Workforce Race Equality Standard

2021-22

achieving
for **children**

Foreword

Ian Dodds, Director of Children's Services in Kingston and Richmond

I am delighted to be part of the WRES pilot project alongside colleagues in Richmond and Wandsworth. It is an opportunity for us to further understand the experiences of staff from Black, Asian and Minority Ethnic (BAME) backgrounds to ensure all our workforce are treated equally and have the same opportunities at work. It builds on the activity already underway within our organisation led by the Equality, Diversity and Inclusion (EDI) Board, and given we are in the process of bringing our HR services in house, it is extremely timely as it will directly influence the workforce data we will collect and analyse going forward.

Elise Kitson, Chair of the EDI Board across Kingston, Richmond and Windsor and Maidenhead for 2021-22

The involvement of AfC in the WRES pilot will form part of the work of the recently established, staff-led EDI Board and will complement our existing work in this area. We will use the data analysis to better understand the experiences of our BAME colleagues and as a basis of future conversations with our staff, which will continue to inform our action planning and activity. We will also use the WRES data to hold the organisation and senior leaders to account and we will provide critical challenge where progress is slow. We are pleased to be part of the pilot as it offers us a further opportunity to drive forward positive change based on evidence of areas of improvement.

Background to the WRES

The Social Care Workforce Race Equality Standard (WRES) launched in 2021, with a pilot scheme involving 18 local authorities across England. In line with our business plan and Equality and Diversity Strategy, AfC committed to participate in the WRES pilot and publish our WRES findings with the aim to identify and address any areas that will improve the workplace experience and representation at all levels for Black, Asian and Minority Ethnic (BAME) staff.

As an organisation we are discussing an alternative to the BAME acronym, as we do not feel it accurately reflects the groups it aims to identify. At this time we are yet to finalise an alternative, therefore for reporting purposes the BAME acronym will be used in this report, in line with the working practices also used within the WRES.

National Context
The social care WRES pilot has been commissioned by the Department of Health and Social Care (DHSC) to ensure that employees from BAME backgrounds gain equal access to career opportunities and receive fair treatment in the workplace. The WRES consists of calculating data across nine metrics of BAME representation in the workforce at all levels of seniority, and other workforce matters, such as promotions pathways, movement into leadership roles and access to non-mandatory training, experiences of bullying and harassment, and experiences of racism at work.

Local Context
AfC are contributing to the WRES pilot alongside colleagues from Richmond and Wandsworth to provide a picture of workforce practices across both adults' and children's social care. For the purposes of the pilot, AfC are reporting on Richmond data only, however as we work across three boroughs we have been collecting data from across the whole of AfC for some metrics.

In addition to collecting data across the metrics, we have developed an action plan to enable us to take targeted action to address any issues identified.

WRES Metrics

The nine WRES metrics are set out below:

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

We captured data across some of the WRES metrics in relation to Richmond and reported these to the DHSC in September 2021, with positive feedback. This process identified gaps in our current data collection, therefore in response we have since undertaken activity to close these gaps and report on the metrics we were unable to previously include. For example, we conducted an unacceptable behaviour survey and found a way to report on non-mandatory training opportunities. Going forward these data collection tools will be refined further and become embedded within our working practices.

Each WRES metric compares data for white and BAME staff. For the purpose of reporting "White" staff include White British, Irish and Eastern European staff. The "Black, Asian and Minority Ethnic" staff category includes all other ethnicities including "other white", a full breakdown can be seen in the data to follow where possible. Those who report as "unknown" or "not stated" are included as a separate category.

Summary of findings from our data (full data is presented at the end of this document)

	WRES Metric	Finding
1	Percentage of BAME staff in each of the Council pay bands compared with the percentage of staff in the rest of the workforce	Generally the percentage of staff from a BAME background lowers from pay band 10 onwards (those earning £65,000+) indicating a lack of BAME employees in senior/leadership positions, with no BAME staff represented within the top two pay bands.
2	Comparative rate of BAME staff being appointed from shortlisting	46.6% of applicants shortlisted for interview are BAME compared to 50% for White applicants. This indicates equitable practice. 36.% of applicants appointed were BAME compared to 45.6% for White applicants.
3	Comparative rate of BAME staff entering the formal disciplinary process	During 2021/22, 0.67% of BAME staff entered the formal disciplinary process, compared with 0.54% of White staff. This indicates equitable practice.
4	Comparative rate of BAME staff entering the fitness to practice process	During 2021/22, 0% of BAME staff entered the fitness to practice process, compared with 0.12% of White staff. This indicates equitable practice.
5	Comparative rate of BAME employees leaving the organisation during the last year	The percentage of staff leaving who are BAME is slightly higher than we would expect to see based on the workforce as a whole. BAME staff make up 20.6% of the total workforce but 26.8% of leavers.
6	Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	20% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from service users or members of the public in the last 12 months. Of these 25% are BAME staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that there is no discrepancy between BAME and White staff who feel they have experienced unacceptable behaviour from the public.
7	Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from a) Colleague b) Manager	11% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from a colleague in the last 12 months. Of these, 17% are BAME staff. 4% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from a manager in the last 12 months. Of these staff 0% are BAME staff which indicates a higher proportion of White staff have experienced unacceptable behaviour from a manager.
8	Comparative rate of BAME staff accessing funded non mandatory CPD as compared to white staff	69% of staff agree or strongly agree that they are supported to access non-mandatory CPD opportunities. Of these 20% are BAME staff and 77% are White staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff feel able to and supported to access non-mandatory CPD, and there is no discrepancy between BAME and White staff.
9	Percentage difference between organisations' senior management membership and its overall workforce	SLT is not as representative as the workforce as a whole, with a much higher proportion of staff from White backgrounds. The number of BAME staff at SLT level would need to rise by approximately 6.7% in order to fall in line to represent the total workforce.

