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

This is the Autumn 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 Autumn 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.

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?	Autumn 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	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.	The supervision template/resources created by the Black and Ethnic Minority Professionals Symposium shared by Children's Services' Principal Social Worker will be discussed further with colleagues from both services. This will tie in with the implementation of a new policy (see action 2.1). Compassionate and Inclusive Leadership workshops were made available via the NHS.
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	Templates are available and managers are aware of how to access them.	The revision of letters was discussed at the Children's Services Joint Anti-Racism Action Group and are being redrafted for use by all directorates in collaboration with the Communities and Environmental Services EDI Officer. This will tie win with the implementation of a new policy (see action 2.1).
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.	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.	Head of EDI presented a new draft policy focusing on tackling racism and discrimination experienced by employees and communities. This will tie in with a review of employee policies.

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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.	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.	Equalities Team are in discussion with Norfolk Constabulary around reviewing the current protocol. 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.
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.	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.	Training promoted as part of National Inclusion Week.
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.	Unison's Anti-Racism Charter is being considered following a discussion between HR and Unison. A working group made up of HR, Unison and the Black and Asian Employee Network met and agreed to request feedback on experiences of signing the charter/a similar commitment from Shire Counties and Norfolk & Waveney Inclusion Leads. Feedback received and awaiting next steps.

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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 proposal for face-to-face anti-racism training in Children's Services and Adult Social Services is being developed.

L&D EDI review to take place once the new L&D Consultant is in place from November. |

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 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. The panels were used to appoint 2 roles across NCC – Director for People and Director of Norfolk Fire & Rescue Service.

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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 spoke with international colleagues to understand how NCC can best support new international starters. Children's Services shared feedback from international colleagues, e.g. challenges have been experienced in getting accommodation, high living costs, travel, etc. Adult Social Services have appointed a Business Support Officer and are recruiting for a NIPE (Norfolk Institute for Practice Excellence) Practice Consultant dedicated to supporting international colleagues.
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.	Children's Services' Principal Social Worker and Director of Social Care discussing the potential of having structured conversations with colleagues before the point of handing in notice.

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.	To be explored further once current myOracle priorities have been resolved. All advisory and employee network chairs have been invited to engage with and consult on the Strategic Review in regular meetings. All advisory and employee network chairs have been invited to engage with and consult on the NCC-wide Wellbeing Strategy currently in development.
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).	To be explored once the new L&D Consultant is in place from November.

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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.	To be explored once the new L&D Consultant is in place from November.
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.	NHS opportunity for all colleagues M grade or above to mentor ethnic minority colleagues during a programme between October and December was made available. 1 Children's Services manager to join.
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 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.	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. | 6 different sessions made available to minority ethnic colleagues via the NHS between September 2022 - February 2023. The developing skills in health and social care (DSHSC) project promoted to all employees. General L&D opportunities in Children's Services are sent twice every month via an email bulletin.

Anti-racist resources by Research in Practice shared via L&D email bulletin and promoted further.

Opportunity for Action Learning Set for Ready Now programme alumni and senior ethnic minority staff (NHS bands 8a and above) promoted.

Compassionate & Inclusive Leadership workshops made available via the NHS. At least 5 ethnic minority employees are hoping to join the various L&D opportunities promoted since August. |

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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.	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.	Since May, 4 lived experience articles have been shared through internal communications. Monitoring and reporting is in place through EDI workforce updates shared via EDI Employee Conversations with the Head of Paid Service. In April there were 406 network members - in September there was an increase of 15% (467).
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 priorities have been resolved.