turning intention into action. This post is having an impact on social work practice within our service and more widely. We also hold weekly anti-racist practice discussions and regular bespoke learning events on race and racism. An anti-racist project board has been in place for over 2 years and oversees workstreams covering staff support, practice with families, and the voice of children, families and carers.
- As part of the WRES, we have held cross-service focus groups with staff and are committed to continuing with these.
- While we recognise that we are trying to bring about long-term culture change, we hope that the action we have taken during the year of piloting the WRES has begun to make a difference. Our data suggests this may be the case. For example in relation to Metric 1, between March 2021 and March 2022, there was an increase in the proportion of staff from Black and diverse communities in the middle pay-bands (in which social workers and most social care workers sit) in both adult and children's services.



What we still need to do

Reflecting on what we know from our data and feedback from our staff, we have decided that the priorities for the action plan should focus on the following objectives:

- **Understanding the experience of staff from communities who experience racism and making sure support is in place for staff**
- **Embedding an anti-racist approach to recruitment**
- **Training and development for staff from communities who experience racism and a robust anti-racist training offer**
- **Creating a diverse leadership team able to promote anti-racist practice**

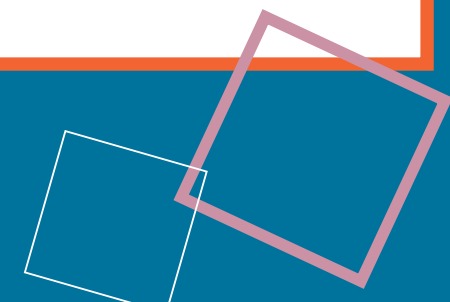
Staff Voice

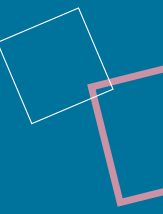
We have held two focus groups with staff across social care specifically to consider the WRES. Key feedback from the sessions built on the wider work of the anti-racist project in children's social care, which included specific workshops for staff from minoritised communities and a Black Practitioners' Group. Example of the feedback from staff were:

- The WRES was viewed very positively by staff
- There was understanding that racism was an issue for staff
- Participants valued a collaborative approach across adult and children social care and wanted more of this
- Staff recognised the importance of language and that the label 'BAME' should not be used
- The principal social workers and other senior leaders plan to offer more engagement sessions to inform and seek feedback on the action plan as it develops was welcomed
- Staff were keen to use existing resources, such as the Fair and Inclusive Action Plan, to support individuals and teams to take action
- Participants were keen to continue to have anti-racism as a standing item on team meetings, group supervisions and to consider bespoke learning opportunities
- It was recommended that, as children's social work has been doing over the last couple of years, both adult and children social care should engage with a wider group of Higher Education institutions to support diversity
- The lack of explicit spaces in adult social care, which hold a space for talking about race equality issues and anti-racist practice, compared with children's social care, and how in adults services we need to be actively making space for this in team meetings, supervision, other team forums
- Staff wanted a clear comms plan for the WRES and would like more / regular sessions on developing and reviewing the WRES action plan
- Themes in discussion were around: personal responsibilities and allyship; acknowledging / listening to the experiences of Black and minoritised staff, including the need for institutional awareness of these experiences; representation of Black and diverse staff on interview panels, HR processes, and in all recruitment; making sure the right support structures are in place for Black and diverse staff joining the organisation and those already here; training for managers and practice educators on how we deal with racism experienced by Black and minoritised staff from families / the community we serve; developing mentoring for Black and minoritised staff in adult as well as children's social care
- Recognising that social work values apply to everyone

Summary of key points from the staff engagement plan

- Regular focus groups to discuss the WRES will be facilitated by the principal social workers and senior leadership, at least 3 times a year.
- A communications plan has been agreed with the communications team and includes regular updates for all staff as well as external communications regarding our action plan and our progress in implementing it.
- Directorate Equalities Delivery Groups (DEDG) deliver recommendations from the WRES as part of their work to undertake action to counter racism in the workplace and increase diversity of its workforce to represent the city's communities.
- HASC has a communications strategy that looks at how to reach staff in frontline services particularly care where staff from diverse communities in lower pay bands are based. This will enable us to promote the work of the WRES in these areas.





