



Social Care Workforce Race Equality Standard (SC-WRES) 2024 report

Supporting race equity in the workforce

May 2025



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We would like to thank the hard work and support of the Race Equity Reference Group and the Independent Advisory Group on SC-WRES. The Independent Advisory Group (IAG) for the SC-WRES is an advisory group composed entirely of global majority social care professionals, leaders, academics and authors including people drawing on care and support. The IAG represents both adult social care and children's social care. They provide expert advice and collaborate with other social care organisations on SC-WRES. Tricia Periera and Godfred Boahen are co-chairs, Clenton Farquharson and Meera Spillett are co-vice chairs. Skills for Care are pleased to be supported by the Independent Advisory Group on SC-WRES and for their on-wavering commitment to SC-WRES.

Feedback on any aspect of the report is welcomed and will improve future editions. Please contact our Equality and Rights team: equalityandrights@skillsforcare.org.uk

Terminology used in this report

Throughout this report we will be using the terms *people from minority ethnic backgrounds*, *people from a Black, Asian or minority ethnic background* and *global majority colleagues*. However, we acknowledge concerns that some ways of categorising ethnicity have not reflected how people recognise themselves and their self-identity.

The definitions of ethnicity we are using are based on the Office for National Statistics – Census 2021.

The EDI related terminology in this report is advised on by the Skills for Care [Race Equity Reference Group](#) (RERG).

Social Care Workforce Race Equality Standard report, 2024

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Foreword from our CEO

I'm proud to say that Skills for Care has continued our support for the Social Care Workforce Race Equality Standard (SC-WRES) for another year of data collection, peer-to-peer support and action planning in 2024/25. We've always seen ourselves as custodians of SC-WRES on behalf of the children's and adult social care sectors, and we want to thank everyone who is involved in its development, including the Race Equity Reference Group and Independent Advisory Group, for their advice.



Our sector is diverse but not always inclusive, as the data shows. Skills for Care is on this journey too, with much work ahead as we seek to increase our diversity and keep supporting social care to become anti-racist and inclusive. This programme provides the data needed for conversations that drive change, but we all must lead this change ourselves and we all need to have those conversations and not shy away from them.

As a white leader, I deeply value the support of the Race Equity Reference Group, the Independent Advisory Group on SC-WRES, and colleagues who share their personal, lived experiences. I strive to be aware of systemic racism, recognise my own privilege, and lead change within my sphere. However, I know that I inevitably miss things and need the support of others for my own development.

We've made significant progress with 76 local authorities now participating in SC-WRES, using nine indicators to improve experiences for minority ethnic staff, addressing issues like bullying, harassment, and access to development opportunities.

These local authorities represent 97,900 workers, and we've shared detailed analysis of their data. We are grateful to everyone in those local authorities from across England who are working so hard to embed SC-WRES in the way they operate.

The report reveals challenging data: staff from minority ethnic backgrounds are 48% less likely to be appointed from shortlist, 37% more likely to face formal disciplinary action, and underrepresented in senior management (12% vs. 20% overall workforce). The report also highlights positive case studies from local authorities showing how SC-WRES can improve workplace experiences for minority ethnic staff.

There's much more to do, but this report's rich data and analysis demonstrate SC-WRES's potential to drive meaningful change in social care.

Professor Oonagh Smyth
Chief Executive, Skills for Care

Reflections from the IAG on the Social Care Workforce Race Equality Standard

Reflecting on the 2023/2024 Social Care Workforce Race Equality Standard (SC-WRES) report, and the positive increase in the numbers of local authorities adopting the SC WRES, it is clear that progress has been made. The report highlights continuing disparities in the workforce. The journey towards true race equity in the social care sector remains ongoing and urgent.

The Independent Advisory Group (IAG) for the SC-WRES welcomes several proactive developments highlighted in this year's report. We have seen encouraging examples of local authorities actively embedding anti-racist practice and leadership, prioritising inclusion as a core value. Progress in areas such as workforce representation varies with some local authorities promoting the creation of equitable opportunities and demonstrating that when commitment translates into action, meaningful change is possible.

Yet, as we noted in our input last year, systemic change requires sustained focus and courage. This year's report also reminds us of the persistent inequities and barriers faced by people from global majority backgrounds across all levels of the social care workforce. These challenges are a stark reminder of how far we must go in achieving a truly inclusive sector that reflects and values the diversity of the communities we serve.

The rising tensions and summer riots in 2024, were a painful reminder of how much work remains and further highlighted the critical importance of our collective efforts to dismantle racism and inequity. Now more than ever, we must stand resolute in our commitment to fairness. This means embracing the language of anti-racism, promoting safe and inclusive spaces for dialogue, recognising and addressing unwitting prejudice, and holding ourselves accountable to the principles of equity and justice.

As we look ahead, the SC WRES is about assuming responsibility. It requires recognising that systems produce their design, and if we seek different results, system redesign is necessary. SC-WRES facilitates this process by providing both a map and a mirror—the data to monitor progress and the accountability to ensure change occurs. SC-WRES remains an essential framework for addressing inequalities, driving systemic improvement, and empowering leaders to demonstrate compassionate and inclusive leadership.

Our collaborative efforts aim to create a social care sector where every individual feels truly valued, respected, motivated, and supported to succeed. We recognise and appreciate the commitment of local authorities who have joined the SC-WRES and encourage others to join too, together we can identify and eradicate systemic racism.

As an Independent Advisory Group made up of people with lived and professional experience in social care, we are clear: equity is not optional. It is a moral and professional imperative. And we are proud to be shaping a future in which social care truly reflects the diversity, dignity, and aspirations of the communities it serves. We are committed to the mission around improving race equity, recognising that the progress we make today will shape the future of social care for generations to come.

Executive summary

The Social Care Workforce Race Equality Standard (SC-WRES) Improvement Programme is built on a continuous improvement approach, ensuring that progress is ongoing, structured and responsive to feedback. It is designed to contribute, and lead to, transformational change.

The SC-WRES collects data on nine indicators using the SC-WRES metric and supports an organisation to benchmark, reflect on and improve outcomes in race equity for their workforce. It has three main components which cannot be separated.

1. Data collection and a national annual report
2. Peer-to-peer support and monthly community of practice sessions
3. Individual data reports and action plans

The three components are designed to ensure that data findings are acted on, by employers, within a continuous improvement framework, reflecting on and implementing the evidence gained.

Community of Practice sessions

The monthly Community of Practice sessions are a key element of the improvement programme and provide a non-judgemental space, where confidentiality is encouraged, exclusively for local authorities to come together with their peers, subject-matter experts and the SC-WRES team to share learning, problem-solve and gain knowledge and expertise.

Action plans

Action plans are a vital output of the SC-WRES programme which show how local authorities have translated their data report into improvement. Once local authorities have their data findings the next step is to share these internally with senior leaders and staff networks, reflect and consult to agree on achievable actions, and develop and implement the action plan.

This executive summary predominately focuses on the key findings from the SC-WRES data collection, relating to workers employed in local authority social services departments.

Diversity within adult social care

- Estimates of the **adult** social care local authority workforce, as described in Skills for Care's annual '[The workforce employed by adult social services departments in England](#)' report showed that this part of the sector had more ethnic diversity than the population of England, with 79% of all employees having a white ethnic background compared to 81% of the population of England.
- Employees working within the adult social care independent sector, as described in '[The state of the adult social care sector and workforce in England](#)' report showed that there was more diversity in the independent sector workforce than the local authority workforce, with 65% of employees having a white ethnic background.
- 31% of social workers employed by adult social care local authorities were from a Black, Asian or minority ethnic background compared to 26% of social workers employed by children's social care local authorities.

Response rates and representativeness of the data

76

local authorities in the SC-WRES programme.

73

local authorities provided to the SC-WRES.

43%

of the adult local authority workforce was represented in the SC-WRES.

- In 2024, 73 local authority employers provided data about their adult social care workforce and 43 (of the 73) also provided data about the children's social care workforce.
- The responding local authorities employed 97,900 staff between them. This was 58,600 in adult social care and 39,300 staff working in children's social care.

Indicator 1: Pay bands

- A total of 95% (69 of 73) of adult local authority employers and 91% (39 of 43) of children's social care employers provided data for indicator 1.
- There is pay band information, where ethnicity is known, for a total of 81,000 staff; this is 49,100 adult social care staff and 31,900 children social care staff.
- It should be noted that there are lots of factors that could be affecting pay rates for someone working in social care, and their ethnicity is only one of those factors, for example job role, geographic location or experience, qualifications and training.
- **Of responding local authority employers, there was a smaller proportion of staff from a Black, Asian or minority ethnic background (14%) in the higher pay band of '£70,000 and over' compared to the 'less than £30,000' lower and '£30,000 to £69,000' middle pay bands (18% and 22% respectively). Therefore, staff from a Black, Asian or minority ethnic background were less represented in the highest pay band.**

A relative likelihood is a number that shows how much two groups differ in their chances of experiencing something. For SC-WRES, it compares the chances of people from Black, Asian, or minority ethnic backgrounds experiencing certain outcomes to the chances of staff from white backgrounds. If the number is close to 1, it means both groups have similar experiences.