WRES Action Plan

- Our action plan has been developed in collaboration with the AfC WRES project sponsor, the AfC Equality, Diversity and Inclusion (EDI) Board, and peer review with colleagues from the Richmond and Wandsworth WRES project group.
- It has been informed by the data from the WRES submission, workforce data already collected by AfC, and data from a recent staff survey completed within AfC.
- The plan will be monitored and reviewed by the AfC EDI Board.
- Outcomes achieved will be reviewed as part of the next WRES submission in April 2023.

	AfC Objective	WRES Theme and related metric
1	Embed the WRES in AfC.	Leadership (Metric 1 and 9)
2	Establish leadership and ownership of the equality and diversity programme of work via the Equality, Diversity and Inclusion Board.	
3	Develop equality and diversity training and resources for staff.	Culture and staff experience (Metric 3, 4, 6 and 7) and Learning and career development (Metric 5 and 8)
4	Raise awareness of equality and diversity issues in AfC, particularly in relation to staff from a BAME background.	Culture and staff experience (Metric 3, 4, 6 and 7)
5	Improve the recruitment, retention and development of staff from more diverse backgrounds.	Recruitment and retention (Metric 2, 5 and 8)

Objective 1	What does good look like?	What are we working towards?	What have we achieved?
To embed the WRES in AfC	There will be an awareness of the WRES amongst staff groups, this will be indicated by the feedback captured from staff	Regular reporting to the EDI Board on progress with WRES. Include WRES updates as the theme for at least one EDI Forum a year. Embed data collection questions for identified WRES metrics into staff survey on an annual basis. Refine methods on collecting data for WRES metrics, for example going forward information on access to non-mandatory training could be captured more effectively. Regular updates on the WRES and communications with staff via staff news. Regular updates on the WRES and communications with managers via Senior Leadership meetings and the AfC Board.	45.8% of staff completing the staff survey across AfC stated they agreed with the following statement, 'I am aware of the WRES and the work that is ongoing across Achieving for Children to implement it'. Discussion of WRES at the EDI Board and decision made to align action plans. WRES discussed at EDI forum to improve staff knowledge and awareness. Gaps in data collection for missing metrics addressed via updated HR reporting processes and newly drafted staff survey questions. Regular communication on the WRES included in AfC staff news. Completed data collection and submission to the central WRES team in September 2021 and final submission in June 2022, in partnership with Richmond and Wandsworth.

Objective 2	What does good look like?	What are we working towards?	What have we achieved?
To establish leadership and ownership of the equality, diversity and inclusion programme of work via the EDI Board.	EDI Board established and operating successfully, with a clear plan of action and a clear means of measuring progress and impact.	Elect new chair for the EDI Board for 2022/23. Review WRES action plan in line with EDI action plan annually. Continue to ensure SLT members sit on the EDI board and attend monthly E&D Forums.	EDI Board set up with clear terms of reference and governance. 2021/22 EDI Board Chair, elected by AfC staff. SLT presence on EDI Board and at EDI Forums.

Objective 3	What does good look like?	What are we working towards?	What have we achieved?
To develop equality, diversity and inclusion training and resources for staff.	Training in place and staff will report greater knowledge and understanding of equality, diversity and inclusion issues.	Set up and agree a list of mandatory EDI training for all staff to participate in during the induction process. Develop EDI resources such as informal training, intranet resources and staff forums. Establish new training with a focus on race and ethnicity for example Cultural Competency. Add "highly recommended courses" to course slides for new managers, for example on racism, disability and gender. Deliver informal training on unconscious bias via briefings for all staff to improve self-awareness of potential bias. Review the AfC Unreasonable Behaviour Policy to ensure it effectively protects staff from all forms of discrimination. Promote correct reporting procedures to staff in relation to unacceptable behaviour.	EDI pages on Connect (new AfC staff intranet) have been developed and launched. Managing Racism training is now firmly established in our annual CPD schedule, taking place at least every quarter, and signposted as a 'must attend' in the induction programme for all new managers. Cultural awareness e-learning and face to face training has been refreshed and relaunched to include both cultural awareness and unconscious bias. June 2022 Leadership Summit content is all built around EDI.

