

Local Authority Sites Social Care Workforce Race Equality Standard (SCWRES) Action Plan March 2023

The evidence journey to improve the Social Care WRES

Name of Local Authority	Hertfordshire County Council
Senior Director responsible for the SCWRES (sponsor)	Chris Badger, Executive Director Adult Care Services (ACS)
LA Programme Lead	Liz Fergus
Staff Voice Lead	HCC Black, Asian and Minority Ethnic Staff Network Group
Number of (direct) employees	5091

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Summary of how this action plan has been agreed (signed off) and how it will be monitored, reviewed and outcomes evaluated

The Social Care WRES Action Plan has been developed by the Social Care WRES Project Team from HR data, staff survey and staff engagement information.

It has been presented to ACS and Children's Services (CS) Management Boards and their respective Diversity and Inclusion Boards for comment and feedback which has been used to refine the draft.

Throughout our participation in the Social Care WRES there has been ongoing communication about the activity undertaken and opportunities for staff engagement. As part of this continuing conversation, during March a series of all staff forums was held to understand:

- what colleagues from across the workforce thought about our participation in the Social Care WRES,
- what colleagues thought about the draft action plan,
- whether there were issues that had not been reflected in the plan and
- whether people thought the plan would drive change

The action plan has been shared with the HCC Black, Asian and Minority Ethnic (BAME) Staff Network Group Committee for their comments and feedback which have been included.

Social Care WRES actions will be incorporated into ACS and CS Diversity and Inclusion Board (DIB) action plans. The Social Care WRES Project Lead, working with fellow Diversity and Inclusion Managers will monitor progress against the action plan.

Progress monitoring will take place during DIB meetings and quarterly Social Care WRES Project Team Meetings. Information will be reported to CS and ACS departmental management boards and the Chief Executive Officer led Diversity and Inclusion Board on a quarterly basis.

The Social Care WRES action plan will be reviewed on a bi-annual basis to ensure it remains relevant and suitably ambitious.

Outcomes will be evaluated annually through existing governance mechanisms:

- The HCC, ACS and CS Diversity and Inclusion Boards
- The ACS Management Board and the CS Core Board
- The ACS and CS Social Care WRES Project Team

Using quantitative and qualitative information from HR data, staff surveys and staff engagement.

Logic models have been developed so these groups can use them to test whether interventions and mechanisms used are leading to outcomes being achieved.

Project Team members will hold engagement sessions to hear from all staff and understand whether staff from diverse ethnicities are experiencing the planned improvements.

A bi-annual HCC-wide staff survey was completed in November 2021. With responses from each department analysed by race and other protected characteristics.

CS and ACS will complete an all-staff survey across both services on an annual basis so the two Social Care WRES specific questions on the experience of bullying, harassment and abuse can be asked. This will also give us the opportunity to again ask the additional questions posed this year that have added to our understanding of staff experiences and views.

Local Authority: Hertfordshire County Council

Introduction (Senior Sponsor/Lead):

As Executive Directors of we are proud to be part of the Social Care Workforce Race Equality Standard and committed to supporting and celebrating the diversity of our departments, making them inclusive and creating cultures all colleagues feel they belong in.

We chose to take part in the Social Care WRES because in Hertfordshire County Council we are committed to making progress on equity and inclusion in our departments and celebrating the diversity of people who provide services to Hertfordshire communities. We're working towards being an anti-racist and anti-discriminatory organisation. We also want to ensure the services we provide meet the diverse needs of the adults, children and families that use our services because we're here to serve everyone.

Being part of the Social Care WRES has enabled us to focus on an aspect of people's identity that can lead them to experience disadvantage in the workplace and in life outside work. It's a useful reminder that we all have an ethnic identity and an important aspect of the wider work we're doing on diversity and inclusion in our departments and across the council.

The Social Care WRES asks us to acknowledge and address the difficult experiences people from diverse ethnic backgrounds can face. It reminds us that we all have mixed identities, made up from a range of characteristics. It makes us accountable for creating meaningful and sustainable change by measuring and analysing data and accounts of experience (focusing on race/ ethnicity) and developing actions to address identified problems. It gives opportunities to use this approach to address difficult experiences and inequality for other protected characteristics.

