

Local Authority Sites Final Action Plan May 2022

The evidence journey to improve the social care WRES

Name of Local Authority	Birmingham Children's Trust
Senior Director responsible for the SCWRES (sponsor)	Lee Yale-Helms – Director of Finance and Resources
LA Programme Lead	Gordon Latham, Head of HR
Staff Voice Lead	WRES Leads Working Group
Report Author	Lorraine Donovan – Equalities and Diversity Manager
Number of (direct) employees	1922

Summary of how this action plan has been agreed (signed off) and how it will be monitored, reviewed and outcomes evaluated (500 max)

This report represents the Trust's plan in response to the findings of WRES metrics data relating to 9 key themes about our workforce which was collated and analysed during 2021.

Supported by the Equalities and Diversity Manager the LA Programme lead will regularly monitor progress with key stakeholders throughout the Trust.

This plan also includes our response to the findings obtained from other data obtained through our own internal processes such as our staff workforce survey which ran from August 2021 – September 2021 throughout the Trust. Staff groups also regularly meet in the Trust and the views of these workforce groups, such as the Equalities Forum, has also helped to shape this plan. Formal monitoring and evaluation of the progress of this plan will be provided on a quarterly basis to the Executive Group and/or Board.

Local Authority: Birmingham Children's Trust

Introduction (Senior Sponsor/Lead):

We are proud to be a part of the WRES, the Workforce Race Equality Standards for Social Care in Birmingham. Developing the WRES has enhanced our strategic partnership working. This journey has already provided opportunities for the workforces of Birmingham Adult Social Care and Birmingham Children's Trust to work in collaboration, to highlight gaps in terms of racial disparities, but most importantly, to seek meaningful ways to address them. This process has also enabled the sharing of good practice in terms of methods for gathering, analysing and reporting data. This included the development of a race workforce survey to ascertain the lived experiences of our respective workforces. Employee equality and diversity forums have also been strengthened through joint engagement with corporate equality leads, plus, other equality and diversity networks. As a result of this analysis and engagement we now have a more in-depth understanding and awareness of race inequality in the social care workplace.

This report sets out how the Trust will respond and deliver on this important work. It gives us a challenging timescale of 12 months to start seeing the change needed. The Council's Cabinet Leads, Chief Executives of both organisations and Birmingham Children's Trust Board, will provide scrutiny of the work and as the Trust's lead for Finance and Resources I will provide the important strategic oversight of this WRES action plan to ensure that we deliver on its key actions.

Lee Yale-Helms – Director of Finance and Resources

Introduction (LA Programme Lead/Staff Voice Lead):




This plan represents Birmingham Children's Trust commitment to equality, diversity and inclusivity. It follows on from our interim plan which we published in 2021 and is our first plan in response to data collated and submitted to the Department of Health and Social Care around its 9 key set metrics. This includes workforce data collated and analysed between June – November 2021 in accordance with DHSC's requirements. This plan identifies the strategic actions for the Trust in response to that data. Collating this information has been challenging as we are having to review and modify our internal processes to ensure that we can meet the requirements of the WRES. In August - September 2021 we carried out our own race workforce questionnaire in order to obtain missing gaps in the data and to support our planning. This information has been incorporated in this final version of the plan.



This plan complements our Equalities and Diversity Action Plan 2021-2022, which was an early intervention to start addressing known issues around race inequality in the Trust. Some of the actions may therefore cross over.


We have established a WRES Leads working group. This will ensure that implementation of the actions outlined in this plan can be robustly monitored and the desired outcomes achieved. We will also ensure that black, Asian and ethnic staff continue to have their voices heard through the Equalities Forum, a safe platform for our workforce to voice their concerns and provide feedback of their experiences.



Gordon Latham, Head of HR

Workforce Race Equality Standard: Final Action Plan May 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 1:</u> <i>Percentage of black, Asian and ethnic staff in each of the council pay bands compared with the percentage of staff in the rest of the workforce</i></p>	<ul style="list-style-type: none"> Ensure regular ongoing review and analysis of the data Implement a range of development activities and programmes to support staff progression such as coaching and mentoring <div style="display: flex; justify-content: center; gap: 20px;">  Staff.xlsx  Pay.xlsx </div>	May 2023	There will be improved levels of staff diversity at all levels in the Trust, particularly at senior grades
<p><u>METRIC 2:</u> <i>Comparative rate of black, Asian and ethnic staff being appointed from shortlisting</i></p>	<ul style="list-style-type: none"> Ensure regular ongoing review and analysis of the data Ensure that interview panels have a diverse make up Ensure that staff on interview panels receive mandatory equalities training Increase levels of diverse applicants by (a) actively targeting the ethnic press for vacancies and (b) reviewing the requirements of our recruitment partners <div style="text-align: center;">  Recruitment.xlsx </div>	May 2023	There will be an increase in the number of applicants from diverse backgrounds being shortlisted for vacancies
<p><u>METRIC 3:</u> <i>Comparative rate of black, Asian and ethnic staff entering the formal disciplinary process</i></p>	<ul style="list-style-type: none"> Ensure regular ongoing review and analysis of the data Ensure that managers receive mandatory equal opportunities and cultural awareness/bias training Review the current disciplinary policy for consistency and to ensure it does not disadvantage groups of staff 	May 2023	Any overall figures will reflect and be more proportionate to the workforce and not weighted towards any particular ethnic group

