



# Leicestershire County Council Children and Family Service

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*WE CARE -*  
RACE EQUALITY STRATEGY  
2021-2024



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## Foreword

I am really pleased to introduce our Race Equality Strategy – We Care – that sets out our commitment to the principles of diversity, equality of opportunity and inclusion, and recognises the importance of adhering to these principles at all times. Diversity, equality and Inclusion together form a positive approach to recognise that everyone is different and can make and bring their own unique contribution, experience, knowledge and skills to the work across the Department. Our focus on Equality, Diversity and Inclusion recognises and values the differences in each of our members of staff and our belief that everyone has the right to be treated with dignity and respect. We want to create an inclusive culture that nurtures talent and allows every individual to flourish and reach their potential.

On 12<sup>th</sup> August Leicestershire County Council signed the Race at Work Charter This pledge to act on race equality is a demonstration of the Council's commitment to ensure that all staff, regardless of race, colour or ethnicity, are afforded equal opportunities in the workplace, for a better today and future. The Department Race equality Strategy supports the pledges set out in the Race at Work Charter:-

- 1- Appoint an Executive Sponsor for race
- 2- Capture ethnicity data and publicise progress
- 3- Commit at Board level to zero tolerance of harassment and bullying
- 4- Make clear that supporting equality in the workplace is the responsibility of all leaders and managers.
- 5- Take action that supports multi-ethnic career progression
- 6- Support race inclusion allies in the workplace
- 7- Include Black, Asian and multi ethnically diverse-led-enterprise in supply chains

We all have a role to play in this strategy and as the Director of the Department I am personally committed to supporting the implementation of this strategy and working to eliminate inequality and racism.

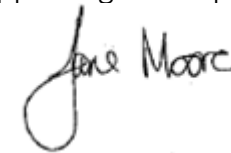
### Our Core Values:

Our Core Values across Leicestershire is to ensure that when we work we families we are:

**Aspiration** - Being aspirational for our children, families and workforce.

**Being Curious** - Being Curious and paying attention to the detail

**Collaboration** - Building strong working relationships



Director of Children and Family Services





# Introduction

- The Council published its fourth Equality Strategy in 2020, carrying our commitment to make Leicestershire a fairer place in which to live, work and feel safe.
- To show we meeting the Public Sector Equality Duty under the Equality Act 2010, we publish relevant equalities information and set specific, measurable equality objectives every four years and specific objectives and the action plan are published annually on the council's website – couldn't find it at <https://www.leicestershire.gov.uk/about-the-council/equality-and-diversity>
- C&FS leaders recognise that if true progress is to be made, that the department requires its own strategy that ensures that the profile of the department is visible and sets the tone and expectation of ownership and leadership for those in positions of authority and leadership.
- The C&FS leaders champion the move towards being an anti-racist organisation, recognise the impact of adversity on progression, seek actions to provide opportunity and to challenge discrimination through learning and reflection.
- This document serves as a sub-strategy to the Council's Equality Strategy.



# Our Corporate Vision and Aim

“Working together for the benefit of everyone”

Leicestershire County Council has high levels of leadership and works to continually improve its performance in advancing equality of opportunity and celebrating diversity and inclusion through its operations.



# Our Departmental Vision

Confident staff who feel valued for their diversity and feel they are supported to seek opportunities to make the greatest contribution to the lives of children and families, and as leaders, for a better today and better future.

