

Social Care Workforce Race Equality Standard (SC-WRES)

Adults and Children's Services Action Plan 2024/25



Coventry City Council

● What is the Social Care Workforce Race Equality Standard (SC-WRES)?

The strength of social care is in celebrating, valuing, and recognising what makes people unique and supporting them to overcome challenges. To do this it is vital that the social care workforce reflects the society we live in, and that people feel included and treated equally. We are committed to using our data and insight to focus attention on areas and issues where there is more work to do, to ensure diversity is valued and organisational cultures are positive.

The SC-WRES serves to support local authorities in addressing race inequalities by asking them to record and submit annual data based on metrics made up of nine indicators, measuring the experiences of people from minoritised ethnic backgrounds.

The programme is recommended for all local authority social care departments who will be required to produce, publish, and implement action plans to demonstrate their commitment to supporting all staff and developing a culture of inclusion and equality

Adults and Children's services in Coventry signed up to join the SC-WRES in 2023.

This is our 2nd SC-WRES Action Plan having published our first plan in 2023/24.

Some key facts;

- Data as of 3 October 2024 (**data submission window between Sept and Oct 24**)
- As of 3 October 2024, **931** staff were employed by Adult's and **916** in Children's (from 954 and 880 respectively in 2023)
- Non reported and missing ethnicity data accounts for **7%** of staff group record (**6% Adult Social Care and 8% Children's Social Care**). No significant change since 2023/24
- Data and comparisons based on staff with known ethnicity.
- In Adults **69%** of staff are white (from 76% in 2023/24) and **31%** (from 24%) from a Black, Asian and minority ethnic background
- In Children's **68%** (from 70% in 2023/24) of staff are white and **32%** (from 30%) from a Black, Asian and minority ethnic background
- Overall **3%** increase in Black/African/Caribbean/Black British staff across children's and adults services
- Relative likelihood = percentage (or proportion) of one group experiencing an outcome, divided by percentage (or proportion) of another group experiencing an outcome. The closer a relative likelihood is to 1, the greater equality there is between the two ethnic groups. If relative rate is less than 0.80 or more than 1.25 then suggested ongoing monitoring from analysts and priority for policy action could be considered.

We have used term Black, Asian and Minority Ethnic Staff rather than the B.A.M.E acronym as this is the basis of ethnicity categorisation. However, we recognise the use of Global majority (a shortened version of the term 'people of the global majority'), is preferable to use. It refers to all ethnic groups except white British and other white group, including white minorities. This includes people from Black, Asian, mixed, and other ethnic groups who are often racialised as 'ethnic minorities'.

● The Indicators

1

Percentage of directly employed staff from a minority ethnic background, within each pay band, compared with the percentage of white staff

2

Relative likelihood of directly employed staff from a minority ethnic background being appointed from shortlisting in the last 12 months, compared to white staff

3

Relative likelihood of directly employed staff from a minority ethnic background entering the formal disciplinary process compared to white staff

4

Relative likelihood of directly employed regulated professionals from a minority ethnic background entering the fitness-to-practice process in the last 12 months compared to white staff.

5

Relative likelihood of directly employed staff from a minority ethnic background accessing funded non-mandatory continuous professional development in the last 12 months as compared to white staff

6

Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying or abuse from people who use social care, relatives or the public in last 12 months compared to white staff

7

Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying or abuse from colleagues or managers in last 12 months compared to white staff

8

Relative likelihood of directly employed staff from a minority ethnic background leaving the organisation during the last 12 months compared to white staff

9

Relative likelihood of directly employed staff from a minority ethnic background in senior manager membership roles compared with the percentage of white staff

● How is Coventry City Council promoting Diversity and Inclusion?

The Council has produced a Workforce Equality, Diversity and Inclusion Strategy (new strategy 2025-2028 to be launched in 2025), policy statements and employed a Workforce Diversity and Inclusion Lead. The Council has produced a range of resources to support staff including an Inclusion Guide and an annual Diversity and Inclusion calendar. The Council's Workforce Diversity and Inclusion Strategy and action plan is subject to reporting into a quarterly Diversity and Inclusion Board chaired by identified Councillor Leads.