Objective 4	What does good look like?	What are we working towards?	What have we achieved?
To raise awareness of equality diversity and inclusion issues in AfC, particularly in relation to staff from a BAME background.	Regular feedback will be captured and analysed by the EDI Board, using established feedback mechanisms. Action planning for the EDI Board will be informed by the feedback from staff.	1:1 drop in sessions with staff in relation to EDI needs and issues. Establish AfC Employee Networks (AENs). Continue to run monthly EDI Forums for staff to discuss issues linked to the protected characteristics in a safe space. Increase EDI presence on the intranet. Discuss the potential for the inclusion of equality, diversity and inclusion as an objective in everyone's Personal Development Scheme (PDS) template with the Workforce Board. Encourage staff to input data on iTrent or surveys and disclose ethnicity for better reporting. Explain why this is important, how information will be used and the impact of missing data. Identify what is needed to establish a safe space mentoring programme. Create annual calendar of EDI events.	Monthly EDI Forums planned for all of 2022/23 with senior leadership attendance confirmed for all. AfC Employee Network initiative launched. These are staff led groups on any protected characteristics/EDI themes. Our first group has been initiated and a further three are in the process of being developed. Organised events and communications for Black History Month 2021 and Race Equality Week 2022.

Objective 5	What does good look like?	What are we working towards?	What have we achieved?
To improve the recruitment, retention and development of staff from more diverse backgrounds including roles within senior management.	For BAME staff there will be less disparity in pay in comparison to colleagues. There will be a reduction in the proportion of BAME staff leaving AfC The senior management team will be more diverse.	Review scope to develop a retention and development programme for minority groups. Create a mechanism to analyse exit interviews to capture and identify any trends in which staff leave AfC and why. Hold EDI Forum to discuss why staff are leaving and if ethnicity or unacceptable behaviour plays a part. EDI Board members to talk to Kingston and Richmond Councils to understand how they have set up diverse panels and seek collaboration opportunities with them. EDI Board members to identify training needs for managers on fair recruitment and for diverse panel members and scope out costs. Evaluate our current mentoring and coaching offer and identify whether it could be used as mentoring for staff from underrepresented groups or reverse mentoring. Scope options to recruit using blind applications. Publish guidance on interview protocols for managers and encourage the use of diverse panels. Sponsor attendance of underrepresented staff to EDI leadership events such as BALI and Leaders for London Program.	Discussion held at EDI Board about priorities in relation to recruitment, retention and development and agreement on preferred approach going forward. Job adverts updated to include new wording around equalities and welcoming application forms from underrepresented sections of the community. Researched best practice in recruitment, retention and development and added actions in 12 month action plan EDI action plan (this includes blind recruitment, leadership events for underrepresented staff, mentoring , diverse panels at interview and reverse mentoring).

Full Findings

Overall Headcount of staff across AfC

The total headcount across AfC as a whole organisation is currently 1,289, which includes staff across Richmond, Kingston and Windsor and Maidenhead. For the purpose of this WRES pilot report, data reflects the position in Richmond only, with a total headcount of 457 full time equivalent (FTE) staff. Going forward future WRES reports will include data from all staff across all operational areas of AfC.

Workforce across Richmond

| Ethnic Grouping	Ethnic Origin	Total FTE %
Asian or Asian British	Asian/Asian British - Any Other Asian background	0.7
	Asian/Asian British - Bangladeshi	1.5
	Asian/Asian British - Chinese	0.2
	Asian/Asian British - Indian	1.9
	Asian/Asian British - Pakistani	0.2
Black or Black British	Black/Black British - African	2.6
	Black/Black British - Any Other Black/African/Caribbean background	0.9
	Black/Black British - Caribbean	2.4
Mixed	Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	1.5
	Mixed/Multiple Ethnic Group - White and Asian	0.7
	Mixed/Multiple Ethnic Group - White and Black African	0.7
	Mixed/Multiple Ethnic Group - White and Black Caribbean	0.9
Not Stated	Prefer not to say	2.6
	Not Stated	23.2
Other Ethnic Groups	Any other ethnic group	0.7
	Other Ethnic Group - Arab	0.2
White	White - Any Other White background	6.6
	White - English/Welsh/Irish/Scottish/Northern Irish/British	53.4
	White - Gypsy/Irish Traveller	0.2
Grand Total		**100%**

Richmond Workforce

Not stated 25.8%

White 53.6%

BAME 20.6%
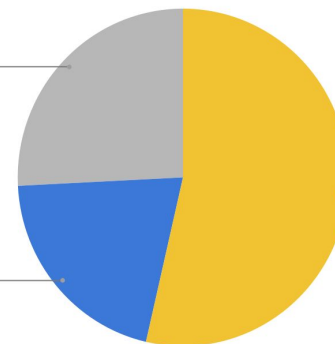
The workforce has increased by 14 FTE since the last return in September 2021 and the breakdown of ethnic groupings have increased at a proportionate level, indicating the workforce remains grouped in largely the same way as it was 8 months ago.