Being part of the Social Care WRES publicly demonstrates to colleagues in our departments, wider HCC, partner organisations and the public the importance we place on dismantling systems and structures that disadvantage people from diverse ethnic backgrounds and the resolve we have to tackle this. It also makes what we are doing, why and how we're improving transparent. We're glad to see the Adult Social Care Reform White Paper announced the continuation and expansion of the Social Care WRES to other local authorities.

We have developed our Social Care WRES action plan based on analysis of our HR data, the ACS and CS staff survey responses and what staff have told us about working in our departments and have discussed it with colleagues throughout. We look forward to working together to achieve our aspirations and objectives.

Signature(s)

Chris Badger, Executive Director Adult Care Services (ACS)



Jo Fisher, Executive Director Children's Services (CS)



Introduction (Staff Voice Lead): HCC Black, Asian and Minority Ethnic Staff Network Group

The Social Care Workforce Race Equality Standard (Social Care WRES) is designed to measure change and improvement in experiences of Black, Asian and Minority Ethnic staff within the workforce. We are pleased to know HCC has chosen to be one of the first councils to participate in the Social Care WRES. This shows commitment and intent from leaders to make lasting structural and systemic changes to bring progress in terms of workplace experience, representation, career development and progression for people from diverse ethnic¹ backgrounds.

Our Adult social care and Children's social care departments are the most ethnically diverse departments of HCC with 25% and 17% of staff from Black, Asian and Minority Ethnic backgrounds respectively. While progress has been made in representing diversity in levels of seniority there is more work to do. We believe what is learned from being part of the Social Care WRES will give insights into how to improve workplace experiences for staff from diverse ethnic backgrounds across HCC.

We are here to work with and serve Hertfordshire communities and we know better experiences at work enable people to work better. A workforce that reflects local communities in all their diversity, understands how individuals and groups of people can face different challenges and can learn from them, supports us to provide services that better meet a wide range of needs.

We support the ambitions of the Social Care WRES and look forward to contributing to the implementation of the identified actions.

¹ 'Diverse ethnic/ ethnicities' has been used in preference to terms like minority ethnic at the request of the Black, Asian and Minority Ethnic staff network group

Workforce Race Equality Standard: Action Plan March 2023

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

Pay Grades as at 30 September 2021	Adult Social Care		Children's Social Service	
	Black, Asian and Minority Ethnic Staff	White Ethnic Staff	Black, Asian and Minority Ethnic Staff	White Ethnic Staff
Under £25,000	72% (289)	28% (734)	77% (147)	23% (505)
£25,000 to £29,999	25% (85)	75% (256)	15% (87)	85% (487)
£30,000 to £34,999	26% (93)	74% (270)	12% (80)	88% (567)
£35,000 to £39,999	28% (56)	(144) 72%	19% (54)	81% (227)
£40,000 to £44,999	27% (27)	73% (72)	14% (32)	86% (197)
£45,000 to £49,999	17% (25)	83% (120)	18% (33)	82% (153)
£50,000 to £59,999	9% (3)	91% (31)	15% (16)	85% (92)
£60,000 to £69,999	27% (3)	73% (8)	15% (4)	85% (23)
£70,000 to £79,999	9% (1)	91% (10)	25% (3)	75% (9)
£80,000 to £89,999	0	100% (2)	0	100% (3)
£90,000 to £99,999	0	100% (3)	0	100% (1)
£100,000 and over	0	100% (2)	0	100% (5)

Metric 2 Comparative rate of BAME staff being appointed from shortlisting

HR system limitations mean this is not available at present.