A number of areas of development are continuing to take place in the Council. These include;

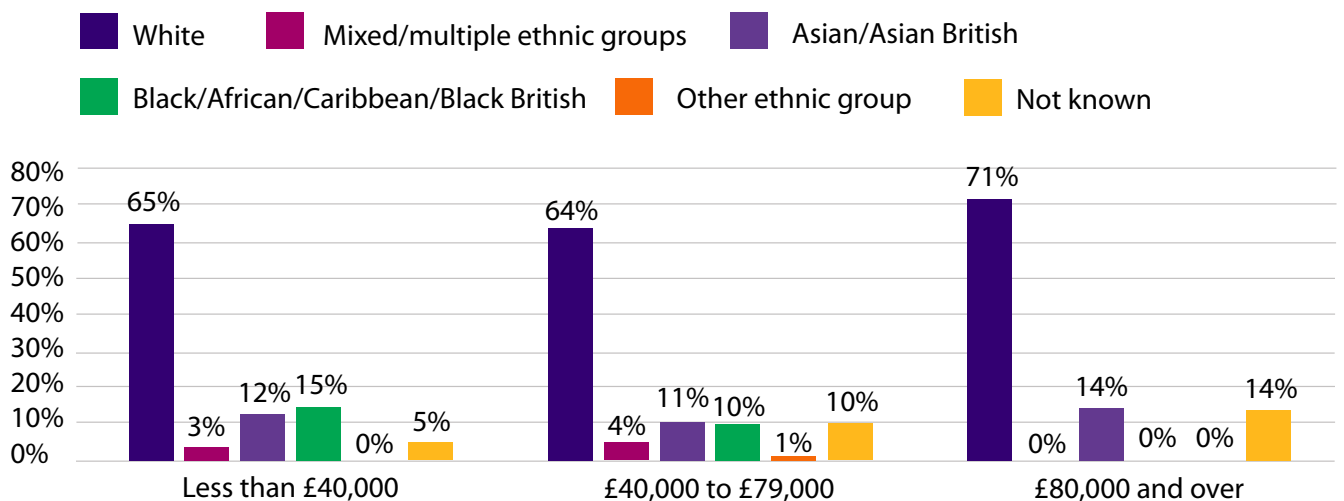
- **The Council's Recruitment and Selection Policy** – The purpose of this policy updated 18 months ago is to provide a values-based framework to ensure that the Council has a fair, objective, consistent and transparent recruitment and selection process that promotes best and inclusive practice. Policy covers end to end recruitment process and responsibilities of recruiting managers and recruitment team. Supported by an **Inclusive Recruitment and Selection Toolkit** has been created to help recruiting managers make good recruitment and selection decisions which are lawful, fair, non-discriminatory and in line with recruitment best practice
- **Recruiting for Workforce Diversity Training** – The course will ensure all recruiting managers involved in any recruitment and selection activity have the required knowledge, are clear on organisational standards and are able to implement best practice so that we can promote and encourage diversity in recruitment and selection. To date we have trained 890 hiring managers and continue to train new employees who are hiring managers
- **Inclusive Interview Panel** - The Council now has a pool of trained employees who will support our recruitment and selection processes (shortlisting, interviewing and assessment) for all posts which are Grade 8 and above. The point of this exercise is to bring a point of difference to our recruitment and selection processes, rather than to bring technical expertise to the process. We have trained 60 employees to take part in this work (30 were accepted into the pool) which is showing the benefits. As of Quarter 3 October to December (2023/24) the appointment of employees from minority ethnic backgrounds has increased from 29.96% at the end of Quarter 2 July to September to 41.52% at the end of Quarter 3. The Council commenced the inclusive panel work from September 2024

The Council is adopting the governance framework within the Race Equality Code 2020. To become accredited (in 2022) the Council had to submit a statement explaining how it planned to apply the 4 principles (Reporting, Action, Composition, Education) across the Council. The Council received feedback on the statement and actions to implement before October 2025. <https://theracecode.org/>. The Council's Race Equality Plan is in development with an identified Executive Sponsor for Race. The Council is a signatory to the Race at Work Charter and will look to contribute to the next annual survey. <https://www.bitc.org.uk/race/>. The Race Equality Action Plan will seek to address actions set out within the Race Equality Code and the Race at Work Charter commitments.

The Council commissioned support to undertake focus group activity into the understanding of the lived experience of minority ethnic employees in both Children's and Adults Social Care in 2024. In response Adult Social Care are undertaking an organisational programme of training (for senior managers, front line managers and staff) on 'Social Graces'. Social Graces upholds individuals' rights, encourages inclusivity and celebrates diversity. In Children's services Equality, Diversity and Inclusion Groups meet to discuss, educate and address colleague's experiences and education around race, including social media, privileges. Both Adults and Children's services have Diversity and Inclusion Action and Development plans.