Workforce Race Equality Standard – action plan objectives

Objectives can be drawn from the 6 WRES themes or address wider themes and areas of importance within individual local authorities.

- Leadership (Metric 1 and 9)
- Recruitment and retention (Metric 2 and 8)
- Learning and career development (Metric 5)
- Culture and staff experience (Metric 3, 4, 6 and 7)
- Health and wellbeing
- Employee voice

No	WRES theme and related metric	Local Authority objective from the Fair and Inclusive Action Plan	Link to Local Authority corporate plan – the outcomes identified for becoming a fairer city with a sustainable future
1.	Leadership (metric 1 and 9)	Communities & services	A stronger city
2.	Recruitment and retention (metric 2 and 8)	Recruitment, retention & progression	A city working for all
3.	Learning and career development (metric 5)	Learning & Development	A growing and learning city
4.	Culture and staff experience (metric 3, 4, 6 and 7)	Accountability & consequences	A city working for all
5.	Health and wellbeing	Accountability & consequences Recruitment, retention & progression	A healthy and caring city
6.	Employee voice	Accountability & consequences	A healthy and caring city

Workforce Race Equality Action Plan July 2022

No	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like	Timeframe	Progress
1	<p>Develop a better understanding and reporting of the experiences of staff from communities who experience racism and make sure support is in place for practitioners.</p> <p>WRES theme and metrics: employee voice, health and wellbeing, culture and staff experience (metrics 3, 4, 6 and 7), recruitment and retention (metrics 2 and 8).</p>	<p>PSWs children and adults</p> <p>HR business partners</p> <p>Lead consultant – social work</p> <p>Anti-racist lead practitioner</p>	<p>We were not able to present data on metrics 6 and 7 during the pilot.</p>	<ol style="list-style-type: none"> 1. Develop a system of support and guidance for reporting bullying and harassment using information from the staff survey and other focussed surveys to better understand experiences, including of carers in the external workforce. 2. Monitor the effectiveness of the Black practitioners' group in children's social work and consider a similar group in adult social care. 3. Continue to provide regular WRES focus groups as part of staff engagement and feedback. 4. Complete exit interviews for all staff moving internally and leaving the organisation, including exit interviews with Black managers for staff from communities who experience racism, and analyse the themes from these interviews. Consider the development of 'why I joined' and 'why I stay' interviews and focus groups. 	<p>Reporting policy and guidance in place and data available.</p> <p>Staff who experience bullying & harassment understand how to take action.</p> <p>Managers and teams understand how to support a colleague who has been the subject of racism and understand how to report this when they see it.</p> <p>Staff survey reflects positive impact of improved reporting system.</p> <p>Regular well attended practitioner groups and focus groups taking place – considering the WRES and also recruitment and retention of staff.</p> <p>All leavers have an exit interview.</p>	<p>October 2022</p>	

No	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like	Timeframe	Progress
2	<p>Ensure that an anti-racist approach is a core component of the social care recruitment strategy, in both adult and children's social care.</p> <p>WRES theme and metric: recruitment and retention (metrics 2 & 8).</p>	<p>PSWs children and adults</p> <p>HR business Partners</p> <p>Professional education consultants</p> <p>Recruitment team</p> <p>HR diversity recruitment lead consultant</p>	<p>At the start of the pilot of the WRES:</p> <p>Our social care workforce identified as 91% white and 9% from communities who experience racism.</p> <p>53% of white applicants who were shortlisted were appointed to roles in social care and 41% of candidates from communities who experience racism.</p>	<p>5. Recruitment strategies and recruitment and retention working groups are in place in both adult and children's services.</p> <p>6. Monitor mandatory equalities Recruitment and Selection training for all recruiting managers through HR data.</p> <p>7. Make sure that anonymised shortlisting takes place for all social care posts and recruitment processes are reviewed to make sure that questions are no biased towards internal or white British candidates and that interview panels are diverse.</p> <p>8. Job adverts are explicit regarding anti-racist practice and the work we are undertaking as part of the Fair & Inclusive Action Plan and WRES.</p> <p>9. Active participation in external recruitment events, including events targeted at diverse communities, in schools, further education, youth and adult education hubs to talk about working in care.</p>	<p>Recruitment and retention strategies are in place and monitored in both adult and children's social care.</p> <p>All recruiting managers attend required equalities training.</p> <p>An improvement in the data for candidates from communities who experience racism who are successful from shortlisting to appointment.</p> <p>An increase in the proportion of our staff from communities who experience racism.</p> <p>Awareness of vacancies and social care roles is increased, actively promoted and better understood by minoritised communities.</p>	January 2023	