Metric 3 Comparative rate of BAME staff entering the formal disciplinary process

During the period from 1st October 2020 to 30th September 2021 in ACS comparatively more diverse ethnic staff than white ethnic staff entered the formal disciplinary process. In ACS, comparatively more Asian and Asian British staff entered the formal disciplinary process and at a higher rate than colleagues from other diverse and white ethnic backgrounds. In CS, comparatively more, Black African/ Caribbean/ British staff entered the formal disciplinary process and at a higher rate than colleagues from other diverse and white ethnic backgrounds.

1.3% of white staff and 1.9% of BAME staff entered the formal disciplinary process. We can therefore say that BAME staff are about 1.45 times as likely to entered the formal disciplinary process.

Metric 4 Comparative rate of BAME staff entering the fitness to practice process

Not reported due to low numbers (under 5 people).

Metric 5 Comparative rate of BAME staff accessing funded non-mandatory CPD as compared to white staff

For the period 1st October 2020 to 30th September 2021:

38% of white staff and 46% of BAME staff accessed funded non-mandatory CPD. We can therefore say that white staff are about 0.82 times as likely i.e. less likely to access funded non-mandatory CPD.

We do not know the rate at which staff access stretch opportunities such as secondments to different roles or acting up in a more senior role. ACS and CS will explore whether departmental or HCC wide systems can be introduced to provide clarity about these opportunities, how they are offered and to whom.

Metric 6 Percentage of BAME staff experiencing harassment, bullying or abuse from service users, relatives, or the public in last 12 months

From the ACS and CS Staff Survey completed in July 2021:

- In ACS 11% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.
- In comparison 7% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.
- In CS 8% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.
- In comparison 5% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.

6% of white staff and 9% of BAME staff experienced harassment, bullying or abuse from service users, relatives or the public in last 12 months. We can therefore say that white staff are about 0.61 times as likely to experience harassment, bullying or abuse from service users, relatives or the public

Metric 7 Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from

a) Colleague

b) Manager

From the ACS and CS Staff Survey completed in July 2021:

- In ACS 2.5% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from a manager in the previous 12 months and 1.8% from colleagues.
- In comparison 1.5% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 1.5% from colleagues.
- In CS 1.7% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 0.2% from colleagues.
- In comparison 1.4% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 1.4% from colleagues.

2.9% of white staff and 3.2% of BAME staff experienced harassment, bullying or abuse from colleagues or managers in the last 12 months. We can therefore say that white staff are about 0.9 times as likely to experience harassment, bullying or abuse from colleagues or managers.

Metric 8 Comparative rate of BAME employees leaving the organisation during the last year

HR Data October 2020 to September 2021:

- In ACS the turnover rate of staff from a Black, Asian and Minority Ethnic background was 14.3%. In comparison the turnover rate of staff from a white ethnic background was 16%.
- In CS the turnover rate of staff from a Black, Asian and Minority Ethnic background was 18%. In comparison the turnover rate of staff from a white ethnic background was 11.4%.

13.3% of white staff and 16% of BAME staff left in the last 12 months. We can therefore say that white staff are about 0.83 times as likely leave.

Metric 9 Percentage difference between organisations' senior management membership and its overall workforce

HR Data October 2020 to September 2021:

- 10% of the Adult Social Care senior leadership was from a Black, Asian and Minority Ethnic Background
- 13% of the Children's Social Care senior leadership was from a Black, Asian and Minority Ethnic Background

79% of the whole workforce were of white ethnicity, compared to 88% of senior management.

Workforce Race Equality Standard: Action Plan December 2022

Metrics	Details of the action you will take to identify change in this metric	Timescale to start seeing a change	How we will know that this action is achieved
<p><u>METRIC 2:</u> <i>Comparative rate of BAME staff being appointed from shortlisting</i></p>	<p>ACS and CS will report this metric on a quarterly basis from April 2022 (subject to a new HR data system being implemented).</p>	<p>June 2023</p>	<p>More people from diverse ethnic backgrounds will be appointed to management and senior leadership positions in ACS and CS.</p>
<p><u>METRIC 3:</u> <i>Comparative rate of BAME staff entering the formal disciplinary process</i></p>	<p>ACS and CS will monitor and review formal disciplinary processes raised on a quarterly basis.</p>	<p>September 2023</p>	<p>We will be confident that for all cases, where a decision has been made to refer for formal disciplinary action/ investigation the case has reached a threshold that warrants a referral.</p>
<p><u>METRIC 4:</u> <i>Comparative rate of BAME staff entering the fitness to practice process</i></p>	<p>ACS and CS will develop a process to improve the reporting and collation of information about cases where a referral is considered, so we can better monitor known cases.</p>	<p>September 2023</p>	<p>There will be a known process that sets out what to do when considering referring a regulated professional to a regulatory authority used across ACS and CS.</p>

