

# Addressing Workforce Inequality

Speakers:

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Shakiesha Beckford, WRES Programme Manager



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# Our Approach

## Strategic Priority

Strong leadership, ensuring alignment to the strategic priorities of the council. Developing a shared organisational vision with collaboration and ownership at every level.

## Workforce Intelligence

Developing our systems to capture and record EDI indicators and using data to inform decision making.

## Multidimensional Approach

Adopting an intersectional approach that promotes equity in the workforce. Recognising the unique challenges facing different communities and providing opportunities that respond to such needs and challenges.

# Strategic Priority

## Brent Equality Strategy

- 1 Understand the barriers to equality experienced in Brent and act to remove them
- 2 Provide accessible information and services that are tailored to peoples' needs
- 3 Tackle hate, harassment and victimisation
- 4 Lead the way in encouraging diversity to flourish in Brent

# Workforce Intelligence



Brent is one of the most diverse boroughs in London, approximately 64% are from Black, Asian and Minority ethnic groups, with around 150 different languages spoken.

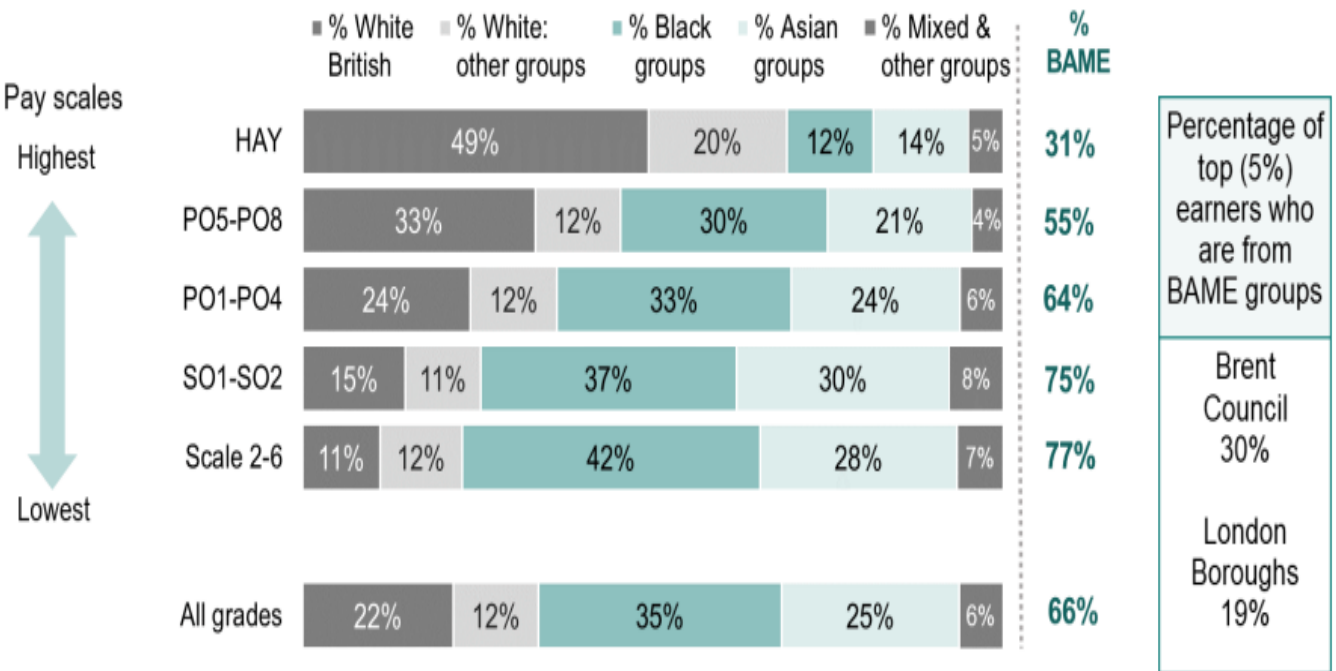
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Approximately a third of our workforce live and work in Brent

- 66% of employees are from Black, Asian and minority ethnic groups – the highest rate across all London Boroughs (46%)
- 63% of our employees are female, broadly in line with London Borough average
- 8% have a disability, impairment or long condition, compared to 5% across London Boroughs
- 4.3% identify as LGB or 'other'

We want our workforce to reflect our community and understand its needs.