Metric 1:

Percentage of BAME staff in each of the Council pay bands compared with the percentage of staff in the rest of the workforce

Band	1	2	3	4	5	6	7	8	9	10	11	13	14	15	
Ethnic Origin	Under £25K	£25,000 - £29999	£30,000 - £34,999	£35,000 - £39,999	£40,000 - £44,999	£45,000 - £49,000	£50,000 - £54,999	£55,000 - £59,999	£60,000 - £64,999	£65,000 - £69,999	£70,000 - £74,999	£80,000 - £84,999	£85,000 - £89,999	+£100k	Total %
Asian/Asian British - Any Other Asian background	1	0.5		0.5				1							0.66
Asian/Asian British - Bangladeshi		0.5	0.5	0.5											0.44
Asian/Asian British - Chinese				0.5											0.03
Asian/Asian British - Indian	1.5		2	1	1	1	1	0.5	0.5	0.5					1.97
Asian/Asian British - Pakistani				0.5	0.5			0.5							0.33
Black/Black British - African	1	2	2	2.5	3.5	1			0.5						2.74
Black/Black British - Any Other Black/African/Caribbean background	1.5	0.5	0.5	0.5	0.5										0.78
Black/Black British - Caribbean	1.5	0.5	3	2.5	3	0.5									2.42
Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	2	0.5	1	1.5		0.5			1						1.42
Mixed/Multiple Ethnic Group - White and Asian	0.5	1	1				0.5	0.5							0.77
Mixed/Multiple Ethnic Group - White and Black African	1	0.5	0.5							0.5					0.55
Mixed/Multiple Ethnic Group - White and Black Caribbean		1	1	1.5	0.5		0.5								0.99
Any other ethnic group				0.5	0.5	0.5	0.5	0.5							0.55
Other Ethnic Group - Arab	0.5					0.5									0.22
White - Any Other White background	2.5	3.5	7	3	7	4	1.5		1	0.5		0.5			6.67
White - English/Welsh/Irish/Scottish/Northern Irish/British	33	29	43	38	35	24.5	8.5	16	7.5	1	0.5	0.5	3	1.5	53.63
White - Gypsy/Irish Traveller							0.5								0.11
Prefer not to say	1	1.5	2.5	2	1.5	0.5		0.5							2.19
Not Stated	22	11	26	18	5	6.5	5	5	5		1	1	1		23.53
Total	**15**	**12**	**20**	**16**	**13**	**9**	**4**	**5**	**3**	**0.7**	**0.4**	**0.7**	**0.9**	**0.3**	**100%**

Metric 1: Percentage of BAME staff in each of the Council pay bands compared with the percentage of staff in the rest of the workforce

Generally the percentage of staff from a BAME background lowers from pay band 10 onwards, those earning £65,000+, indicating a lack of BAME employees in senior/leadership positions, with no BAME staff represented within the top two pay bands.

It should be noted that the number of staff in relation to pay band 10 is extremely small, therefore it is difficult to draw any firm conclusions.

Analysis for pay band 11 is skewed as a large proportion of returns, 66.7%, did not state their ethnic origin.

The impact of staff not stating their ethnic origin is evident here as it is not possible to obtain a true and full reflection of the breakdown of ethnicities across AfC pay bands. We have discussed with staff, via our EDI Forum, mechanisms to encourage staff to share this information in the future and this is outlined in our action plan.

