

# Social Care Workforce Race Equality Standard Action Plan Children's Services

May 2022



Wandsworth  
Children's  
Services



## Foreword



**Ana Popovici**

Director of  
Children's Services  
Wandsworth Council



**Nick Pendry**

Deputy Director of  
Children's Services  
Wandsworth Council

We are serious about tackling racial inequality in our workforce. Ensuring a diverse workforce across all roles, from the bottom to the top of Children's Services can bring a range of benefits including a diversity of experiences and perspectives to better meet the needs of children and families and improve services; tap into and harness talent from across the community; support innovation; and promote a more inclusive leadership culture that is crucial to the way we can tackle systemic issues that might drive in equalities.

Put simply it is the right thing to do.

We want to change and in 2021 we joined a national pilot of the Social Care Workforce Race Equality Standard (SC-WRES). This is a tool to measure improvements to achieving race equality. This means we now have the data which tells us exactly where our disproportionality is and a set of 9 metrics (areas to develop) to tackle this inequality and become the employer we want to be.

This action plan is our commitment to change.



## Lead Member for Children's Services

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Our children and their families deserve the most skilled council workforce that understands and represents their needs, and reflect the rich diversity of our local communities. There is no place for discrimination and racism in the services we provide and within our workforce. We must be better, more compassionate and change.

We want to remove barriers to success and create a fairer workplace where talent can shine and hard work is rewarded. The Workforce Race Equality Standard (WRES) provides the standard to which we will now, and in the future, hold ourselves against to build the fair and inclusive workplace that our staff and residents deserve.



**Councillor  
Kate Stock**

Cabinet lead for  
Children's Services  
Wandsworth Council



## 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 that the data used on the following pages include all staff on the Children's Services payroll, 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 Black, Asian and 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

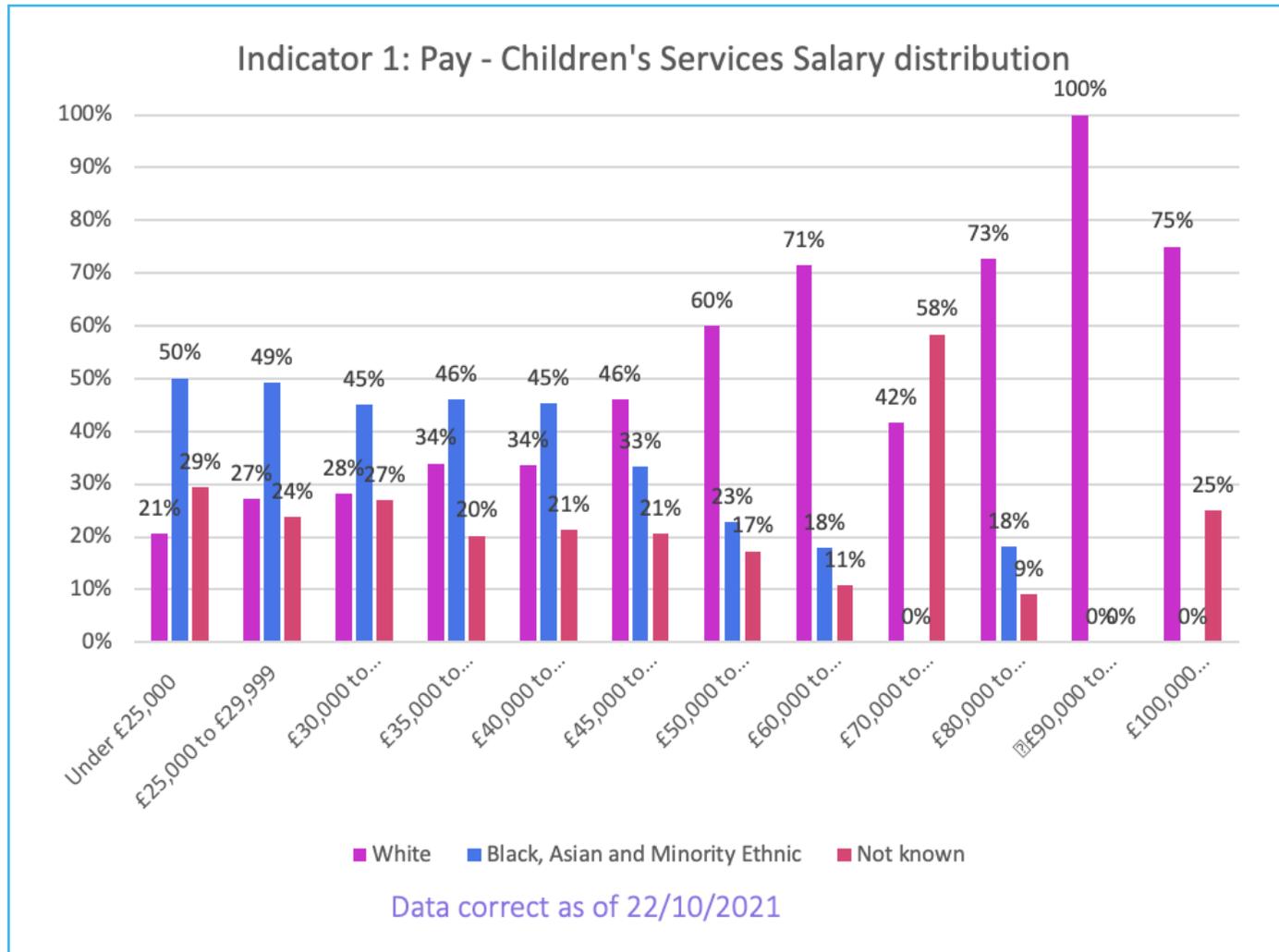
At Wandsworth Council we use the term Black, Asian and Minority Ethnic Staff rather than the B.A.M.E acronym. This is a choice we have made based on the personal preferences of our staff from Black, Asian and Minority Ethnic backgrounds.

