

Local Authority Sites Action Plan May 2022

The evidence journey to improve the social care WRES

Name of Local Authority	Kent County Council
Senior Director responsible for the SCWRES (sponsor)	Chris McKenzie; Director of Adult Social Care for North and West Kent, Adult Social Care and Health)
LA Programme Lead	Gina Walton; Senior Project Manager, Innovation Delivery Team, Adult Social Care and Health
Staff Voice Lead	Pritpal Sodhi, Chair of Black and Minority Ethnic Forum

Please use this space to summaries how this action plan will be evaluated

The WRES activity will use organisation wide data, broken down by race/ethnicity and directorate to understand the impact of introducing the below actions has had on Adult Social Care and Health (ASCH). The actions and data will be reviewed throughout 2022/23 and a report will be published on Kent.gov in 2023 to update.

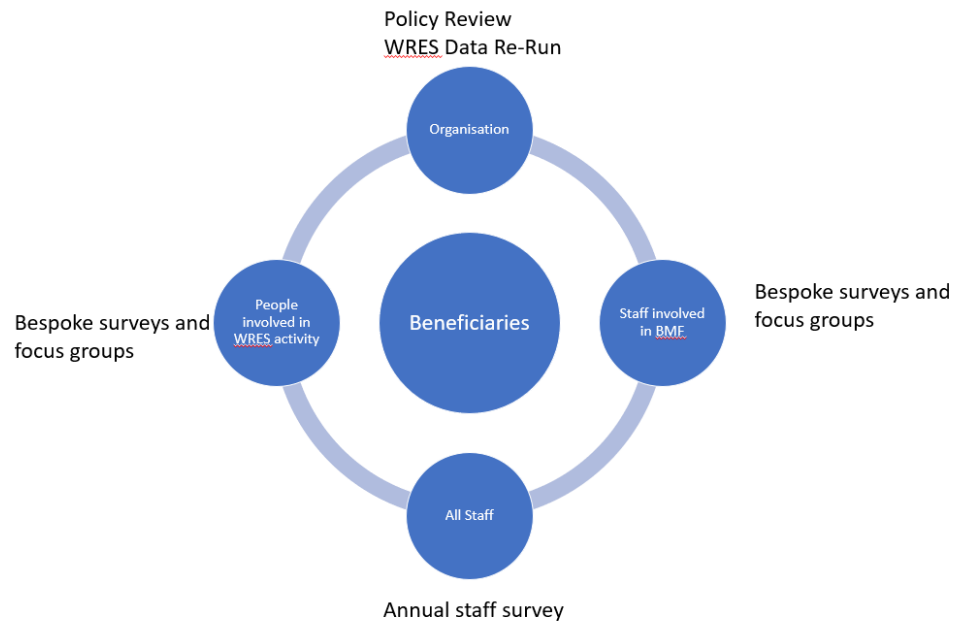
The outcomes of this work will be measured and evaluated based on;

- All staff feel confident and able to challenge/report discrimination when they see it.
- Increased representation across all pay grades
- Equal access to training
- Improved understanding of our recruitment process/ increased likelihood of Black and Minority Ethnic staff being appointed from shortlisting
- Equal likelihood of all staff entering formal disciplinary processes
- Continued equal likelihood of Black and Minority Ethnic Staff leaving ASCH is same as all other staff.

We will use a variety of evaluation tools to monitor the above through looking at behaviour and policy change. We will use 'realistic' evaluation methods to understand if the action plan benefits the intended beneficiaries.

Below is a diagram of the intended ways that we will gather feedback and evaluate the WRES Action Plan, timescales and regularity of evaluation to be agreed by WRES Steering Groups.

We will use the New Joiners Survey to understand how those who have recently been through recruitment to see how they felt about the process and to see if any improvements can be made in the way we recruit staff from diverse backgrounds. Corporately they are also exploring ways to get feedback from candidates who were not successful at interview to help us better understand the whole recruitment cycle.



Corporate Activities supporting the Social Care Workforce Race Standards Action Plan

As well as activity that is planned as part of the Social Care Workforce Race Standards (SCWRES) Action Plan, KCC corporate HR have completed activities that are aimed at improving the experience and outcomes for our Black and Minority Ethnic staff across the whole organisation. Below are some of the activities that are happening that will support the SCWRES.