Indicator 2: Appointed from shortlist

- A total of 59% (43 of 73) of adult local authority employers and 65% (28 of 43) of children's social care employers provided data for indicator 2.
- Responses are based on 48,900 people, where ethnicity was known, who were shortlisted, comprising 29,600 shortlisted for adult social care roles and 19,400 shortlisted for children's social care roles. Responses are also based on 11,600 people, where ethnicity was known who were appointed, comprising 7,300 people appointed to adult social care and 4,350 people appointed to children's social care roles.
- **At responding local authorities, staff with a Black, Asian, or minority ethnic background were 48% less likely to be appointed from shortlist than staff with a white ethnic background. The likelihood was the same, half as likely, for adult social care and children's social care employers.**

Indicator 3: Disciplinary process

- A total of 88% (64 of 73) of adult social care local authorities and 93% (40 of 43) of children's social care local authorities provided data for indicator 3.
- Responses are based on 775 people, across all employers, who have entered the formal disciplinary process, comprising 450 people from adult social care local authority employers and 325 people from children's social care. This equates to 1.0% of the total workforce of the responding local authorities who entered the process.
- **At responding local authorities, staff with a Black, Asian or minority ethnic background were 37% more likely to enter the formal disciplinary process, compared to staff with a white ethnic background (a relative likelihood of 1.37). Staff from adult social care were 19% more likely (a relative likelihood of 1.19) and staff from children's social care were 67% more likely (a relative likelihood of 1.67).**

Indicator 4: Fitness to practise

- A total of 37% (27 of 73) of adult social care local authorities and 40% (17 of 43) of children's social care local authorities provided data for indicator 4. Data availability for this indicator was low, with nearly three fifths (62%) of responding local authority employers not having the required data to report.
- Information, where ethnicity was known, was from 3,500 staff with a regulated profession working in adult social care, where less than 25 had entered the process (0.6%), and 3,500 regulated profession staff working in children's social care where 50 had entered the process (1.4%).
- **At responding adult local authorities, staff in a regulated profession, from a Black, Asian or minority ethnic background were 8% more likely to enter the fitness to practise process compared to staff from a white ethnic background. This outcome was different in the children's social care sector, where staff in a regulated profession, from a Black, Asian or minority ethnic background were 114% more likely to enter the fitness to practise process compared to staff from a white ethnic background.**
- We do know that the results shown here are an accurate reflection of the responding local authorities however our conclusion is that we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff in a regulated profession entering the fitness to practise process. We have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

Indicator 5: Funded non-mandatory continuous professional development (CPD)

- 56% (41 of 73) of adult social care local authorities and 53% (23 of 43) of children's social care local authorities provided data for indicator 5. Some local authorities did not have any data available for this indicator, and some were excluded based on data quality or deviations from the definition of the indicator.
- Information is based on 25,700 employees, where their ethnicity was known, who had accessed funded non-mandatory CPD in the 12 months prior to this data collection period. This was comprised of 16,500 adult social care employees and 9,250 children's social care employees.

- At responding local authorities, staff with a Black, Asian or minority ethnic background were 5% more likely to access funded non-mandatory CPD in the last 12 months, compared to staff from a white ethnic background (a relative likelihood of 1.05). Staff from a Black, Asian or minority ethnic background were 3% more likely in adult social care services and 9% more likely in children's social care services.

Indicator 6: Harassment, bullying or abuse from service users, relatives or the public

- 18% (13 of 73) of adult social care local authorities and 16% (7 of 43) of children's social care local authorities provided data for indicator 6. The information for this indicator was collected via a staff survey but not all local authorities carried out a survey, so the response rate was lower than other indicators.
- Analysis is based on staff where their ethnicity is known. Information is based on 4,050 adult social care employees who completed the staff survey, of which 525 (13.6%) reported experiencing harassment, bullying or abuse from 'service users, relatives or the public'. Information is also based on 2,900 children's social care employees completing the staff survey, of which 325 (11.0%) of those reported experiencing harassment, bullying or abuse.
- **Within responding local authorities, staff from a Black, Asian or minority ethnic background were 35% less likely to experience harassment, bullying or abuse from people who use social care, relatives, or the public in the 12 months prior to data collection, compared to staff from a white ethnic background (a relative likelihood of 0.65). This experience was similar for adult social care employees at 34% less likely and children's social care employees at 40% less likely.**
- We do know that the results shown here are an accurate reflection of the responding local authorities however our conclusion is that, next year, we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from people who use social care, relatives or the public. We have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

Indicator 7: Harassment, bullying or abuse from colleagues and managers

- A total 14% (10 out of 73) of adult social care local authorities and 16% (7 out of 43) of children's social care local authorities provided data for indicator 7. The information from this indicator was collected via a staff survey but not all local authorities carried out a survey, so the response rate was lower than other indicators.
- Analysis is based on staff where their ethnicity is known. This was a total of 5,800 staff who completed the staff survey (3,600 adult social care employees and 2,200 children's social care employees); 300 of whom reported experiencing harassment, bullying or abuse from a colleague (175 from adult social care and 100 from children's social care) and 250 of whom reported experiencing harassment, bullying or abuse from a manager (150 from adult social care and 100 from children's social care).
- **At responding local authorities, staff from a Black, Asian or minority ethnic background were 28% less likely to experience harassment, bullying or abuse from colleagues in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.72).**

- **At responding local authorities, staff from a Black, Asian or minority ethnic background were 12% less likely to experience harassment, bullying or abuse from managers in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.88).**
- We do know that the results shown here are an accurate reflection of the responding local authorities; however, our conclusion is that next year, we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from colleagues and from managers. We have plans to support those participating in the 2025 SC-WRES to better collect this information.

Indicator 8: Turnover of directly employed staff

- This indicator looks at the number of leavers in the past 12 months, prior to this data collection period, by ethnicity. It should be noted that there are lots of factors that can affect an employee's choice to leave, and their ethnicity is only one of those factors. Examples include job satisfaction, pay and benefits, workload and stress, training and development and opportunities, workplace culture and environment and personal circumstances.
- 99% (72 of 73) of adult local authority employers and all children's social care employers (43 of 43) provided the number of leavers by ethnicity information for this indicator.
- Information was based on 85,000 workers and 9,950 leavers in the past 12 months. This constituted of 50,900 employees and 5,550 leavers from adult social care, and 34,100 employees and 4,500 leavers from children's social care.
- **At responding local authorities, the likelihood of staff from a Black, Asian or minority ethnic background employed by adult social care local authority employers leaving during the last 12 months was around the same as staff with a white ethnic background (a relative likelihood of 1.03).**
- **Staff from a Black, Asian or minority ethnic background employed by children's social care local authority employers were 21% more likely to leave during the last 12 months compared to staff with a white ethnic background (a relative likelihood of 1.21).**

Indicator 9: Senior manager membership

- 97% (71 of 73) of adult social care local authorities and 95% (41 of 43) of children's social care local authorities provided data for indicator 9. Analysis is based on 2,250 staff, with ethnicity known, in senior management roles, comprised of 1,300 staff from adult social care and 950 staff from children's social care.
- 2% of all staff recorded by local authority employers were in senior manager roles (2% for adult social care and 3% for children's social care).
- **At responding local authorities, there was a smaller proportion of staff with a Black, Asian or minority ethnic background in senior management positions (12%) compared to the overall workforce (20%).**
- **Staff from a Black, Asian or minority ethnic background were 45% less likely be in senior manager roles compared to staff with a white ethnic background (a relative likelihood of 0.55). Staff were around half as likely (48%) in adult social care (a relative likelihood of 0.52) and 39% less likely in children's social care (a relative likelihood of 0.61).**

Introduction to SC-WRES

1 Introduction to SC-WRES

1.1 Who are Skills for Care?

Skills for Care is the strategic workforce development body for adult social care in England. Everything we do is about making sure the sector has enough people with the right skills and values to provide the best possible care and support.

We work across the health and social care system to understand the key drivers of change in social care - and the capacity, characteristics and skills that are needed in our workforce to meet people's future needs.

We've led the development of a much-needed [Workforce Strategy](#) for adult social care – working with a wide range of organisations and people who have a stake in the future of the sector. In that strategy we recommended that the SC-WRES was mandated for all local authorities to increase its scale and impact.

One of our four strategic priorities¹ is supporting culture and diversity because it is essential if we are to achieve our vision of a fair and just society where people can access the advice, care and support they need to live life to the fullest. We can't deliver this priority without collaboration – one of our core values. By working with our partners, we're able to bring together a vast array of expertise, support, and influence – which in turn increases the impact and reach of our work.

There are so many benefits to individuals and organisations of having a more equal, diverse and inclusive workforce. [Our review of the benefits of recruiting and retaining a diverse workforce for organisations](#) found evidence of a positive link between diversity and business performance, reduced costs and improved quality of care.

This report looks at two sources of data that Skills for Care holds. The first is our [Adult Social Care Workforce Dataset](#) and the second is the SC-WRES data itself. For further information on our approach and to understand more about the analysis that we employed, go to Appendix 1.

1.2 Equity, Equality, diversity and inclusion at Skills for Care

Skills for Care promotes diverse and compassionate leadership across the social care sector and has resources available for managers supporting the workforce, such as [guidance on creating an inclusive organisation](#) and a positive culture toolkit. Much of our EDI focus in recent years has concentrated on race equity because we know it is essential to workplace culture and the well-being of the social care workforce., Improving race equity, as a systemic

¹ <https://www.skillsforcare.org.uk/About-us/Our-strategy/Our-strategy.aspx>

issue, is [known to lead to positive changes in organisational culture](#) which supports progress with other protected characteristics. Skills for Care has developed the Moving Up programme which has been designed to support Black and Asian minoritised managers and aspiring managers in social care, who are seeking to progress in their careers. Through a combination of self-learning and online sessions, the programme provides tools and guidance to help participants understand and influence their career progression.

As part of our efforts to promote diverse leadership across the sector, Skills for Care has partnered with the Stephen Lawrence Research Centre (SLRC) on a collaborative Storytelling Project: 'Telling the Story of Black, Asian and Minoritised Ethnic Staff in and to Leadership in Social Care'. This research explores the experiences of Black, Asian, and minoritised ethnic staff on their journey to and through leadership in social care, helping to identify the systemic barriers and racism they face both when entering and once in leadership roles. Using evidence from SC-WRES data, equality, diversity and inclusion research, and broader social and human rights contexts, the project aims to drive attitudinal change, inform policy, and reshape workforce programmes to foster greater diversity in leadership and create long-term industry-wide change.

Other EDI focus has included our [LGBTQ+ Learning Framework](#) and [values based recruitment](#).

1.3 What is the SC-WRES?

The SC-WRES Improvement Programme collects data on nine indicators using the SC-WRES metric and supports organisation to benchmark, reflect on and improve outcomes in race equity for their workforce. It has three main components which cannot be separated.

1. Data collection and a national annual report
2. Peer-to-peer support and monthly community of practice sessions
3. Individual data reports and action plans

The three components are designed to ensure that data findings are acted on by local authority employers within a continuous improvement framework (more information about this part of the programme please see section 4).