- **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

Our data showed that Black, Asian and Minority Ethnic staff are overrepresented in the lower pay brackets and underrepresented in the higher pay brackets.



### What we've achieved

- ✓ Using information from HR database
- ✓ Promoted staff completion of protected characteristic data in induction by managers
- ✓ Sponsored places on the BALI (Black and Asian Leadership Initiative) Programme

### What we're working towards

- Continue to decrease "not known" data to ensure our reporting is more accurate
- Ensure that secondment opportunities will specifically target applications from Black, Asian and Minority Ethnic staff
- Provide mentoring for aspiring Black, Asian and Minority Ethnic leaders
- Continue to sponsor staff on the BALI Programme each year

## METRIC 2

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

#### What we've achieved

- ✓ Developed a reporting mechanism to ensure interview panels have diverse interviewers
- ✓ A total of 47 interview panels took place between 1 November 2021 and 30 April 2022, 91% of these included panel members who were of Black, Asian and Minority Ethnic background.
- ✓ All recruitment adverts explicitly encourage applications from those that are underrepresented including Black, Asian and Minority Ethnic communities
- ✓ All senior recruitment adverts remain open until we have a diverse mix of applicants

#### What we're working towards

- Report on diversity of recruitment panels to our Workforce Board
- Black, Asian and Minority Ethnic candidates to be shortlisted for every role (where there are applications)

Our data showed that Black, Asian and Minority Ethnic staff are overrepresented in the lower pay brackets and underrepresented in the higher pay brackets.

Children's Services Staff – ethnicity breakdown			
Total Staff	Black, Asian, Minority Ethnic	White	Not known
839	337 – 40%	311 – 37%	191 – 23%

