

# **Social Care Workforce Race Equality Standard (SCWRES)**

**Lancashire County Council Action Plan June 2022**

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## Overview

The challenge for organisations, like Lancashire County Council, is to ensure Black, Asian & Minority Ethnic staff are treated fairly. This includes fair access to opportunities to develop and progress into senior leadership roles, and to be a part of an inclusive workplace that makes all staff feel equally valued.

'This is a major step for Lancashire County Council's commitment to improving the representation and experience of social care staff from Black, Asian and minority ethnic backgrounds, and ensuring that social care services are shaped and influenced by their diverse workforce. This in turn will help improve social care responses and support for all individuals, families, and communities we are here to serve' (Lyn Romeo – Chief Social Worker for Adults, Department of Health & Social Care)

The SCWRES will be crucial in formulating and implementing a local authority action plan to address issues based on the data gathered around a range of metrics on the experiences of the Black, Asian and Minority Ethnic social care workforce. There are 9 metrics in total.

Whilst over many years the County Council has had arrangements in place to monitor the equalities profiles of its employees, applicants and complaints procedures which address harassment within the workforce, the SCWRES has provided an opportunity to look more closely at the information produced, specifically around ethnicity and to assess any disproportionate impact.

This is the first year that the figures in this document have been collected against the 9 SCWRES Metrics. Next year's action plan will be based on information for the year up to December 2022 and there in after. These metrics will be reported against on an annual basis, helping to formulate the actions for the following year, which will be included in the next steps section at the end of the report. This is the starting point of the process, to inform the developments going forward within Adults and Children's Social Care settings.

## Introduction

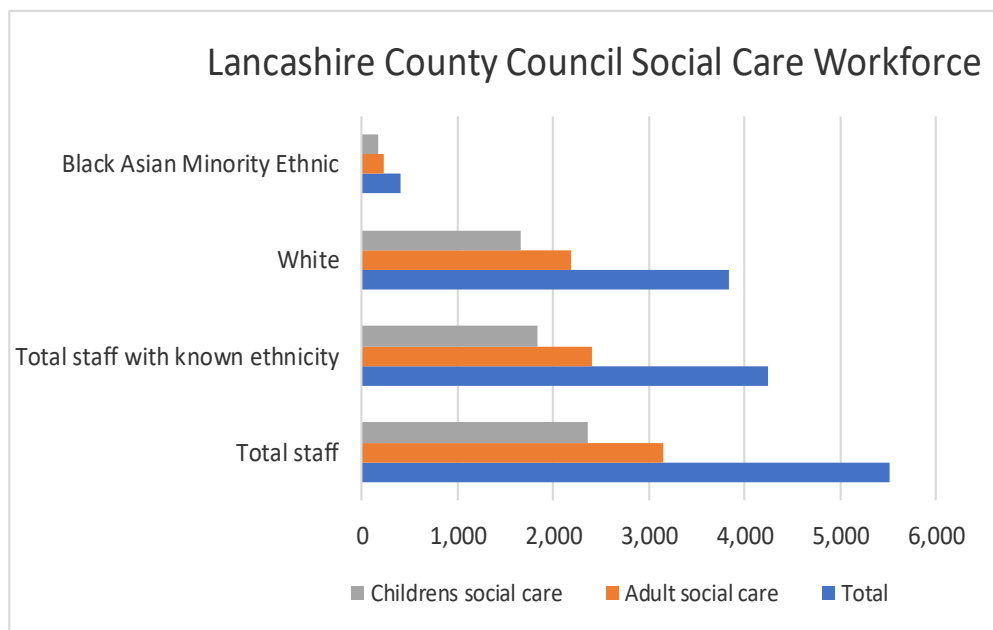
The following shows the background of the Lancashire County Council Workforce Representation.

To meet the requirements of the SCWRES data submission, the information had to include:

- Those who were employed 31<sup>st</sup> August 2021
- Those who applied for positions in the 12 months up to 1<sup>st</sup> September 2021
- Those who left in the 12 months up to the 1<sup>st</sup> September 2021

At the time of the report submission, there were:

- 5513 Social Care staff in total In Lancashire County Council
- 3151 were based in Adult Social Care
- 2362 were based in Children's Social Care
- The total staff data collected with known ethnicity was 4240 of which 3839 identified as White (70%) and 401 (7%) as Black, Asian, Minority Ethnic
- There were 1273 (23%) staff within the workforce overall who didn't record any ethnicity, so for the report are classified as unknown.