Metrics	Details of the action you will take to identify change in this metric	Timescale to start seeing a change	How we will know that this action is achieved
<p><u>METRIC 6:</u> <i>Percentage of BAME staff experiencing harassment, bullying or abuse from service users, relatives, or the public in last 12 months</i></p>	<p>ACS and CS will improve the communication of our zero-tolerance of harassment, bullying and abuse to members of the public.</p>	<p>December 2023</p>	<p>Staff will be aware of the policy on third party harassment and abuse and understand how to use it.</p>
<p><u>METRIC 7:</u> <i>Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from</i> <i>a. Colleague</i> <i>b. Manager</i></p>	<p>ACS and CS will take robust and decisive action where managers or staff are found to have behaved in a racist or discriminatory way towards colleagues.</p>	<p>December 2023</p>	<p>The disproportionate experience of this behaviour and these incidents by people from diverse ethnic backgrounds will have reduced.</p>
<p><u>METRIC 8:</u> <i>Comparative rate of BAME employees leaving the organisation during the last year</i></p>	<p>ACS and CS will increase the percentage of completed leaver questionnaires so that in ACS and CS we have more and better intelligence on why staff leave and can understand what measures could be taken to encourage people to stay.</p>	<p>December 2023</p>	<p>Staff leaving ACS and CS will be contacted and asked to complete leaver questionnaires earlier during their notice period.</p>

Other action and activities we will roll out to support the SCWRES

HCC has a framework of Diversity and Inclusion Boards (DIBs). There is the council-wide board, chaired by the Chief Executive and boards in each directorate. Chairs and Co-Chairs of the ACS and Children's Services (CS) DIBs are part of the WRES Project Team in HCC.

In June 2020, the council published a new HCC Strategy for Diversity and Inclusion. The strategy has five priorities based on HR data and staff survey information:

- BAME employees progressing into senior posts – this links to WRES Metrics 1 and 9
- Women progressing into senior posts
- Employees comfortable to share that they have a disability and for these individuals to feel supported and engaged at work
- Employees across the organisation who are aged under 25
- Employees across the organisation who feel a strong sense of belonging

The HCC Diversity and Inclusion strategy and DIBs recognise that people may have identities that intersect to compound disadvantage.

Each DIB has developed action plans to describe how they intend to achieve the five strategic priorities. The ACS and CS action plans contain actions that align with the objectives of the social care WRES and work on them will proceed alongside work on the WRES actions. Both services have active workstream groups that align to the corporate employee lifecycle and broadly cover the areas of:

- recruitment and retention,
- culture/ working,
- reward and recognition,
- learning, development and practice
- leaving

HCC also has several staff network groups (SNGs), one of which is for staff from Black, Asian and Minority Ethnic (BAME) backgrounds. A group of staff from across HCC from diverse ethnic backgrounds came together on a voluntary basis to re-energise previous iterations of a staff network group for peers and allies. There is an open forum which includes allies and a closed one for people from diverse ethnic backgrounds. Due to the efforts of the BAME SNG committee and people seeing the benefits of the group the BAME SNG has developed significantly over the last three years. It provides a safe place for staff to network and socialise, a sense of community, and support when requested on a confidential basis to staff from diverse ethnicities who are experiencing issues at work. Activities organised by the committee have included regular coffee mornings for staff from diverse ethnic backgrounds and allies, webinars with invited prominent guest speakers from diverse ethnic backgrounds, interviews with prominent people in Hertfordshire from diverse ethnic backgrounds, a webinar with senior officers on the impact of Covid-19 on people from diverse ethnic backgrounds and programmes of events to celebrate Black History Month and South Asian Heritage Month. A committee member, in

collaboration with colleagues developed a Let's Talk About Race set of two workshops to start and support conversations about the concept and experience of race. In recognition of intersectionality and the shared benefit of working with other SNG's on issues that are of common interest, the BAME SNG led and coordinated activity to produce an HCC Staff Network Groups calendar for 2020. The Project Lead is a BAME SNG committee member.

