Workforce Race Equality Standard Action Plan 2022-23

This is Norfolk County Council's Social Care Workforce Race Equality Standard (SCWRES or WRES) Action Plan for 2022-23. Visit the Equality, Diversity and Inclusion area on the Norfolk County Council (NCC) website for further information.

Objective 1: To enable colleagues to work in an environment free from bullying, harassment, and discrimination
Objective 2: To ensure that recruitment and selection practices are inclusive for minority ethnic colleagues and prospective applicants
Objective 3: To support all colleagues to reach their potential in relation to their job role as well as individual continuing professional development

The 9 WRES Metrics and the Data Breakdown

The WRES requires organisations to measure themselves against 9 metrics (indicators). All data is regarding colleagues in the Adult Social Services Department (ASSD) and Children's Services (CS) who declared their ethnicity within the relevant dataset. Anyone who did not declare their ethnicity has not been included in this data. All data is accurate as of September 2021. Please note: the 'comparative rate' refers to the comparison of white and minority ethnic colleagues, and there are small differences in the data for metrics 1 and 9 as they were taken from different datasets.

WRES Metrics	Data (broken down by ethnicity and service)	Summary	Comments
METRIC 1: Percentage of colleagues from a minority ethnic background in each of the council pay bands compared with the percentage of colleagues in the rest of the workforce	**Overall**: 95% white 5% minority ethnic **ASSD**: 94.3% white 5.7% minority ethnic **CS**: 95.5% white 4.5% minority ethnic	95% of white colleagues and 5% of minority ethnic colleagues are employed.	We are generally representative across the first 8 pay bands when compared to Norfolk overall (96.5% white, 3.5% minority ethnic background (2011 Census)), but there is no representation at the higher pay bands (roughly equivalent to NCC's scale O and above). The first 8 pay bands include those who are on salaries under £25,000 and up to £69,999 per annum. Also, there is a higher representation from minority ethnic colleagues (9%) in pay bands 3 and 4 (roughly equivalent to scales I to K – or £30k to £42k) across ASSD and CS, compared to any other pay bands. We acknowledge the data for the Norfolk population may change when the 2021 Census data is published.
METRIC 2: Comparative rate of colleagues from a minority ethnic background being appointed from shortlisting	**Overall**: 44% white 48% minority ethnic **ASSD**: 42% white 49% minority ethnic **CS**: 45% white 46% minority ethnic	44% of white colleagues and 48% of minority ethnic colleagues who were shortlisted for interview were then appointed into a role.	White colleagues are very slightly less likely to be appointed from shortlisting than minority ethnic colleagues, however, generally there is little difference.
METRIC 3: Comparative rate of colleagues from a minority ethnic background entering the formal disciplinary process	**Overall**: 0.3% white 0% minority ethnic **ASSD**: 0.4% white 0% minority ethnic **CS**:	0.3% of white colleagues and 0.0% of minority ethnic colleagues entered the formal disciplinary process.	Minority ethnic colleagues are slightly less likely to enter the formal disciplinary process, however, care should be taken when viewing this data, given the very low numbers involved.