- Creation of a KCC-Wide Race Equality Action Plan, which includes looking at career opportunities and career progression
- Exploring the current reporting functionality of our recruitment platform and if data is not available then make suggestions to understand the recruitment cycle, from application, to shortlisting and appointment. Looking into creating dashboards for each directorate.
- Improved policies and processes to help attract more diverse talent, including exploring options for positive action in recruitment
- Review of the way in which incidences of bullying, harassment and abuse are reported and recorded. Including reviewing the policy attached to this process, to address Kent County Council's stance on 'zero tolerance' of bullying, harassment or abuse to our staff
- A focus on data held on our staff to look at ensuring greater understanding of the diversity of our workforce which will inform long term planning and succession plans for each directorate

Adult Social Care and Health Workforce Organisation Development Plan

Alongside the corporate plans, Adult Social Care and Health have created a Strategic Workforce Plan. Many of the actions below have been incorporated into the plan to ensure that Equality, Diversity and Inclusion is incorporated into our workforce priorities. This includes:

- Embedding an outcome-based culture with a focus on values and behaviours
- Management and leadership training to support new ways of working
- Contemporary and inclusive recruitment practices
- Equitable job descriptions, role requirements and remuneration

Adult Social Care Workforce Race Equality Standard: Action Plan May 2022

Action to level up the workforce against the 9 SCWRES metrics Adult Social Care and Health

1. Percentage of Black and Minority Ethnic staff in each of the council pay bands compared with the percentage of staff in the rest of the workforce
2. Comparative rate of Black and Minority Ethnic staff being appointed from shortlisting
3. Comparative rate of Black and Minority Ethnic staff entering the formal disciplinary process
4. Comparative rate of Black and Minority Ethnic staff entering the formal disciplinary process
5. Comparative rate of Black and Minority Ethnic staff accessing funded non-mandatory CPD as compared to white staff
6. Percentage of Black and Minority Ethnic staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months
 - a. Percentage of Black and Minority Ethnic staff experiencing harassment, bullying or abuse in the last 12 months from
 - b. Colleague
7. Manager
8. Comparative rate of Black and Minority Ethnic staff leaving the organisation during the last year
9. Percentage difference between organisations' senior management membership and its overall workforce

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

It is no longer enough to not be racist, we must be anti-racist. Being proactive in challenging racism or discrimination of all kinds should be the minimum expectation from all professionals. Management and leadership should lead by example in this area and are already having conversations about this through the 'Race Action Plan' that the whole organisation has signed up to.

The KCC wide Race Action Plan, includes actions to address inequalities in relation to recruitment, retention, career progression, performance evaluation and the process of accessing training. This action plan has been developed to align with the KCC wide Action Plan.

Through the work with the SCWRES we have already started to look at the way we record bullying, harassment and abuse and to corporately shape a response to this. However, managers need to be supported to have a critical conversation about what impact these instances have for our staff. As an organisation we need to be clear on, the importance of reporting racism and how you will be supported When you have reported a racist /bullying incident.

Good quality supervision/ personal development plans (Good Conversation Tool) are integral to accessing non-mandatory CPD, career progression pathways, informal disciplinary processes and are used as part of our performance related pay in Kent County Council. We will explore the quality, frequency, and potential for bias in this process.

Please note we have used short, medium and long term goals for the actions below. Some of the actions we are putting in place are already being delivered, and some will take longer to start seeing results, but we would reasonably expect that we should start seeing action to be undertaken in those areas within the next 12 months. the intended results may take a few years to start to be imbedded.