HCC has a Staff Network Group Reference Committee, coordinated by Human Resources so that SNG's can influence, review and support the development of policies and initiatives by the council.

ACS and CS are lead partners in the Hertfordshire Social Work Teaching Partnership. The teaching partnership has introduced the following module for social care practitioners 'Becoming an Anti-Racist Practitioner: An Invitation to Allyship'. In ACS a Black African female Social Worker has funding support the completion of their doctorate on racial microaggressions. They have presented their preliminary work to the ACS DIB and ACS Management Board. As mentioned above, HCC's Corporate Learning and Development offers an 'Inclusive Leadership' face to face (currently virtual) course to all managers and supervisors. In addition, two e-learning courses, 'The Uncomfortable Truth' and 'Uncomfortable Conversation' both of which focus on racism are available.

The data we have for non-mandatory CPD tells us something positive in that staff from diverse ethnic backgrounds at least access these learning and development opportunities at similar rate to their white colleagues. However, data we have is less clear on the frequency rate at which white staff and staff from diverse ethnic backgrounds are offered stretch opportunities such as acting up or project work.

Do you have a staff engagement plan or policy?	Yes
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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	Link to Local Authority corporate plan
1.	Recruitment and retention – metric 2	Increase the number of Black Asian and Minority Ethnic employees progressing into senior posts.	HCC Workforce Diversity and Inclusion Strategy 2020-2022
2.	Recruitment and retention – metric 8	<p>Employees across the organisation who feel a strong sense of belonging.</p> <p>Retention through reward and development opportunities.</p> <p>Succession planning.</p> <p>Retirement opportunities and advice and support.</p> <p>Fair and transparent processes.</p> <p>Continued efforts to assess and analyse why people leave the organisation and taking this data forward to inform recruitment and retention strategies.</p>	<p>HCC Workforce Diversity and Inclusion Strategy 2020-2022</p> <p>HCC People Strategy - Leaving</p> <p>Departmental Workforce Plans</p>
3.	Culture and staff experience – metric 3 Health and wellbeing	<p>Employees across the organisation who feel a strong sense of belonging.</p> <p>Inclusive leadership is demonstrated through our leaders role modelling the</p>	<p>HCC Workforce Diversity and Inclusion Strategy 2020-2022</p> <p>HCC People Strategy - Working</p>

No.	WRES Theme and related metric	Local Authority Objective	Link to Local Authority corporate plan
		<p>organisations core values and behaviours. Good employee relations and engagement are encouraged through openness and integrity.</p> <p>All council policies are fair and non-discriminatory.</p>	
4.	<p>Culture and staff experience – metric 4</p> <p>Health and wellbeing</p>	<p>Employees across the organisation who feel a strong sense of belonging.</p> <p>Safeguarding is part of our monitoring of performance and behaviours</p>	<p>HCC Workforce Diversity and Inclusion Strategy 2020-2022</p> <p>HCC People Strategy - Working</p>
5.	<p>Culture and staff experience – metric 6</p> <p>Health and wellbeing</p>	<p>Employees across the organisation who feel a strong sense of belonging.</p> <p>Staff are healthy and safe (this will include a focus on Mental Wellbeing during and post COVID19).</p> <p>Promote and celebrate the different cultures in Hertfordshire, working to educate residents on the traditions and beliefs of their fellow communities that call Hertfordshire home</p>	<p>HCC Workforce Diversity and Inclusion Strategy 2020-2022</p> <p>HCC People Strategy – Working</p> <p>HCC Diversity & Inclusion Strategy 2021-24, Services, Communities, and Partnerships</p>
6.	<p>Culture and staff experience – metric 7</p> <p>Health and wellbeing</p>	<p>Employees across the organisation who feel a strong sense of belonging.</p> <p>Inclusive leadership is demonstrated through our leaders role modelling the organisations core values and behaviours. All council policies are fair and non-discriminatory.</p> <p>Safeguarding is part of our monitoring of performance and behaviours.</p>	<p>HCC Workforce Diversity and Inclusion Strategy 2020-2022</p> <p>HCC People Strategy - Working</p>