WRES Metrics	Data (broken down by ethnicity and service)	Summary	Comments
	0.3% white 0% minority ethnic		
METRIC 4: Comparative rate of colleagues from a minority ethnic background entering the fitness-to-practice process	N/A	We did not report on this as it is not only NCC who can refer regulated professional colleagues to the fitness-to-practice process.	Although data is available from Social Work England (SWE), it is noted that they do not fully record ethnicity data and are looking to improve this. The Department of Health & Social Care (DHSC) are also working with SWE to enable authorities to access this data directly from them in the future.
METRIC 5: Comparative rate of colleagues from a minority ethnic background accessing funded non-mandatory (voluntary) continuous professional development (CPD) as compared to white colleagues	N/A	We did not report on this indicator due to the challenges in providing accurate data for CPD.	We do not currently have a system in place to record non-mandatory CPD for colleagues. Discussion with other authorities in the pilot also identified the challenges in providing accurate data as an issue.
METRIC 6: Percentage of colleagues from a minority ethnic background experiencing harassment, bullying or abuse from people who use social care, their relatives, or the public in the last 12 months	**Overall**: 12% white 11-22% minority ethnic **ASSD**: 11.8% white 22.4% minority ethnic **CS**: 12.4% white 11-20% minority ethnic	12% of white colleagues and between 11-22% of minority ethnic colleagues experienced harassment, bullying or abuse from service users, their relatives, or the public in last 12 months.	Minority ethnic colleagues are potentially up to twice as likely to experience harassment, bullying or abuse from service users, their relatives, or the public. This data was taken from our annual employee survey. Our response rate for our 2021 survey was 55% across the whole of NCC. For confidentiality reasons, a range is provided due to small sample sizes. These figures should therefore be viewed with extreme caution, and we will look to improve the accuracy.
METRIC 7: Percentage of colleagues from a minority ethnic background experiencing harassment, bullying or abuse in the last 12 months from: a. Colleagues b. Managers	**Overall**: 8% white 14.3-20% minority ethnic **ASSD**: 8.2% white 14.3-20% minority ethnic **CS**: 7.7% white 14.3-20% minority ethnic	8% of white colleagues and between 14-20% of minority ethnic colleagues experienced harassment, bullying or abuse in the last 12 months from a colleague or a manager.	Minority ethnic colleagues could be just over twice as likely to experience harassment, bullying or abuse from their colleagues or manager. The same caution as above regarding data applies. Also, due to the small numbers in areas, the data for managers and non-managers has not been shared.
METRIC 8: Comparative rate of colleagues from a minority ethnic background leaving the organisation during the last year	**Overall**: 11% white 12.7% minority ethnic **ASSD**: 11.4% white 8% minority ethnic **CS**: 10.7% white 17.4% minority ethnic	11.0% of white colleagues and 12.7% of colleagues from a minority ethnic background left in the last 12 months.	Overall, white colleagues are slightly less likely to leave, however, generally there is little difference. However, it should be noted that there is a difference between ASSD and CS, with minority ethnic colleagues in CS significantly more likely to leave (17.4%) compared to white colleagues (10.7%).
METRIC 9: Percentage difference between organisations' senior management membership and its overall workforce and population	**Overall:** 94.9% white 5.1% minority ethnic **ASSD:**	94.9% of the workforce were of white ethnicity, compared to 96.5% of senior management.	This is representative of the 2011 Census which showed that Norfolk was 96.5% white, however, this figure is likely to change when the 2021 Census data is published.

WRES Metrics	Data (broken down by ethnicity and service)	Summary	Comments
	94.2% white 5.8% minority ethnic **CS**: 95.5% white 4.5% minority ethnic **Overall senior management**: 96.5% white 3.5% minority ethnic **ASSD**: 100% white 0% minority ethnic **CS**: 93.8% white 6.3% minority ethnic		It should be noted that, of those whose ethnicity is known, 0% of senior management of ASSD are from a minority ethnic background (25 out of 31 declared their ethnicity), while 6.3% of CS are (32 out of 37 declared). For this indicator, senior management includes Executive Directors, Directors, Assistant Directors, and those directly line managed by Assistant Directors and equivalents.

Norfolk County Council's WRES Action Plan May 2022 – May 2023

Objective 1: To enable colleagues to work in an environment free from bullying, harassment, and discrimination

Aim	WRES Metric(s)	Action	Owner	Supported By (WRES Project Group and staff networks may be consulted)	Current Position	RAGC (Red / Amber / Green / Complete) Status	What does success look like? How will performance be measured?
1. Support managers to feel confident in having open conversations with colleagues and knowing how to access the relevant support for anyone experiencing bullying, harassment, abuse, and discrimination.	6, 7, 8	1.1 Provide practical tools to enable managers to have conversations.	Head of HR Services	HR Equality, Diversity & Inclusion Officer Senior HR Consultant for Policy & Governance L&D Manager	Indicators have been included in the staff survey: 'My employer takes appropriate action to prevent and deal with the risks of violence, bullying and harassment in any aspect of work' (since 2021) and 'My employer demonstrates a genuine concern for my health, safety and well-being' (since 2019).	Amber	Practical tools are available to support managers in having the confidence, ability, resources, and support to lead and manage inclusive and welcoming teams. Data is compared for the relevant indicators from the staff survey between 2021 and 2022. Success is an increase in the 2023 staff survey scores – this will be reported in the 2023-24 action plan.
Same as aim 1	6, 7, 8	1.2 Further develop letter templates originally produced by the Executive Director for Children's Services	Head of Organisational Effectiveness & Workforce Improvement	HR Equality, Diversity & Inclusion Officer	In progress	Amber	Templates are available and managers are aware of how to access them.