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 4:</u> <i>Comparative rate of black, Asian and ethnic staff entering the fitness to practice process</i></p>	<ul style="list-style-type: none"> • Ensure regular ongoing review and analysis of the data • Ensure that managers receive mandatory equal opportunities and cultural awareness/bias training • Review the current fitness to practice process for consistency and to ensure it does not disadvantage groups of staff <div style="text-align: center;">  Fitness to Practice.xlsx </div>	<p>May 2023</p>	<p>Any overall figures will reflect and be more proportionate to the workforce and not weighted towards any particular ethnic group</p>
<p><u>METRIC 5:</u> <i>Comparative rate of black, Asian and ethnic staff accessing funded non-mandatory CPD as compared to white staff</i></p>	<ul style="list-style-type: none"> • Review the supervision form/process to ensure that CPD is discussed as part of the ongoing supervision process • If CPD is declined the reason(s) for this must be recorded and the member of staff supported with alternative options for learning where possible • Improved oversight of the data by implementing a new mechanism for systematically collecting this data. Note: The Trust's new HR system will support the collation of this information from April 2022 <div style="text-align: center;">  Non Mandatory Training.xlsx </div>	<p>May 2023</p>	<p>A more skilled and fluid workforce, especially with regard to specialist areas of work</p> <p>Staff can aspire for promotion/progress within the organisation</p> <p>The Trust advertises all vacancies to its workforce instead of relying on external applicants</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>METRIC 6: <i>Percentage of black, Asian and ethnic staff experiencing harassment, bullying or abuse from children, families or their relatives, or the public in last 12 months</i></p>	<ul style="list-style-type: none"> • Ensure regular ongoing review and analysis of the data • Encourage staff reporting via current incident reporting system • Reinforce to managers, their responsibilities for staff wellbeing, by ensuring that this is discussed in team and supervision meetings • Support for staff experiencing racial discrimination, violence and aggressive behaviour as part of our wellbeing offer <div style="text-align: center;">  indicator 6.xlsx </div>	May 2023	Staff have confidence in reporting incidents and have a good level of pastoral care and support
<p>METRIC 7: <i>Percentage of black, Asian and ethnic staff experiencing harassment, bullying or abuse in the last 12 months from</i> <i>a. Colleague</i> <i>b. Manager</i></p>	<ul style="list-style-type: none"> • Ensure regular ongoing review and analysis of the data • Encourage reporting via current incident reporting system • Remind managers of their obligations for staff wellbeing by ensuring this is raised at ongoing one-to-one and supervision meetings • Pastoral support is available to all staff as part of our wellbeing offer and this is communicated to the workforce • Improved oversight of incidents/data to ensure that repeated patterns of behaviour is addressed through existing HR processes 	May 2023	Any overall figures will reflect and be more proportionate to the workforce and not weighted towards any particular ethnic group

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>METRIC 8: <i>Comparative rate of black, Asian and ethnic employees leaving the organisation during the last year</i></p>	<ul style="list-style-type: none"> • Encourage take up of exit interviews/exit questionnaires by raising staff awareness • Ensure regular ongoing review and analysis of the data • Involvement of HR where repeated patterns of behaviour are identified with the same member of staff, team or service area in line with existing HR processes  <p>Turnover.xlsx</p>	<p>May 2023</p>	<p>Better staff retention rates</p>
<p>METRIC 9: <i>Percentage difference between organisations' senior management membership and its overall workforce</i></p>	<ul style="list-style-type: none"> • Ensure regular ongoing review and analysis of the data • Increase levels of diverse applicants by encouraging applications from current workforce and actively targeting ethnic press for vacancies • Implement a range of Learning & Development activities and programmes to support staff progression such as coaching, mentoring and talent management schemes  <p>Snr Management.xlsx</p>	<p>May 2023</p>	<p>A senior management team that is reflective of and correlates to the city's demography</p>

Please detail any other action / activities that you will roll out to support the SCWRES

- Increased levels of communications to all staff
- Ongoing engagement with black, Asian and ethnic staff via the Equalities Forum

Staff Engagement

Do you have a staff engagement plan or policy?

