



Social Care Workforce Race Equality Standard

Action plan
2022–2023



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Social Care Workforce Race Equality Standard (SCWRES) – Action plan 2022–2023

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Adult Social Care Black Lives Matter
 Working Group

Number of (direct) employees

1,907 in Adults and Children and Families
 Social Care

Documents available in other formats:

You can request alternative formats of this document by contacting: graham.wilkie@bristol.gov.uk

Foreword

The COVID-19 pandemic shone a spotlight on the disadvantages experienced by people with protected characteristics. Here in Bristol, we serve a diverse population of people from a range of backgrounds, cultures, and ethnicities. Understanding those differences is key to our valued social care colleagues who provide tailored support to those who need it the most. We must, therefore, ensure that the inequalities experienced by our Black, Asian and minoritised staff are addressed, so they can continue to do their job, progress in their careers and feel supported, respected and empowered.

The Workforce Race Equality Standard (WRES) project is a powerful reminder of why we need to continue to work towards achieving equality, not just among our staff but also across the whole city. This project has allowed us to learn more about our staff and their experiences, to look at areas for improvement as well as identify examples of good practice. We were pleased to see that the council has been making significant steps towards achieving race equality, but we still have a long way to go. We can assure you that we are not resting on our laurels, and that this action plan demonstrates our commitment towards achieving equity.

There is no place for discrimination and racism in the services we provide and within our workforce. We have committed to addressing racial discrimination and to enhancing the diversity of our workforce, and we look forward to seeing short and long term improvements for our staff, and the people we serve. We will use this action plan to help us continue to work towards a fair and inclusive workplace, that our staff and residents deserve.



Councillor Asher Craig

Deputy Mayor with responsibility for Children's Services, Education and Equalities



Councillor Helen Holland

Cabinet Member for Adult Social Care and Integrated Care System



Introduction

Our decision to participate in the Social Care Workforce Race Equality Scheme (WRES) project was motivated by our aspiration to achieving a long-term meaningful change for staff who experience race inequality within Bristol social care, and to act as a trailblazer for good practice.

Anti-racist and anti-discriminatory practice is fundamental to social work and social care with adults, children and their families, however in order to achieve this we must ensure that the experiences of Black, Asian and minoritised ethnic colleagues within our organisation matches that of their white counterparts. The WRES links directly to our Corporate Strategy which sets inclusion at the heart of everything we do, and also to work already underway as part of our Equalities and Inclusion Policy and Strategy.

We believe that the WRES will help in understanding and increasing visibility of the experiences of Black, Asian and minoritised ethnic colleagues and enable an open and positive debate about the important issues highlighted. We recognise that there are issues across the council that affect Black, Asian and minoritised ethnic colleagues, and we are committed to exploring these further and taking practical steps to improve equity within our workforce.

We understand the need to develop a working environment and culture that acknowledges and addresses the differing experiences of people of different ethnic backgrounds, and to enable greater opportunities for learning and development and representation at all levels. It continues to be important to us that all staff are supported to reach their full potential and can participate in developmental activities within working hours. As part of that pledge, we commit to removing barriers for Black, Asian and minoritised ethnic colleagues to do so.

This robust action plan outlines the next steps for us, and we will look forward to reviewing our progress annually.



Hugh Evans
Executive Director, People Directorate

Introduction

The Adult Social Care (ASC) Black Lives Matter group was formed in the aftermath of the murder of George Floyd in May 2020. It aims to provide a safer space for colleagues in ASC who have experienced racism, and to work closely with leadership to proactively keep anti-racism on the agenda.

Bristol City Council has an appetite for advancing Equality, Diversity and Inclusion across its workforce. The WRES pilot is one of the ways that the organisation has opened its doors to allow scrutiny. Through the pilot, some Black, Asian and minoritised groups have taken the opportunity to tell their truth about racial inequity, discrimination, prejudice and its overall impact.