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		for colleagues affected by racism to be used effectively across NCC.	Director of Community Social Work, Adult Social Services Director of Quality & Transformation, Children's Services	Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services			
2. Provide clear support for colleagues who experience bullying, harassment, abuse, and discrimination.	6, 7, 8	2.1 Engage with our Employee and Advisory Networks and review and update: a) Managing Abusive and Violent Behaviour policy (relating to the public) and b) Bullying and Harassment policy (relating to colleagues).	Head of HR Services Head of Health, Safety & Wellbeing	Senior HR Consultant for Policy & Governance HR Equality, Diversity & Inclusion Officer	The Managing Abusive and Violent Behaviour policy was updated in November 2021. As of May 2022, both policies are currently being reviewed.	Green	The Managing Abusive and Violent Behaviour policy and the Bullying and Harassment policy are up to date. There is monitoring on the number of colleagues accessing the policies on the intranet.
Same as aim 2	6, 7, 8	2.2 Promote awareness of how to report on incidents or concerns, using NCC's online reporting system OSHENS; the Stop Hate in Norfolk (SHiN) Protocol reporting hate incidents; general communications such as through senior management blogs and the intranet; and subject-specific targeted communications.	Head of Organisational Effectiveness & Workforce Improvement Head of HR Services Director of Community Social Work, Adult Social Services Director of Quality & Transformation, Children's Services Head of Equality, Diversity & Inclusion Head of Health, Safety & Wellbeing	HR Equality, Diversity & Inclusion Officer L&D Manager Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services Senior Advisor, Access & Inclusion Health & Safety Manager	Between June 2019 and April 2022, the Tackling Hate Incidents Together e-learning was completed 781 times across NCC (1553 completions since 2011). As of May 2022, a review of the e-learning is being explored before it is transferred to the HR system myOracle, and a review of the protocol is currently in progress.	Amber	Colleagues are clear about how to access the support in place and are confident in reporting their incidents or concerns relating to bullying, harassment, and discrimination. There is monitoring on the number of people reporting via OSHENS. There is monitoring on the revised e-learning, providing the SHiN Protocol has been reviewed by Norfolk Constabulary.
3. Support colleagues and managers to be inclusive	3, 6, 7, 8	3.1 Update our Code of Conduct policy and	Head of HR Services	Senior HR Consultant for	The Code of Conduct was renamed as the Code of Conduct and	Complete	The Code of Conduct is up to date.