# Our Departmental Key Principles

- Recognise the 'gap' created by race inequality and improve the range of opportunities available to support people to be confident in their role and progress
- We will be open to challenge and change, creating an environment in which we can learn from one another for a better future and stronger leadership
- We will listen, acknowledge differences, the impact of these differences and take action to tackle race inequality
- We recognise race inequality inherent in systems and the impact this has on the emotional wellbeing of staff

# Context for Change - Overview

- Census Leicestershire 2011 – Asian 6.3% Mixed/multiple 1.7% multi ethnic group 0.6% (total 8.6%)
- Council multi ethnic group workforce 2021 YTD (Q2) 14.9%
- Council multi ethnic staff at grade 13+ 2021\* 12.4%
- CFS multi ethnic workforce 2021 14.4%
- CFS multi ethnic workforce at grade 13+ 2021\* 11.65%

\*Target 16%

Based on 76.6% declared ethnicity





# Context for Change – Departmental View by Grade

- % of C&FS multi ethnic workforce (up to grade 9) 15.3%
- % of C&FS multi ethnic workforce (grade 10-12) 16.2%
- % of C&FS multi ethnic workforce (grade 13-14) 11.2%
- % of C&FS multi ethnic workforce (grade 15+) 13.3%

Target 16%



## Context for Change - Service Level View of multi ethnic workforce

- % of Safeguarding, Improvement and QA Service 12.2%
- % of Children in Care Service 17.4%
- % of Fieldwork Social Work Coalville & Loughborough 8.2%
- % of Fieldwork Social Work Wigston & Hinckley 12.5%
- % of Education Sufficiency 16.7%
- % of SEND 8.8%
- % of CFWB Service 16.7%
- % of Education Quality and Improvement 8.6%
- % of Business Support 18%

# Context for Change - Other

- % of representative panels –

Race & Inclusion - Panel Data				
DATE	No. of representative panels	No. of panels not representative	No. of panels with no panel details recorded	Total No. of Interview Panels
April to June 2021	39	19	14	72
July to September 2021	70	16	0	86
October to December 2021	78	1	0	79

- For 2020, in CFS the 16.8% multi ethnic staff reported experiencing bullying and harassment, compared to 9.5% across all CFS respondents.
- CFS multi ethnic staff attending ILM (leadership) training: 21.7%

# Multi ethnic attendance of leadership programmes

- % of ILM3 and 5 (Leadership Training) attendees who are multi ethnic workforce 2011 and 2018 – 12.2%
- % of ILM3 and 5 (Leadership Training) attendees who are multi ethnic workforce 2019-2020 – 21.7%.

In CFS, the data shows that 14.4% of the workforce is from an multi ethnic background, while 21.7% of attendees on ILM courses are from multi ethnic backgrounds. **This indicates a good representation of multi ethnic participants on ILM courses from CFS department.** This is especially so if we consider the lower representation of Black, Asian and multi ethnic employees at higher grades as shown in other recent analysis by the Business Intelligence Service.

# Our Departmental Priorities 2021-24

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**Our priorities -**

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***1. A workforce that feels understood and cared for***

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**2. A skilled and diverse workforce**

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**3. That our Black, Asian and multi ethnic workforce and their experiences are seen, heard and acknowledged and responded to effectively**

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**4. A workforce that understands the experience of all service users**

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# Delivering our priorities

## ***1. A workforce that feels understood and cared for***

*This means:*

A Department that is trauma informed regarding the impact of racism and inequality and 'tuned' to people feeling they belong, including:

- ✓ The introduction of a race and inequality standard for all CFS managers **and those with supervisory responsibility** (training and behaviour)
- ✓ Support to all CFS managers to ensure conversations are safe for staff, and managers are empowered to have race related conversations.

Specific action in departmental and service level plans for anti-racism and diversity

- ✓ Teams that are committed to increasing their awareness of culture, inclusion and racism
- ✓ Teams that take ownership for creating and reviewing a team pledge for promoting LA's antiracist agenda.