We hope that the lessons woven into colleagues' lived experiences, bravely shared during this period of renewed consciousness, will enable greater access and opportunities to Black, Asian and minoritised groups. This action plan, at the same time as existing commitments made by the Council, will help colleagues to thrive and feel safer, to work in a racially inclusive and equitable environment.

In Mother Maya's words, 'All great achievements require time' (Angelou, 2019). If the intention is to achieve impactful and sustained change ensuring institutional and systemic racism is in fact checked, challenged and removed (Davis, 2016, Cusions and Diamond, 2021), the time is now.

We look forward to not only the commitment to courageous action this pilot has pledged, but also real investment of energy, resources and time needed to implement the proposed racial equity plan to advance equity and racial inclusion for all.

Adult Social Care Black Lives Matter Working Group



Theme 1: Leadership

Objective:

That effective enabling strategies are in place to support Black, Asian and minoritised ethnic colleagues to develop their careers resulting in senior management that is more inclusive and reflective of the diversity of the wider Bristol City Council workforce and the city that we serve.

Relevant WRES metrics:

Metric 1: Percentage of employees from a Black, Asian and minoritised ethnic background in each of the council pay bands compared with the percentage of staff in the rest of the workforce

Metric 9: Percentage difference between organisations' senior management membership and its overall workforce and population

Metrics data summary

(Data provided by BCC HR and analysed by DHSC Social Care WRES Team)

There is general parity in representation for Black, Asian and minoritised ethnic staff at pay grades £25–45k, but under-representation at £45–50k and higher grades. White staff in senior management is at a slightly higher level (87%) compared to the percentage of White staff (85%).



Action 1:

[Stepping Up Diversity Leadership Programme](#) and other developmental courses (e.g. *Make it Right* public sector scheme, corporate leadership development and positive action programmes)

1.1 Review promotion/access opportunities including seeking views of existing/recent/future participants

- **Lead:** Equality and Inclusion; Learning and Organisational Development
- **Links to other plans:** WRES action
- **Timeframe:** April 2023

Progress:

Social Care colleagues have participated in a number of corporate leadership development programmes:

- Team manager leadership modules, exploring people management skills, coaching, talent development and leading inclusively.
- Cultural Intelligence workshops to improve inclusive leadership in culturally diverse teams. Attendees report a 30% increase in confidence after participating.
- New team leader training, toolkits and guidance on promoting equality and inclusion.
- Diverse Voices positive action scheme to increase diversity in senior leadership decision making and provide a development opportunity.
- Leadership apprenticeships.

Two Bristol City Council Social Care staff are taking part in the pilot of the ‘Make it Right’ programme, initiated by the embRACE staff led group in partnership with the council and other health public sector employers. The programme focuses on equipping Black and Asian colleagues with lived experience of racism with the tools to instigate transformational change in their organisation, working towards ending institutionalised racism.

1.2 Identify take up across both departments to identify any barriers for Black, Asian and minoritised ethnic staff and to address these

- **Lead:** Equality and Inclusion, Principal Social Worker; Heads of Service (Operations)
- **Links to other plans:** WRES action
- **Timeframe:** April 2023

Progress:

Since 2018, 16 staff from People Directorate have taken part in Stepping Up (NB. This includes people with protected characteristics including ethnicity).

1.3 Follow-up of participants at interim periods (to be agreed e.g. 12 and/or 24 months post-completion) to assess impact on internal career progression

- **Lead:** Equality and Inclusion
- **Links to other plans:** WRES action
- **Timeframe:** April 2023

1.4 Clarify expectations for participants/line managers in terms of sharing/cascading learning from leadership programme

- **Lead:** Equality and Inclusion
- **Links to other plans:** WRES action
- **Timeframe:** April 2023

Action 2:

Leadership development

2.1 Identify and access alternative leadership programme(s) related to health and social care for staff currently unable to benefit from Stepping Up e.g. Staff College's Black and Asian Leadership Initiative

- **Lead:** Principal Social Workers
- **Links to other plans:** Adults Equality Action Plan 22/23; Children Families Equality Action Plan 22/23
- **Timeframe:** April 2023

2.2 (Adults) Internal mentoring to be developed for all social care staff at BG12 and above to support them in their leadership role

- **Lead:** Adults Principal Social Worker
- **Links to other plans:** Adults Equality Action Plan 21/22
- **Timeframe:** April 2023

Progress:

Mentoring schemes were launched by the Disabled Colleagues Network and Young Professionals Network and a reverse mentoring scheme led by the Equality and Inclusion Team in 20/21. Good practice and learning from these pilots could help inform the social care mentoring scheme.