Indicator 1 Percentage of directly employed staff from a minority ethnic background within each pay band, compared with the percentage of white staff.

Chart 3a. Pay bands by ethnic group, total care settings



What does data tell us?

- We need to continue to work to reduce the level of 'not known' ethnicity responses to employee data to provide a more accurate levels of information with attention to where percentage of unknowns is higher e.g. Children's senior management
- Our workforce is diversifying from last year, but we still need to increase ethnic diversity at middle and senior manager levels

What we have achieved?

- EDI data campaign and we are steadily increasing our percentage of employees that we hold EDI data for. Workforce D&I dashboard has been developed to provide a more dynamic view of our workforce profile
- Taking actions that supports ethnic minority career progression including Ignite and I Will Accelerate positive action programmes. Talent development resources such as Coaching Culture, the West Midlands Coaching and Mentoring Pool and the Learning Hub
- Diversity based mentoring and sponsorship opportunities

What we are working towards?

- We need to continue to encourage staff to complete their protected characteristics data and will implement a demographic (including EDI) data campaign across children's and adult's services in 2025
- Ongoing actions to support ethnic minority career development and progression

Indicator 2 Relative likelihood of directly employed staff from a minority ethnic background being appointed from shortlisting in the last 12 months, compared to white staff.

	Total	Adult Social Care	Children's Social Care
Likelihood of applicants from a white background being appointed from shortlisting	28%	34%	25%
Likelihood of applicants from a Black, Asian or minority ethnic background being appointed from shortlisting	13%	10%	17%
Relative likelihood of directly employed staff from a minority ethnic background being appointed from shortlisting in the last 12 months, compared to white staff	0.46	0.29	0.69

What does data tell us?

- The relative likelihood of applicants from a Black, Asian and Minority Ethnic background being appointed from shortlisting, in the 12 months ending 31 August 2024, across all posts, compared with a white ethnicity is 0.46 times less (0.6 in 2023). Therefore, staff with a black, Asian and minority ethnic background were relatively less likely to be appointed from shortlisting. There is a difference between Adults and Children's at 0.29 (from 0.5) and 0.69 (from 0.7) times less respectively

What we have achieved?

- Inclusive Recruitment and Selection Policy
- Recruiting for Workforce Diversity training (890 hiring managers across Council have attended), Inclusive Recruitment and Selection toolkit, and inclusive interview panellist pool

What we are working towards?

- To expand the use of the inclusive interview pool across all service areas and into additional grades
- Monitoring and report on diversity in recruitment and of recruitment panels to our Workforce boards
- To explore further reasons for less likely being appointed in adults. Explore apparent issues in internally provided services relating to sponsorship requirements and visa restrictions preventing subsequent appointment from shortlisting.
- To explore further the experience of staff from a minority ethnic background in recruitment in conjunction with the 'embRACE' Employee Network

Indicator 3 Relative likelihood of directly employed staff from a minority ethnic background entering the formal disciplinary process compared to white staff.

	Total	Adult Social Care	Children's Social Care
Likelihood of white staff entering the formal disciplinary process	0.4%	0.5%	0.3%
Likelihood of staff from a Black, Asian or minority background entering the formal disciplinary process	1.5%	0.7%	2.2%
Relative likelihood of employed staff from a minority ethnic background entering the formal disciplinary process compared to white staff	3.52	1.52	6.38

What does data tell us?

- The relative likelihood of applicants from a black, Asian and minority ethnic background entering formal disciplinary process as of 31 August 2024, across all posts, compared with a white ethnicity is 3.52 (1.63 in 2023) times more. Therefore, staff with a black, Asian and minority ethnic background were relatively more likely to enter a formal disciplinary process. In Adults staff with a black, Asian and minority ethnic background were more likely to enter a formal disciplinary process with a relative likelihood of 1.52 (0.62 in 2023) and in Children's were significantly more likely to enter a formal disciplinary process with a relative likelihood of 6.38 (2.35 in 2023)

What we have achieved?