- Additional information has been presented from the 2021 staff survey. This data was taken specifically from Adults and Children's Social Care answers that were relevant to the SCWRES. This extra data was required for metrics 6 & 7, to set a baseline for the action plan.

## **How is data collated**

The data for this action plan is collected through internal mechanisms which include, Human Resource records, Skills Learning and Development records and Lancashire County Council Staff Survey. The data in this report, will only reflect Adult and Children's Social Care workforce information from within the local authority.

## **Terminology**

The definition of ethnicity used for the purpose of this report is provided in the WRES Technical guidance as outlined below:

## **Definitions**

We will be using the term minority ethnic because of its utility in surveying public-policy outcomes. However, we acknowledge the well-documented concerns that some ways of categorising ethnicity have not reflected how people recognise themselves and their self-identity. The definitions of ethnicity we are using are based on the Census 2011 harmonised ethnicity classification (see below). We are referring to non-white staff groups (Categories D-R in the census).

## **ONS Census 2011 harmonised ethnicity classification**

### **White**

English/ Welsh/ Scottish/ Northern Irish/ British  
Irish  
Gypsy or Irish Traveller  
Any Other White background

### **Mixed/ multiple ethnic groups**

White and Black Caribbean  
White and Black African  
White and Asian  
Any Other Mixed/ multiple ethnic background

### **Asian/ Asian British**

Indian  
Pakistani  
Bangladeshi  
Chinese

Any other Asian background

**Black/ African/ Caribbean/ Black British**

African

Caribbean

Any other Black/ African/ Caribbean background

**Other**

Any other ethnic group

Arab

Wherever possible we have tried to use the phrase Black, Asian and Minority Ethnic but within some tables and charts the term minority ethnic has been used due to formatting constraints.

**Definition of non-mandatory training for SCWRES**

The SCWRES Technical Guidance defines non-mandatory training as: 'any learning, education, training or staff development activity undertaken by an employee, the completion of which is neither a statutory requirement (for example, fire safety training) or mandated by the organisation.'

Non-mandatory and Continuous Professional Development (CPD) recording practice may differ between organisations. However, all are expected to maintain internal consistency of approach from year to year, so that changes in uptake trends can be compared over time.

Accessing non-mandatory training and CPD – in this context refers to courses and developmental opportunities for which places were offered and accepted.

## Key Findings - The Metrics

There are nine metrics standards which, for the first time, will provide a clear set of expectations, for a core dataset for workforce race equality in social care and introduce scope for a more aligned approach across the health and social care workforce.

### **METRIC 1:**

#### **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**

The table below shows the known ethnicities of staff for Adults and Children's Social Care within the salary bandings. The information then shows a breakdown of White & Black, Asian and Minority Ethnic staff for each of the services.

Salary Band	Total Known Ethnicity Overall workforce LCC Social Care Services (n=4240)	Adults Social Care Known Ethnicity (n=2409)	Adults White Number & %	Adults Black, Asian Minority Ethnic Number & %	Children's Social Care Known Ethnicity (n=1831)	Children's White Number & %	Children's Black, Asian Minority Ethnic Number & %
Under £25,000	2110 (50%)	1448 (34%)	1319 (91%)	129 (9%)	662 (16%)	577 (87%)	85 (13%)
£25-£29,999	779 (18%)	354 (8%)	329 (93%)	25 (7%)	425 (10%)	396 (93%)	29 (7%)
£30-£34,999	666 (16%)	296 (7%)	251 (85%)	45 (15%)	370 (9%)	334 (90%)	36 (10%)
£35-£39,999	260 (6%)	146 (3%)	128 (88%)	18 (12%)	114 (2%)	108 (95%)	6 (5%)
£40-£44,999	260 (6%)	116 (2%)	108 (93%)	8 (7%)	144 (3%)	134 (93%)	10 (7%)
£45-£49,999	87 (2%)	23 (>1%)	22 (96%)	1 (4%)	64 (1%)	60 (94%)	4 (6%)
£50,000 +	78 (2%)	26 (1%)	25 (96%)	1 (4%)	52 (3%)	48 (92%)	4 (8%)