The Workforce Race Equality Standard (WRES) was developed for the NHS in 2014 by the NHS Equality and Diversity Council. Skills for Care commissioned a scoping review in 2019 (Linde, K. Kline, R. 2018) to look at the relevance of the WRES in social care. This led to the Chief Social Worker for Adults, Skills for Care and the Department of Health and Social Care and Department for Education testing the Social Care WRES with 18 local authorities in 2022. From 2023, this important work has been funded directly by Skills for Care. Due to the absence of government funding, Skills for Care, who are committed to supporting this important area of work, have directly funded SC-WRES in 2023 and 2024, while continuing to

explore its ongoing sustainability. 23 local authorities and 76 local authorities took part respectively. This report analyses the data submitted by the 73 of the 76 local authorities, participating in phase two, in 2024/25.

The SC-WRES Improvement Programme aligns with the [NHS Workforce Race Equality Standard](#) - 7 out of 9 are the same indicators. Each indicator in the metric helps us to understand race disparities.

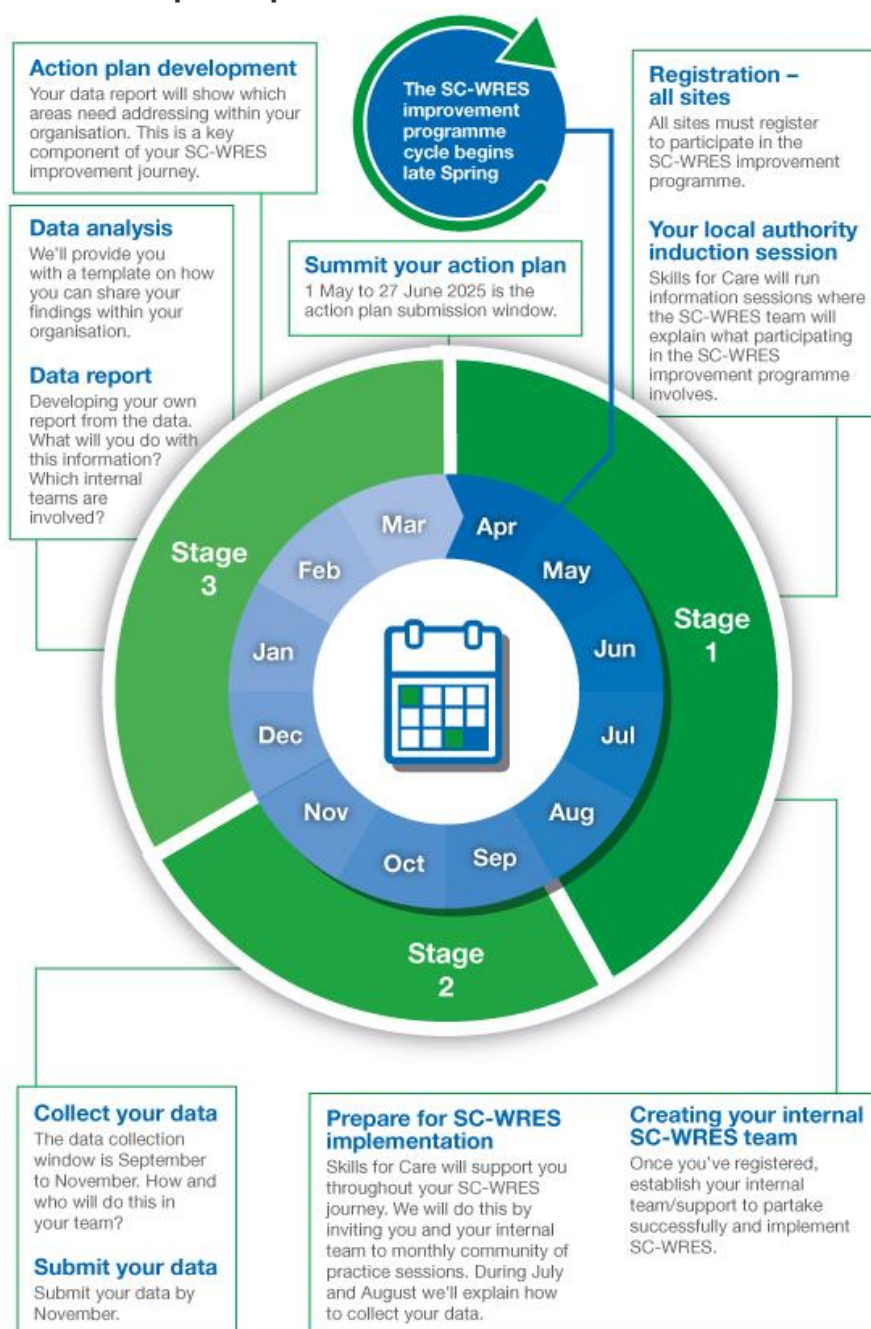
Diagram 1. The SC-WRES Indicators



Participating local authorities begin by bringing together a project group representing different expertise (for example, HR, equalities, workforce, staff representatives, principle social workers, senior leaders) to agree governance, support, engagement and communication. The group analyses their data, check the findings and develop actions with involvement across their organisation. They agree an approach to ongoing monitoring and gathering feedback on the impact of action plans, ensuring that this involves consultation with staff.

The diagram below shows the SC-WRES improvement cycle which enables us to support local authorities in a more efficient and step by step way. This is to ensure local authorities reflect on best practice for their workplace culture and progress through the improvement programme successfully.

Diagram 2. The SC-WRES participants timeline Phase 2 2024/2025



1.4 Growth in SC-WRES

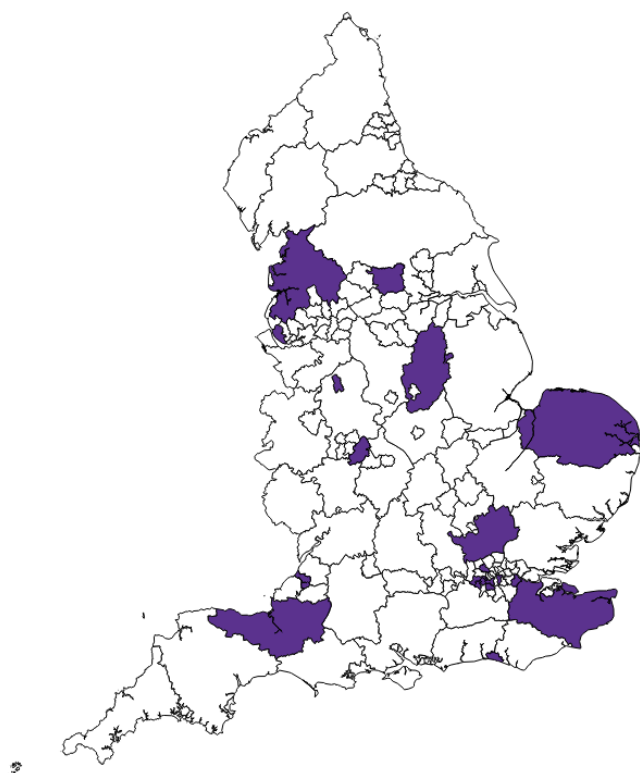
Considerable foundational work has been undertaken to enable the scaling up of SC-WRES in a supported, careful, measured way, within 3 years. This includes working more closely with partners, sharing stories from participants about impact and providing a wealth of resources and support guidance about what is involved and how to practically action the various steps and stages.

There have been three phases to the SC-WRES, which began in 2021:

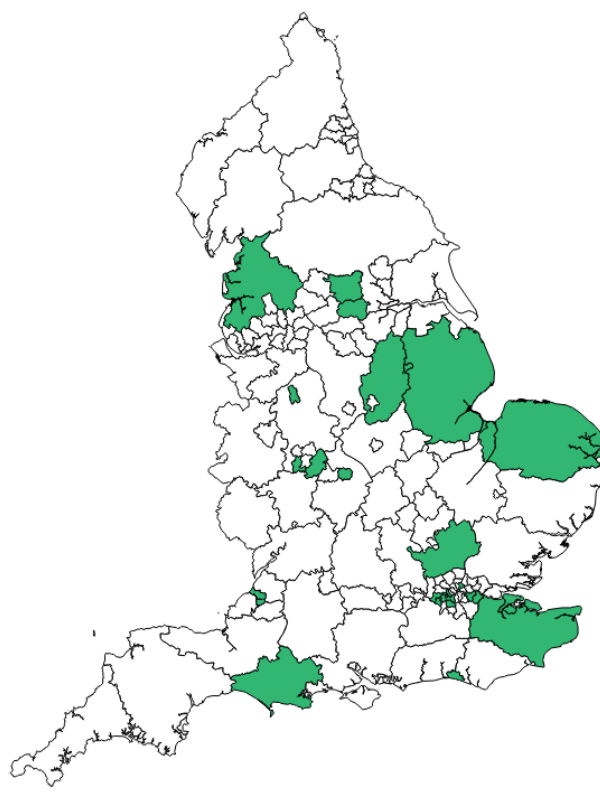
- The Test Phase, with 18 local authorities, involved testing the indicators and data tool.
- Phase 1, with 23 local authorities, established the improvement framework, methodology and community of practice.
- Phase 2, with 76 local authorities, strengthened our guidance and action plan support and scaled up all aspects of the programme support.

The maps below show which social care local authority employers have signed up to the SC-WRES programme in 2021, 2023 and 2024.