Staff Paybands
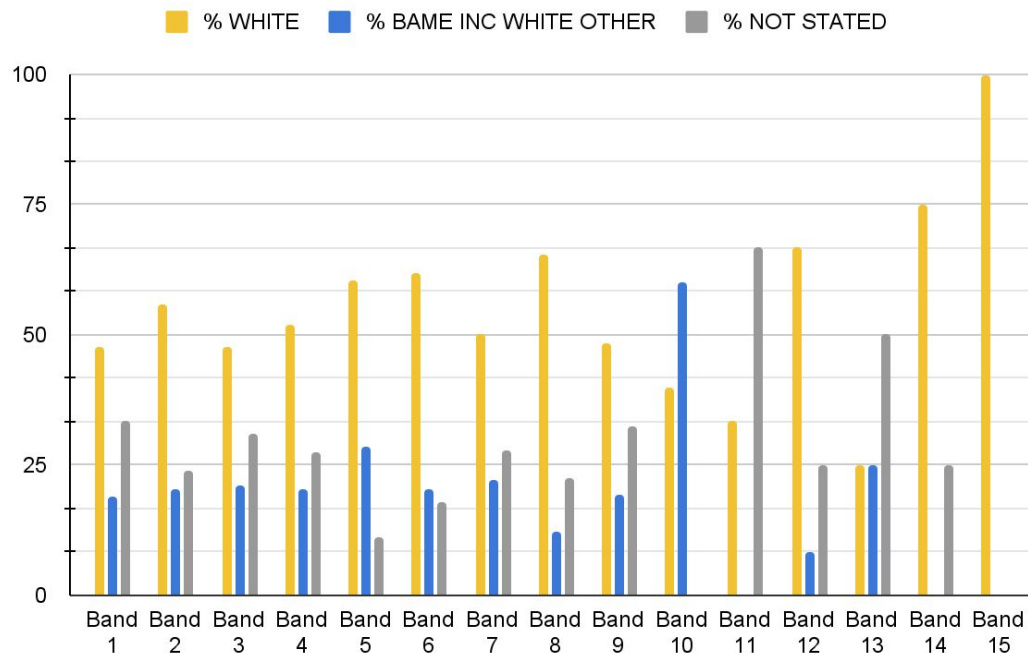
| Pay Band	% WHITE	% BAME INCL. WHITE OTHER	% PREFER NOT TO SAY/NOT STATED
1	47.8	18.9	33.3
2	55.8	20.2	24
3	47.8	21.1	31.1
4	52.1	20.5	27.4
5	60.3	28.5	11.2
6	62.0	20.3	17.7
7	50.0	22.2	27.8
8	65.3	12.3	22.4
9	48.4	19.3	32.3
10	40	60	0
11	33.3	0	66.7
12	66.7	8.3	25
13	25	25	50
14	75	0	25
15	100	0	0

Metric 2:

Comparative rate of BAME staff being appointed from shortlisting

The number of BAME applicants shortlisted for interview in Richmond makes up 46.6% of applications in comparison to 50% for applications from White applicants.

This indicates that our shortlisting procedures are fair, with limited bias. It would also indicate that our application process is inclusive as 50% of applications came from BAME (46.6%) and undisclosed (3.4%) backgrounds.

Applicants shortlisted for interview

Not Stated
3.4%

White
50.0%

BAME
46.6%
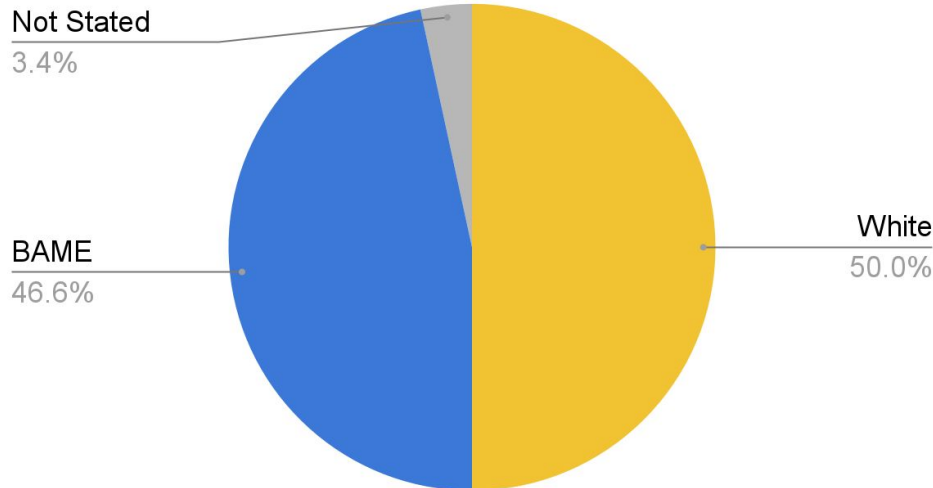
| Ethnic Background	Shortlisted %	Appointed %
Asian/Asian British - Any other Asian background	3.4	0
Asian/Asian British - Bangladeshi	1.1	4.5
Asian/Asian British - Chinese	1.1	0
Asian/Asian British - Indian	6.7	4.5
Asian/Asian British - Pakistani	4.5	0
Asian Total	**16.8**	**9**
Black/African/Caribbean/Black British - African	8.5	4.5
Black/African/Caribbean/Black British - Caribbean	3.9	0
Black Total	**12.4**	**4.5**
Mixed/Multiple ethnic - Any other Mixed/Multiple ethnic background	1.1	0
Mixed/Multiple ethnic - White and Asian	1.7	4.5
Mixed/Multiple ethnic - White and Black African	1.1	0
Mixed/Multiple ethnic - White and Black Caribbean	1.7	9.1
Mixed Total	**5.6**	**13.6**
Other ethnic group - Any other ethnic group	1.1	0
Other Total	**1.1**	**0**
Prefer not to disclose	3.4	18.2
Not Disclosed Total	**3.4**	**18.2**
White - Any other White background	10.7	9.1
White-other Total	**10.7**	**9.1**
White - English/Welsh/Scottish/Northern Irish/British	48.3	45.6
White - Irish	1.7	0
White Total	**50**	**45.6**

Metric 2:

Comparative rate of BAME staff being appointed from shortlisting

The rate of successful applicants being appointed following shortlisting appears to reflect a similar pattern to that of shortlisted applicants.