**Objective/Goal**

- Improve understanding of Lancashire County Council's workforce profile for Black, Asian and Minority Ethnic employees by making employee data more robust
- Reduce the level of "Unknown" responses to employee data to provide a more accurate and meaningful level of information

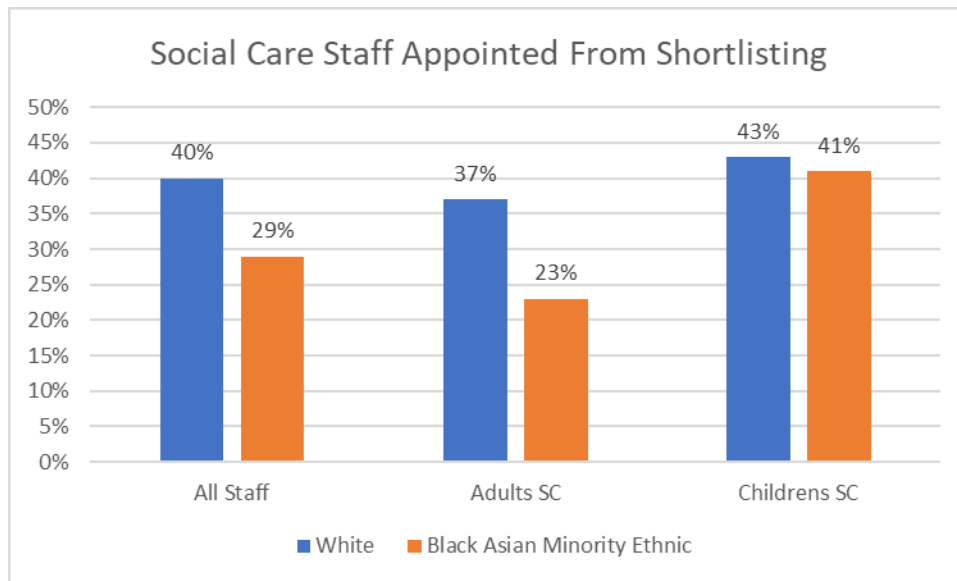
**METRIC 2:**

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

	Total Staff			Adult Social Care			Children's Social Care		
	Shortlist	Appointed	%	Shortlist	Appointed	%	Shortlist	Appointed	%
<b>Total staff</b>	2,946	1,116	38 %	1,713	589	34 %	1,233	527	43 %
<b>Total staff with known ethnicity</b>	2,925	1,111	38 %	1,702	585	34 %	1,223	526	43 %
<b>White</b>	2,442	971	40 %	1,381	511	37 %	1,061	460	43 %
<b>Minority Ethnic</b>	483	140	29 %	321	74	23 %	162	66	41 %
<b>Not known</b>	21	5	24 %	11	4	36 %	10	1	10 %
<b>White</b>	83%	87%		81%	87%		87%	87%	
<b>BAME</b>	17%	13%		19%	13%		13%	13%	

The table above shows the numbers and percentages for White and Black, Asian and Minority Ethnic applicants, within Adults and Children's Social Care recruitment from shortlisting to appointment. There are less than 1% of applicants where their ethnicity was not known.





The chart shows that for all applicants, 40% of white staff and 29% of Black, Asian and Minority Ethnic applicants were appointed from shortlisting. This highlights overall, that for a white applicant they are about 1.4 times more likely to be appointed from shortlisting than a Black, Asian and Minority Ethnic applicant. There is also a clear difference between Adults and Children's services in Black, Asian and Minority Ethnic appointments. In Children's Social Care the chances of being appointed are virtually the same for White & Black, Asian and Minority Ethnic applicants, whereas in Adults Services shortlisted Black, Asian and Minority Ethnic applicants are statistically less likely to be hired.