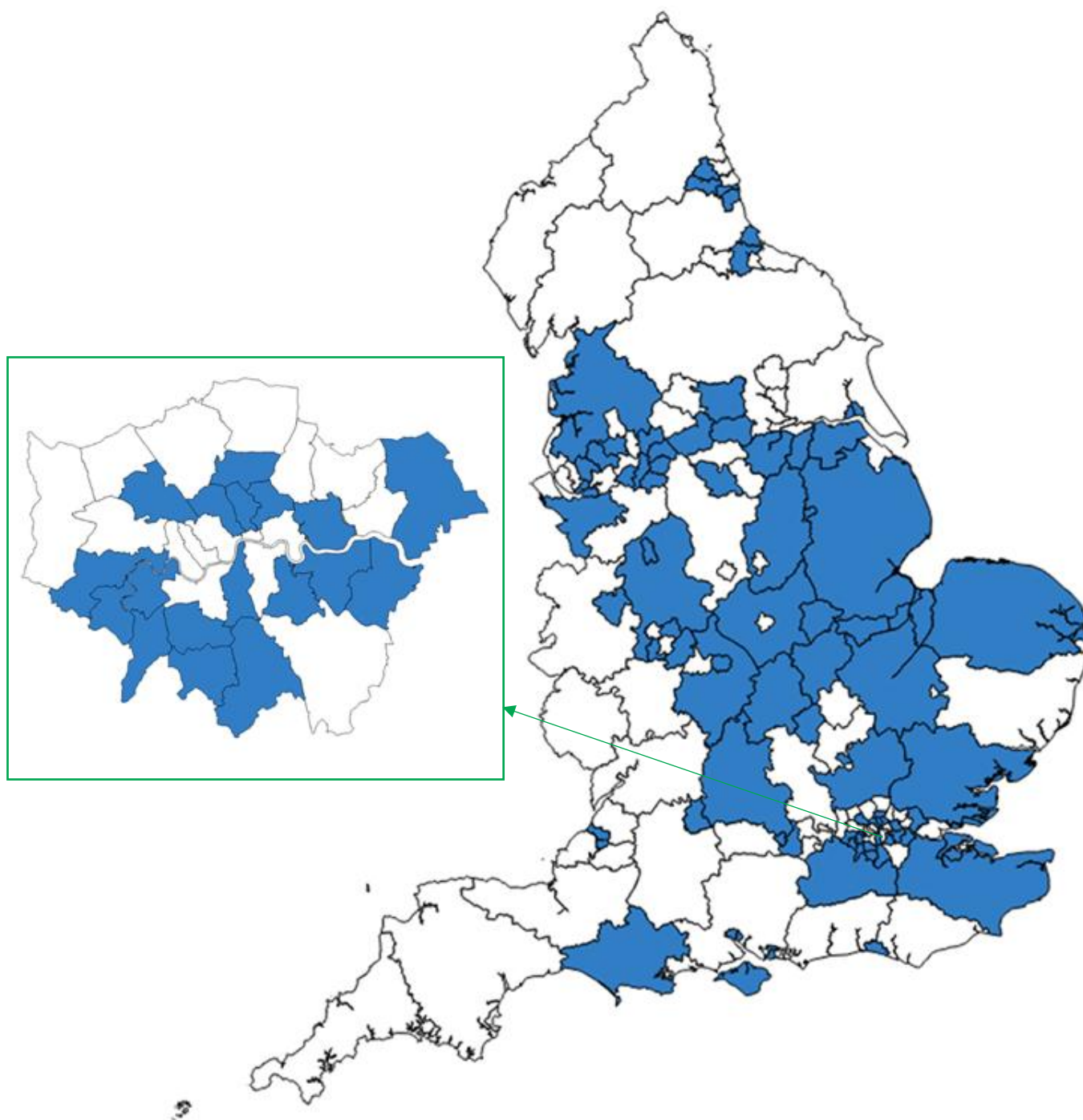
Map 1. All 18 local authorities in the SC-WRES programme 2021



Map 2. All 23 local authorities in the SC-WRES programme 2023



Map 3. All 76 local authorities in the SC-WRES programme 2024



There has been significant growth in participation in London, the North West and North East in 2024/2025.

Sarah McClinton, Chief Social Worker for Adults, said:

“The 2024 SC-WRES report highlights both progress and pressing challenges across the adult social care workforce. Encouragingly, the report shows that adult social care is one of the most ethnically diverse sectors in public service. In 2023/24, the adult social care workforce was more diverse than the general population of England. **Notably, 18% of adult social care staff identified as Black, African, Caribbean or Black British – compared to just 4% of the national population.** We’ve also seen the largest increase in workforce diversity since records began, partially driven by international recruitment.

But whilst representation is improving, the data reveals that equity is yet to be achieved and representation alone does not equate to equity. Disparities remain stark across roles. While care workers and registered nurses reflect the highest levels of diversity, senior management roles remain disproportionately white. **Staff from Black, Asian and minority ethnic backgrounds are half as likely to hold senior positions or be appointed from shortlist compared to their white counterparts in adult social care.** We must ask ourselves why – despite a diverse workforce overall – minority ethnic staff remain underrepresented in positions of influence and leadership.

It is essential that we create environments where our workforce feels valued, respected, and supported to thrive. **Yet, staff from Black, Asian and minority ethnic backgrounds are 19% more likely to enter formal disciplinary processes and 8% more likely to be subject to fitness to practise procedures compared to their white colleagues across adult social care.** These disparities point to underlying systemic inequalities that can undermine confidence, wellbeing and progression. Addressing this is not just about improving workforce dynamics – it’s about better outcomes for the communities we serve, and an inclusive workforce is key to building trust with diverse communities.

The SC-WRES continues to be a vital programme in helping us understand where these inequities exist and where focused attention is needed, and we will remain committed to working with Skills for Care to turn these insights in to action. The support that the programme offers to local authorities provides us with an opportunity to work towards meaningful change.”

Jess McGregor ADASS President, Executive Director, Adults and Health, said:

For far too long we have suspected that systemic oppression and racial injustice are impacting our Adult Social Care workforce. The Social Care WRES provides us with evidence that allows us to understand how and where this is showing up and enables us to take action to tackle it. Knowing that Black, Asian and minority ethnic colleagues are more likely to go through disciplinary processes and fitness to practise procedures than their white counterparts is an important step. But it is only a first step. It is now incumbent on us all to change that.

Care Quality Commission, said:

"The CQC are supportive of the Workforce Race Equality Standard as a tool to depict the reality of race equity. We undertake the WRES ourselves as an organisation. The Social Care Workforce Race Equality Standard (SC-WRES), while still at an early stage, illustrates that by using the 9 indicators we can clearly see there are many areas where improvement needs to happen. We know that some local authorities are using their SC-WRES action plans to inform their CQC assessment process and we hope this mechanism will continue to grow in the years ahead."

Richard Christian, Workforce Lead at Dorset Council, said:

"We are really pleased at Dorset Council to be participating in, and benefitting from, the SC-WRES for a second year. In addition to helping us to identify areas for improvement it has also enabled us to celebrate some things that we were already doing well and can build upon. As one of the biggest employers within what is a rural county with less ethnic diversity within our population than some other council areas, it is important that we show leadership and challenge ourselves to engage in a continuous cycle of improvement."

Nyoka Fothergill, Head of Service Delivery (Community Social Work) at Leeds City Council, said:

"I'm really proud to be in this space to be able to help shape that, not just for my own personal self, but for all the other staff and all the other social workers that will join our organisation and look up and think that they can get there too."

Read the full case study here: [SC-WRES case study - Leeds City Council](#)

Jonathan White, Diversity and Inclusion Manager at Hertfordshire County Council, said:

"Hertfordshire's engagement with SC-WRES has continued to strengthen partnerships between colleagues in Adult Care and Children's Services who are committed to learning from each other's experiences to improve the experience of global majority colleagues in and beyond social care. SC-WRES has enabled us to be smarter at using our data to drill down to what the real issues are and to determine where best to focus our attentions. It has also supported us to have difficult yet needed dialogue with colleagues at all levels of the organisation, and bring to light some of the real feelings and experiences which has helped to shape our action plan. In a broader sense, our work has led to conversations across the council modelling best practice in anti-racist and anti-discriminatory practice and working towards a 'one council' approach to key priorities."

Stuart Lennie, Adult Social Care Practice Lead at Stockton-on-Tees Borough Council, a new council to the SC-WRES programme for 2024/2025 Phase 2, said:

“Participating in SC–WRES has been an illuminating experience for us, helping us to better understand race equality within Stockton-on-Tees Borough Council. In our organisation, it has been a positive example of interdepartmental collaboration between Adult Social Care, Children’s Services and Human Resources (HR.) From the outset, we worked together in jointly making the decision to register which ensured a shared commitment. We worked collaboratively to plan our data submission, which meant we were all clear from the outset in terms of what was required of us and ensured we were successfully able to submit data on time. Our interdepartmental working group has continued to work together in developing our SC–WRES action plan which there is a shared dedication and commitment to. In our view, collaboration between departments has made the process easier, more efficient and more effective in achieving outcomes.”

Diversity within adult social care

2 Diversity within adult social care

The strength of social care is in celebrating, valuing, and recognising what makes people unique and supporting them to live the life they choose. To do this, it is vital that the social care workforce reflects the society we live in, and that people feel included and treated equally.

Supporting culture and diversity is a key focus for us, as one of Skills for Care's [strategic priority areas](#) is to ensure the workforce is treated equally, feels included and valued, and is supported to stay well and pursue their careers in social care. Skills for Care is committed to using our data and insight to identify and tackle areas and issues where there is more work to do, to ensure that diversity is valued and that organisational cultures are positive.

Skills for Care provides intelligence and robust data to help empower the sector to make plans for change based on hard facts. The Adult Social Care Workforce Data Set (ASC-WDS) is an online data collection service and the leading source of workforce information for the **adult** social care sector in England. It holds information on over 21,000 care providing locations and 700,000 workers. The information in this chapter is based on information collected in the ASC-WDS.

It should be noted that there is no directly equivalent data collection for the children's social care sector. Therefore, the detailed information available in this chapter is not available for the children's workforce. However, please see chart 3 at the end of this chapter for an analysis of the ethnicity of social workers working in the children's sector.

2.1.1 Key findings

- The adult social care workforce employed by local authority and independent sector employers had more ethnic diversity than the population of England.
- The diversity of the adult social care sector varied by region, with the most diversity within the London region and the least within the Northern regions.
- The diversity of adult social care varied by job role, with registered nurses and care workers having the most diversity, while senior management and personal assistants had the least.
- The diversity of adults social care has been increasing over the last four years. 2023/24 saw the largest increase in diversity since records began. Which is, in part, due to international recruitment.
- Within adult social care employers, there were differences in diversity, with local authorities having a less diverse workforce than the independent sector. Local authorities had slightly more diversity than the population of England.

2.1.2 The state of the adult social care sector and workforce report

Skills for Care researches and compiles the annual '[State of the adult social care sector and workforce report](#)'. It is based on data collected in Skills for Care's Adult Social Care Workforce Data Set (ASC-WDS), which provides a comprehensive analysis of the adult social care workforce in England and the characteristics of the 1.84 million total posts (1.59 million people or 1.705 million filled posts) working in it in 2023/24. Topics covered include recent trends in workforce supply and demand, employment overview, recruitment and retention, demographics, pay, qualification rates, and future workforce projections.