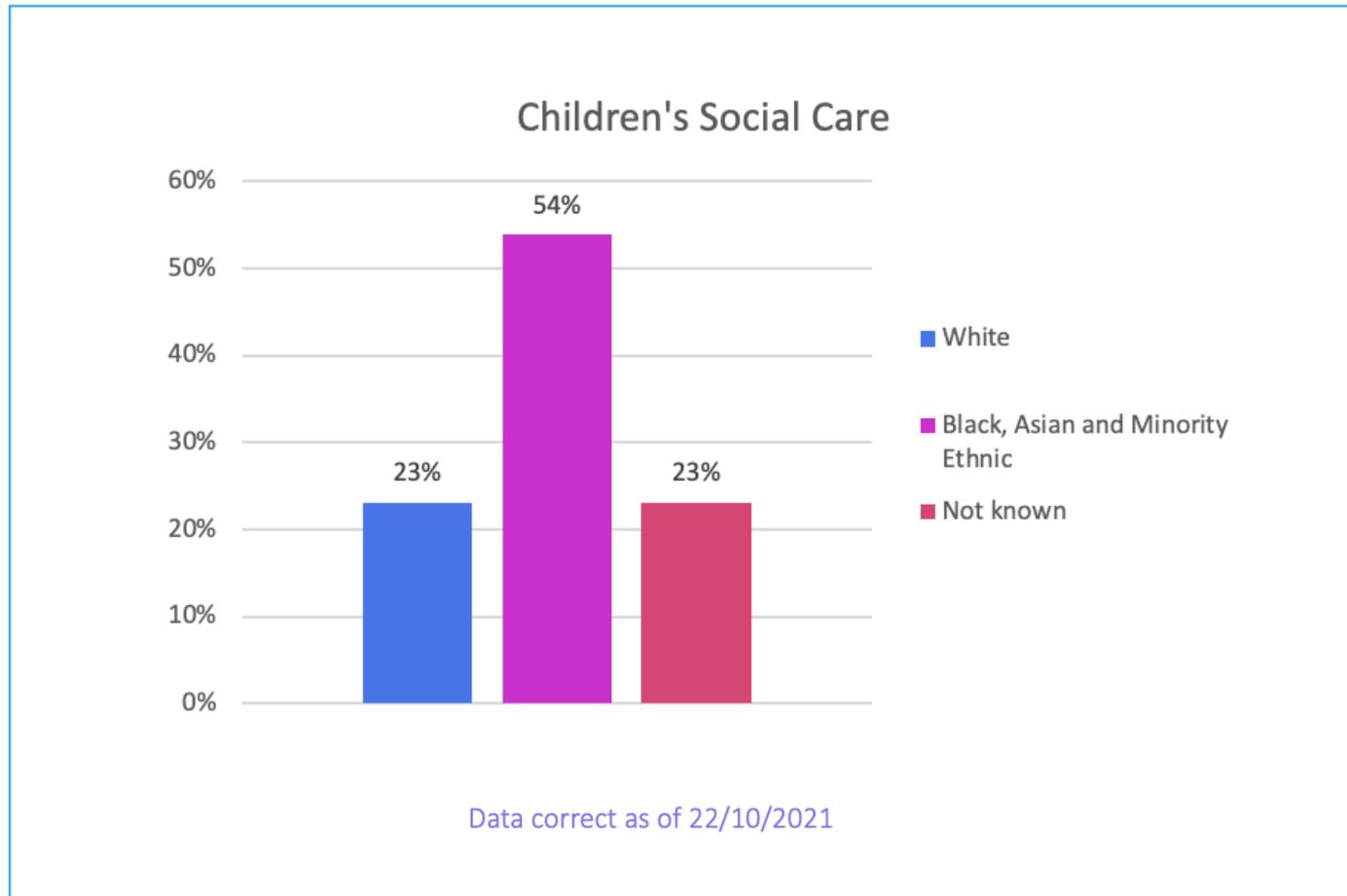
Shortlist and appointed – ethnicity breakdown		
	Shortlisted	Appointed
White	35%	39%
Black, Asian and Minority Ethnic	60%	57%
Not known	5%	4%

This data is based on a total of 1,759 candidates shortlisted by Children's social care, 1,670 of which reported their ethnicity. Data correct as of 22/10/2021

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

### METRIC 3

Our data identified that there is a disproportionate number of staff from a Black, Asian and Minority Ethnic background entering the disciplinary process.



#### What we've achieved

- ✓ Developed a pilot project on workforce conflict resolution which includes training managers on conflict resolution techniques to coach for improvement and avoid formal disciplinary processes
- ✓ Delivered training for managers on Managing Performance Capability
- ✓ Delivered managers drop-in sessions to receive HR consultancy, advice and support on staff capability issues

#### What we're working towards

- Deliver the pilot on workforce conflict resolution and ensure performance coaching is explored before formal action is taken

## METRIC 4

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

We do not have data available to report from 2021 as we did not have a tracking process in place at that time.

#### What we're working towards

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

## METRIC 5

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

We do not have data available to report from 2021 as we did not have a tracking process in place at that time.