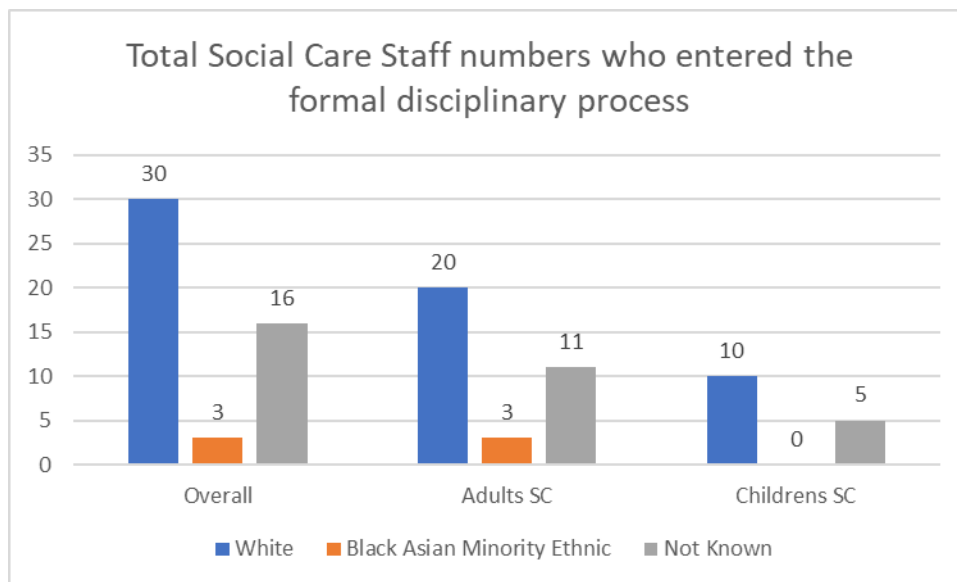
### Objective/Goal

- Narrow the gap between White and Black, Asian Minority Ethnic applicants hired
- Improve Adult's Services hiring level for Black, Asian and Ethnic Minority candidates to become more aligned with Children's Services appointments

**METRIC 3:**

**Comparative rate of Black Asian Minority Ethnic staff entering the formal disciplinary process in last 12 months**

	Total	Adult social care	Children's social care
Total staff who entered the formal disciplinary process	49	34	15
Total staff who entered the formal disciplinary process with known ethnicity	33	23	10
White	30	20	10
Black Asian Minority Ethnic	3	3	0
White	91%	87%	100%
Black Asian Minority Ethnic	9%	13%	0%



From the data presented for overall staff of 5513, social care staff who entered a formal disciplinary process numbers are low. There were less than 1% of social care staff entering a formal disciplinary process. 0.8% overall of those who did, were white and 0.7% were Black, Asian and Minority Ethnic staff. Black, Asian and Minority Ethnic staff are slightly less likely to enter the formal disciplinary process as white staff. No Black, Asian and Minority Ethnic employees entered a formal disciplinary process within Children's Social Care.

**Objective/Goal**

- Reduce levels of unknown ethnicity to make the data more robust
- Improve accuracy of data for leavers

**METRIC 4:**

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

No information or data available at present

**Objective/Goal**

- To provide data for fitness to practice

**METRIC 5:**

**Comparative rate of Black, Asian and Minority Ethnic staff accessing funded non-mandatory CPD as compared to white staff**

No information available for this metric at the time of submission

Lancashire County Council didn't previously monitor applications for training for staff but since January 2022 this is now being captured and will be available in next year's report

**Objective/Goal**

- Review our internal system which collects relevant data on protected characteristics of applicants for non-mandatory CPD training courses

