

Local Authority Sites Action Plan May 2022

Birmingham City Council Evidence Journey

Name of Local Authority	Birmingham City Council
Senior Director responsible for the SCWRES (sponsor)	Professor Graeme Betts CBE, Corporate Director Adult Social Care
LA Programme Lead	Afsaneh Sabouri, Strategic Lead for Social Work Area Teams, Occupational Therapy and Regulatory Services Project management support lead: Rebecca Bowley, Head of Business Improvement & Support
Staff Voice Lead	Atrin Conway EDI Manager, Diversity Alliance Networks including ASC B.A.M.E Workers group, Asian and Allies Network and Corporate Black Worker's Support Group.
Number of (direct) employees	1623

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

The action plan has been agreed and signed off by the senior leadership team. It will be monitored by the senior leadership team as well as the EDI manager to ensure that actions are being implemented across the directorate. Regular analysis of qualitative and quantitative data will be used to inform outcomes and next steps in partnership with the equalities and cohesion division and HR.

Local Authority: Birmingham City Council

Introduction

We are pleased to have begun this journey of undertaking the WRES, which has already provided much opportunity for the workforces of Birmingham Adult Social Care and Birmingham Children's Trust to work in collaboration, to highlight gaps in terms of racial disparities, but most importantly, to seek meaningful ways to address them.

Undertaking the WRES has enhanced strategic partnership working e.g., the development of a race equality questionnaire which each organisation has implemented to ascertain the lived experience of each workforce. The process has also enabled the sharing of practice in terms of methods for gathering, analysing and reporting data. Respective employee equality and diversity forums have also been strengthened through joint engagement with corporate equality leads, plus, other equality and diversity networks e.g. extending access to respective meetings and events.

The WRES has also gained the attention of the Council’s Cabinet Leads and, Chief Executives of both organisations, plus, Birmingham Children’s Trust Board, all of whom provide scrutiny of the work whilst they support the direction being taken. Afsaneh Sabouri, Strategic Lead for Social Work Area Teams, Adult Social Care Birmingham City Council, and Lorraine Donovan, Equalities and Diversity Manager, Birmingham Children’s Trust provide strategic oversight of the respective WRES action plans to ensure delivery.

Professor Graeme Betts, CBE, Corporate Director, Adult Social Care, Birmingham City Council and Andy Couldrick, Chief Executive, Birmingham Children’s Trust.

Metrics

Metrics	Details of the action you will take to identify change in this metric	Timescale to start seeing a change	How we will know that this action is achieved
<p><u>METRIC 1:</u></p> <p><i>Percentage of staff from ethnic minority groups in each of the council pay bands compared with the percentage of staff in the rest of the workforce</i></p>	<p>Undertake biannual data analysis to seek trends.</p> <p>Number of staff with unknown ethnicity will be reduced in the data.</p>	12 months	There is proportionate representation of staff from ethnic minority groups across all pay bands.
<p><u>METRIC 2:</u></p> <p><i>Comparative rate of staff from ethnic minority groups being appointed from shortlisting</i></p>	<p>Undertake biannual data analysis to seek trends.</p>	12 months	There is proportionate representation of staff from ethnic minority groups across the directorate.

Metrics	Details of the action you will take to identify change in this metric	Timescale to start seeing a change	How we will know that this action is achieved
<u>METRIC 3:</u> <i>Comparative rate of staff from ethnic minority groups entering the formal disciplinary process</i>	Undertake biannual data analysis to seek trends. Number of staff with unknown ethnicity will be reduced in the data.	12 months	The data is proportionate to the workforce.
<u>METRIC 4:</u> <i>Comparative rate of staff from ethnic minority groups entering the fitness to practice process</i>	Undertake biannual data analysis to seek trends.	12 months	The data is proportionate to the workforce.
<u>METRIC 5:</u> <i>Comparative rate of staff from ethnic minority groups accessing funded non-mandatory CPD as compared to white staff</i>	Undertake biannual data analysis to seek trends. (There is currently not a centralised system in place to gather this data).	12 months	There is proportionate representation of staff of all staff undertaking non- mandatory CPD. Staff are upskilled and progress.
<u>METRIC 6:</u> <i>Percentage of staff from an ethnic minority group experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months</i>	Undertake biannual data analysis to seek trends.	12 months	There will be a proportionate representation of ethnic minority staff reporting incidents.