Workforce Race Equality Standard Action Plan March 2023

Full Action Plan

	1 - <i>Metric 2 Comparative rate of BAME staff being appointed from shortlisting</i>
Objective	To build on our reporting capability to better identify how people from BAME backgrounds progress through recruitment processes. Our overall ambition is that a greater proportion of people from BAME backgrounds will be successful at similar rates to their counterparts from White ethnic backgrounds.
Sponsor	Chris Badger, Adult Care Services Executive Director
Lead	HR Manager (Data Management & HR Service Desk) HR Manager - Resourcing
Data	HR system limitations mean this is not available at present.
Indicators of Improvement	More people from Black, Asian and Minority Ethnic backgrounds will be appointed to management and senior leadership positions in ACS and CS. People from Black, Asian and Minority Ethnic backgrounds appointed into management and senior leadership positions will be retained for the same duration as their colleagues from white ethnic backgrounds. There will be processes that ensure there is data on all recruitment process types - internal, external, formal and informal.
Specific Action	Analysis will begin in Jan/Feb 2023 with recruitment processes run for senior leadership roles (level 15 and above). Then analysis will progress to specific roles within adults and children's social care. Focus will then shift to roles at Level 12 to Level 14 where progression to senior leadership roles is located. ACS and CS will develop processes to ensure that all stretch opportunities are recorded on the central HR system or recorded locally for analysis by ethnicity on a 6-monthly basis.
Timeframe	June 2023

	2 - Comparative rate of BAME staff entering the formal disciplinary process
Objective	We will monitor and review formal disciplinary processes raised on a quarterly basis.
Sponsor	Jackie Albery, Director of Planning and Resources, Adult Care Services
Lead	HR Manager (Data Management & HR Service Desk) HR Employee Relations and Business Partners Manager
Data	During the period from 1st October 2020 to 30 th September 2021 in ACS comparatively more diverse ethnic staff than white ethnic staff entered the formal disciplinary process. In both ACS and CS comparatively more staff from diverse entered the formal disciplinary process and at a higher rate than colleagues from other diverse and white ethnic backgrounds. In CS, comparatively more, Black African/ Caribbean/ British staff entered the formal disciplinary process and at a higher rate than colleagues from other diverse and white ethnic backgrounds.
Indicators of Improvement	<p>We will have assurance that for all cases, where a decision has been made to refer for formal disciplinary action/ investigation the case has reached a threshold that warrants a referral.</p> <p>We will better understand why managers make decisions to raise a case to a formal disciplinary process.</p> <p>Managers will be more likely to question their decision-making when considering whether to raise a referral to a formal disciplinary process.</p> <p>Managers will not use biased decision-making when referring a case to a formal disciplinary process.</p>
Specific Action	<p>Where disciplinary processes are implemented, ACS and CS cases will be reviewed to better understand why they are used, at what point and who is involved in the process.</p> <p>Reviews will include a comparison of the rates at which disciplinaries are implemented and the outcomes of disciplinaries against ethnic representation at a granular level.</p> <p>We will use what is learned from reviews and improved understanding of why and when formal disciplinary processes are implemented to avoid their disproportionate use.</p>
Timeframe	September 2023