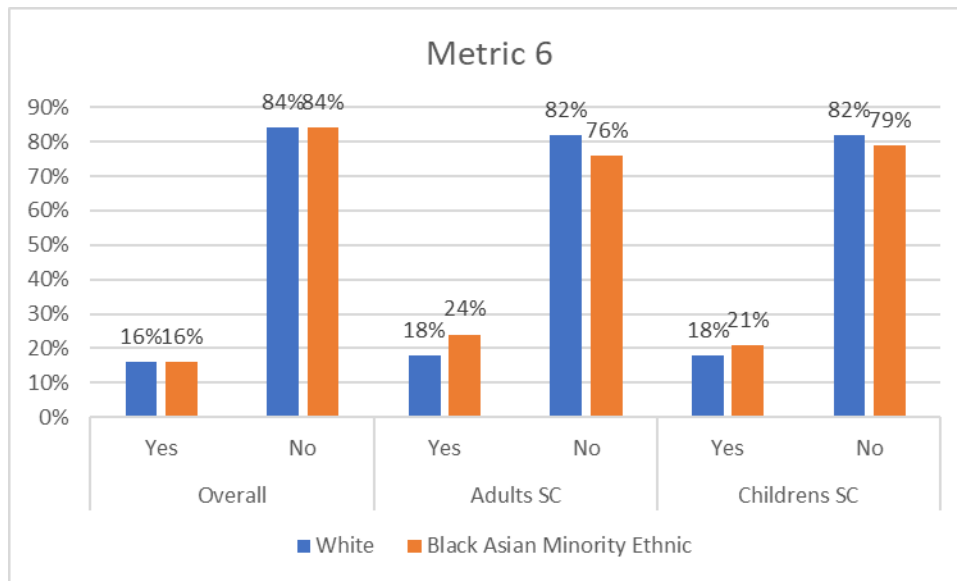
**METRIC 6:**

**Percentage of Black, Asian and Minority Ethnic staff experiencing harassment, bullying or abuse from clients, their relatives, or the public in last 12 months**

No information for this metric was available at the time of submission. However, the staff survey has become available and within the survey the following statement was asked. The chart below, shows the answers by overall response followed by Adults and Children's Social Care responses separated

**'I have experienced harassment, bullying or abuse in the past 12 months, whilst performing my role, from service users or their relatives, customers or the public'**

In both Adults and Children's Social Care, a higher percentage of Black, Asian and Minority Ethnic employees have experienced harassment, bullying or abuse, than Black, Asian and Minority Ethnic employees overall within the Lancashire County Council workforce in the past 12 months



**Objective/Goal**

- Staff know & understand how to use the harassment complaints processes for support and response and improved awareness of the internal and external complaints process
- Employees know and understand the arrangements for support and responses to all forms of harassment, bullying or abuse experienced at work

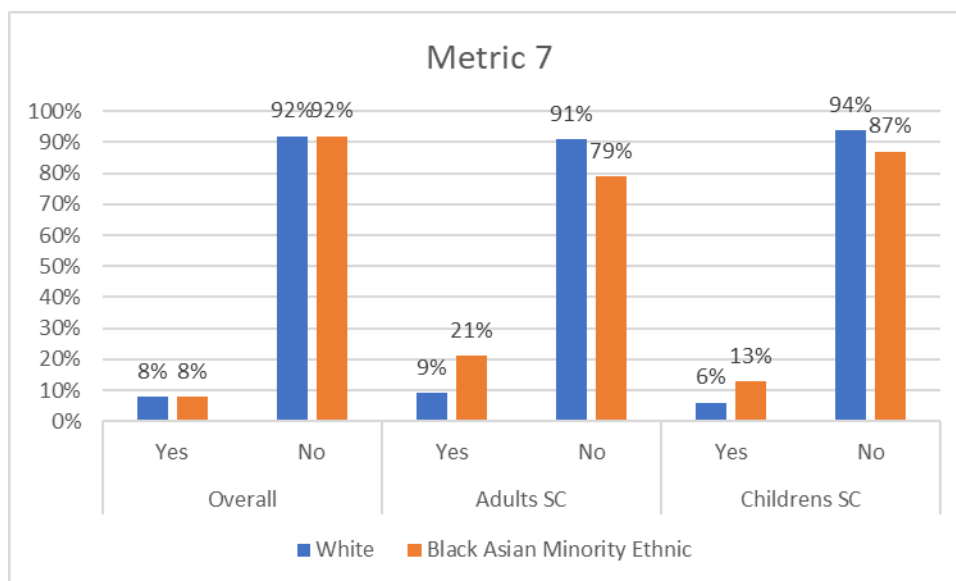
**METRIC 7:**

**Percentage of Black, Asian and Minority Ethnic staff experiencing harassment, bullying or abuse in the last 12 months from a. Colleague b. Manager**