WRES Engagement / Communication Plan

Please summarise the key points from the staff engagement plan / policy

- Utilise existing mechanisms and structures to engage with staff e.g., Equalities Forum, Executive Working Group, Workforce Working Group, Culture Change Working Group
- A Trust-wide webinar for all staff
- Work in partnership with service leads across the Trust
- Utilise Microsoft Teams live events to inform staff and share key messages
- Ensure progress for this plan, and around the equalities agenda generally, is regularly communicated to staff
- Use electronic communications from the CEO, a regular equalities and diversity blog and staff bulletins to share information
- Provide new learning opportunities for staff via our Learning and Development Team
- Explore new initiatives that enhances equality of opportunity for all our workforce, in particular black, Asian and ethnic staff
- Work with other local and regional Networks to enhance support to workers and to share good practice
- A new equalities and diversity intranet page to act as a one stop shop for all information
- Use the Equalities Yammer page to support discussions and share information

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
- Race and cultural awareness

No.	WRES Theme and related metric	Local Authority Objective	Link to Local Authority corporate plan
1.	Leadership (Metric 1 and 9)	Ensure equality and inclusion is represented across all staff grades within BCT	<p>Our Strategic Business Plan is focused on:</p> <ol style="list-style-type: none"> 1. Leading, driving and supporting better practice. 2. Improving outcomes for children, young people and families. <p>A diverse, skilled, productive, engaged and stable workforce is a key enabler for ensuring the Trust can achieve these objectives</p>
2.	Recruitment and retention (Metric 2 and 8)	Systematically utilise exit interview feedback to improve recruitment and retention rates for staff who are from a black, Asian or ethnic background	
3.	Learning and career development (Metric 5)	Identify, record and monitor non-mandatory CPD to ensure fair and equitable access to training and development	
4.	Culture and staff experience (Metric 3, 4, 6 and 7)	Encourage the reporting of all incidents of race discrimination including the harassment, bullying or abuse of staff and ensure that we actively monitor and respond to these	
5.	Improve levels of cultural awareness and understanding around race equality	Having an increased understanding of equalities and why it is important will support staff to bring about the changes needed	

Workforce Race Equality Standard Interim Action Plan November 2021

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
1.	Ensure equality, diversity and inclusion is reflected across all staffing grades within the Trust	HoS/HR	Staffing levels and salaries of white staff compared to black, Asian and other ethnic groups are not consistent. As we progress to higher grades, those in senior roles are well below what we would expect to see for the workforce	<p>Review and analyse current staffing data and agree targets for the Trust – HoS/HR, E&DM</p> <p>Create a framework to supplement interview panels so that diversity for all interviews relating to race and gender is supported - HoS/HR</p> <p>Draft and recommend a new Talent Management Framework – HoS/HR</p> <p>Review the Trust’s Leadership Development Programme on how it impacts on staff from different ethnic groups – AD/Practice</p> <p>Introduce a mentoring/shadowing scheme – HoS/HR</p> <p>Introduce, review and monitor the impact of the Moving Up Programme – SL&DO</p> <p>Mandatory Equal Opportunities training for all staff and ensure that take up is closely monitored – HoS/HR, L&DM</p>	Have a diverse workforce at all levels of the Trust, including in senior management positions	November 2022	<p>We have recently undertaken a review of our training, resulting in the launch of a new Trust-wide Learning and Development offer in April 2022</p> <p>Following a trial in 2021 we have now fully embraced the Moving Up Programme</p> <p>We carried out a Race Workforce Questionnaire in August/September 2021 and conversations</p>

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
				<p>Mandatory Equalities Impact Assessment Training for all HR staff, and those who lead service redesigns, and ensure that take up is closely monitored - HoS/HR, L&DM</p> <p>Annual Race Workforce Questionnaire and Report – Year 1 2021, then annually from 2023 onwards – E&DM, RA</p> <p>Facilitate Equality Forum discussions to obtain feedback from staff and to discuss and resolve issues of concerns raised – E&DM</p> <p>Review where and how we advertise vacancies to ensure that it includes ethnic media - HoS/HR</p> <p>Ensure that the values, commitment and policies of our recruitment partners relating to race equality, diversity and inclusion is reflective of the Trust’s – HoS/HR</p>			around the findings have influenced key actions for the Trust