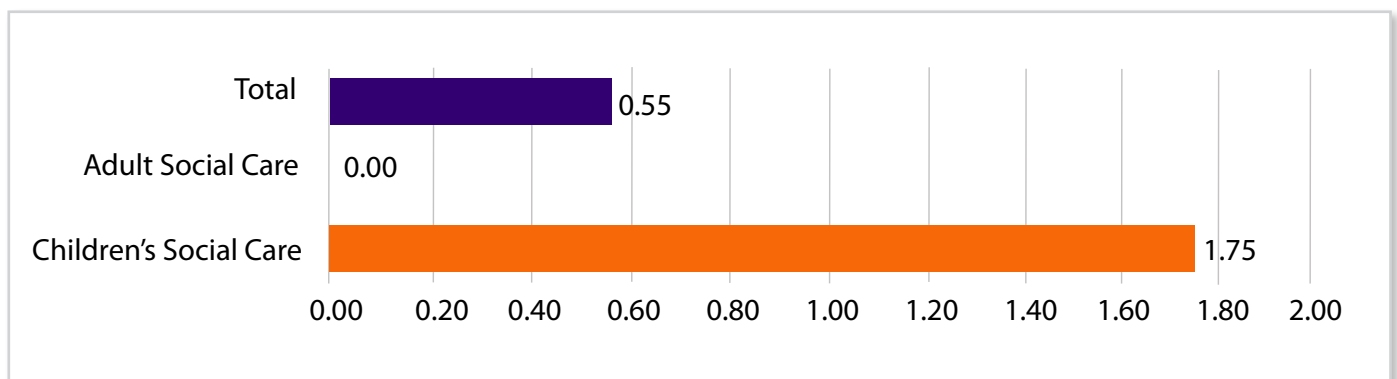
- Delivered Unconscious Bias Training/anti-racism training to employees and Elected Members

What we are working towards?

- Independent investigation Officers and Hearing Chairs to be appointed outside of the service areas, where possible and doesn't delay the process
- Additional guidance to be used in all disciplinary cases across the Council, to make informed decisions prior to any formal processes 'decision-making tree and stop and pause checklists'
- To deliver training for managers on managing performance and capability
- To review application and data regarding performance and capability processes
- To review data from Human Resources Management and the data analysis team and also to also identify the outcomes of disciplinary process. To undertake a deep diver into disciplinary processes taking into account the person's ethnicity (and other protected characteristics)
- Continue to monitor and track annually the comparative rate of staff from a Black, Asian and Minority Ethnic backgrounds entering the disciplinary process and outcomes from disciplinary processes



Indicator 4 Relative likelihood of directly employed regulated professionals from a minority ethnic background entering the fitness-to-practice process in the last 12 months compared to white staff.



What does data tell us?

- The relative likelihood of directly employed regulated professionals from a minority ethnic background entering the fitness-to-practice process in the last 12 months ending 31 August 2024 across all posts, compared with a white ethnicity is 0.55 times less. Therefore, staff with a black, Asian and minority ethnic background were relatively less likely to enter fitness to practice processes. However, no staff entered fitness to practice processes for adults but in children's staff were more likely to enter a fitness to practice process with a relative likelihood of 1.75 (6 staff, 3 white and 3 Black, Asian or minority ethnic)

What we have achieved?

- We have an established a Fitness to Practice tracking process that can report on referrals by demography including ethnicity

What we are working towards?

- Monitoring and reporting on diversity in Fitness to Practice processes to our Workforce boards

Indicator 5 Relative likelihood of directly employed staff from a minority ethnic background accessing funded non-mandatory continuous professional development in the last 12 months compared to white staff

	Total	Adult Social Care	Children's Social Care
Likelihood of white staff accessing non-mandatory CPD	37%	48%	26%
Likelihood of Black, Asian or minority ethnic background staff accessing non-mandatory CPD	42%	54%	30%
Relative likelihood of directly employed staff from a minority ethnic background accessing funded non-mandatory continuous professional development in the last 12 months	1.12	1.12	1.16

What does data tell us?