# Ethnicity by Grade

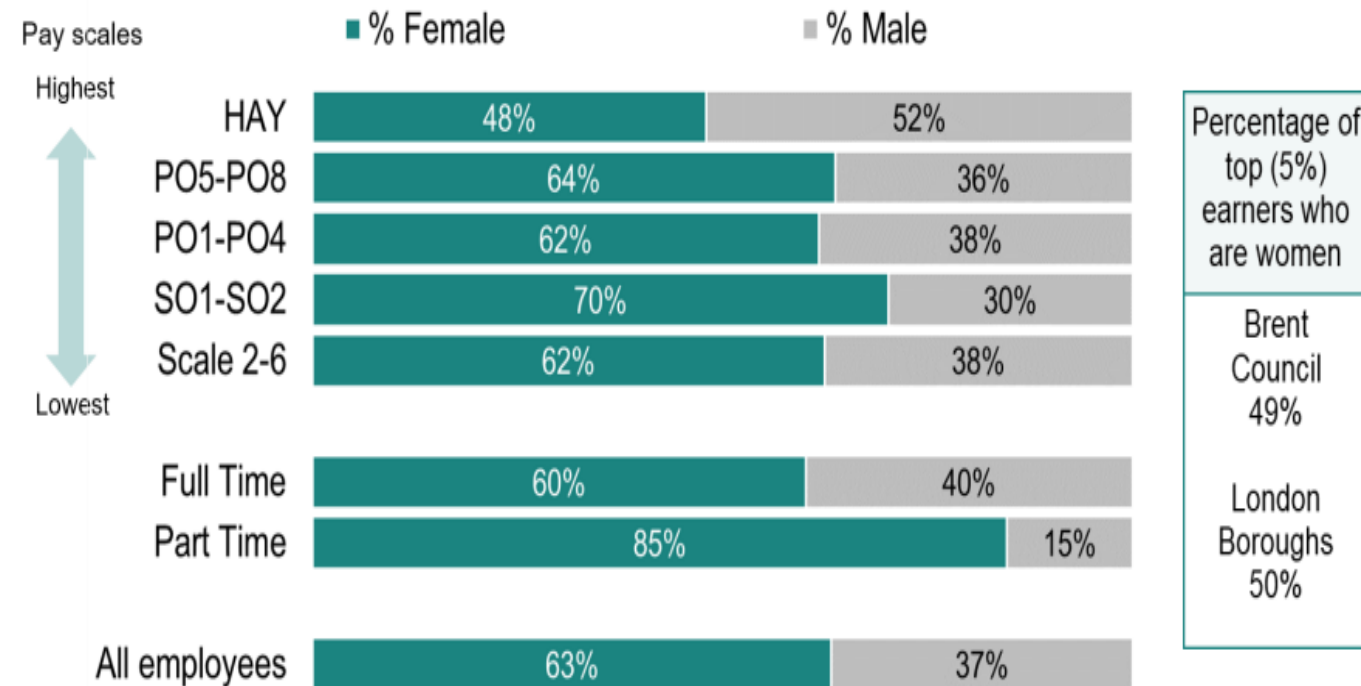


Black Asian Minority Ethnic employees are less well represented at higher grades (31% and 55%) compared with 77% of those in the lowest grade group.

Brent has a higher percentage of top earners (5%) from Black Asian Minority Ethnic groups compared with the London average - 30% vs. 19% and is a slight increase from the previous year (28%).

The proportion of employees promoted for both White (32%) and BAME (68%) employees is broadly similar to their representation in the workforce overall.

# Gender by Grade



Women remain less well represented at the highest pay grade level, comprising less than half of the employees at that grade (48%).

49% of the top 5% of earners in our workforce are women – similar to the proportion across London (50%).

Woman make up the majority of our part-time employees (85%).

The gender profile of employees promoted is similar to the gender profile of the workforce with women representing 63% of the workforce and 66% of those promoted.

# Our Staff Networks

## 1. Cultural Diversity Network: Black Staff Forum & Asian Staff Network

- Black History Month
- Mutual Mentoring
- Cultural Diversity Champions, CDN Newsletter and book club

## 2. Gender Equality Network

- Raising awareness through workshops e.g Gender Pay Gap
- Launching breastfeeding area
- VAWG, endometriosis, menopause

## 3. LGBTQ+ Network

- Events and speakers : Advocacy and educational
- Launching reverse mentoring scheme

## 4. Disability Network

- Hidden disability
- Mental Health

# Addressing Inequality in the Workforce

Building workforce intelligence has been key to pinpointing and addressing inequality. This intelligence provides vital information on the make up of our workforce and where further targeted work is needed. Continued efforts to increase staff data disclosure rates whilst addressing perceived barriers to supplying this information. For a third year in a row our disclosure rate has increased.