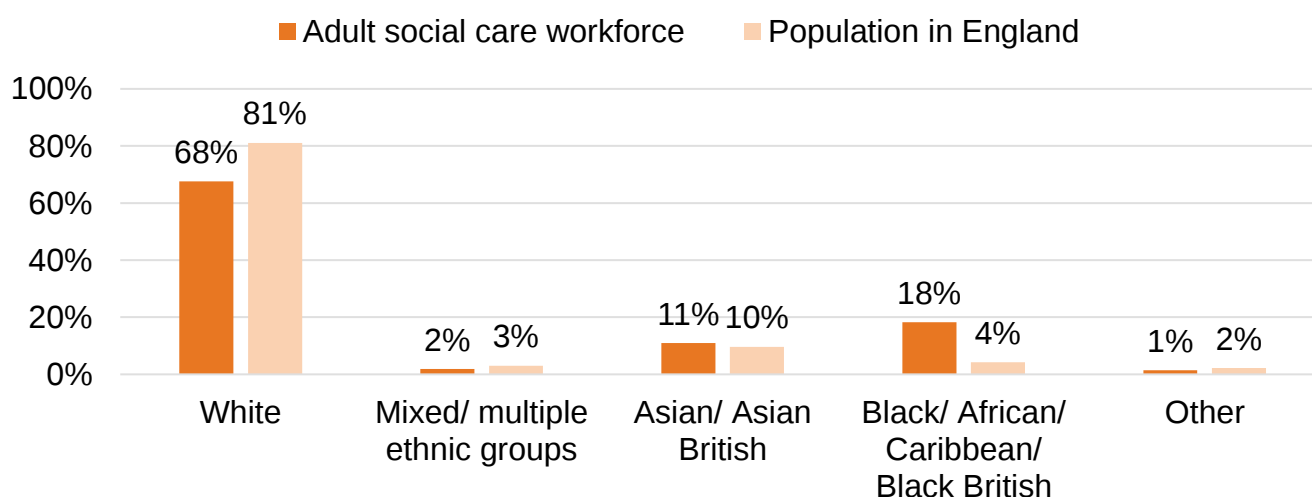
This information is taken from the State of the adult social care sector and workforce report and provides information about the ethnicity of people working in the adult social care sector. It provides context for chapter three.

2.1.3 Ethnicity

The adult social care sector was more diverse in 2023/24 than the population of England as shown in the chart below. In particular, there was a much higher proportion of people with a Black, African, Caribbean or Black British ethnicity within adult social care (18%) compared to the wider population (4%). The proportion of adult social care workers with a white ethnicity was 68% compared to 81% of the population in England.

Chart 1. Proportion of the adult social care workforce and population in England by ethnicity, 2023/24

Source: Skills for Care estimates, Census 2021



The ethnic profile of the adult social care sector in England varied by region in the local authority and independent sectors. This variation is partly influenced by the local population, which forms the recruitment pool for all employers in the area.

Table 1. Proportion of the adult social care workforce by ethnicity and region (local authority and independent sectors only), 2023/24

Source: Skills for Care estimates

	White	Mixed/ multiple ethnic groups	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other
England	66%	2%	11%	19%	1%
Eastern	69%	2%	10%	18%	1%
East Midlands	69%	2%	11%	18%	1%
London	25%	3%	21%	49%	3%
North East	88%	1%	3%	8%	1%
North West	79%	2%	8%	10%	1%
South East	66%	2%	13%	17%	2%
South West	80%	1%	8%	10%	1%
West Midlands	62%	2%	13%	21%	1%
Yorkshire and the Humber	78%	2%	8%	12%	1%

In 2023/24 the ethnic profile of the adult social care workforce also varied across different job roles.

Table 2. Proportion of the adult social care workforce by ethnicity and selected job roles, 2023/24

Source: Skills for Care estimates

	White	Mixed/ multiple ethnic groups	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other
All job roles	68%	2%	11%	18%	1%
Senior management	81%	2%	7%	10%	0%
Registered manager	78%	1%	7%	13%	1%
Social worker	70%	3%	7%	19%	1%
Occupational therapist	80%	2%	5%	12%	1%
Registered nurse	52%	2%	22%	22%	2%
Senior care worker	68%	1%	15%	14%	1%
Care worker	60%	2%	13%	24%	1%
Support and outreach	69%	2%	6%	21%	1%
Personal assistant	84%	2%	7%	6%	2%

The ethnic profile of the adult social care workforce in the local authority and independent sector has remained relatively stable between 2017/18 and 2021/22, as shown in the table below. Since 2022/23 the diversity of the adult social care workforce has increased.

Table 3. Proportion of the adult social care workforce by ethnicity (local authority and independent sectors only), 2017/18 to 2023/24

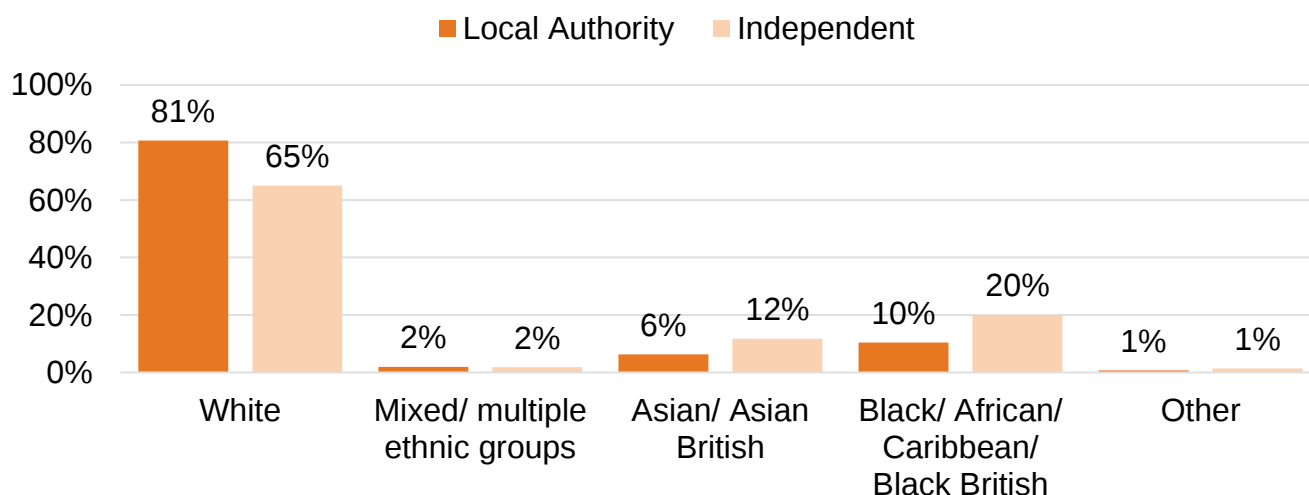
Source: Skills for Care estimates

	White	Mixed/ multiple ethnic groups	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other
2017/18	79%	2%	7%	11%	1%
2018/19	79%	2%	7%	11%	1%
2019/20	79%	2%	7%	12%	0%
2020/21	78%	2%	7%	12%	1%
2021/22	77%	2%	7%	13%	1%
2022/23	73%	2%	9%	14%	1%
2023/24	66%	2%	11%	19%	1%

The table below shows the proportion of the adult social care workforce by ethnicity with then local authority compared to the independent sectors. The chart shows that the workforce employed by local authorities is less diverse than the independent sector, with 81% of the local authority workforce having a white ethnicity. The SC-WRES collects information from local authority employers only.

Chart 2. Proportion of the adult social care workforce employed by local authority and independent sector employers, by ethnicity, 2023/24

Source: Skills for Care estimates



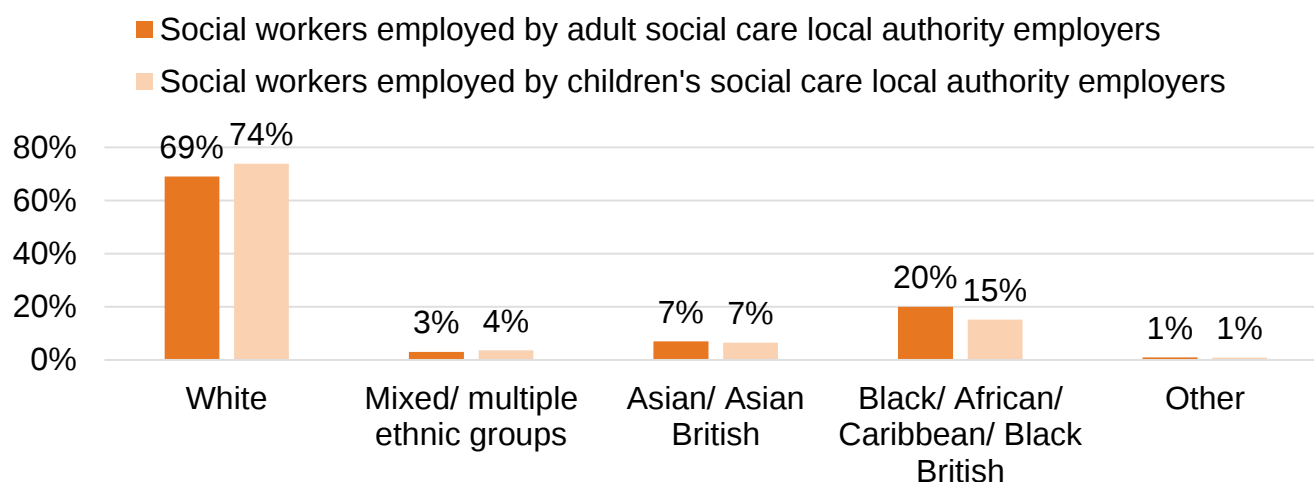
The State of the adult social care sector and workforce report has information about other protected characteristics including age, gender, disability and nationality. There is also information about international recruitment. This information is available in our written report or our data visualisation, both on our [workforce intelligence website](#).

The Department for Education collects information about social workers working in the children's local authority sector, the chart below shows the headcount percentage by ethnicity group, for children and family social workers in post at 30 September 2024 with known ethnicity.