- The relative likelihood of directly employed staff from a minority ethnic background accessing funded non-mandatory continuous professional development in the last 12 months ending 31 August 2024 across all posts compared to staff with a white ethnicity is 1.12 (broadly the same). There was little difference between Adults and Children's at 1.12 and 1.16 times less respectively

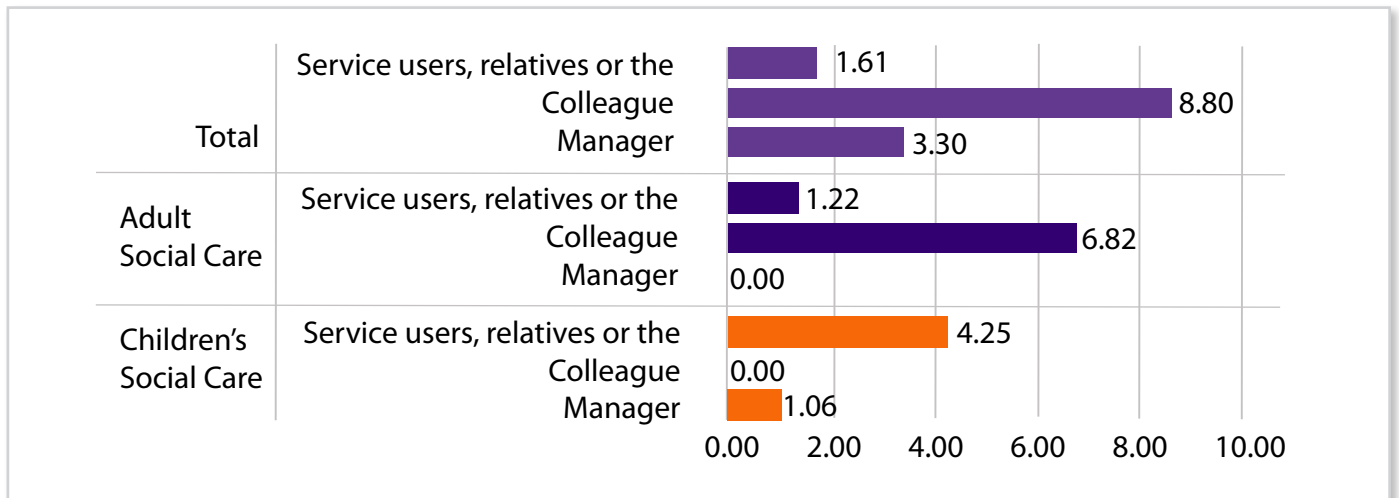
What we have achieved?

- Human Resources Management Information have now created a report that will provide demographic data for all training including ethnicity. This report can be run for any identified course and enable production of a consolidated report for all training activity

What we are working towards?

- To track experience of NQSWs as part of ASYE programme
- To track and review the take-up of Apprenticeships by Black, Asian and Minority Ethnic staff on annual basis. Using this information to inform promotion and targeting of opportunities
- To track and review the take up of all post qualifying social work programmes i.e. Practice Education, BIA and AMHP by Black, Asian and Minority Ethnic staff on annual basis. Using this information to inform promotion and targeting of opportunities

Indicator 6 Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from people who use social care, relatives, or the public in last 12 months compared to white staff



What does data tell us?

- There were small numbers of staff reporting concerns (72 in total)
- The relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from people who use social care, relatives, or the public in the last 12 months ending 31 August 2024 across all posts compared to staff with a white ethnicity is 1.61 for service users, relatives of the public. Therefore, staff with a Black, Asian and Minority Ethnic background were relatively more likely to experience harassment, bullying, or abuse from those reporting. In Adults the likelihood was 1.22 but Children's staff were significantly more likely with a relative likelihood of 4.25.