## Annual Reporting

Going beyond statutory requirements, we report annually against Ethnicity, Disability and Gender.

## Forward Together

As part of our corporate commitment, sessions have focused on issues surrounding Equality, Diversity and Inclusion.

# Interventions

National Graduate Training Scheme

Running this locally to recruit from a more diverse, local pool of talent

Apprenticeships

Increase the number of apprenticeship opportunities for staff, to upskill the workforce and support progression for less well represented groups

Mutual Mentoring

Introduced Mutual Mentoring on Race and soon to be expanded to LGBTQ+

Aspiring Leaders Programme

Introduced for those aspiring to be Heads of Service

Job Description

Removal of qualifications to encourage more inclusive recruitment

Secondment and Acting Up Opportunities

As part of growing our own talent, we have provided more secondment and acting up opportunities, particularly in senior roles.

# Addressing Inequality in Social Care

The Social Care Workforce Race Equality Standard (SCWRES)



Speakers:

Evelyn Amedoda, ASC Head of Safeguarding and Principal Social Worker

Shakiesha Beckford, WRES Programme Manager

# 01

## An Overview

The Social Care Workforce Race Equality Standard (SCWRES) is led by the Department of Health and Social Care (DHSC) and is designed to tackle 'institutional racism' and improve equality in the social care workforce by encouraging local authorities to collect data against indicators of equality, and develop action plans to address any gaps or concerns in their workforce.

Brent is one of eighteen local authority pilot sites implementing the Workforce Race Equality Standard in social care settings.