- Short Term= within the next 3 months
- Medium Term= 3-9 months
- Medium to Long Term = 9 -12 Months

Long Term = 12+ Months

Action	When	Who/Lead	How will we know when we are successful	Update	RAG Status
<p>Recruitment</p> <p>Explore opportunities to improve representation at all levels in the following areas;</p>					
<p>Understand the data behind ASCH recruitment. Highlighting diversity gaps.</p> <p>Focus on diversity in ASCH Senior Management</p>	<p>Medium to Long Term</p>	<p>ASCH OD Group</p>	<p>Increased representation of Black and Minority Staff in all grades across the Social Care Directorate and increased likelihood of Black and Minority Ethnic Staff being appointed from shortlisting.</p> <p>Emphasis on increasing representation at Senior Management Level in ASCH</p>		
<p>ASCH Social Care to ensure that recruitment panels are diverse and include (where appropriate) volunteers from the people we support. With due consideration given of the power</p>	<p>Medium to Long Term</p>	<p>ASCH OD Group</p>	<p>More staff from diverse backgrounds are included in the recruitment panels.</p> <p>Staff feel that when they have attended interviews, they are able to feel part of the organisation already We will</p>		

<p>dynamics in an interview panel.</p>			<p>use New Joiner Survey to measure this.</p> <p>Increase likelihood of applicants of Black and Minority Ethnic backgrounds being appointed from shortlisting</p>		
<p>ASCH Social Care directorate to ensure anyone involved in the shortlisting and recruitment processes has undertaken Equality & Diversity in recruitment training.</p> <p>Recommend everyone to have completed the E-Learning as a minimum for Equalities and Diversity and Unconscious Bias Training.</p> <p>Liaise with Organisational Development and Learning and Development to produce reports from DELTA (KCC learning platform) to understand where there are gaps in teams who are up taking the EDI training.</p>	<p>Medium to Long Term</p>	<p>ASCH OD Group</p>	<p>All staff who are involved in recruitment to have taken the Equality & Diversity in recruitment training</p> <p>All staff involved in recruitment to have taken unconscious bias training</p> <p>Increased likelihood of applicants of Black and Minority Ethnic backgrounds being appointed from shortlisting.</p> <p>Emphasis on increasing representation at Senior Management Level in ASCH</p>		
<p>ASCH Social Care directorate to review job descriptions to ensure job requirements are inclusive and KCC values are incorporated and are equitable across grades and</p>	<p>Medium to Long Term</p>	<p>ASCH OD Group</p>	<p>Increase number of applicants from diverse backgrounds applying for roles in KCC from external</p>		

<p>departments.</p>			<p>Increased number of applicants from diverse backgrounds applying for senior roles in KCC</p> <p>Increased likelihood of applicants of Black and Minority Ethnic backgrounds being appointed from shortlisting.</p> <p>Emphasis on increasing representation at Senior Management Level in ASCH</p>		
<p>ASCH Social Care Directorates to ensure all managers are using the values-based questions (recently reviewed by staff groups) consistently.</p>	<p>Medium to Long Term</p>	<p>ASCH OD Group</p>	<p>A focus on what people can bring to the organisation based on attitudes and behaviours rather than skills learnt through prior opportunities to help recruit a more diverse cohort of staff.</p> <p>Increased likelihood of applicants of Black and Minority Ethnic backgrounds being appointed from shortlisting.</p> <p>There is a clear message on the importance of inclusion as part of recruitment criteria</p>		
<p>Evaluate the impact of values-based recruitment with findings fed into wider corporate evaluation.</p>	<p>Long Term</p>	<p>ASCH OD Group</p>	<p>Staff feel that the values-based recruitment affords them the opportunity to showcase what they can bring to the organisation rather than</p>		

			<p>focusing on skills learnt through prior opportunities</p> <p>We have recruited people with the right behaviours and values we wish to see in KCC</p>		
<p>Review and redesign the recruitment approach, including the way we advertise, the assessment and approach.</p> <p>Explore the benefits of blind recruitment as part of the shortlisting.</p>	Medium Term	ASCH OD Group	<p>Increased likelihood of applicants of Black and Minority Ethnic backgrounds being appointed from shortlisting.</p> <p>Increased likelihood of representations of Black and Minority Staff across all pay grades in Social Care Directorates.</p> <p>Emphasis on increasing representation at Senior Management Level in ASCH</p>		
<p>Kent County Council will be analysing and reviewing New Joiner Survey. ASCH to work with outputs to:</p> <p>Understand experiences of new staff into Adult Social Care and Health</p> <p>Understand how many of those who joined ASCH in the last 12 months have:</p> <ul style="list-style-type: none"> left during their probation 	Medium Term	ASCH OD Group	<p>That new starters have reported feeling that ASCH is an inclusive employer.</p> <p>New starters know about staff groups and where to go for support</p> <p>New starters understand the values and behaviours expected in KCC</p>		