The chart also shows the ethnicity of social workers employed by adult social care local authority employers.

Chart 3. Ethnicity of social workers employed by adult social care and children's social care local authority employers

Source: Skills for Care estimates 2023/24 and [Children's Social Care - Outcomes and Enablers](#)



Chief Social Worker for Children and Families, Isabelle Trowler, said:

“The findings from the this SC-WRES report are really quite shocking. In children’s social care, significant disparities remain evident. Staff from Black, Asian, or minority ethnic backgrounds were found to be half as likely to be appointed from a shortlist as their white counterparts. They were also 67% more likely to enter formal disciplinary processes and 114% more likely to enter fitness to practise procedures than their white colleagues. Furthermore, only 12% of senior management positions in children’s social care were held by minority ethnic staff, despite these groups representing 19% of the overall workforce. Employees from a minority ethnic background in children’s social care were also 39% less likely to hold senior management roles than their white colleagues. Finally, staff from minority ethnic backgrounds in children’s social care were 21% more likely to leave their roles within the last 12 months compared to white staff.

Looking more widely across the children’s and families social care sector ([Children's social work workforce, Reporting year 2023 - Explore education statistics - GOV.UK](#)), the diversity of the workforce has been steadily increasing. Particularly among Black social workers we can see a changing workforce profile. Around a quarter of children and family social workers now come from minority ethnic backgrounds, a notable rise since 2017. While this is higher than in some other public sector professions, such as teaching, it still does not reflect the diversity of the children and families being supported—where the proportion of children in need from ethnic minority backgrounds is significantly higher.

This SC-WRES report raises significant questions about race equity in the children’s workforce, particularly around potential barriers to progression and contribution at senior levels. It is vital that we take these findings seriously and work collectively to ensure that opportunity,

recognition, and career progression are truly equitable for all those working in children's social care. We will continue to meet with Skills for Care to ensure progress is made to dovetail the work of SC-WRES in local authorities with the work that we are doing in the Department for Education with the sector, and the development of the [Children's Social Care Dashboard](#) which we published for the first time in 2021, alongside the new statutory [Children's Social Care National Framework](#)."

Dudley Sawyerr, chair of the Race Equity Reference Group, said:

"Leading with purpose: sustaining momentum for race equity with the SC-WRES

The Race Equity Reference Group (RERG) remains committed to supporting Skills for Care in their EDI work, and with the SC-WRES Improvement Programme, to ensure race equity is not just an aspiration but a lived reality for the social care workforce. The SC-WRES continues to serve as a critical tool for measuring and addressing racial inequities within social care. We know that data alone does not drive change – leadership and culture is hugely important. Now in its third year, it is great to see SC-WRES growing, from the 18 trailblazing local authorities who tested the indicators in 2021, to 23 local authorities in 2023-24 and the now 76 local authorities voluntarily participating in 2024-25.

The social care workforce is becoming more ethnically diverse with higher proportions of Black, Asian and minoritised ethnic workers in social care, yet the evidence from this report indicate that structural barriers remain firmly in place, particularly when it comes to representation across leadership roles. We know that diversity in numbers alone is not enough – equity in experience, progression and decision-making is essential. It is important to raise awareness on EDI throughout the sector and while we support the work by various authorities, employee networks, people boards, and local government councillors, EDI should be a standard for all care providers, managers, and workforce networks. Importantly, we mustn't forget about, and must recognise, the impact on the frontline workforce.

SC-WRES offers a pathway forward. It is a reporting mechanism and a call to action and while its impact is growing, its success depends on engagement and practice. The challenge now is not just in recognising inequities, but in actively dismantling them. Race equity must be an ongoing priority, and the RERG remain committed to support Skills for Care in their EDI work, and with the SC-WRES Improvement Programme, to ensure race equity is not just an aspiration but a lived reality for the social care workforce.

The RERG has been established to support Skills for Care's commitment on championing equity, equality, and diversity and supports Skills for Care to develop a positive and practical narrative on race equality. The RERG is made up of representatives from across the sector and includes people who work in and across social care and people with lived experience. The importance of the RERG has grown with the continuous increase of both home grown and international staff from underrepresented communities."

SC-WRES indicator analysis and results

3 SC-WRES indicator analysis and results

3.1 Introduction

This chapter is an overview of the data collected during the 2024 SC-WRES programme. It shows the total of all 73 local authority employers who responded. Data is split into adult and children's social care and also by ethnicity group. The report shows the results of each of the indicators as either percentages or relative likelihoods.

For a methodology of the 2024 SC-WRES data collection please see appendix 1. This appendix includes information about small numbers and data sharing, the data collection process, what relative likelihoods are and how to interpret them, data quality and how this data was checked.

3.2 Response rates and data representation

76

local authorities in the SC-WRES programme.

73

local authorities provided data to the SC-WRES.

43%

of the **adult** local authority workforce was represented in the SC-WRES.

In 2024, 76 local authority employers were included in the SC-WRES programme, of which 73 local authority employers were included in the analysis for this report. Three local authorities were unable to provide a data return by the date required to be included in this analysis. These three local authorities have since provided their data and have continued with the SC-WRES programme.

All 73 local authority employers provided data about their adult social care workforce and 43 (of the 73) also provided data about the children's social care workforce. The table below shows the number of local authorities who provided data by region.

Table 4. Number of local authorities who responded, by region

Base. 73 adult social care local authorities and 43 children's social care local authorities

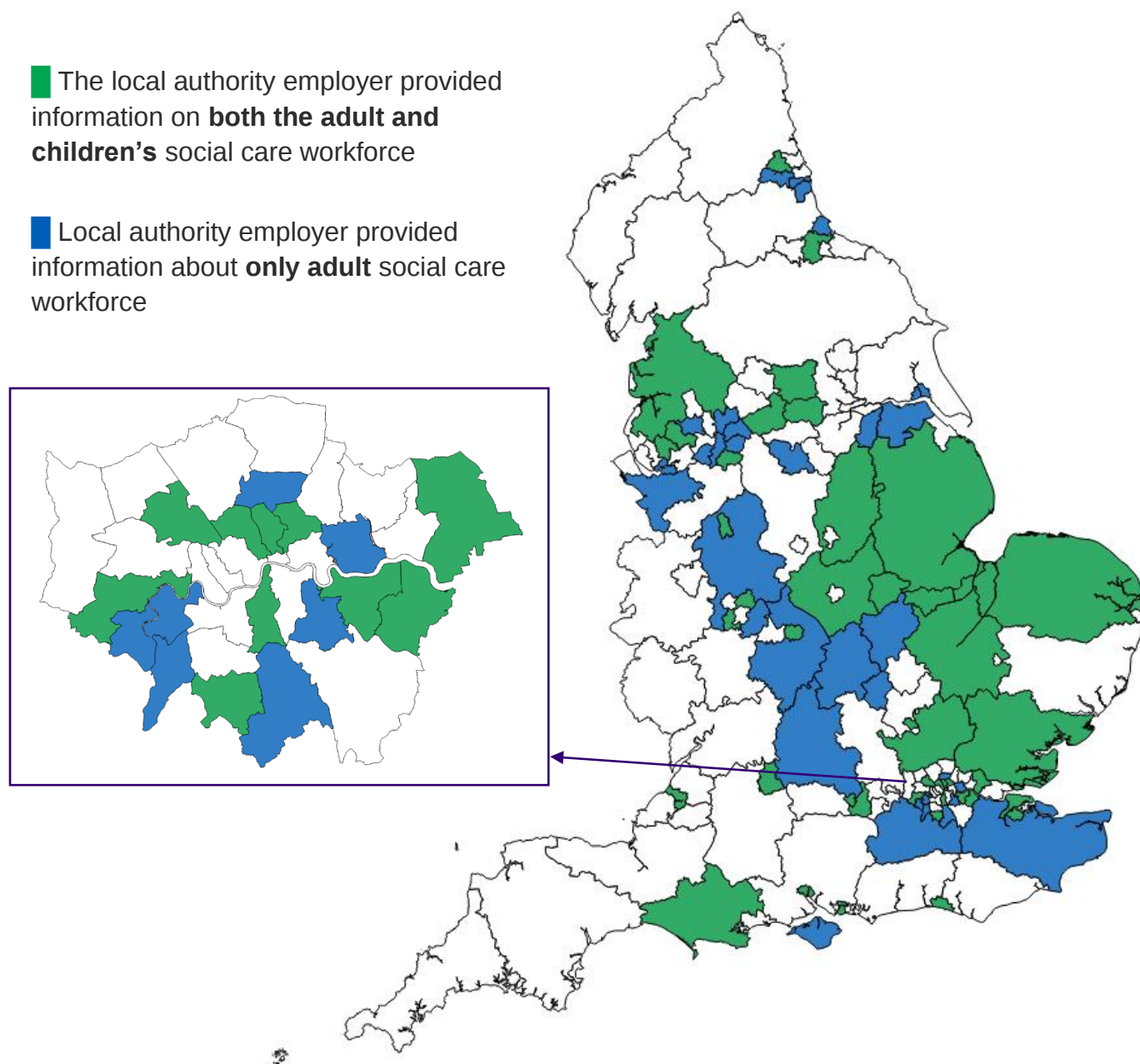
Source. SC-WRES, 2024

	Adult social care	Children's social care
Eastern	7	7
East Midlands	6	4
London	16	10
North East	5	2
North West	12	4
South East	11	6
South West	3	3
West Midlands	7	4
Yorkshire and the Humber	6	3

Map 4. Responding local authority employers

Base. 73 adult social care local authorities and 43 children's social care local authorities

Source. SC-WRES, 2024



The responding local authorities employed 97,900 staff between them, this was 58,600 in adult social care and 39,300 staff working in children's social care.

Just under half (43%) of the adult social care workforce employed by local authorities were represented in the SC-WRES in 2024. The table below shows the number of staff employed in adult social care compared to those in the SC-WRES by region.