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and welcoming in their approach and ensure they understand what is deemed as acceptable behaviour.		communicate the refreshing of the guidance to all colleagues.		Policy & Governance	Behaviour and updated in November 2021.		
Same as aim 3	3, 6, 7, 8	3.2 Promote awareness for colleagues to complete the Equality in the Workplace e-learning as part of the mandatory package.	Head of Organisational Effectiveness & Workforce Improvement	HR Equality, Diversity and Inclusion Officer HR Workforce Development Manager – Social Work	The e-learning was added to the mandatory training policy in September 2021. Following the launch of the new HR system myOracle, the e-learning will be communicated as being mandatory. As of May 2022, 26% of colleagues in ASSD and 13% of CS colleagues have completed the e-learning.	Amber	There is an increase in the number of completions of the Equality in the Workplace e-learning, following promotional comms, if available through the new HR system myOracle. 50% of colleagues across both services have completed the e-learning by May 2023, with an initial view of increasing this to 75% by May 2024.
4. Explore what it means to be an anti-racist organisation.	All	4.1 Undertake research to understand what is required for NCC to commit to being an anti-racist organisation.	Director for People Head of Equality, Diversity & Inclusion	HR Equality, Diversity and Inclusion Officer Equality, Diversity & Inclusion Officer, Communities & Environmental Services	Research is taking place and various charters are under consideration. There will be continued engagement with the advisory and employee networks.	Amber	Research is complete into what it means to be an anti-racist organisation and a decision around commitment is made.
Same as aim 4	All	4.2 Review the Learning & Development (L&D) available and develop a plan to expand the offer, incorporating anti-racism.	Director for People Head of Equality, Diversity & Inclusion	HR Workforce Development Manager – Social Work L&D Manager HR Equality, Diversity and Inclusion Officer Equality, Diversity & Inclusion Officer, Communities & Environmental Services	Anti-racism e-learning has been created and is currently being revised.	Amber	A review of the L&D available is complete. Anti-racism training is rolled out.

Objective 2: To ensure that recruitment and selection practices are inclusive for minority ethnic colleagues and prospective applicants

Aim	WRES Metric(s)	Action	Owner	Supported By (WRES Project Group and staff networks may be consulted)	Current Position	RAGC (Red / Amber / Green / Complete) Status	What does success look like? How will performance be measured?
5. Ensure that our recruitment training and processes cover inclusive practices.	2, 8	5.1 Request feedback from the EDI Recruitment & Career Development Group (made up of Advisory and Employee Network members) regarding NCC's recruitment practices and review processes.	Head of HR Services	HR Resourcing Partner	The group delivered actions in 2021.	Green	Actions from the EDI Recruitment & Career Development Group are considered.
6. Support managers to be inclusive and welcoming in their approach and ensure they understand the importance of having diverse teams with a range of experiences.	1, 2, 8, 9	6.1 Use EDI stakeholder interview panels to explore candidates' approach to – and understanding of – EDI, for the appointment of roles with a salary of £70k or greater.	Head of HR Services Director of Community Social Work, Adult Social Services Director of Quality & Transformation, Children's Services	HR Resourcing Partner HR Equality, Diversity and Inclusion Officer Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services	EDI stakeholder interview panels have supported the recruitment of three roles since December 2020.	Green	EDI stakeholder interview panels are used consistently for roles with a salary of £70k or greater.
7. Ensure the appropriate support is in place for international colleagues when they join Children's Services and Adult Social Services.	8	7.1 Review the induction and support for new colleagues who join from overseas.	Director of Community Social Work, Adult Social Services Director of Quality & Transformation, Children's Services Head of HR Services	Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services HR Workforce Development Manager – Social Work Senior Consultant, HR Workforce Insight	In progress	Amber	There is monitoring and reporting on the retention of colleagues of all ethnicities, specifically those with less than 2 years of employment, if available through the new HR system myOracle.
8. Understand why minority ethnic colleagues (17.4%) are more likely to	8	8.1 Review the retention data and information	Director of Quality & Transformation, Children's Services	Principal Social Worker, Children's Services	In progress	Amber	Actions from the review are considered.

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leave Children's Services than white colleagues (10.7%).		collected in exit interviews.	Director for People	HR Workforce Development Manager – Social Work			

Objective 3: To support all colleagues to reach their potential in relation to their job role as well as individual continuing professional development