As with previous metric at the time of submission there was no information available. Below shows the results to the following statement from the subsequent staff survey

**'I have experienced harassment, bullying or abuse in the past 12 months from colleagues or managers within Lancashire County Council'**

In both Adults and Children's Social Care, a higher percentage of Black, Asian and Minority Ethnic employees in the past 12 months, have experienced harassment, bullying or abuse than white employees. The likelihood of Black, Asian and Minority Ethnic staff facing harassment, bullying or abuse by colleagues or managers is 2.6 times more than white colleagues



**Objective/Goal**

- Staff know & understand how to use the employee harassment complaints processes for support and response, improved awareness of the complaints process
- Employees know and understand the arrangements for support and responses to all forms of harassment, bullying or abuse experienced at work

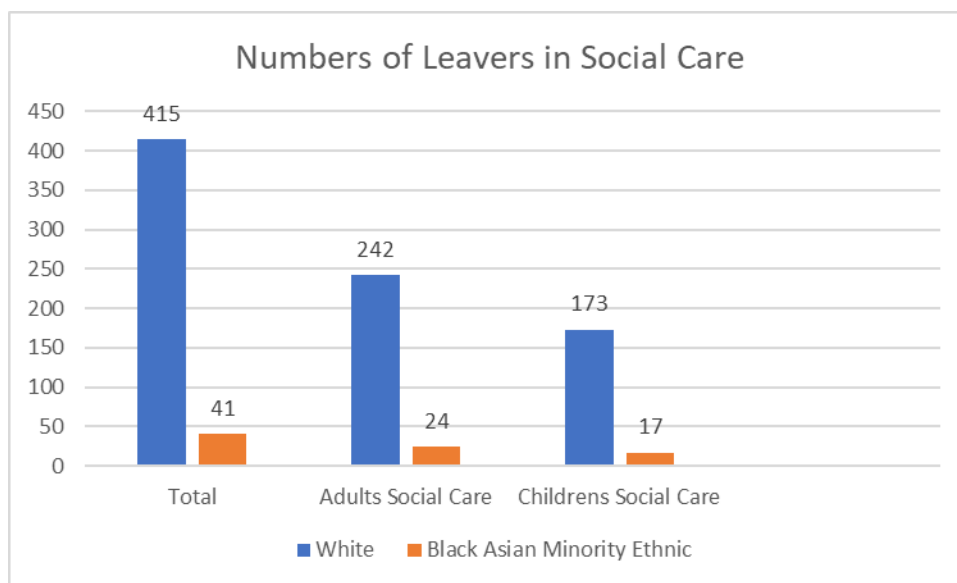
**METRIC 8:**

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

	Total staff	Total Adults Social Care	Total Children's Social Care
	5513	3151	2362
	Total Staff Known Ethnicity	Total Leavers	Turnover Rate
White	3,839	415	10.8%
Black Asian Minority Ethnic	401	41	10.2%
	Adults Social Care		
White	2,182	242	11.1%
Black Asian Minority Ethnic	227	24	10.6%
	Children's Social Care		
White	1,657	173	10.4%
Black Asian Minority Ethnic	174	17	9.8%

The overall picture looks broadly similar between ethnic minority leavers and those leaving overall. Information on the reasons for leaving will be explored to see if there are any differences.

10.8% of white staff and 10.2% of Black, Asian and Minority Ethnic staff left in the last 12 months. We can therefore say that white staff are about 1.06 times as likely to leave compared to Black, Asian and Minority Ethnic staff. The rate of leavers for Black, Asian and Minority Ethnic staff is however, higher than their representation in the workforce overall for both services.