Action 3:

Commit to inclusion of diverse recruiters in Social Care for all BG15 and above recruitment panels

- **Lead:** Executive Director
- **Links to other plans:** WRES action
- **Timeframe:** EDM to advise

Progress

The council currently has 57 Diverse Recruiters. Since January 2022 there have been 4 requests from Adults/Children and Families all of which were filled, although these were for posts below BG15.

Action 4:

Promote current available guidance to managers to assist them in supporting Black, Asian and minoritised ethnic staff to participate in diversity and inclusion initiatives to increase their knowledge, skills and experience.

- **Lead:** Principal Social Workers
- **Links to other plans:** WRES action
- **Timeframe:** n/a

Progress

Current guidance and training for managers includes:

- Mandatory equality and inclusion training
- Inclusive leadership development programmes such as Cultural Intelligence and Diverse Voices
- Supporting teams with career development planning
- Toolkit for managers for talking about racism in team meetings
- Coaching and effective leadership skills
- Career development conversations and checklists

This can be further enhanced through WRES work with Social Care staff.

Action 5:

Set aspirational targets for social care of 15% Black, Asian and minoritised ethnic employee representation at grade BG15 and above, in line with profile of Bristol’s economically active population

- **Lead:** Service Director
- **Links to other plans:** This action links to ongoing corporate work to develop aspirational targets to address the race pay gap
- **Timeframe:** Annual review

Progress

As of June 2022 Adult Social Care meets the aspirational target of representation (16% staff at BG15 and above identify as Black, Asian or other minoritised ethnicity).

As of June 2022 Children and Families does not meet the aspirational target of representation (8.82% of staff at BG15 and above identify as Black, Asian or other minoritised ethnicity).

There has also been an improvement in the race pay gap which has reduced to 7.33% in 21/22 from 8.74% in 20/21.

HR Workforce Diversity data is available to all staff on *the Source* showing information by department across the range of protected groups.



Theme 2:

Recruitment and Retention

Objective:

That recruitment and retention procedures play an active role for Black, Asian and minoritised ethnic colleagues in developing and maximising opportunities thereby increasing the diversity of our workforce, and creating greater accessibility to the talent pathway for all communities in the city.

Relevant WRES metrics:

Metric 2: Comparative rate of employees from a Black, Asian and minoritised ethnic background being appointed from shortlisting

Metric 8: Comparative rate of employees from a Black, Asian and minoritised ethnic background leaving the organisation during the last year

Metrics data summary

(Data provided by BCC HR and analysed by DHSC Social Care WRES Team)

5% more White than Black, Asian and minoritised ethnic staff are appointed across the Council (figures for Adults and Children and Families social care are not available) NB. There is a significant number where ethnicity is unknown.

Across Adults and Children and Families, Black, Asian and minoritised ethnic staff are slightly less likely to leave the council.

Action 1:

Enable link between Recruitment and HR databases to enable access to service level data from job application through to job offer.

- **Lead:** ICT/HR
- **Links to other plans:** WRES action; HR Service Plan
- **Timeframe:**

Progress

Data is available through *iTrent* and was reported to HR Committee in April 2022.

[3a HRC Recruitment – Thematic Report](#)

[3b App A - Recruitment - Thematic Report](#)

This revealed that there has been an increase in the number of Black, Asian and minoritised ethnic people joining the council.

As part of HR service planning progression of onboarding module within *iTrent* has been set as a priority.