All managers are race inclusion allies

- ✓ Own their own and their team's/service's learning and change
- ✓ Use Race Champions knowledge and skills but otherwise are accountable for driving the inclusion and equality in their service area
- ✓ A Departmental Race Inclusion Action Plan that is driven through Service Delivery Plans (expectation that TM will plan and facilitate the conversation, the RC will support and experiences/not everyone will feel comfortable facilitating the conversation; how can the manager support the RC to facilitate changes)
- ✓ Ask difficult questions

Policies and procedures for addressing racism are reviewed e.g. A specific process for responding to racist incidents and monitoring the outcome



# Delivering our priorities

## **2. A skilled and diverse workforce**

*This means:*

Opportunity for people of multi ethnic races that improve confidence and reduce the gap created by inequality, support career progression

Specific Departmental Training and Support Offer to support progression for multi ethnic groups, including the introduction of a mentoring programme

A representative governance structure that monitoring KPI's and priority actions to drive change

Fair and open recruitment decision-making, that is visible including:

Representative interview panels across all C&FS



# Delivering our priorities

## **3. Black, Asian and multi ethnic workforce and their experiences are seen, heard and acknowledged and responded to effectively**

*This means:*

Safe spaces and defined ways for Black, Asian and multi-ethnic staff to discuss concerns and worries without fear of consequences or feeling afraid, and experience positive outcomes

The use of key performance indicators to demonstrate equality and diversity practice and priority areas for improvement across C&FS

The tracking and analysis of racist incidents that lead to changes in policy, procedure and practice

A Communications Plan that is transparent (where are we now, what have we done, how successful have we been)

A communication plan that raises awareness across C&FS

A Communications Plan that encourages feedback.

Celebration of culture and history through an agreed programme of events owned by managers.





# Delivering our priorities

## **4. A workforce that understands the experience of all service users of racism and their perception of C&FS**

*This means:*

Consistent approaches to families when they are experiencing racism or inequality from communities or services

Defined approaches and guidance to staff about responses e.g. engage and educate, report to police

Identifying and defining ways in which to encourage Black, Asian and multi-ethnic members of the public to access support services

Engaging Service Users to understand their experience and use their voice to influence how we deliver services

Ensuring the highest quality services to all children, to ensure children's race and identity needs are appropriately considered and responded to, including the delivery of specific training and the establishment of a Black Cases Panel to ensure that cultural diversity work with families is completed to the highest standard

Providing Black, Asian and multi ethnic children and young people with safe spaces to tell us about their experiences and to use their voice to influence how we deliver services.

Professional development opportunities and support provided to schools and partnerships, including the use of Anti-racist tool pilot in primary schools and discussions with school about profile of culture, race, inclusion in curriculum.

Defined work programme with childcare providers and evaluation of the impact of this programme.



# Race Champion Group

Leicestershire County Council (LCC) CFS department is committed to driving change within the organisation. This commitment has led to the development of a Race Inclusion Board to help the CFS be an Anti-Racist department.