	3 - Comparative rate of BAME staff entering the fitness to practice process
Objective	ACS and CS will develop a process to improve the reporting and collation of information about cases where a referral is considered, so we can better monitor known cases.
Sponsor	Lucy Rush, Director of Practice and Quality, Adult Care Services
Lead	ACS and CS Principal Social Workers, ACS Principal Occupational Therapist, Lead Nurse Community, Learning Disability Team, CS Principal Psychologist, ACS and CS HR Business Partners, ACS and CS D and I Managers' HR Employee Relations and Business Partners Manager
Data	Not reported due to low numbers
Indicators of Improvement	<p>There will be a known process that sets out what to do when considering referring a regulated professional to a regulatory authority used across ACS and CS.</p> <p>We will have more management information about cases and therefore better oversight of practitioners referred to professional regulatory authorities.</p> <p>There will be an opportunity to intervene if patterns of use of the process indicate inconsistency in how it is applied and used.</p>
Specific Action	<p>The process will work alongside performance and formal disciplinary processes and consider whether regulatory bodies should be informed and by whom when action is taken.</p> <p>The new process will be communicated to managers of regulated practitioners and regulated practitioners, so people use it correctly.</p> <p>The process will include guidance on what to do if a referral outside or HR processes is considered.</p> <p>The process will include guidance on how to respond where ACS or CS learn a third-party referral by someone who is not an HCC employee has been made.</p>
Timeframe	September 2023

	4 - Percentage of BAME staff experiencing harassment, bullying or abuse from service users, relatives, or the public in last 12 months
Objective	ACS and CS will improve the communication of our zero-tolerance of harassment, bullying and abuse to members of the public.
Sponsor	Miranda Gittos, Director of Specialist Services and Commissioning
Lead	ACS and CS Diversity and Inclusion Managers, ACS Practice Quality Team Manager, ACS Policy and Guidance Officer, CS Quality Assurance and Policy Manager
Data	<p>From the ACS and CS Staff Survey completed in July 2021.</p> <p>In ACS 11% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months. In comparison 7% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.</p> <p>In CS 8% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months. In comparison 5% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from service users, relatives or the public in the previous 12 months.</p>
Indicators of Improvement	<p>Staff will be aware of the policy on third party harassment and abuse and understand how to use it.</p> <p>The guidance will help managers respond to incidents and support people who experience incidents while carrying out statutory duties to provide social care.</p> <p>Staff will have the confidence to report incidents to the HR Service Desk and to their supervisor or manager.</p> <p>The number of reported incidents will increase.</p>
Specific Action	<p>ACS and CS will support and encourage staff who experience harassment, bullying or abusive incidents to use the available mechanisms to report them.</p> <p>ACS and CS will develop guidance on how to support staff and managers (this may include training/ signposting to formal and informal support) to follow the process and on how to supportively manage cases where this happens.</p>

	4 - Percentage of BAME staff experiencing harassment, bullying or abuse from service users, relatives, or the public in last 12 months
	Both departments will together with HR, review existing mechanisms e.g. Health and Safety incident reporting and ensure staff and managers are aware of them
Timeframe	December 2023

No	5 - Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from a. Colleague b. Manager
Objective	ACS and CS will take robust and decisive action where managers or staff are found to have behaved in a racist or discriminatory way towards colleagues.
Sponsor	Hero Slinn, Director of Inclusion & Skills
Lead	Executive Director ACS and Executive Director CS, ACS and CS Diversity and Inclusion Managers
Data	<p>From the ACS and CS Staff Survey completed in July 2021.</p> <p>In ACS 2.5% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from a manager in the previous 12 months and 1.8% from colleagues. In comparison 1.5% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 1.5% from colleagues.</p> <p>In CS 1.7% of staff from a Black, Asian and Minority Ethnic background who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 0.2% from colleagues. In comparison 1.4% of staff from white ethnic backgrounds who answered the question said they had experienced harassment, bullying or abuse from managers in the previous 12 months and 1.4% from colleagues.</p>
Indicators of Improvement	<p>The disproportionate experience of racist and discriminatory behaviour and incidents towards people from diverse ethnic backgrounds will reduce.</p> <p>People who experience racist and discriminatory behaviour will know about the sources of support available to them and have the confidence to use them.</p> <p>People who experience or witness racist or discriminatory behaviour will know about and understand the mechanisms</p>