Action 2:

Review of procedure for carrying out exit interviews to include:

2.1 Development of consistent baseline survey to ensure comprehensive cover of all leavers and new starters

- **Lead:** Principal Social Workers
- **Links to other plans:** WRES action
- **Timeframe:** Complete

Progress

Implemented automated improved survey Sept 2021 linked to starters' joining instructions and leaving notifications

2.2 Agree guidance and baseline questions for manager conducting in-person interviews (including appropriate questions re: racial issues), where these are offered

- **Lead:** Principal Social Workers
- **Links to other plans:** WRES action
- **Timeframe:** April 2023

Progress

As automated surveys now implemented (see action above) – next step is to collate the information and use it to improve employees' experiences

2.3 Develop and implement a feedback loop for both automated and in-person interviews. Agree process for actions to be developed from feedback

- **Lead:** Principal Social Workers; Reward and Analytics Manager
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

Principal Social workers to speak to Analytics Team who collate the feedback from exit surveys. A process for sharing and acting on this information should be developed.

Action 3:

Feedback to unsuccessful interviewed candidates to be provided proactively as standard and monitored to identify trends

- **Lead:** Executive Director
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

Current available support:

- Advice and guidance on applications and interviews is available on the Grow your Career section of the Learning Hub
- Hiring managers can signpost staff who are unsuccessful at interview to the Learning and Development Team for coaching and support

Action 4:

Senior leadership offer to meet with any Black, Asian and minoritised ethnic employees to discuss their development needs and experiences of recruitment and take action to ensure they can access appropriate support

- **Lead:** Directors; Deputy Directors
- **Links to other plans:** Adults Equality Action Plan 21/22
- **Timeframe:** Ongoing

Progress

Career development also forms a standard part of annual performance review conversation and creation of personal learning plans.

Support is available for managers to have development conversations with their teams, with modules available on coaching, succession planning and toolkits for talent development conversations.

Action 5:

Social work and Occupational Therapy apprenticeships – widen apprentice pathway including all areas of social care e.g. finance, brokerage, commissioning,

- **Lead:** Principal Social Workers
- **Links to other plans:** WRES Action
- **Timeframe:** April 2023

Progress

Budget restraints prevent this being achieved at present. Adults and Children and Families currently each take approximately three social work apprentices per year. Adults have committed to increase the number to five social work and two OT apprenticeships per year.

Action 6:

Continue eight-weekly meetings with University of Bristol and University of the West of England to discuss diversity on their respective courses and in relation to our students' cohorts*: including council representation at careers fairs, open days, interview panels and on the teaching course.

*Including widening student recruitment from the care workforce as this is likely to also increase diversity.

- **Lead:** Principal Social Workers
- **Links to other plans:** Children and Families Equality Action Plan
- **Timeframe:** Reviewed quarterly

Progress

Principal Social Workers have regular meetings with University of Bristol and University of the West of England to improve diversity of SW student intake. Both Adults and Children's have confirmed attendance at careers fairs, open days as well as guest lecturing on social work careers. More progress needed around representation at interview panels.

Existing work focussing on increasing diversity in recruitment includes: Senior social workers visiting a secondary school to share experiences with students; job fairs held in specific locations across Bristol; *Bristol WORKS* provides work experience for young people; career coaching and employer support provided via *One Front Door*; two 'Race and the City' recruitment events held.

Action 7:

We will work with expert stakeholders to review job descriptions, employee specifications, and recruitment processes for indirect discrimination/bias; explore alternatives (e.g. multiple choice, assessment centre type activities)

- **Lead:** Principal Social Workers
- **Links to other plans:** Children and Families Workforce Strategy; Workforce Strategy 2021/22
- **Timeframe:** April 2022

Progress

This has been done successfully with the Young Professionals Network, and could be expanded for Social Care roles.

Action 8:

Principal Social Worker induction to include:

- setting out expectations regarding discriminatory practice or behaviour
- routes for challenge both formally and informally, including
- Incident/Accident and Hate Crime Reporting System
- open-door policy for all social workers to PSW

- **Lead:** Principal Social Workers
- **Links to other plans:** Children and Families Workforce Strategy
- **Timeframe:** In progress in Children and Families

Progress

Adult Principal Social Worker to implement similar offer in Adult Social Care for new starters.