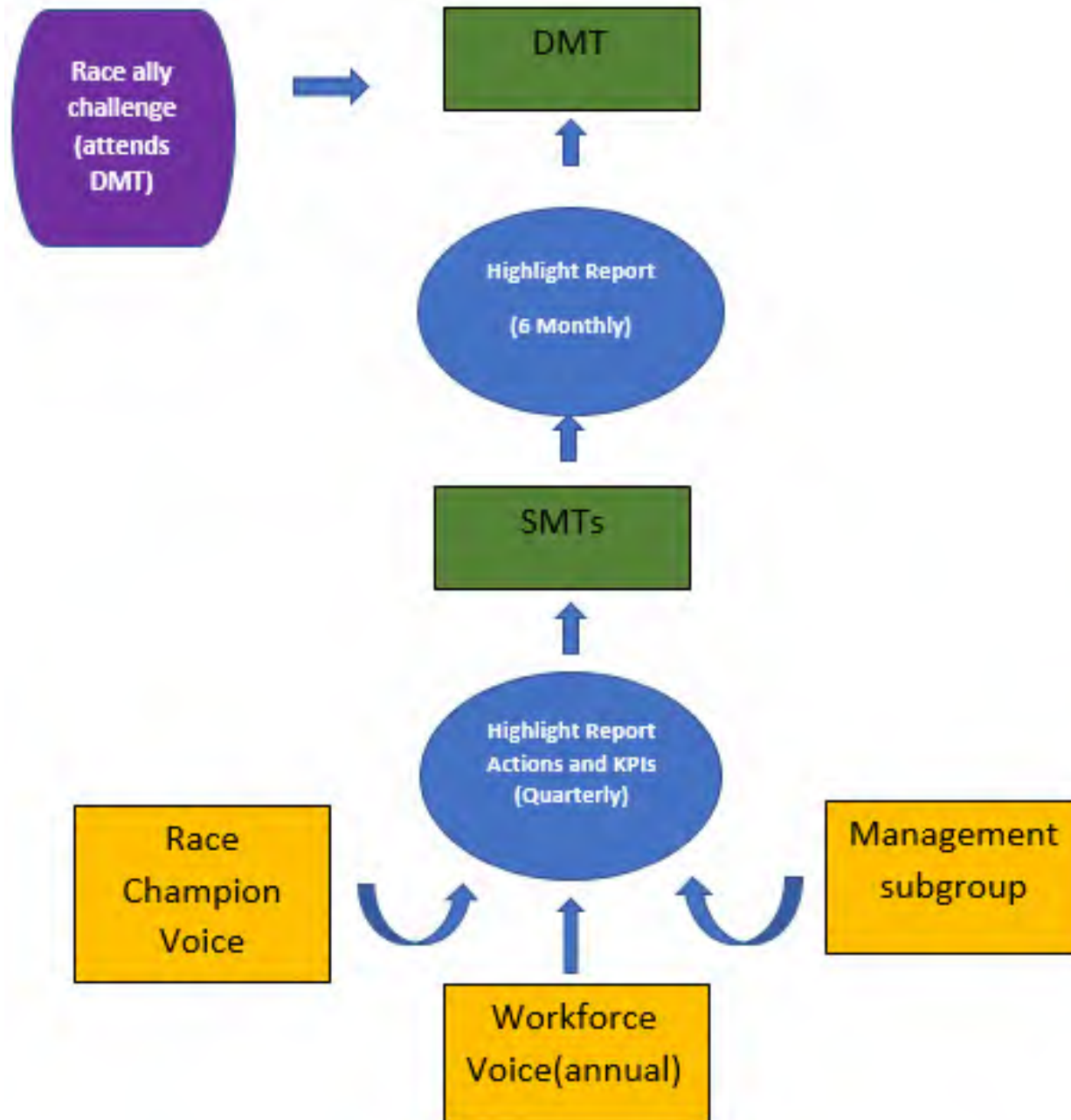
The Race Champions Group is a community for staff members who self-identify as being from a multi racial ethnic background an/or have an interest in the topic of race and would like to contribute to anti-racism initiative of CFS.

Race Champions attend the Race Inclusion Development Board which is led by the Executive Sponsor for race matters (CFS Director) and a Senior Management ally.



# What does success look like – the voice of our Race Champions

- Managers who take hate crime seriously
- Manager who know they can't opt out of race discussions and development of their services to be inclusive and antiracist
- Serious actions in response to racial abuse
- Case studies for lessons learned
- Pride in Practice, Festival of Practice and other conference always have an Inclusion Section/workshop/speaker – celebrating difference
- Managers and colleagues who know us, want to know about our heritage and care – small actions matter
- Visibility of progress of multi ethnic workforce into management
- Case studies for lessons learned
- Race and inclusion discussions in supervision for workers and on cases
- Bottom line standards for all managers – like all manager must attend Reverse Mentoring, Anti-Racist Training
- Support to complete job application forms - Support and mentoring for interviews
- Clear, specific inclusion training and induction for new starters
- Clear structure for support to Race Champions (who they go to discuss concerns)



Reviewing  
progress -  
Departmental  
governance