

Workforce Race Equality Standard Action Plan 2022-23 – Winter Update

This is the Winter update of Norfolk County Council’s Social Care Workforce Race Equality Standard (SCWRES or WRES) Action Plan for 2022-23. See the final column for the Winter updates.

Visit the Equality, Diversity and Inclusion area on the Norfolk County Council (NCC) website for further information, including the original full action plan for 2022-23 which includes metric data analysis, and lists the roles of who owns and supports each action, as well as the Autumn update.

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

Aim	WRES Metric(s)	Action	Position – May 2022	RAGC (Red / Amber / Green / Complete) Status	What does success look like? How will performance be measured?	Winter Update
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.	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	<p>Practical tools are available to support managers in having the confidence, ability, resources, and support to lead and manage inclusive and welcoming teams.</p> <p>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.</p>	Awaiting a new policy focusing on tackling racism and discrimination experienced by employees and communities.
Same as aim 1	6, 7, 8	1.2 Further develop letter templates originally produced by the Executive Director for Children’s Services for colleagues affected by racism to be used effectively across NCC.	In progress	Amber	<p>Templates are available and managers are aware of how to access them.</p>	Awaiting a new policy focusing on tackling racism and discrimination experienced by employees and communities.
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).	The Managing Abusive and Violent Behaviour policy was updated in November 2021. As of May 2022, both policies are currently being reviewed.	Amber	<p>The Managing Abusive and Violent Behaviour policy and the Bullying and Harassment policy are up to date.</p> <p>There is monitoring on the number of colleagues accessing the policies on the intranet.</p>	Awaiting a new policy focusing on tackling racism and discrimination experienced by employees and communities.

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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.	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.	Green	<p>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.</p> <p>There is monitoring on the number of people reporting via OSHENS.</p> <p>There is monitoring on the revised e-learning, providing the SHiN Protocol has been reviewed by Norfolk Constabulary.</p>	<p>NCC's online reporting system OSHENS has been updated to ensure that we know where an incident may have been influenced by protected characteristics in order to take appropriate action and be able to produce data on these incidents for analysis.</p> <p>The capabilities of reporting using NCC's online reporting system OSHENS are being explored, since the latest update.</p>
3. Support colleagues and managers to be inclusive and welcoming in their approach and ensure they understand what is deemed as acceptable behaviour.	3, 6, 7, 8	3.1 Update our Code of Conduct policy and communicate the refreshing of the guidance to all colleagues.	The Code of Conduct was renamed as the Code of Conduct and Behaviour and updated in November 2021.	Complete	The Code of Conduct is up to date.	N/A
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.	<p>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.</p> <p>As of May 2022, 26% of colleagues in ASSD and 13% of CS colleagues have completed the e-learning.</p>	Amber	<p>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.</p> <p>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.</p>	<p>Adult Social Services have committed to a principle of half day protected time per month for continuing professional development and training for all social workers and occupational therapists.</p> <p>Children's Services have committed to - as part of the Deal for Children's Social Care - for practitioners to receive monthly personal supervision and be freed up for one day a month of training and continuing professional development (CPD).</p>
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.	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.	The council is refreshing its EDI plan and objectives for 2023/26. It is proposed that this will include a core objective relating to race equality and eliminating racism. The Cabinet will be determining the objectives in March 2023.

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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.	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.	A Learning and Development (L&D) review for Equality, Diversity and Inclusion (EDI) is in progress and the L&D Consultant for Core Skills is engaged in developing anti-racism training.

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

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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.	The group delivered actions in 2021.	Green	Actions from the EDI Recruitment & Career Development Group are considered.	To be explored once current myOracle (HR system) priorities have been resolved.
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.	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.	No applicable positions have become available in the services.

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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.	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.	Adult Social Services have appointed a Practice Consultant to start in January 2023 who will be dedicated to supporting international colleagues. Children's Services have been running their International Social Work programme for nearly a year and have adapted support packages over time to meet needs. Currently there are conversations taking place about a more pragmatic support offer in relation to housing which will support international colleagues when they come to the UK. There is also some discussion taking place about offering a more pastoral external support offer which is being looked at currently. The programme is being reviewed.
8. Understand why minority ethnic colleagues (17.4%) are more likely to leave Children's Services than white colleagues (10.7%).	8	8.1 Review the retention data and information collected in exit interviews.	In progress	Amber	Actions from the review are considered.	The leaver process (including exit interviews) is currently being reviewed by HR. Some system reporting issues have been experienced which are impacting on the timeliness of exit interviews. Children's Services' Principal Social Worker is liaising with Directors and Assistant Directors to implement informal mechanisms to offer this in a timelier manner.

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

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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.	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.	All advisory and employee network chairs have been invited to engage with Career Families.

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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.	In progress	Amber	A plan for workshops is explored, following the training of colleagues. (See action 10.1).	An external coach will be brought in to support engagement and confidence within the Black and Asian Employee Network - open to all Black and Asian NCC employees. This action will be explored following these sessions.
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.	In progress	Amber	A programme is in place for ethnic minority colleagues to be trained and supported to help create an inclusive culture.	An external coach will be brought in to support engagement and confidence within the Black and Asian Employee Network - open to all Black and Asian NCC employees. This action will be explored following these sessions.
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.	In progress	Amber	A programme is explored to support the reverse mentoring or coaching between senior managers and junior minority ethnic colleagues.	An external coach will be brought in to support engagement and confidence within the Black and Asian Employee Network - open to all Black and Asian NCC employees. This action will be explored following these sessions.
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.	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.	To be explored once current myOracle (HR system) priorities have been resolved.
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.	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.	Green	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.	Children's Services promoted opportunities during Practice Week (21-25 November), including a session on 'promoting a culture of welcome and inclusion'. Employees in both services joined masterclasses on supporting LGBTQ+ colleagues, as part of a leadership development offer. LGBTQ+ Awareness training has been made available for all child and family facing employees to raise the confidence of practitioners to engage with young people in relation to sexuality and gender identity. Employees in both services joined NCC-wide EDI conversations led by the Head of Paid Service.

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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.	<p>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.</p> <p>Between September 2021-April 2022, 10 articles from colleagues sharing their experiences were shared on the EDI section on the intranet.</p>	Green	<p>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.</p> <p>There is monitoring and reporting on the number of colleagues part of the Advisory and Employee Networks.</p>	<p>Since September, 4 further lived experience articles have been shared through internal communications, as well as 14 employees sharing anonymous experiences relating to the Menopause.</p> <p>In September there were 467 network members - in December there was an increase of 14% (540). This is an increase of 25% (134) network members since April 2022.</p>
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.	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.	To be explored once current myOracle (HR system) priorities have been resolved.