			Increased understanding of impact on Black and Minority Ethnic staff by senior leadership team.		
Succession planning, talent management and secondment process to be open and clear. Processes in place to ensure fair access to opportunities.	Medium to Long Term	ASCH OD Group	Evidence of diverse talent in pipeline in succession plans Increased likelihood of representations of Black and Minority Staff across all pay grades in ASCH Social Care Emphasis on increasing representation at Senior Management Level in ASCH		
Training					
Requests to Learning and Development for Development Request Fund broken down into race/ethnicity/ pay grade and team within ASCH. Consider; to create consistency in Development Request Fund. For all requests for Non-mandatory CPD to go through Social Care OD Group.	Short to Medium Term Short Term	WRES Project Team ASCH OD Group	Understanding of data to see what areas of Adult Social Care and why less Black and Minority Ethnic Staff access non-mandatory CPD Increased likelihood of Black and Minority Ethnic Staff accessing non-mandatory CPD	Data received. Conversations to continue with WRES Steering Group and Corporate HR + OD to look at access to CPD.	
Adult Social Care and Health/ Kent Academy to look at a robust training	Medium	ASCH OD	The planned Equality, Diversity and Inclusion		

for Managers and Service Managers for Equality, Diversity and Inclusion. Testing what training is available, who has accessed it, and has it had an impact.	Term	Group	training will be introduced and assessed from its impact on raising awareness and understanding for Equality, Diversity and Inclusion		
Use staff survey outputs to understand people's views on accessing training.	Short to Medium Term	WRES Project Team and Kent Academy	Data available to inform further actions to increase likelihood of Black and Minority Ethnic staff accessing Non-Mandatory CPD		
Bullying, Harassment and Abuse					
Corporate Management Team are currently reviewing the way in which incidences of bullying, harassment and abuse are recorded. ASCH Social Care to support the output of this review. Explore how we regularly share information & continue to raise awareness in this area across ASCH	Short to Medium Term	Corporate HR and ASCH OD Group	The policy has been refreshed and Black, Asian and minority ethnic colleagues feel this is making a difference on the ground through reduced incidents of racism within KCC and by people with lived experience There is a visible leadership statement and uniform approach to enforcement across directorates about poor practice More incidents of calling out inappropriate behaviours, and consequences are reflected in workforce data (turnover,		

			disciplinaries, TCP ratings, staff survey)		
ASCH Social Care to work with the findings of this review to : i. Support Managers to respond to and support staff ii. Link in with corporate activity to provide clear guidance	Short to Medium Term	ASCH OD Group and Equality Quality Circles	More incidents of calling out inappropriate behaviours, and consequences are reflected in workforce data (turnover, disciplinaries, TCP ratings, staff survey) Black, Asian and minority ethnic colleagues trust the processes in place and if there is racism, the person responsible faces consequences		
Social Care OD Groups to monitor reports of discrimination to lead on coming up with responses to support those who have experienced the bullying, harassment and abuse or for those who are supporting their colleagues through it.	Medium to Long Term	ASCH OD Group and Equality Quality Circles	Leaders and managers are role modelling inclusive leadership, including anti-racist behaviours.		
Within ASCH, recommend all instances of racism from the people we support to be recorded on case note files/ risk assessments to better support colleagues	Short Term	Policy	Black and Minority Ethnic staff report feeling more prepared for risky visits and that there are process in place to protect them		

Celebrating our successes					
<p>We recommend that the Directorate/Managers/Staff celebrate Managers who are challenging racism or who have outstanding practice towards inclusion for Black and Minority Ethnic Staff</p> <p>Understand; how and what reward mechanisms are in place to celebrate our staff. And how cash rewards//non-cash awards are allocated.</p>	Short to Medium Term	ASCH OD Group	Managers and Leaders who role model inclusive leadership (including anti-racist behaviours) are celebrated for their commitment to creating an equal and diverse workplace		

Action Plan signed off by	Chris McKenzie
Position / Role	Assistant Director, North and West Kent, Adult Social Care and Health
Date	23 rd May 2022