Metrics	Details of the action you will take to identify change in this metric	Timescale to start seeing a change	How we will know that this action is achieved
<p><u>METRIC 7:</u></p> <p><i>Percentage of staff from an ethnic minority group experiencing harassment, bullying or abuse in the last 12 months from</i></p> <p><i>a. Colleague</i></p> <p><i>b. Manager</i></p>	Undertake biannual data analysis to seek trends.	12 months	There will be a proportionate representation of ethnic minority staff reporting incidents.
<p><u>METRIC 8:</u></p> <p><i>Comparative rate of employees from ethnic minority group leaving the organisation during the last year</i></p>	Undertake biannual data analysis to seek trends.	12 months	Currently the proportionate number of staff leaving from an ethnic minority group is not comparatively higher than white staff. This will continue. Also, there will be a decrease in the number of “unknowns” within the data recordings.
<p><u>METRIC 9:</u></p> <p><i>Percentage difference between organisations’ senior management membership and its overall workforce</i></p>	Undertake biannual data analysis to seek trends.	12 months	There will be a proportionate representation of staff from ethnic minority groups particularly in the higher bands of the senior management team.

No.	WRES Theme and related metric	Local Authority Objective
1.	Leadership: Metric 1 & 9	To improve the representation of ethnic minority groups across all staffing grades within the Adult Social Care directorate.
2.	Recruitment and Retention: Metric 2 & 8	To improve the representation of ethnic minority groups across all staffing grades within the Adult Social Care directorate. To understand the reasons of departure of staff from ethnic minority groups and use findings to inform future CPD and HR Policies.
3.	Learning and Career Development: Metric 5	To improve the uptake of career development and training by staff from ethnic minority groups including non-mandatory training. To improve the representation of ethnic minority groups across all staffing grades within the Adult Social Care directorate.
4.	Culture and Staff Experience: (Metric 3, 4, 6 and 7)	To improve the understanding of staff from ethnic minority groups, of the routes of support and access to dignity at work procedures. To enhance the working experience of staff from ethnic minority groups.
5.	Employee Voice	To improve the engagement of staff from ethnic minority groups to help shape future policies and projects.

Workforce Race Equality Standard Interim Action Plan November 2021

WRES theme and related metric	BCC Objective	Action	Links to findings from data	Time scale	Indicators of improvement	Progress
Leadership (Metric 1 and 9)	To improve the representation of ethnic minority groups across all staffing grades within the Adult Social Care directorate.	<p>1.Cap the number of person specifications within job descriptions for Adult Social Care.</p> <p>2.Produce/update guidance on developing inclusive job descriptions and person specs. Include job analysis and information on how excessive requirements can deter some applicants (women and people from ethnic minority groups).</p> <p>3.Staff to undertake EDI training (ethnicity focus for grade 6 and 7 managers).</p> <p>4.Compare data (May 2022) for ethnic minority representation per pay band with other local authorities.</p>	<p>Up to the pay category of £34,999, there are proportionately more white staff in these categories compared to their population. Conversely, in the categories between £35,000 – £59,999, there are proportionality more staff from ethnic minority groups than white colleagues.</p> <p>There is no representation of staff from ethnic minority groups in the £70.000-89.000, £90.000-99.000 pay brackets.</p>	October 2022 for all actions	<p>Improved representation of ethnic minority groups across all pay bands.</p> <p>Increased applications received from ethnic minority citizens particularly women.</p>	
Recruitment and retention (Metric 2 and 8)	To improve the representation of ethnic minority groups across all staffing grades	<p>1. Implement diverse interviewing panels with a broad representation of staff.</p> <p>2.Develop a proposal for the</p>	<p>As above.</p> <p>Data needed in relation to number of people from ethnic minority</p>		Increased diversity in shortlisted candidates.	