#### What we've achieved

- ✓ Established a tracking process
- ✓ Selected candidates to our first Social Work Apprenticeship programme and 66% of successful candidates are Black, Asian and Minority Ethnic

#### What we're working towards

- Feasibility of reporting on all staff training by ethnicity
- Track and report on take up of secondments by Black, Asian and Minority Ethnic staff

## 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

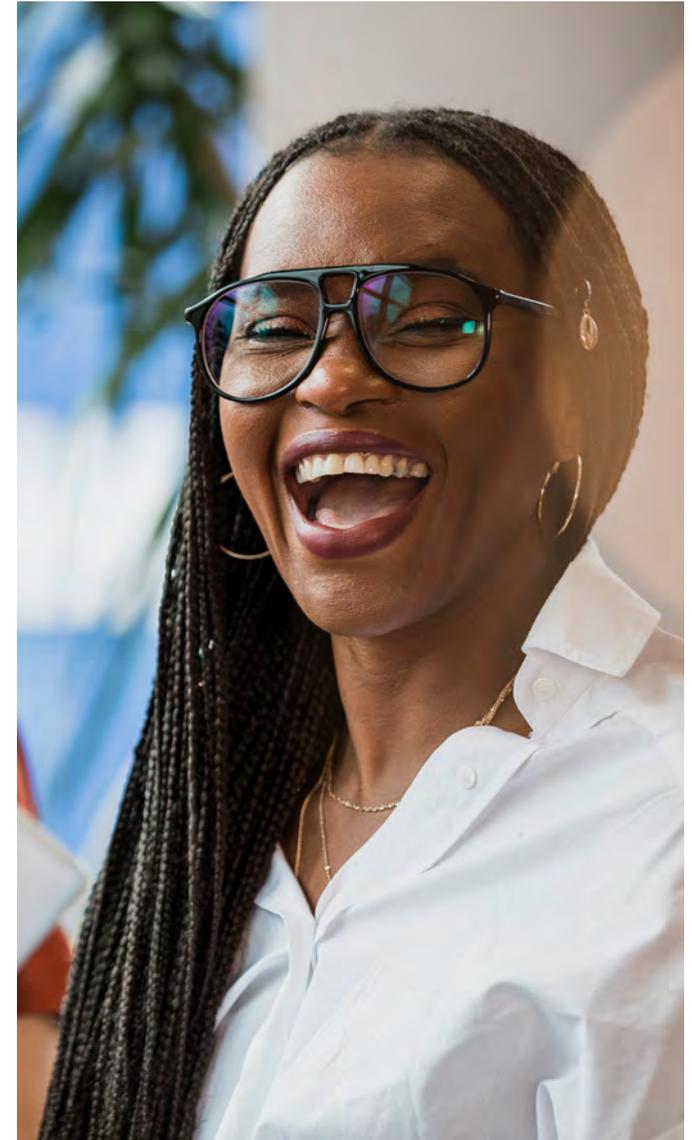
We do not have data available to report from 2021 as we did not have a tracking process in place at that time.

### What we've achieved

- ✓ We have created a Safe Space group for Black, Asian and Minority Ethnic staff to have open discussions and focus on solutions to address equality and discrimination
- ✓ An Unreasonable Customer Behaviour Policy has been created and promoted to staff

### What we're working towards

- We will run regular race equality Tea Breaks for all staff to come together to focus on issues of equality and diversity
- Zero tolerance approach to harassment and unacceptable behaviour
- Increase awareness of how staff can raise concerns in and outside of line management route and how this will be investigated



## METRIC 7

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



We do not have data available to report from 2021 as we did not have a tracking process in place at that time.

#### What we've achieved

- ✓ We have created a Safe Space group for Black, Asian and Minority Ethnic staff to have open discussions and focus on solutions to address equality and discrimination