Chart 4. Percent coverage of the adult social care workforce employed by local authorities that submitted data to the SC-WRES programme

SC-WRES Base. 73 adult social care local authorities, 43 children's social care local authorities
Source. SC-WRES, 2024 and ASC-WDS, 2024

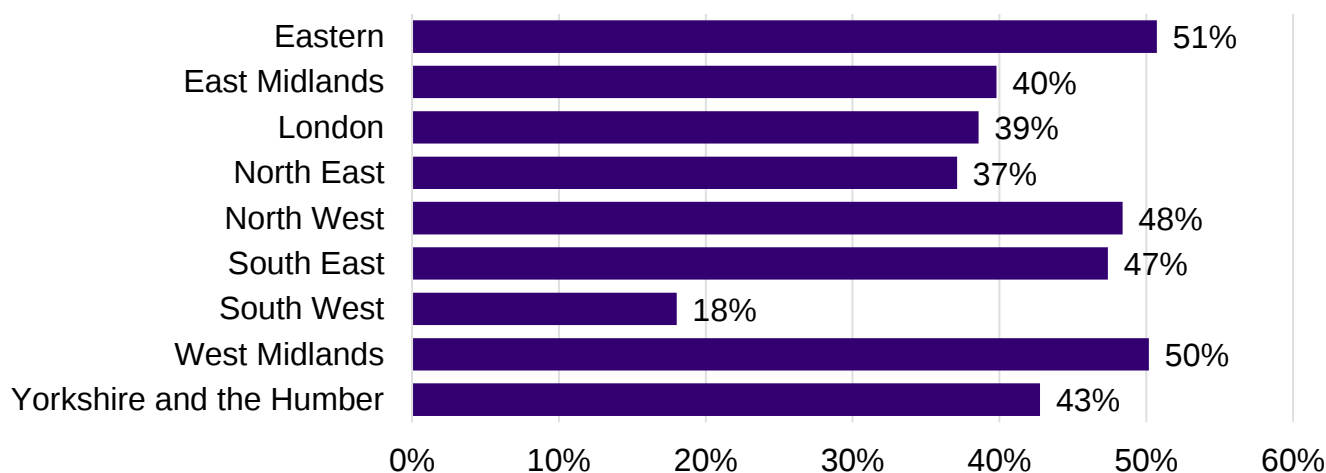
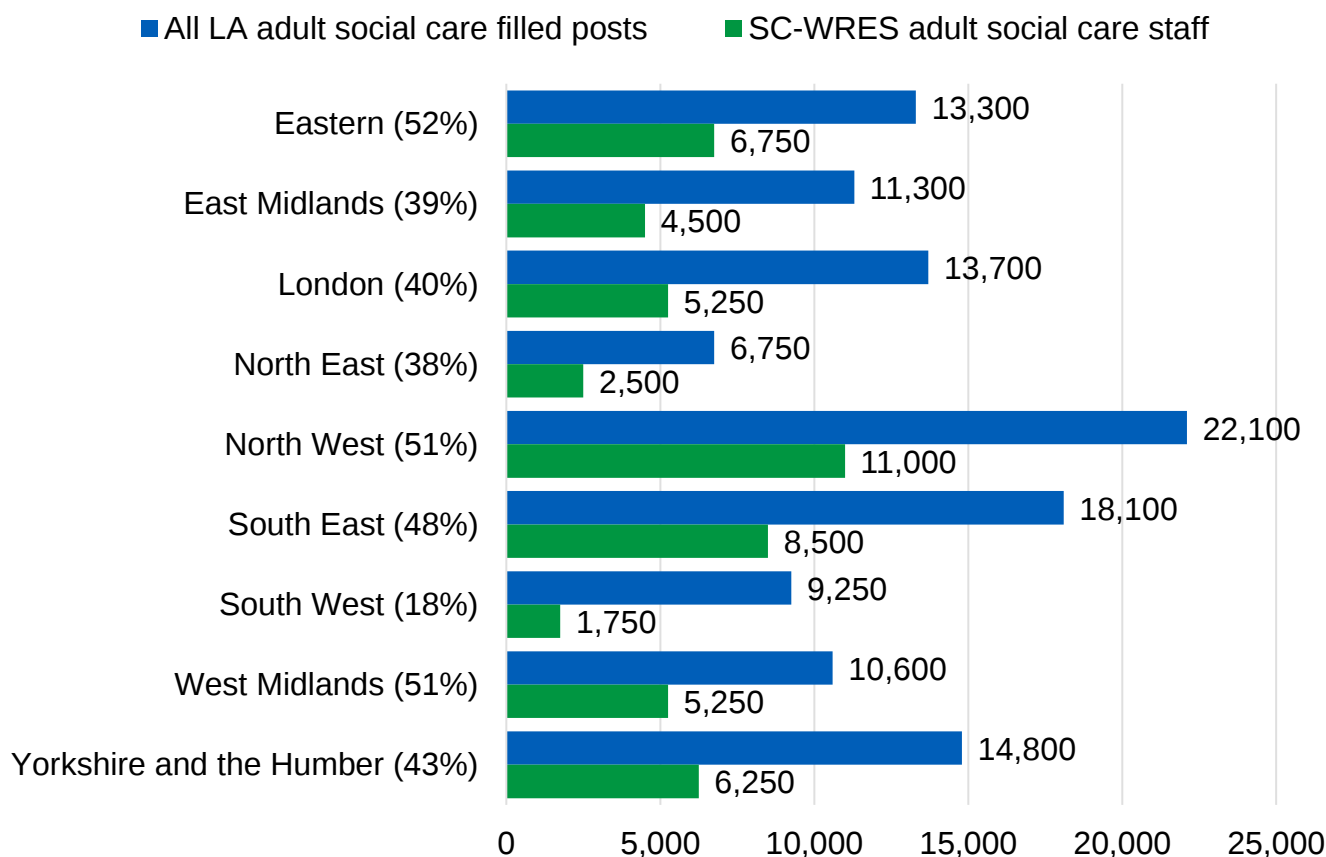


Chart 5. Numeric coverage of the adult social care workforce employed by local authorities that submitted data to the SC-WRES programme

SC-WRES Base. 73 adult social care local authorities, 43 children's social care local authorities
Source. SC-WRES, 2024 and ASC-WDS, 2024



The following chart shows the proportion of local authorities who responded to each indicator. A detailed response rate by adult and children's social care services is shown within each indicator section.

Table 5. Response rate by indicator after local authorities were removed due to incomplete or poor data quality

SC-WRES Base. 73 adult social care local authorities, 43 children's social care local authorities
Source. SC-WRES, 2024

	Adult social care		Children's social care	
Total LAs	73		43	
Staff overview	73	100%	43	100%
Indicator 1	69	95%	39	91%
Indicator 2	43	59%	28	65%
Indicator 3	64	88%	40	93%
Indicator 4	27	37%	17	40%
Indicator 5	41	56%	23	53%
Indicator 6	14	19%	7	16%
Indicator 7	10	14%	7	16%
Indicator 8	72	99%	43	100%
Indicator 9	71	97%	41	95%

3.3 SC-WRES Indicator 1: Pay bands

LA Adult employers

- **69** (95%) of LAs responded
- Information about **49,100** workers.

LA Children's employers

- **39** (91%) of LAs responded.
- Information about **31,900** workers.

Lots of factors could be affecting pay rates for someone working in social care, and their ethnicity is only one of them.

Of staff at employers responding to the SC-WRES, there was a smaller proportion of staff from a Black, Asian or minority ethnic background (14%) in the higher pay band of '£70,000 and over' compared to the 'less than £30,000' lower and '£30,000 to £69,000' middle pay bands (18% and 22% respectively). Therefore, staff from a Black, Asian or minority ethnic background were less represented in the highest pay band.

3.3.1 Response rate

Data availability for this indicator was high, with 95% (69 of 73) of adult local authority employers and 91% (39 of 43) of children's social care employers providing pay bands by ethnicity information.

There was a total of 11,300 staff whose ethnicity was not known to the local authority employer. These employees have been excluded from the analysis below.

There is pay band information, where ethnicity is known, for a total of 81,000 staff - 49,100 adult social care staff and 31,900 children's social care staff.

3.3.2 A note about causality

This indicator looks at pay bands by ethnicity. It should be noted that there are lots of factors that could be affecting pay rates for someone working in social care, and their ethnicity is only one of those factors. These factors are not collected within the SC-WRES. The following list gives examples of other factors:

- **Job role:** This indicator is not collected by job role, which would be the main factor in variations of pay rates. Average pay difference between ethnicities is more likely a reflection of the number of people in different job roles; for example, we know from indicator 9 that people with a white ethnicity were more likely to be in senior management roles which are typically higher paid. The issue here would not be unequal pay but unequal progression opportunities for people with Black, Asian or minority ethnic backgrounds.
- **Geographic location:** Areas with a higher cost of living tend to offer higher wages to account for the increased living expenses. [Skills for Care estimates of adult social care pay rates](#) show a north/south divide in pay rates.
- **Experience, qualifications and training:** An individual's level of experience, qualifications, and professional development can influence pay.
- **Demand for workers:** Pay rates can be influenced by the demand for workers. For example, for job roles or services where vacancy rates are high, employers may offer higher pay to attract people.
- **Level of responsibility:** Pay rates can be influenced by the level of responsibility associated with the role.
- **Sector-specific factors:** Certain types of care, such as working with people with higher levels of complex needs, may attract higher pay due to the specialised skills and emotional demands of the work.

It is important to consider these factors alongside the ethnicity of the worker when interpreting the results for this indicator.

3.3.3 Analysis by pay band

This indicator shows the ethnicity breakdown across 12 pay bands. For the purpose of this analysis these bands have been grouped into three. The chart below shows, within each pay band, the proportion of staff with a white ethnic background and the proportion of staff with a Black, Asian or minority ethnic background.

There was a smaller proportion of staff from a Black, Asian or minority ethnic background (14%) in the higher pay band of '£70,000 and over' compared to the 'less than £30,000' lower and '£30,000 to £69,000' middle pay bands (18% and 22% respectively). Therefore, staff from a Black, Asian or minority ethnic background were less represented in the highest pay band.