This continues monthly with all new starters booked onto the PSW induction. The PSW induction is advertised and booked via iTrent.

Corporate Induction includes an equality and inclusion session, an overview of staff led groups and signposting to further guidance and courses on equality and inclusion.

Theme 3: Learning and Career Development

Objective:

That Black, Asian and minoritised ethnic staff are actively supported to access a variety of learning opportunities, both formal and informal, to enable them to develop their skills and abilities and fulfil their true potential.

Relevant WRES metrics:

Metric 5: Comparative rate of employees from a Black, Asian and minoritised ethnic background accessing funded non-mandatory CPD* as compared to white staff

Metrics data summary

(Data provided by BCC HR and analysed by DHSC Social Care WRES Team)

White staff are 15% more likely to access training events in Children and Families, as opposed to 6% less likely in Adults.

* This data includes ALL recorded training events for Social Care as the IT system does not currently distinguish between mandatory and non-mandatory training. This is an issue shared by other local authorities within the WRES pilot.

Action 1:

Enable flag on iTrent to distinguish between mandatory/non-mandatory training and CPD

- **Lead:** HR Operations Manager
- **Links to other plans:** WRES action
- **Timeframe:** September 2022

Progress

Currently looking at ways to accommodate this within existing IT system with solution aimed for by autumn.

In addition, our e-learning platform, Learning Hub, has a section devoted to mandatory training, with the system issuing reminders before the certification is due to expire. A monthly summary report is also sent to managers.

iTrent keeps a central record of all internally delivered courses. Managers are issued with a report on upcoming expiration of courses.

A new report is in development which will give a breakdown of course attendance by equality groups, which will help analyse access to learning and development.

Action 2:

Promote to all staff the importance of recording CPD/training on iTrent, supported by team managers and endorsed by Executive Director's Meeting

- **Lead:** Executive Director; Directors
- **Links to other plans:** WRES action
- **Timeframe:** September 2022

Progress

There is dedicated resource in the Learning and Development Team to ensure training and CPD is recorded onto iTrent.

A corporate-wide promotion of the importance of recording training on iTrent is on-going.

Action 3:

Formalise and embed managers' role in staff development to include:

- **Recognising needs/aspirations**
- **Developing confidence**
- **Identifying opportunities for development and progression**
- **Empowering and encouraging to enable opportunities to be taken**

- **Lead:** Learning and Development Consultant; Heads of Service (Operations); Principal Social Workers
- **Links to other plans:** WRES action; Learning and Development Policy
- **Timeframe:** Learning and Development Policy to be published by end July 2022

Progress

These issues have been incorporated within the draft Learning and Development Policy which is being worked on in collaboration with staff led groups and the talent development steering group. Publication anticipated summer 2022.

PSWs to review take up of Learning and Development resources by service/team managers.

Heads of Service (Operations) to review creation of development opportunities via Learning and Development plans, and who is benefitting from these.

Action 4:

Access to learning and development opportunities

4.1 Carry out qualitative research to explore staff experiences

- **Lead:** Service Director; Heads of Service (Operations); Principal Social Workers
- **Links to other plans:** WRES action
- **Timeframe:** Staff survey data available summer 2022

Progress

Service managers to utilise existing information e.g. individual performance appraisals and staff survey data to explore staff experience.

2022 staff survey revealed 66% of Social Care staff felt they had access to the appropriate learning and development opportunities against 65% for the whole organisation.

4.2 Assess take up of training across departments (It will not be possible to distinguish between mandatory/non-mandatory until iTrent flag is operative (*Action 1*))

- **Lead:** Head of HR
- **Links to other plans:** WRES action
- **Timeframe:** July 22

Progress

Reports are available in iTrent and Learning Hub on training attendance.

A new report is in development which will give a breakdown of training attendance by equality groups, which will help analyse access to learning and development. To protect data and individuals from being identified, this report will only be for courses with over 50 attendees.