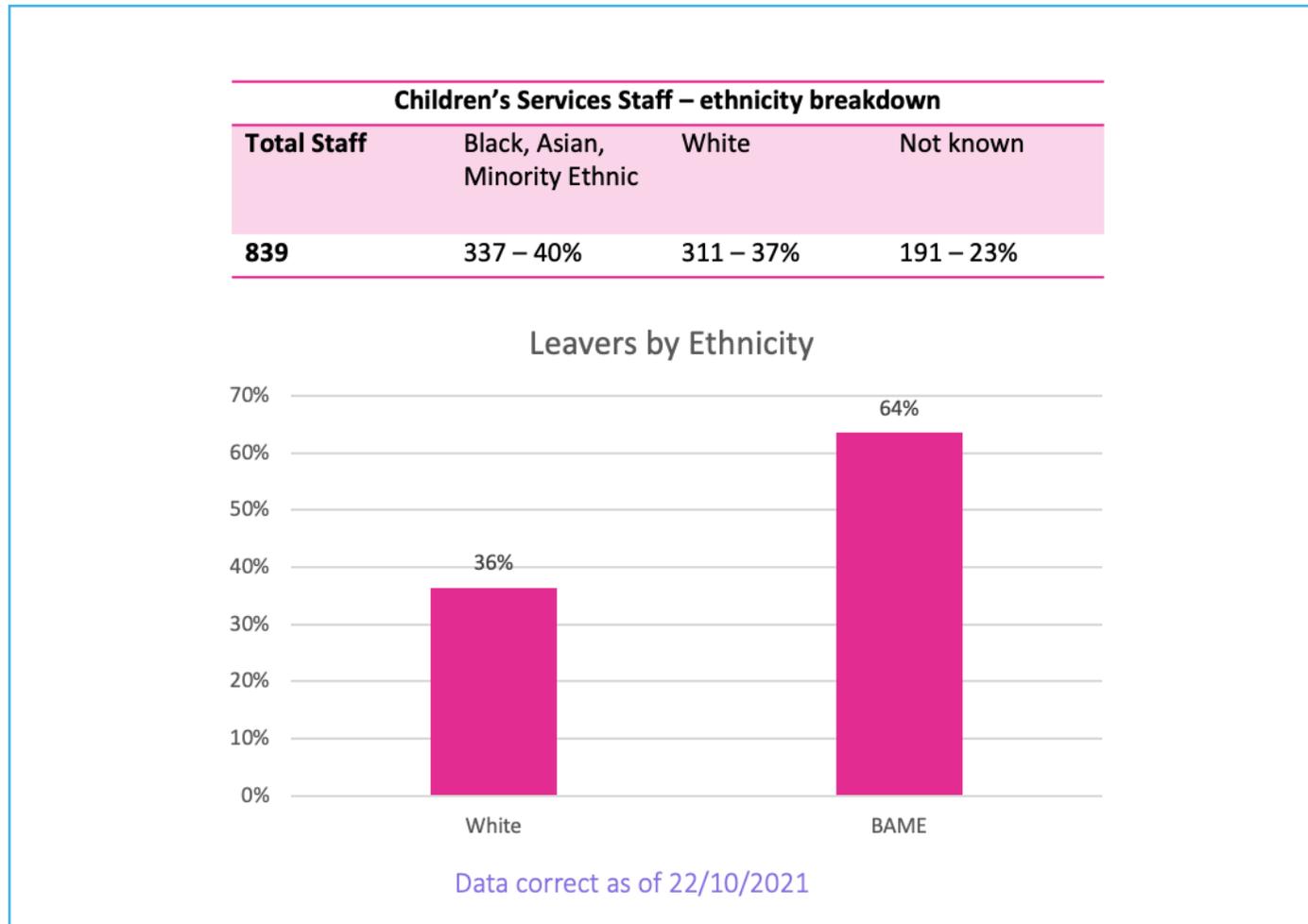
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- We will run regular race equality Tea Breaks for all staff to come together to focus on issues of equality and diversity
- Zero tolerance approach to harassment and unacceptable behaviour
- Increase awareness of how staff can raise concerns in and outside of line management route and how this will be investigated

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

## METRIC 8

Our data identified that there is a disproportionate number of staff from a Black, Asian and Minority Ethnic background leaving the organisation.



### What we've achieved

- ✓ Meet with all new starters as they enter the organisation and again within three months to ensure staff are well supported and any difficulties and issues are identified early and addressed

### What we're working towards

- We will undertake 'stay' and 'exit' interviews to better understand staff experiences and take action