No	<p>5 - Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from</p> <p>a. Colleague</p> <p>b. Manager</p>
	<p>they can use to address this behaviour and have the confidence to use them.</p> <p>People will understand that racist and discriminatory behaviour will not be tolerated, and action will be taken where incidents are reported.</p> <p>Subsequent staff surveys will report a reduction in the prevalence of these experiences.</p>
Specific Action	<p>Alleged and substantiated cases where an employee has harassed, bullied or abused a colleague or staff member will be reported to ACS and CS Executive Directors and their Management Boards on a quarterly basis.</p> <p>ACS and CS will make staff aware of the support available if they experience harassment, bullying or abuse.</p> <p>ACS and CS will explore the opportunity of introducing a Diversity Guardian role as an additional source of initial support to the HCC-wide Confidential Advisor role.</p> <p>Staff will be informed on a regular basis of the informal and formal mechanisms available to address issues such as mediation raising a concern or using the grievance procedure.</p> <p>Managers and supervisors will be encouraged to attend the HCC Inclusive Leadership course and required to demonstrate how attendance has helped them reflect on their approach to leading and managing staff.</p> <p>ACS and CS will make it mandatory for staff to complete the Harassment and Bullying iLearn course.</p> <p>Take up of courses will be monitored and reported on a quarterly basis.</p>
Timeframe	December 2023

No	6 - Comparative rate of BAME employees leaving the organisation during the last year
Objective	Increase the percentage of completed leaver questionnaires so that in ACS and CS we have more and better intelligence on why staff leave and can understand what measures could be taken to encourage people to stay.
Sponsor	Simon Newland, Director of Education
Lead	ACS and CS HR Business Partners, HR Manager (Data Management & HR Service Desk)
Data	<p>HR Data October 2020 to September 2021</p> <p>In ACS the turnover rate of staff from a Black, Asian and Minority Ethnic background was 14.3%. In contrast the turnover rate of staff from a white ethnic background was 16%.</p> <p>In CS the turnover rate of staff from a Black, Asian and Minority Ethnic background was 18%. In contrast the turnover rate of staff from a white ethnic background was 11.4%.</p>
Indicators of Improvement	<p>Staff leaving ACS and CS will be contacted and asked to complete leaver questionnaires earlier during their notice period.</p> <p>Staff will have the confidence to complete the questionnaires and be open with the information they share.</p> <p>The rate at which leaver questionnaires are completed will increase.</p> <p>There will be more opportunities to intervene before people leave.</p> <p>ACS, CS and HR will have better information on why staff leave and opportunities to consider measures that could reduce staff turnover.</p>
Specific Action	<p>HR Business Partner team to continue to complete one-to-one exit interviews for hard to fill posts.</p> <p>HR Business Partners to work with boards and managers to encourage prompt leaver actions via the SAP system, to ensure exit interviews for people leaving hard to fill posts can be scheduled before an individual leaves the organisation.</p> <p>Develop communication schedule so managers are regularly reminded to complete SAP system updates in a timely way so there is more opportunity for leaver questionnaires to be completed.</p> <p>Develop communications to encourage staff to complete the leaver questionnaire, including reminders from managers with staff who are leaving.</p>

No	6 - Comparative rate of BAME employees leaving the organisation during the last year
	<p>Assure staff that their feedback will be anonymised in reporting to services and will not disadvantage them if they apply for a job with the council in future.</p> <p>HR Business Partners will complete deep dive investigations if leaving trends indicate there may be issues in service areas for some staff groups. Learning from investigations will be shared with managers and additional training, guidance or support for managers will be considered to address any identified issues.</p> <p>Consider introducing targeted interviews with e.g. staff 6-months into post to understand what made them stay.</p>
Timeframe	December 2023

Action Plan signed off by	Chris Badger
Position / Role	Executive Director, Adult Care Services
Date	8 March 2023