4.3 Explore reasons for lower level of training opportunities accessed by Black, Asian and minoritised ethnic staff in Children and Families

- **Lead:** Children and Families Principal Social Worker
- **Links to other plans:** WRES action
- **Timeframe:** Over 12 months – April 2023

Progress

PSW to analyse existing information on training and speak to individuals about disparity in offer and take up.

Action 5:

Formalise the process of deciding participation in the variety of development opportunities that arise, with the aim of prioritising Black, Asian and minoritised ethnic staff

- **Lead:** Principal Social Workers
- **Links to other plans:** Adults Service Plan
- **Timeframe:** April 2023

Progress

n/a

Action 6:

Deputy Service Managers to enable and proactively promote and support access to specialist training (e.g. systemic social work) for social workers from under-represented groups; to include requirement for identification of ethnicity

- **Lead:** Principal Social Workers
- **Links to other plans:** Children's Workforce Strategy
- **Timeframe:** In progress

Progress

n/a



Theme 4:

Culture and Staff Experience

Objective:

That Black, Asian and minoritised ethnic colleagues work within a supportive and equitable workplace culture where incidents of harassment, bullying or abuse are dealt with swiftly and transparently, and there is a proactive and positive approach to providing support

Relevant WRES metrics:

Data provided by BCC HR and analysed by DHSC Social Care WRES Team; data for Metrics 6 and 7 sourced from a survey of social care staff.

Metric 3: Comparative rate of employees from a Black, Asian and minoritised ethnic background entering the formal disciplinary process

Metric 4: Comparative rate of employees from a Black, Asian and minoritised ethnic background entering the fitness-to-practice process

Metric 6: Percentage of employees from a Black, Asian and minoritised ethnic background experiencing harassment, bullying or abuse from people who use social care, relatives or the public in the last 12 months

Metric 7: Percentage of employees from a Black, Asian and minoritised ethnic background experiencing harassment, bullying or abuse in the last 12 months from a) a colleague b) a manager

Metrics data summary

Across both departments Black, Asian and minoritised ethnic staff are twice as likely to enter the formal disciplinary process (3.4% compared with 1.7%) and in Adults, more than three times as likely (there is parity in Children and Families).

Across both departments, Black, Asian and minoritised ethnic staff are more than twice as likely as White staff to experience harassment, bullying or abuse from members of the public (8% compared to 3%), and four times more likely to experience this from colleagues or managers (8% as opposed to 2%).

Metric 4: No referrals were made to the fitness-to-practice process

Action 1:

Harassment, bullying and abuse by service users/public

1.1 Implementation of Incident/Accident and Hate Crime Reporting system

- **Lead:** Safety, Health and Wellbeing Manager
- **Links to other plans:** Addressed by Corporate Violence and Aggression work
- **Timeframe:** April 2022

Progress

New Incident/Accident and Hate Crime Reporting system went live May 2022.

This is part of corporate Violence and Aggression work which also includes council public statement on non-tolerance of abuse from the public/service users.

1.2 Ensure the Incident/Accident and Hate Crime Reporting system is widely publicised within Adults and Children and Families departments

- **Lead:** Directors; Heads of Service (Operations)
- **Links to other plans:** WRES action
- **Timeframe:** May 2022 onwards

Progress

n/a

1.3 Identify context to incidents and explore further options for prevention

- **Lead:** Service Director; Heads of Service (Operations)
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

n/a

1.4 Publication of annual summary of reports and outcomes (anonymised) to raise staff confidence in the process

- **Lead:** Service Director
- **Links to other plans:** WRES action
- **Timeframe:** July 2022 and ongoing

Progress

Data on violence and aggression incidents will be provided quarterly to EDMs starting from July 2022.

Action 2:

Harassment, bullying and abuse by colleagues or managers:

2.1 Implementation of Incident/Accident and Hate Crime Reporting system

- **Lead:** Safety, Health and Wellbeing Manager
- **Links to other plans:** Addressed by Corporate Violence and Aggression work
- **Timeframe:**

Progress

Incident/Accident and Hate Crime Reporting system went live May 2022. This is part of corporate Violence and Aggression work.