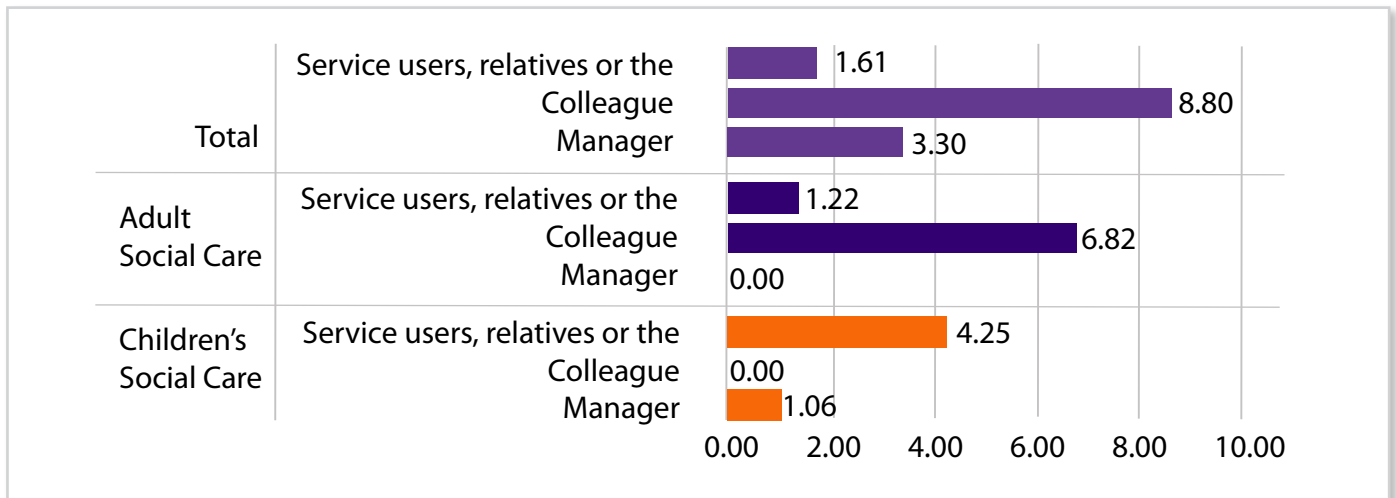
What we have achieved?

- New incident and accident system from 1 April 2024 now records data however currently only able to report on incidents of violence and aggression by ethnicity

What we are working towards?

- To monitor and senior management to encourage staff through engagement events and regular communication to ensure staff are aware of and supported to report any incidents
- To review incident reports to identify outcomes and any trends and issues
- Promotion of the existing process to report concerns 'I have a concern' intranet page, while a new/improved reporting method is being developed
- Explore training related to experiencing and dealing with harassment and abuse related to protected characteristics

Indicator 7 Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from colleagues or managers in last 12 months compared to white staff



What does data tell us?

- There were very small numbers of staff reporting concerns (10 in total)
- The relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from colleagues or managers in last 12 months ending 31 August 2024 across all posts compared to white staff is 8.80 from colleagues and 3.30 from managers. Therefore, staff with a Black, Asian and Minority Ethnic background were relatively more likely to experience harassment, bullying, or abuse from those reporting
- However, in some areas due to no reports from white staff there was no ability to compare experience (no managerial in adults and no colleagues in children's) but in Adult's you were more likely to experience harassment, bullying or abuse from colleagues (6.82)

What we have achieved?

- We have established a report to be able to track any harassment, bullying, or abuse from colleagues or managers

What we are working towards?

- To monitor and senior management to encourage staff through engagement events and regular communication to report concerns of bullying and harassment
- To review incident reports to identify outcomes and any trends and issues
- Promotion of the existing process to report concerns 'I have a concern' intranet page, while a new/improved reporting method is being developed
- To explore further experience of staff from a minority ethnic background experiencing harassment, bullying, or abuse from colleagues in adults in conjunction with the 'embRACE' Employee Network

Indicator 8 Relative likelihood of directly employed staff from a minority ethnic background leaving the organisation during the last 12 months compared to white staff

	Total	Adult Social Care	Children's Social Care
Turnover of staff of white ethnicity	12.4%	11.9%	12.9%
Turnover of staff of Black, Asian or minority ethnic background ethnicity	17.0%	12.4%	21.6%
Relative likelihood of employees from a Black, Asian or minority ethnic background leaving in the past 12 months compared to white employees	1.4	1.0	1.7

What does data tell us?

- The relative likelihood of employees from a black, Asian and minority ethnic background leaving in the 12 months ending 31 August 2024 compared to white employees was 1.4 times more (from 1.5 in 2023). Therefore, staff with a Black, Asian and Minority Ethnic background were relatively more likely to leave. In Children's you were more likely to leave at 1.7 (no change from 1.7 in 2023) and Adults no more or less more likely at 1.0 (from 1.3 in 2023)

What we have achieved?