## METRIC 9

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

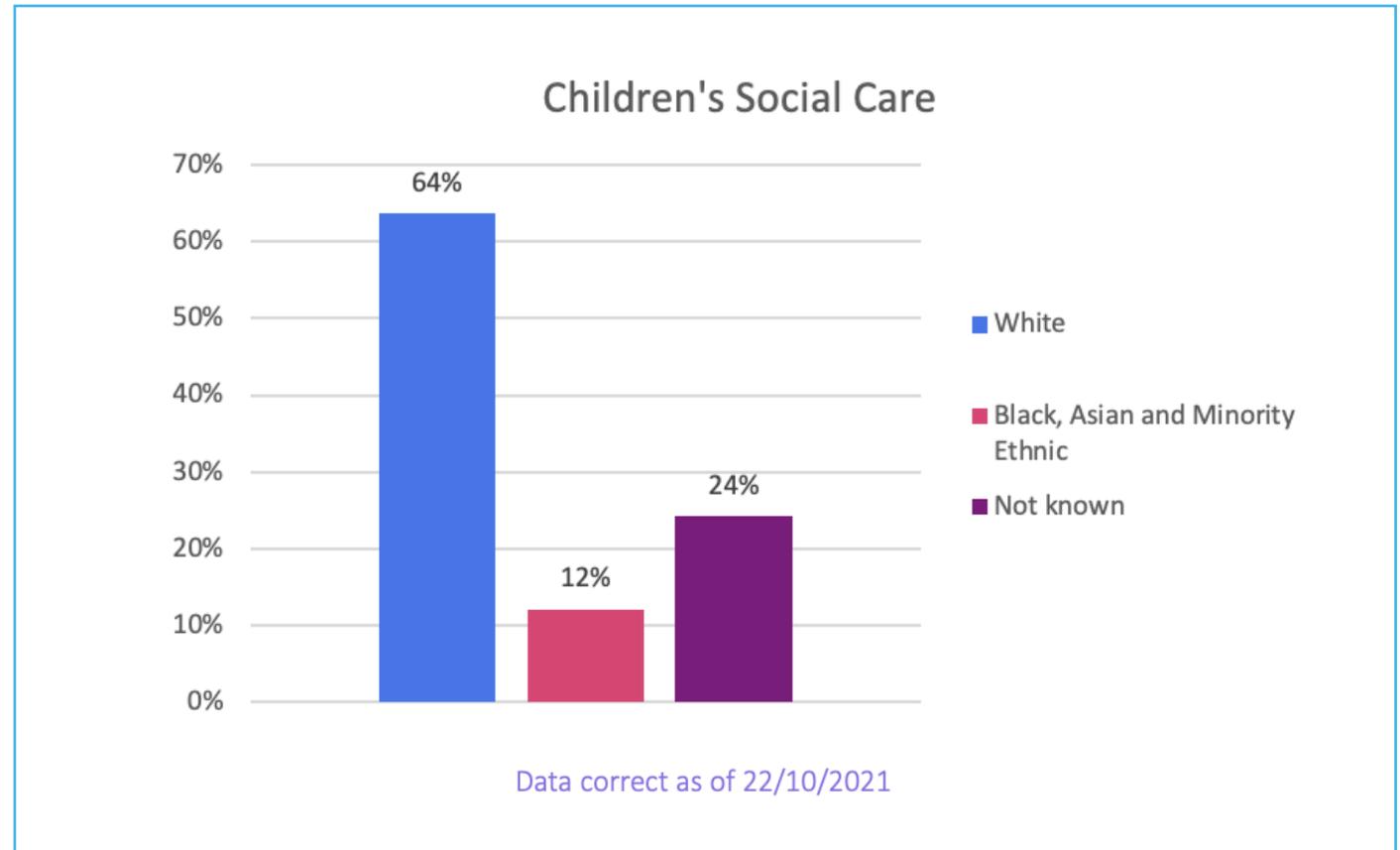
#### What we've achieved

- ✓ A talent initiative to tackle racial inequality has been designed and approved by the Workforce board
- ✓ Sponsored places on the BALI (Black and Asian Leadership Initiative) Programme and Black on Board Programme
- ✓ Held "Lets Talk About Race and Culture" sessions for all staff

#### What we're working towards

- Launch of our Talent Initiative in summer 2022

Our data showed that Black, Asian and Minority Ethnic staff are overrepresented in the lower pay brackets and underrepresented in the higher pay brackets.



## Summary

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Our workforce is more than just our biggest asset. Every day they bring their lived experiences, skills and abilities to the table.

We want our workforce to be able to bring their 'true selves' to work and be seen, valued and appreciated for it. Sadly, this hasn't been the case, especially for our Black, Asian and Minority Ethnic staff.

Failing to address the issues of inequality and disproportionality within our workplace makes us complicit, even if the causes of systemic racism are complex.

Aligning the WRES with our EDI pledges allows us to embed WRES and the action plan across the workforce to achieve race equality.

The time for change is now.

*As long as poverty, injustice and  
gross inequality persist in our world,  
none of us can truly rest.*

***Nelson Mandela***



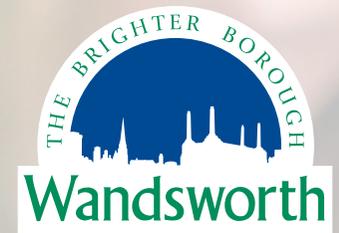
**Andrea McDermott**

Chair of Childrens  
Services Equality,  
Diversity and Inclusion  
Forum

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Children's  
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