No	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like	Timeframe	Progress
3	<p>Training and development opportunities for staff from communities who experiences racism are available and accessible and training and CPD offers address anti-racist practice.</p> <p>WRES themes and metrics: culture and staff experience (metric 3, 4, 6 and 7), learning and career development (metric 5), recruitment and retention (metric 2 & 8).</p>	<p>PSWs children and adults</p> <p>HR business partners</p> <p>Anti-racist lead practitioner</p> <p>Lead consultant – social work</p> <p>Lead consultant (L&D)</p>	<p>At the start of the pilot of the WRES, 90% of the staff taking up CPD, with ethnicity recorded, identified as white and 10% as from communities who experience racism, which is equivalent to the make up of the social care workforce.</p>	<p>10. A programme of face-to-face engagement sessions takes place with frontline staff, including those with limited access to the internet, to: agree preferences for information sharing; improve access to new job opportunities and development opportunities; and improve engagement with staff surveys.</p> <p>11. A mentoring and shadowing scheme is in place for staff from communities who experience racism in children's social work and this is considered for expansion to other social care services.</p> <p>12. Both the core training and development offer, and the wider external CPD offer, continue to be monitored to make sure it covers race and racism and an anti-racist conference across social care to take place.</p> <p>13. Develop a learning & development programme for staff at lower pay bands, which specifically supports progression for staff from communities who experience racism into professional and management roles.</p>	<p>All staff across social care are engaged with and are aware of the WRES action plan and training and development offer.</p> <p>Mentoring and shadowing schemes are in place and have a good take up by staff from communities who experience racism.</p> <p>The core training offer and external CPD offer include courses on race and racism and the take up by staff from communities who experience racism is, at least, as high as for white staff.</p> <p>A development programme for staff from communities who experience racism is in place with good engagement.</p> <p>Defined career pathways in place, which increase representation in middle pay bands, and barriers to access CPD actively removed such as cover for release and promotion of opportunities not reaching those who are digitally excluded.</p>	January 2023	

No	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like	Timeframe	Progress
4	<p>We have a leadership team which is diverse and able to promote and implement anti-racist practice.</p> <p>WRES themes and metrics: leadership (metrics 1 and 9), culture and staff experience (metric 3,4,6, and 7), learning and career development (metric 5).</p>	<p>PSWs children and adults</p> <p>Recruitment team</p> <p>HR business partners</p> <p>HR diversity recruitment lead consultant</p> <p>Anti-racist lead practitioner</p>	<p>At the start of the WRES pilot, 92% of senior managers, with ethnicity recorded, identified as white and 8% as from communities who experience racism.</p>	<p>14. Develop & embed equalities module into the modernisation leadership programme in adult social care.</p> <p>15. Diverse interview panels for leadership roles and adverts and job packs for senior leadership roles emphasises accountability for diversifying the workforce.</p> <p>15. A mentoring scheme is in place for white managers who wish to have support in terms of leading work around race and racism.</p> <p>16. Regular quality assurance of supervision, both group and 121, and personal development plans, will take place to make sure that these consider anti-racist practice and that staff from communities who experience racism are given support and provided with developmental opportunities.</p>	<p>An increase in the relative proportion of senior roles filled by staff from communities who experience racism.</p> <p>All leaders have completed training and development around race and racism and are confident in implementing anti-racist practice.</p> <p>All staff from communities who experience racism are given support in terms of both their experiences and development.</p>	March 2023	