Although it appears that a lower proportion of BAME applicants (36.4%) went on to be hired, a large proportion (18.1%) of the applicants that did go on to be hired were those that did not disclose their ethnicity and therefore it is likely that at least some of this group would also be from BAME backgrounds.

Applicants hired following shortlisting

Not stated
18.2%

White
45.6%
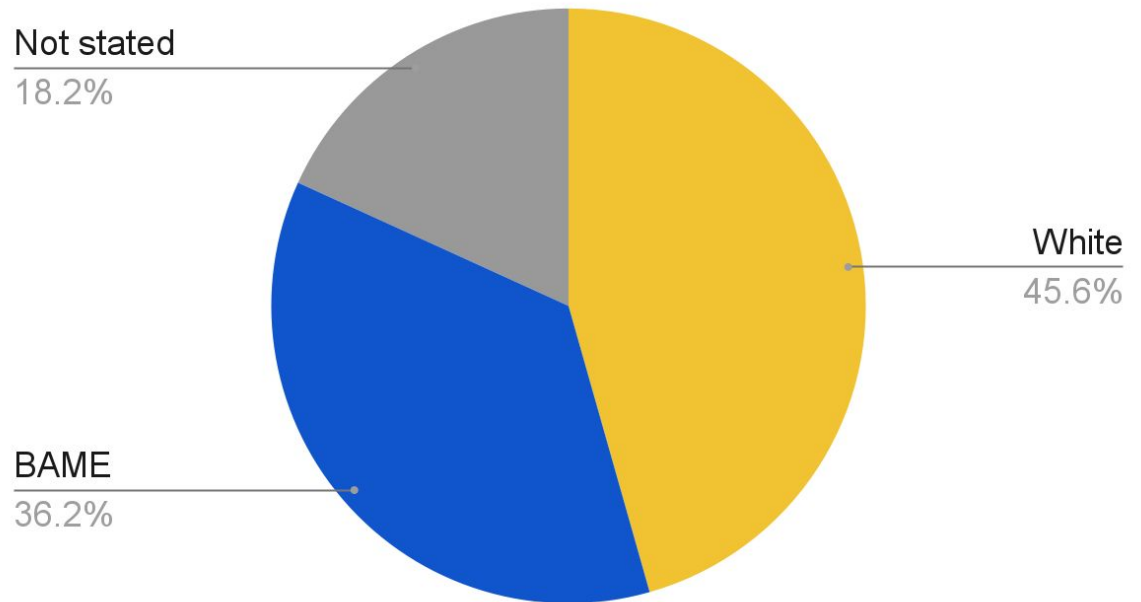
BAME
36.2%

Metric 3:

Comparative rate of BAME staff entering the formal disciplinary process

During 2021/22, only five staff entered the formal disciplinary process. Due to the low overall number here and in order to protect the identity of these staff members we have not included the ethnic breakdown of numbers.

However the data does indicate that there was no bias or judgements based on protected characteristics in bringing these staff forward for the formal disciplinary process.

Metric 4:

Comparative rate of BAME staff entering the fitness to practice process

During 2021/22, 100% of staff entering the fitness to practice process were White. The numbers involved were extremely low equating to 0.12% of staff.

The figures indicate that there was no bias or judgements based on protected characteristics in bringing these staff forward for the fitness to practice process.

Metric 5:
Comparative rate of BAME employees leaving the organisation during the last year