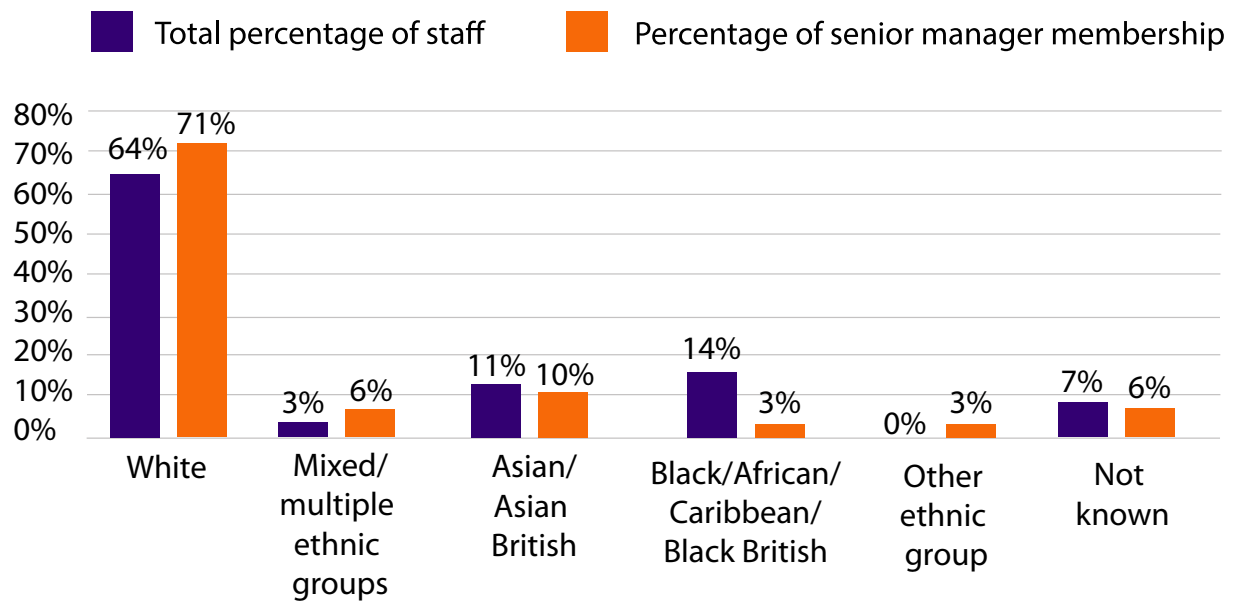
- A review of the Council's leavers process has taken place. The leavers survey questions have been updated so to include questions directly relating to diversity and inclusion, organisational culture, and employee experiences. Leavers reports are available to enable a focus on why people leave the Council

What we are working towards?

- To better understand staff experiences by continuing to undertake 'stay' and 'exit' interviews and take appropriate action on themes identified
- Continue to monitor the data to ensure there is not disproportionate number of staff from a Black, Asian and Minority Ethnic background leaving the organisation



Indicator 9 Percentage of directly employed staff from a minority ethnic background in senior manager membership roles compared with the percentage of white staff



What does data tell us?

- We need to reduce the level of 'not known' ethnicity responses to employee data to provide a more accurate levels of information with attention to where percentage of unknowns is higher but improved since last year e.g. Children's senior management
- Children's senior management team is more diverse than last year but we still need to increase ethnic diversity at senior manager levels.

What we have achieved?

- Take actioning that supports ethnic minority career progression including Ignite and I Will Accelerate positive action programmes. Talent development resources such as Coaching Culture, the West Midlands Coaching and Mentoring Pool and the Learning Hub
- Diversity based mentoring and sponsorship opportunities
- Inclusive Recruitment and Selection Policy
- Recruiting for Workforce Diversity training, Inclusive Recruitment and Selection toolkit, and inclusive interview panellist pool

What we are working towards?

- Ongoing actions to support ethnic minority career development and progression
- To proactively promote and encourage staff from a Black, Asian and Minority Ethnic background to apply for leadership programmes
- Monitoring and report on diversity in recruitment and of recruitment panels to our Workforce boards

Summary and Next Steps

Our Adults and Children's Workforce Boards have oversight of workforce equalities activities related to the SC-WRES and these are included as part of actions plans associated with workforce strategies. The Action Plan will be monitored over the next 12-month period with updates presented to the Adults and Children's Workforce Boards.

Adults and Children's Practice Forums, Let's Talk sessions, staff surveys and engagement with staff networks or other groups will receive and provide feedback on the action plan and developments during the year.

This plan to be received and endorsed by the 'embRACE' Employee Network (Minority Ethnic employees), Trade Unions, Children's and Adults Senior Management Teams and Workforce Boards and Councils Diversity and Inclusion Board.

We will be invited to register for SC-WRES 2025 and submit a further data submission in October 2025.

We will review and publish an updated plan by April 2026.