**Objective/Goal**

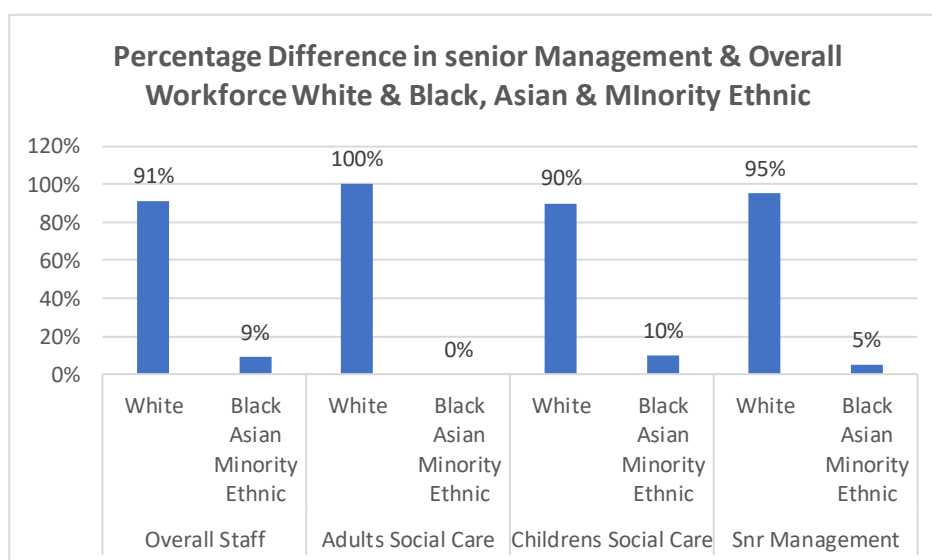
- More robust & reliable data on reasons for leaving
- Improve uptake of exit survey/questionnaires

**METRIC 9:**

**Percentage difference between organisations’ Senior Management membership (Heads of Service and above) and its overall workforce**

The following table identifies the percentage of staff in senior management at Heads of Service level and above for Lancashire County Council

	Total number of staff	Total percentage of staff	Number of Senior manager membership	Percentage of Senior manager membership
	<b>Total</b>			
<b>Total number staff</b>	<b>5,513</b>		<b>24</b>	
<b>Total number ethnicity known</b>	<b>4,240</b>		<b>21</b>	
White	3,839	91%	20	95%
Black, Asian and Minority Ethnic	401	9%	1	5%



The data has shown that 91% of the whole workforce were of White ethnicity, compared to 95% of Senior Management. 9% of the whole workforce were of Black, Asian and Minority Ethnic background compared with 5% from Black Asian and Minority Ethnic backgrounds in Senior Management positions.

**Objective/Goal**

- To improve Senior Leadership representation of Black Asian and Minority Ethnic employees

## Next Steps

### Objectives and Actions Required Against Metrics

Metric	Objective	Actions	Timeframe	How we will know that this action is achieved
1	<ul style="list-style-type: none"> <li>Improve understanding of our workforce profile for Black, Asian and Minority Ethnic employees by making employee data more robust</li> <li>Reduce the level of "Unknown" responses to employee data to provide a more accurate and meaningful level of information</li> </ul>	<ul style="list-style-type: none"> <li>Develop communications to promote reasons to complete the equalities data and the importance of having robust data for Lancashire County Council</li> <li>Engage with staff networks, particularly, Forum of Asian Black and Ethnic Employees (FABE) and Children's Services Black Workers group</li> <li>Explore different methods needed to promote career development and encourage/support take-up for progression</li> </ul>	<p>November 2022</p> <p>December 2022</p> <p>December 2022</p>	<p>Analysis for the SCWRES Data Submission and Equality Information.</p> <p>Analysis of training take up, SCWRES and other data.</p>
2	<ul style="list-style-type: none"> <li>Narrow the gap between White and Black, Asian Minority Ethnic applicants hired</li> <li>Hiring level for Black, Asian and Ethnic Minority candidates to improve Adult's Services to become more aligned with Children's Services appointments</li> </ul>	<ul style="list-style-type: none"> <li>Update Guidance on recruitment and selection for Social Care posts where applicable</li> <li>Explore providing support on how to complete an application form and interview preparation tips for applicants through videos</li> </ul>	<p>March 2023</p> <p>March 2023</p>	<p>Equality Information and SCWRES Data Submission in April 2023</p>