- The percentage of staff leaving who are BAME is slightly higher than we would expect to see based on the workforce as a whole. BAME staff make up 20.6% of the total workforce, but 26.8% of leavers.
- This data does not provide us with the reason for leaving AfC and therefore we have limited knowledge of the factors that may contribute to staff leaving.
- BAME staff could be leaving for opportunities for professional development which would be a positive for the individual, however this could be a missed opportunity for AfC to retain and develop staff who are leaving if they feel they have a lack of developmental opportunities within AfC. Similarly if BAME staff are leaving due to unfair working practices, there is a missed opportunity here for AfC to drill down to understand these issues.
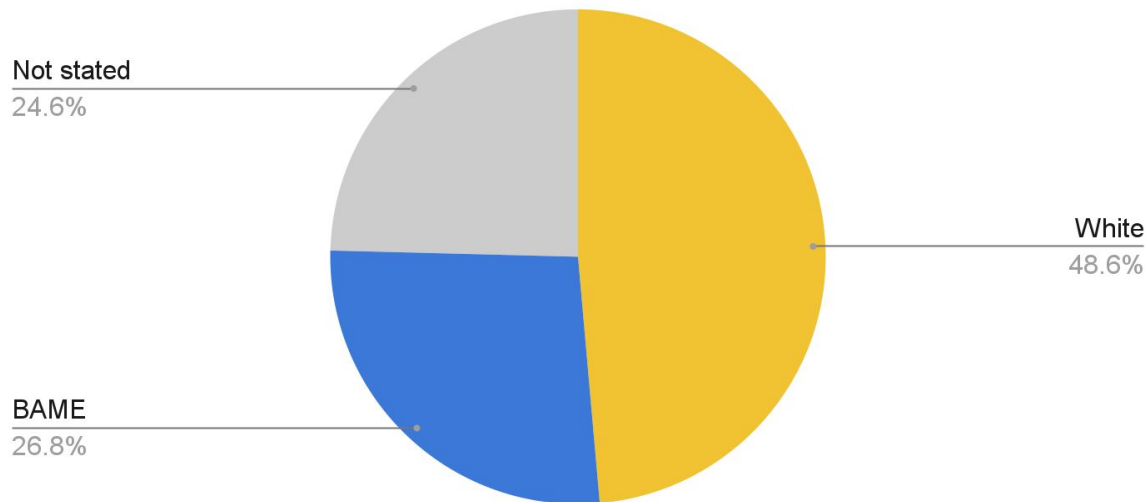
Ethnic Grouping	Ethnic Origin	Total %
Asian or Asian British	Asian/Asian British - Any Other Asian background	0.7
	Asian/Asian British - Chinese	1.4
	Asian/Asian British - Indian	2.1
Asian or Asian British Total		**4.2**
Black or Black British	Black/Black British - African	4.2
	Black/Black British - Any Other Black/African/Caribbean background	0.7
	Black/Black British - Caribbean	2.8
Black or Black British Total		**7.7**
Mixed	Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	1.4
	Mixed/Multiple Ethnic Group - White and Asian	1.4
	Mixed/Multiple Ethnic Group - White and Black Caribbean	1.4
Mixed Total		**4.2**
Not Stated	Not Stated	24.6
Not Stated Total		**24.6**
Other Ethnic Groups	Any other ethnic group	0.7
Other Ethnic Groups Total		**0.7**
White	White - Any Other White background	9.9
	White - English/Welsh/Irish/Scottish/Northern Irish/British	48.7
White Total		**58.5**
Grand Total		**100%**

Leavers by Ethnic Group

Not stated 24.6%
White 48.6%
BAME 26.8%

Data for Metrics 6, 7 and 8 was captured by creating new questions as part of our annual staff survey. This online survey was open to all staff to complete during January - March 2022.

The feedback below reflects responses from Richmond staff. This consists of 80 responses, 74% of which were White staff, 22% were BAME staff (including White other) and 4% of respondents did not state their ethnic background.

Metric 6:
Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

- 69% of staff agree or strongly agree that they have not experienced any unacceptable behaviour from service users or members of the public in the last 12 months. Of these 23% are BAME staff and 73% are White staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff have not experienced any unacceptable behaviour from service users or members of the public and there is no discrepancy between BAME and White staff.
- 11% neither agreed or disagreed.
- 20% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from service users or members of the public in the last 12 months. Of these 25% are BAME staff, compared with 72% for White staff. Again this is proportional to the number and breakdown of staff responding to the staff survey indicating that there is no discrepancy between BAME and White staff.

In addition we asked staff if they felt confident that any unacceptable behaviour from service users or a member of the public would be dealt with effectively.

69% agree or strongly agree, of these 24% of staff are BAME and 74% are White.

This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff feel confident unacceptable behaviour from service users or a member of the public would be dealt with effectively and there is no discrepancy between BAME and White staff.

Metric 7:

Percentage of BAME staff experiencing harassment, bullying or abuse in the last 12 months from a) Colleague b) Manager

a) The data shows:
- 83% of staff agree or strongly agree that they have not experienced any unacceptable behaviour from a colleague in the last 12 months. Of these 24% are BAME staff and 72% are White staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff have not experienced any unacceptable behaviour from a colleague and there is no discrepancy between BAME and White staff.
- 6% neither agreed or disagreed.
- 11% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from a colleague in the last 12 months. Of these 17% are BAME staff, compared with 83% for White staff. Indicating a slightly higher proportion of White staff may have experienced unacceptable behaviour from a colleague compared with BAME staff.

b) The data shows:
- 92% of staff agree or strongly agree that they have not experienced any unacceptable behaviour from a manager in the last 12 months. Of these 23% are BAME staff and 73% are White staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff have not experienced any unacceptable behaviour from a colleague and there is no discrepancy between BAME and White staff.
- 4% neither agreed or disagreed.
- 4% of staff disagree or strongly disagree that they have not experienced any unacceptable behaviour from a manager in the last 12 months. Of these staff 100% are White staff, indicating more White staff may have experienced unacceptable behaviour from a manager compared with BAME staff.