Aim	WRES Metric(s)	Action	Owner	Supported By (WRES Project Group and staff networks may be consulted)	Current Position	RAGC (Red / Amber / Green / Complete) Status	What does success look like? How will performance be measured?
9. Engage with colleagues from ethnic minorities to understand the barriers faced.	2, 8	9.1 Clearly communicate how managers can use annual Performance Development Plans (PDPs) to encourage and support career development and goals, including active discussion to identify any barriers and agree positive steps.	Head of HR Services	L&D Manager Senior Consultant, HR Workforce Insight HR Equality, Diversity and Inclusion Officer	In progress	Amber	If available through the new HR system myOracle, there is monitoring and reporting on the number of minority ethnic colleagues completing their PDPs as a percentage.
Same as aim 9	2, 8	9.2 Explore the creation of facilitated workshops led by minority ethnic colleagues which allow for colleagues to engage anonymously.	Head of HR Services	HR L&D Consultant – Management Training Delivery HR Equality, Diversity and Inclusion Officer	In progress	Amber	A plan for workshops is explored, following the training of colleagues. (See action 10.1).
10. Support the career development of minority ethnic colleagues.	2, 8	10.1 Create a programme to train and support minority ethnic colleagues to help create an inclusive culture.	Head of HR Services Director of Community Social Work, Adult Social Services Director of Quality & Transformation,	HR Workforce Development Manager – Social Work L&D Manager HR Equality, Diversity and Inclusion Officer	In progress	Amber	A programme is in place for ethnic minority colleagues to be trained and supported to help create an inclusive culture.

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			Children's Services	Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services			
Same as aim 10	2, 8	10.2 Explore the development of a programme for reverse mentoring where senior managers are mentored or coached by junior ethnic minority colleagues.	Head of HR Services	HR L&D Consultant – Management Training Delivery HR Workforce Development Manager – Social Work HR Equality, Diversity and Inclusion Officer	In progress	Amber	A programme is explored to support the reverse mentoring or coaching between senior managers and junior minority ethnic colleagues.
Same as aim 10	2	10.3 Create a way of reporting on the ethnicity of colleagues and external candidates across NCC for different levels of roles and at different stages of recruitment.	Head of HR Services	Senior Consultant, HR Workforce Insight HR Resourcing Partner	As of May 2022, we can report on internal and external candidates at a department-level (not by role) on the ethnicity at the point of 1) application, 2) interview invitation and 3) job offer.	Amber	There is reporting in place to understand the ethnicity of internal and external candidates within the different pay bands at all stages of recruitment: 1) application, 2) interview invitation and 3) job offer, if available through the new HR system myOracle.
Same as aim 10	2, 8, 9	10.4 Clearly communicate all available career development opportunities and promote use of positive-action recruitment campaigns to support the recruitment of under-represented groups using the available internal communication channels.	Head of HR Services Director of Community Social Work, Adult Social Services Director of Quality & Transformation, Children's Services	HR Workforce Development Manager Social Work Principal Social Worker, Adult Social Services Principal Social Worker, Children's Services	In April 2022, an opportunity in collaboration with The Norfolk & Waveney Health & Care Partnership was promoted for minority ethnic colleagues, aimed at those who are in a professional or leadership role in health and social care (in a scale J-M role) and looking to move into more senior roles.	Amber	All opportunities are communicated to colleagues. Monitoring and reporting is in place to understand how many minority ethnic colleagues make use of the available opportunities.

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Same as aim 10	8	10.5 Managers to encourage team members to explore the Advisory and Employee Networks and actively support attendance and involvement.	Head of Organisational Effectiveness & Workforce Improvement	HR Equality, Diversity and Inclusion Officer	As of April 2022, the number of overall Advisory and Network members has quadrupled since February 2021 from 102 to 406. There are 7 networks in total, and some people attend more than one. Between September 2021-April 2022, 10 articles from colleagues sharing their experiences were shared on the EDI section on the intranet.	Green	An experience is shared by a colleague on the intranet on an average monthly basis. Colleagues feel more comfortable and confident in sharing their experiences. There is monitoring and reporting on the number of colleagues part of the Advisory and Employee Networks.
11. To be able to report on the number of colleagues accessing non-mandatory (voluntary) continuous professional development (CPD).	5	11.1 Explore an NCC-wide monitoring process for non-mandatory training and CPD, which allows analysis by ethnicity.	Head of HR Services	Senior Consultant, HR Workforce Insight	In progress	Amber	Conversations are taking place to explore a monitoring process for the recording of non-mandatory training. This may depend on the capabilities of the new HR system myOracle.

Action Plan signed off by:

James Bullion
Executive Director of Adult Social Services

Sara Tough
Executive Director of Children's Services

Date signed off: 30 May 2022