2.2 Ensure the Incident/Accident and Hate Crime Reporting system is widely publicised within Adults and Children and Families departments

- **Lead:** Directors; Heads of Service (Operations)
- **Links to other plans:** WRES action
- **Timeframe:** May 2022 onwards

Progress

n/a

2.3 Identify context to incidents and explore further options for prevention (e.g. interviews/surveys with staff both accused of and reporting harassment, regular/refresher anti-racism training)

- **Lead:** Directors; Heads of Service (Operations)
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

n/a

2.4 Explore feasibility of nominating a “go to person” for staff experiencing abuse (NB. This is alongside harassment reporting procedures)

- **Lead:** Directors
- **Links to other plans:** WRES action
- **Timeframe:** January 2023

Progress

In progress. Funding being sought for a pilot scheme. Bristol Hate Crime and Discrimination Services (run by SARI) is also currently available for all staff.

2.5 Publication of annual summary of reports and outcomes (anonymised) to raise staff confidence in the process

- **Lead:** HR, supported by Equality and Inclusion
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

n/a

Action 3:

Review support/training offer to managers in:

- addressing abusive behaviour by service users/public
- dealing with harassment, bullying etc by colleagues
- challenging inequalities on consistent basis (including e.g. anti-racism team plans, utilising team meetings to create discussion space)

- **Lead:** Learning and Development Advisor; Principal Social Workers
- **Links to other plans:** WRES action
- **Timeframe:** December 2022

Progress

PSWs to include request for additional learning and development support in 2023 Service Plans.

“Leading with Cultural Intelligence” ongoing and now accessible to leadership positions across a broad range of grades.

A range of training is available for managers on inclusive leadership and challenging inequality. This includes:

- Managing diversity
- Rights and responsibilities
- Equality Impact assessments
- Leading inclusively
- Giving effective feedback
- Coaching
- Toolkit for talking about racism

Action 4:

Qualitative assessment on sampling of disciplinary cases:

- Case analysis to determine why cases of Black, Asian and minoritised ethnic staff are escalated
- Undertake discourse analysis to identify any language or other micro aggressions that impact negatively on outcomes for staff

- **Lead:** Director of HR and OD
- **Links to other plans:** WRES action
- **Timeframe:** Annually

Progress

An expert in this field would be required to undertake this specific piece of work. We will explore options for progressing this.

Action 5:

Review effectiveness of new Grievance Resolution Policy with a focus on informal resolution:

- Case analysis to determine why cases of Black, Asian and minoritised ethnic staff are escalated
- Undertake discourse analysis to identify any language or other micro aggressions that impact negatively on outcomes for staff

- **Lead:** Director of HR and OD
- **Links to other plans:** WRES action
- **Timeframe:** Annually

Progress

An expert in this field would be required to undertake this specific piece of work. We will explore options for progressing this.

Action 6:

Provide support for Black, Asian and minoritised ethnic staff through the grievance/disciplinary process e.g.

- use of corporate Equality and Inclusion Team
- explore development of “buddy” system

- **Lead:** HR, supported by Equality and Inclusion
- **Links to other plans:** WRES action
- **Timeframe:**

Progress

Buddy system has been previously explored but proved difficult due to capacity constraints. We will explore opportunities and options for an alternative system.

Action 7:

Adults – promote and support the development of Anti-Racism Team Plans throughout the department

- **Lead:** Adults Principal Social Worker
- **Links to other plans:** n/a
- **Timeframe:** Ongoing

Progress

Ongoing departmental work action.

Action 8:

Collate data on harassment, bullying and abuse both internal and external (i.e. by staff and the public) to enable reporting on WRES metrics 6 and 7

- **Lead:** Safety, Health and Wellbeing Manager
- **Links to other plans:** WRES action
- **Timeframe:** Ongoing action

Progress

Data will be collated by corporate Accident Incident Reporting System.