	<p>within the Adult Social Care directorate.</p> <p>To understand the reasons of departure of staff from ethnic minority groups and use findings to inform future CPD and HR Policies.</p>	<p>implementation of a system for recording data in relation to ethnicity and short listing.</p> <p>3. Produce a guide for managers (including videos) to support with effective questioning and listening techniques when undertaking exit interviews.</p> <p>4. Remove degree requirements from person specs for jobs in the lower paid bands.</p> <p>5. Implement an ASC talent pool to match jobs with skilled individuals.</p> <p>6. Create a diverse volunteer pool as reserves for interviewing panels.</p> <p>7. Broaden and diversify websites or media outlets used to advertise vacancies.</p>	<p>backgrounds and shortlisting. Data only states 'in progress' but does not state if shortlisted.</p> <p>Data is also needed in relation to ethnicity and those who scored minimum requirement.</p> <p>Turnover is comparable between white and staff from ethnic minority groups</p>		<p>Increased applications received from ethnic minority citizens particularly women.</p> <p>A more diverse pool of applicants.</p>	
<p>Learning and career development (Metric 5)</p>	<p>To improve the uptake of career development and training by staff from ethnic minority groups including non-mandatory training.</p>	<p>1. Develop an outline of new EDI 'training' in line with ODP.</p> <p>2. Meet with Equality and Cohesion team to discuss and adapt current training programmes facilitated by their team.</p>	<p>No data currently available in relation to non-mandatory training.</p>		<p>An upskilled workforce.</p>	

	To improve the representation of ethnic minority groups across all staffing grades within the Adult Social Care directorate.	<p>3.Establish a centralised system for collecting data in relation to non-mandatory CPD.</p> <p>4.Managers to undertake Moving up programme ADASS</p> <p>5.Outline a proposal and next steps for EDI training (ethnicity focused) for all staff in partnership with staff.</p>	No system currently in place to collect data in relation to all non-mandatory CPD			
Culture and staff experience (Metric 3, 4, 6 and 7)	<p>To improve the understanding of staff from ethnic minority groups of the routes of support and access to dignity at work procedures.</p> <p>To enhance the working experience of staff from ethnic minority groups.</p>	<p>1.Undertake annual staff survey to track progress and trends.</p> <p>2.Develop staff handbook to support staff dealing with racism from citizens. Use case studies to demonstrate how scenarios should be dealt with.</p> <p>3.Gather qualitative data from exit interviews to further inform the working experiences of staff from ethnic minority groups.</p> <p>4.Obtain and analyse data from the whistle blowing policy and agree next steps</p>	<p>To review and update survey questions in line with action plan outcomes and previous survey.</p> <p>Reporting of incidents is low and does not currently provide an accurate picture.</p>		Further actions implemented from findings in relation to whistle blowing policy and exit interviews.	
Employee	To improve the engagement of	1.Undertake regular data drives across the	Previous staff survey responses		Increased participation	

voice	staff from ethnic minority groups to help shape future policies and projects.	<p>directorate, through team meetings, ASC EDI newsletter and intranet page.</p> <p>2.Create a short video of Professor Graeme Betts explaining the importance of ASC EDI work and data sensitivity.</p> <p>3.Create an ASC EDI intranet page which contains policies and procedures, research and findings, local events, impacting communities' section (linked to NNS), empowerment (guest writers, role model profiles and personal journeys) section and our partners section (including staff groups).</p> <p>4.Create a quarterly ASC EDI newsletter for all staff which reflects content from intranet page including any developments.</p>	<p>were not proportionate or representative.</p> <p>Increased number of responses needed particularly from ethnic minority groups to ensure accuracy.</p>		<p>and engagement from staff.</p> <p>A reduction in the number of "unknowns" when gathering data.</p>	
-------	---	---	---	--	---	--

Action Plan signed off by: Professor Graeme Betts

Position / Role: Corporate Director, Adult Social Care

Date: 12/05/2022