In addition we asked staff if they feel confident that any unacceptable behaviour from a colleague or manager would be dealt with effectively. 74% agree or strongly agree, of these 25% of staff are BAME and 72% are White. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff feel confident unacceptable behaviour from a colleague or manager would be dealt with effectively and there is no discrepancy between BAME and White staff.

Respondents who identified as 'any other Asian background, Arab, Bangladeshi, Indian, Pakistani, White and Asian', did not report any experiences of unacceptable behaviour from colleagues/managers nor service users. This may be a true reflection of the experiences of this group, or could be an indication of under reporting because staff do not feel able to provide honest feedback or disclose certain personal information. This highlights how missing or ambiguous data can make meaningful analysis difficult and that perhaps there is work to do to ensure staff trust that their feedback will be treated with integrity.

Metric 8:
Comparative rate of BAME staff accessing funded non mandatory continued professional development (CPD) as compared to white staff

- At present we are unable to report on the numbers of staff accessing non-mandatory CPD, therefore staff were asked to respond to the following statement in our staff survey: 'I am supported to access non-mandatory continuing professional development opportunities'.

- 69% of staff agree or strongly agree that they are supported to access non-mandatory CPD opportunities, of these 20% are BAME staff and 77% are White staff. This is proportional to the number and breakdown of staff responding to the staff survey, indicating that the majority of staff feel able to and supported to access non-mandatory CPD and there is no discrepancy between BAME and White staff.

- 21% neither agree or disagree.

- 10% of staff disagree or strongly disagree that they are supported to access non-mandatory CPD opportunities. Of these 31% are BAME compared with 50% for White staff. This is proportionately higher than the breakdown of respondents to the staff survey, indicating a slightly higher proportion of BAME staff feel unsupported to access non-mandatory CPD in comparison with White staff. Mechanisms to promote CPD opportunities for BAME staff are included in the action plan, however it is worth noting the low level of responses to this statement in total.

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

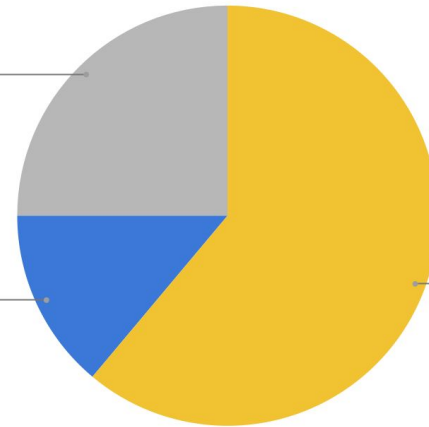| Senior Leadership Team Breakdown by Ethnic Group	Total %
Asian/Asian British - Bangladeshi	1.4
Asian/Asian British - Indian	4.2
Asian/Asian British - Pakistani	1.4
Black/Black British - African	1.4
Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	2.8
White - Any Other White background	2.8
White - English/Welsh/Irish/Scottish/Northern Irish/British	61.1
Not Stated/Prefer not to say	25.0
	100%

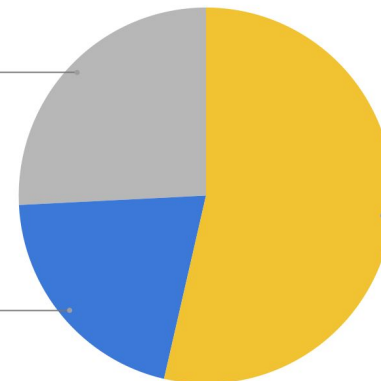SLT Breakdown by Ethnic Group

Not stated
25.0%

BAME
13.9%

White
61.1%

SLT is not as representative as the workforce as a whole, with a much higher proportion of staff from White backgrounds.

We would expect the number of BAME staff at SLT level to rise by approx 6.7% in order to fall in line to represent the total workforce.

Richmond Workforce

Not stated
25.8%

BAME
20.6%

White
53.6%

Moving Forward

Participation in the 2021/22 WRES pilot has highlighted some interesting information on the experiences of BAME staff in comparison to White staff across AfC. It has also highlighted gaps in our data collection methods and a reluctance in some areas for staff to come forward and share their experiences of working at AfC with us.

Over the next year we will refine our data collection tools and the way we engage with staff in order to ensure we capture meaningful information for our 2022/23 WRES return and encourage staff to provide full details around their experiences of working at AfC.

We will extend our reporting to include all operational areas of AfC, in order to provide a fuller and more transparent reflection of the experience of BAME staff in relation to the WRES metrics.

We will use the lessons learnt from the WRES this year and the accompanying action plan to improve our working practices and implement race equality standards as per the aims of the WRES.