# The Launch

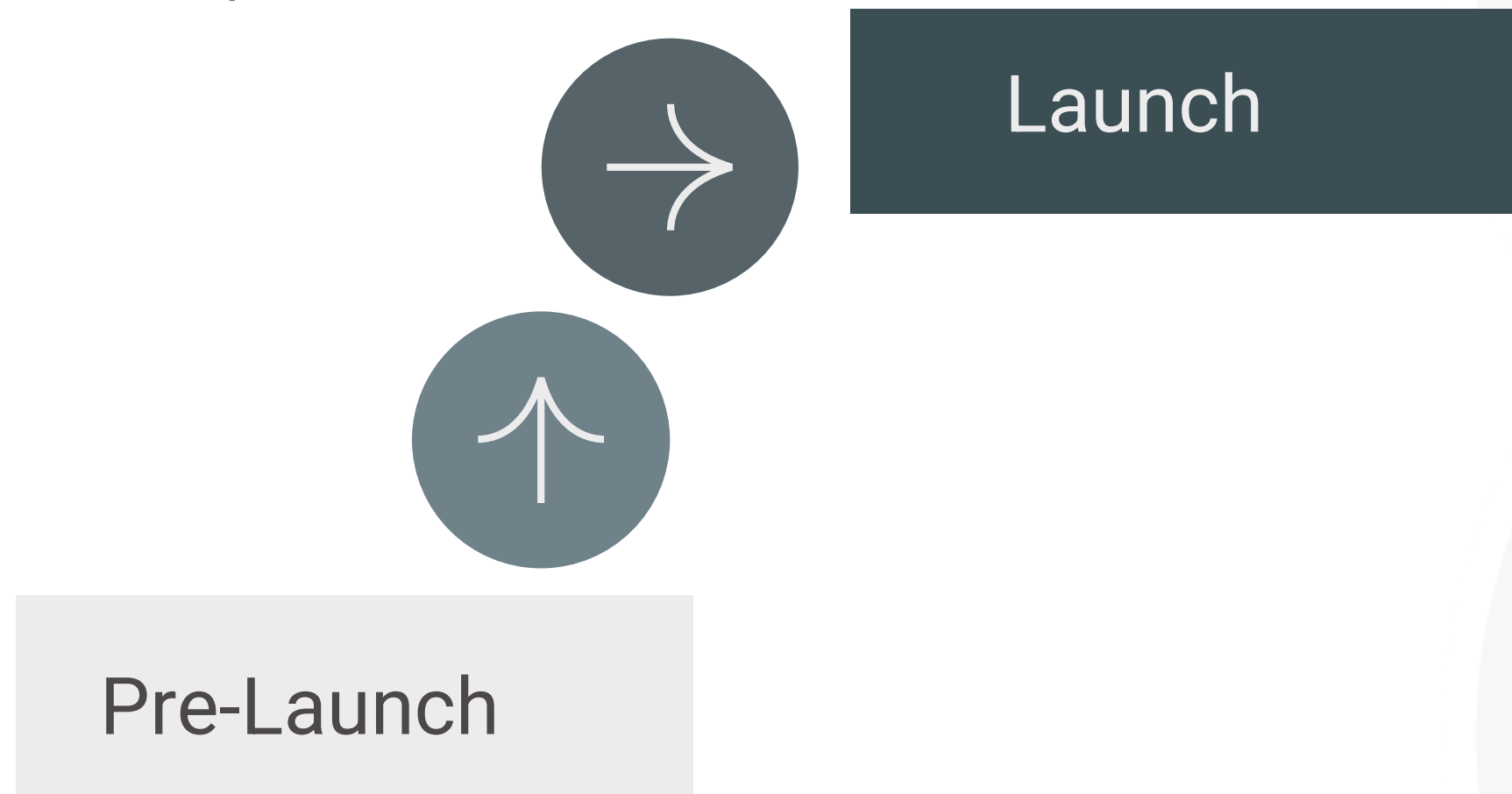


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02

# The Launch

The Workforce Race Equality Standard was launched across Adult Social Care and Children Social Care in April 2021.





# Data: Indicators of Equality



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

# 03

## Data: Trial Data Runs

We performed trial data runs to identify gaps in our data and build assurance. A proportion of Workforce Race Equality Standard data was held in Oracle. Oracle data was pulled for indicators 1, 2, 8 and 9. Some indicators required manual collection and this is true for indicators 3, 4 and 5. For indicators 6 and 7, data was collected through staff surveys.



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# Workforce Race Equality Standard Findings

# 04

## Findings

Holding up a mirror to our departments and in tune with the findings of the NHS, the Workforce Race Equality Standard 2021 has undeniably provided evidence of inequality. Across nearly all indicators of equality, racial disparities exist. Black, Asian and Minority Ethnic groups are underrepresented at senior levels, are more likely to experience bullying, harassment and abuse, and experience more obstacles to progressing in their careers.



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# Action Plan Development

A plan informed by our Social Care data  
and the lived experiences of staff.



# 05

## Action Plan Development

The Social Care Workforce Race Equality Action Plan was co-designed by staff across our social care departments. It includes fourteen key interventions, which will help drive equality and accelerate the pace of change across our social care departments.



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# 05

## Action Plan Themes

- **Recruitment, Secondments and Acting Up** is underpinned by four subthemes that centre on different areas in the recruitment process.
- **Professional Development and Career Progression** is concerned with creating better spaces that allow room for career conversations and supporting staff to achieve career goals.
- **Race Awareness and Promoting Racial Equality** focuses on increasing awareness and understanding of racial inequality, prejudice and discrimination.
- **Reporting, Monitoring and Improvement** is concerned with improving our understanding of inequality through data collection, reporting and monitoring.

# 05

## Summary of Interventions

Targeted recruitment campaigns and executive BAME recruitment agencies for posts P08 and above.	Appraisal reform to include career plans and focus on career progression.
Extend application and shortlist to interview.	Adopt transparent and consistent approach to succession planning.
Increased secondment and acting up opportunities with dedicated application and interview support.	Zero Tolerance of Abuse Statement.
Commission interview skills training.	Provide staff with platforms to discuss and report racism and abuse.
De-bias recruitment through adopting blind recruitment practices.	Increase visibility of BAME role models.
Move towards ability and attitude focused recruitment.	Introduce Equality and Diversity dashboard.
Introduce framework for interview feedback.	Oracle system development to support data capture and reporting.

# Developments



# 06

## Developments

Since the launch of the Workforce Race Equality Standard there has been increase in the representation of Black, Asian and Minority Ethnic Groups at senior levels. This has been achieved by providing more acting up opportunities and currently there are four members of staff acting up into senior or HAY positions in Adult Social Care and Children Social Care.



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# Reflections



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# What Went Well...

A safe space that enabled constructive challenge and story sharing.



3 - Action Plan Development

Engagement and support from Black Staff Forum and Cultural Diversity Champions.



2 - Staff Network Support

Identification of gaps and indicator expansion



1 - Data Collection



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07

# Challenges Faced...

Race, Racism and Discrimination is a live issue.



3 - Sensitivity

Cultural differences and resource.



2 - Cross-departmental

A learning journey for all.



1 - Department of Health  
and Social Care



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07

# Lessons Learnt...

Stakeholder management and transparency.



3 - Expectations

Intensive with multiple workstreams.



2 - Resource Required

Corporate awareness and alignment.



1 - Corporate Awareness



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# Questions



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