<b>Metric</b>	<b>Objective</b>	<b>Actions</b>	<b>Timeframe</b>	<b>How we will know that this action is achieved</b>
3	<ul style="list-style-type: none"> <li>Reduce levels of unknown ethnicity to make the data more robust</li> <li>Improve accuracy of data for leavers</li> </ul>	<ul style="list-style-type: none"> <li>Investigate leavers reasons and exit survey data for Black, Asian and Minority Ethnic staff, to explore any patterns that may emerge</li> </ul>	January 2023	SCWRES Data Submission and HR analysis in March 2023
4	<ul style="list-style-type: none"> <li>To Provide data for Fitness to Practice</li> </ul>	<ul style="list-style-type: none"> <li>To identify where this data is recorded within Lancashire County Council and provide where necessary</li> </ul>	April 2023	SCWRES Data Submission and other arrangements
5	<ul style="list-style-type: none"> <li>Review our internal system which collects relevant data on protected characteristics of applicants for non-mandatory CPD training courses</li> </ul>	<ul style="list-style-type: none"> <li>Review the demographic information and participation in specific targeted courses</li> </ul>	January 2023	<p>SCWRES Data Submission and other internal reviews</p> <p>Staff Experience Board and Workforce Equalities Board.</p> <p>SCWRES Data Submission April 2023</p>
6	<ul style="list-style-type: none"> <li>Staff know &amp; understand how to use the employee harassment complaints processes for support and response, improved awareness of the complaints process</li> <li>Employees know and understand the arrangements for support and responses to all forms of harassment, bullying or abuse experienced at work</li> </ul>	<ul style="list-style-type: none"> <li>Review staff policies and produce a 'My Workplace – I need to feel safe' Respect Statement for all staff and customers</li> <li>Ensure that colleagues know how to report and effectively record incidents</li> </ul>	<p>October 2022</p> <p>October 2022</p>	<p>Staff Experience Board and Workforce Equalities Board.</p> <p>SCWRES Data Submission April 2023</p> <p>Staff Survey December 2022</p>

7	<ul style="list-style-type: none"> <li>• Staff know &amp; understand how to use the employee harassment complaints processes for support and response, improved awareness of the complaints process</li> <li>• Employees know and understand the arrangements for support and responses to all forms of harassment, bullying or abuse experienced at work</li> </ul>	<ul style="list-style-type: none"> <li>• Promote our Harassment Policy &amp; Procedure for employees</li> <li>• Ensure that colleagues know how to report and effectively record incidents e.g using communications to highlight our Respect corporate priority</li> <li>• Set up staff engagement workshops and link into relevant Staff Networks</li> </ul>	<p>November 2022</p> <p>October 2022</p> <p>September 2022</p>	<p>Staff Experience Board and Workforce Equalities Board Staff Survey December 2022 SCWRES Data Submission April 2023</p>
8	<ul style="list-style-type: none"> <li>• More robust &amp; reliable data on reasons for leaving</li> <li>• Improve uptake of exit survey/questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Information on the reasons for leaving will be explored to identify any differences with ethnicity &amp; reduce the levels of unknown data</li> <li>• Strengthen communications to promote the exit survey process</li> </ul>	<p>March 2023</p> <p>November 2022</p>	<p>Annual Equality Information and SCWRES Data Submission – April 2023</p> <p>Workforce Equalities Board for reasons for leaving information</p>
9	<ul style="list-style-type: none"> <li>• To improve Senior Leadership representation of Black Asian and Minority Ethnic employees</li> </ul>	<ul style="list-style-type: none"> <li>• Increase participation of ethnic minority employees in Leadership Development Programmes for progression opportunities</li> <li>• Senior Managers to encourage participation in Leadership CPD courses and opportunities</li> </ul>	<p>March 2023</p> <p>October 2022</p>	<p>Equality Information and SCWRES Data Submissions from April 2023</p>

		<ul style="list-style-type: none"> <li>Explore specific adult's and children's services courses for leadership</li> </ul>	October 2022	
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**How will the above actions be monitored?**

Over the next 12 months the action plan will be monitored by our Workforce Equalities Board on a regular basis. In addition, the Fairness and Inclusion Group which includes representation from staff networks, also receives regular updates on SCWRES and will be an opportunity to develop the staff voice further for feedback and engagement

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**June 2022**