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
2.	Systematically utilise exit interview feedback to improve retention of staff from a black, Asian or ethnic background	HoS/HR	Turnover is comparable between white staff when compared to black, Asian and ethnic staff however this data is generally under-reported More action needs to be undertaken to ensure a more accurate reflection of the data	Establish a working group to review current exit interview form, process and documentation to identify whether any improvements can be made – HoS/HR Create and deliver a communications/promotional strategy to encourage take-up for all leavers and to remind managers of their obligations to ensure these are always carried out – CM Produce supportive guidance material for managers via the Learning and Development platform and ensure that take up is monitored and escalated as appropriate – L&DM Review the current fitness to practice process for consistency to ensure it does not disadvantage groups of staff – PSW	Have an effective process in place that actively targets 100% of feedback from staff exiting the organization Have good oversight of the reasons why staff resign from the Trust and to actively address any patterns or common experiences	November 2022	We have started to raise staff awareness of why they are important
3.	Identify, record and monitor non-mandatory CPD to ensure fair access to training and development.	L&DM	The figures provided are only partially known and we therefore need to improve the process for collecting more accurate, comprehensive information The data currently available	Improve the Trust's capability, via the new HR system, to record non-mandatory CPD – L&DM Produce a guide for managers on how requests should be managed to ensure consistency – L&DM	All staff have access to non-mandatory training and there is a clear and transparent process for this Staff are motivated and have a wide	November 2022	A new HR system was launched in April 2022 which will support the collation and monitoring of

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
			to us shows a disparity of those accessing CPD with white staff having more access than black and Asian staff. More action is therefore needed to ensure a more balanced take up of CPD across all ethnic groups	Agree an approach/process on how data will be monitored, reported and actioned within the Trust – E&DM, HoS/HR Review the Trusts' supervision form to strengthen how well it responds to the needs of staff, also incorporating the points highlighted from the metrics data above – PSW	skillset to meet business needs		this data
4.	Increase reporting of incidents of harassment, bullying or abuse from all staff	HoS/HR	Harassment and bullying are generally under reported. Current figures predominantly represent incidents from staff based in children's homes	Send regular communications to staff reminding them of the corporate incident reporting process – CM Review HR policies and processes to ensure they are robust and do not adversely disadvantage staff – HoS/HR Review the current system for receiving and analysing reported data for the Trust to ensure that it is effective in identifying and responding to any follow up actions needed - HBS&S, HoS/HR Develop staff guidance to support those who are harassed, bullied or abused from members of the public whilst undertaking their work for the	Staff have confidence to report incidents Robust processes are in place to reduce incidents and support staff	November 2022	

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
				<p>Trust, including specific types of abuse such as racist abuse - HBS&S/HR</p> <p>Remind staff of the pastoral support available via our wellbeing offer for those who experience different types of abuse, including racist abuse – CM</p>			
5.	Improve levels of cultural awareness and understanding around race equality	L&DM	A workforce with an understanding of equality, diversity and inclusivity and how this impacts on the workforce can potentially influence all of the above metrics resulting in better outcomes for all	<p>Ensure there is a good mandatory training offer in place which ensures staff understand their legal obligations under the Race Equality Act 2010 and PSED – SL&DO</p> <p>Create new opportunities for staff to learn about race and culture by utilising webinars, videos and discussion platforms to aid their understanding – E&DM, SL&DO</p> <p>Ensure that new starters are aware of the working ethics of the organisation by ensuring that EDI is incorporated in induction training – SL&DO</p> <p>Ensure that when policies, procedures, staff guidance and forms are produced and/or reviewed</p>	Staff feel confident to talk about race and have a greater understanding of different cultures	November 2022	Cultural awareness and race equalities are now embedded in our Learning & Development offer

No.	Objective	Lead	Data from WRES metrics	Specific action	Indicators of improvement: What does good look like?	Timeframe	Progress
				<p>the race and cultural needs of children and their families are always considered and/or embedded - PSW</p> <p>Create a cultural calendar where staff can learn about different cultures throughout the year – CM</p>			

WRES Leads Working Group Members	
Name/Job Title	Abbreviation
Lorraine Donovan, Equalities and Diversity Manager	E&DM
Marcus Heron, Head of Business Services & Support	HBS&S
Gordon Latham, Head of HR	HoS HR
Rachael Lickley, Research Analyst, Practice Hub	RA
Wendy Lowes, Learning & Development Manager	L&DM
Marcia Myers, Senior Learning and Development Officer	SL&DO
Di Partridge, Assistant Director for Practice	AD/Practice
Lara Timms, Principal Social Worker	PSW
Lawrence Vos, Communications Manager	CM

Action Plan signed off by	Lee Yale-Helms
Position / Role	Director of Finance and Resources
Date	June 2022