Chart 6. Responding staff in each pay band, summary of two ethnicity groups

Base. 69 adult social care local authorities and 39 children's social care local authorities

Source. SC-WRES, 2024

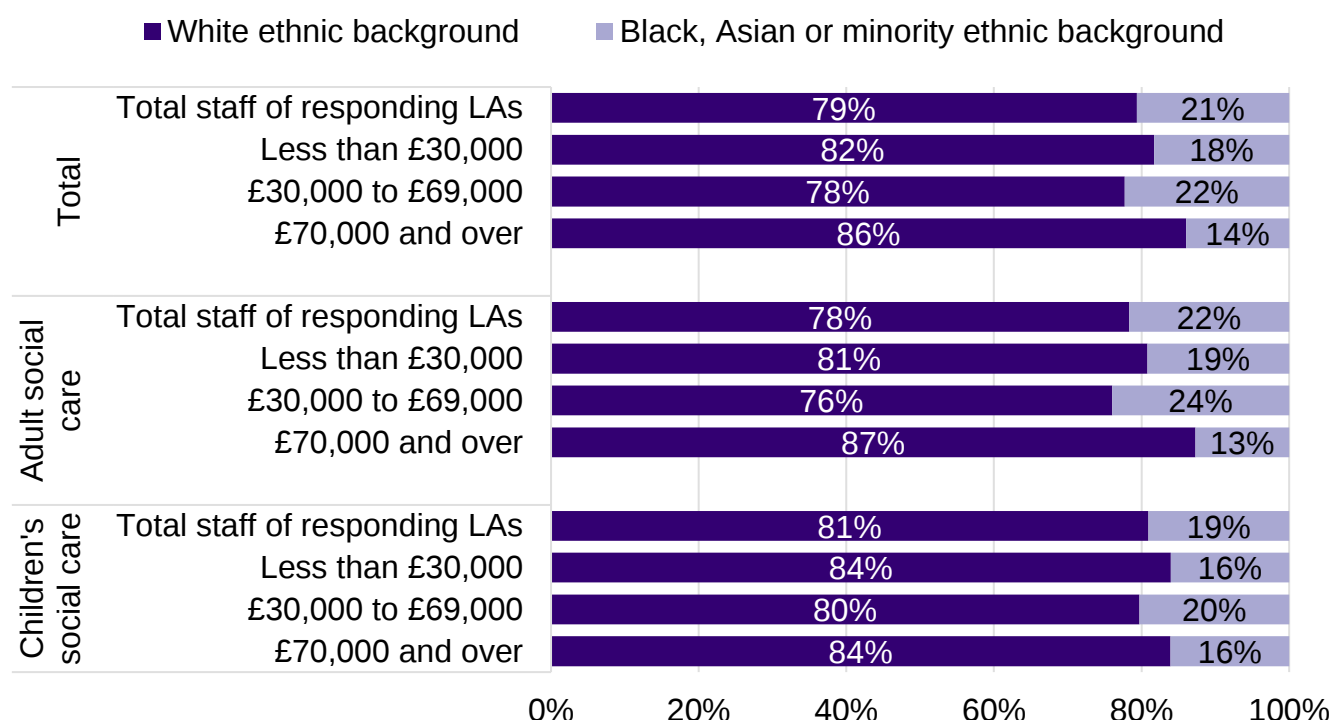


Table 6. Responding staff in each pay band, detailed ethnicity groups

Base. 69 adult social care local authorities and 39 children's social care local authorities

Source. SC-WRES, 2023

	Total staff of responding LAs	Less than £30,000	£30,000 to £69,000	£70,000 and over
Total of workforce				
White	79%	82%	78%	86%
Mixed/ multiple ethnic groups	3%	2%	3%	3%
Asian/ Asian British	6%	6%	6%	5%
Black/ African/ Caribbean/ Black British	11%	9%	12%	6%
Other ethnic group	1%	1%	1%	1%
Adult social care				
White	78%	81%	76%	87%
Mixed/ multiple ethnic groups	3%	2%	3%	2%
Asian/ Asian British	6%	6%	6%	4%
Black/ African/ Caribbean/ Black British	12%	10%	14%	6%
Other ethnic group	1%	1%	1%	0%
Children's social care				
White	81%	84%	80%	84%
Mixed/ multiple ethnic groups	4%	3%	4%	3%
Asian/ Asian British	6%	6%	5%	6%
Black/ African/ Caribbean/ Black British	9%	6%	10%	6%
Other ethnic group	1%	1%	1%	1%

3.3.4 Examples from phase 1 local authority action plans

The SC-WRES improvement programme requires employers to create action plans. They are a vital output of the SC-WRES programme and show how local authorities have translated their data report into improvement. Throughout this chapter there are notes from action plans that were submitted as part of the phase 1 2023 SC-WRES programme. They are included here to give an example of planned actions by employers. For more information about action plans please see section 4.3.

Coventry City Council aims to create a more inclusive workplace for people from a Black, Asian or minority ethnic background with:

- **Inclusive recruitment and selection policy:** This policy outlines a fair, objective, and transparent recruitment process that promotes inclusive practices.
- **Inclusive panels pool:** A pool of trained employees from diverse backgrounds is used to support recruitment and selection processes, particularly for higher-grade positions.
- **Recruiting for workforce diversity training:** This training equips recruiting managers with the knowledge and skills to minimise bias and promote diversity in recruitment and selection.

3.4 SC-WRES Indicator 2: Appointed from shortlist

LA Adult employers

- **43** (59%) of LAs responded.
- Applicants shortlisted **29,600**.
- Staff appointed **7,300**.

LA Children's employers

- **28** (65%) of LAs responded.
- Applicants shortlisted **19,400**.
- Staff appointed **4,350**.

Results from employers responding to the SC-WRES showed that staff with a Black, Asian or minority ethnic background were around half as likely to be appointed from shortlist than staff with a white ethnic background.

3.4.1 Response rates

Analysis of this indicator is based on 59% (43 of 73) of adult social care local authority employers and 65% (28 of 43) of children's social care local authority employers. Some local authorities did not have any data available for this indicator, and some were excluded based on data quality or deviations from the definition of the indicator.

Analysis is based on the 49,000 staff whose ethnicity was known and were shortlisted, comprised of 29,500 shortlisted for adult social care roles and 19,500 shortlisted for children's social care roles. Analysis is also based on the 11,500 staff appointed, comprised of 7,500 people appointed to adult social care roles and 4,500 people appointed to children's social care roles.

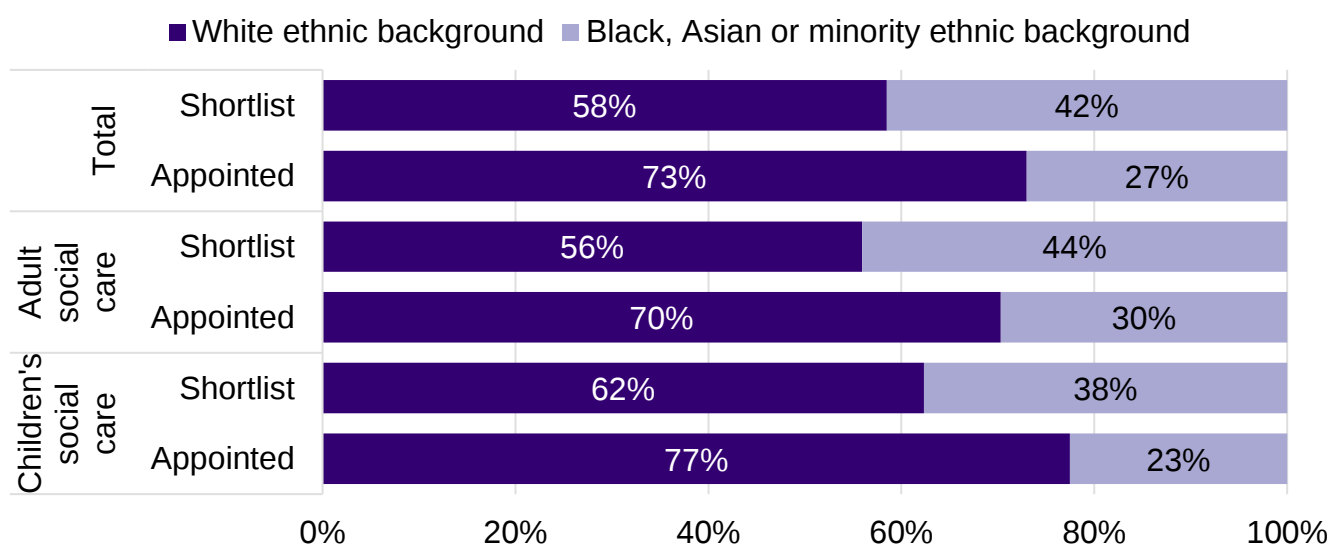
3.4.2 Proportion of applicants shortlisted and appointed by ethnicity

The chart below shows that 58% of all applicants were from a white ethnic background and 42% were from a Black, Asian or minority ethnic background. Of those appointed, 73% were from a white ethnic background and 27% were from a Black, Asian or minority ethnic background.

Chart 7. Proportion of applicants shortlisted and appointed, summary of two ethnicity groups

Base. 43 adult social care local authorities and 28 children's social care local authorities

Source. SC-WRES, 2024



The table below gives more information between ethnicity groups. It shows that 26% of applicants shortlisted and 16% of staff appointed were from a Black, African, Caribbean or Black British ethnicity background. The table also shows that 9% of applicants shortlisted and 6% of staff appointed were from an Asian or Asian British ethnicity background.

Table 7. Proportion of applicants shortlisted and appointed, detailed ethnicity groups

Base. 43 adult social care local authorities and 28 children's social care local authorities

Source. SC-WRES, 2024

		Total	Adult social care	Children's social care
White	Shortlist	58%	56%	62%
	Appointed	73%	70%	77%
Mixed/ multiple ethnic groups	Shortlist	5%	5%	6%
	Appointed	5%	5%	5%
Asian/ Asian British	Shortlist	9%	9%	9%
	Appointed	6%	6%	5%
Black/ African/ Caribbean/ Black British	Shortlist	26%	28%	22%
	Appointed	16%	18%	12%
Other ethnic group	Shortlist	1%	2%	1%
	Appointed	1%	1%	1%

3.4.3 Proportion of staff appointed from shortlist

The table below shows the proportion of staff who were appointed by ethnicity. It shows that overall, 30% of staff from a white ethnic background who were shortlisted for a role were appointed compared to 15% of both Asian or Asian British and Black, African, Caribbean or Black British.

Table 8. Proportion of staff appointed from shortlist, detailed ethnicity groups

Base. 43 adult social care local authorities and 28 children's social care local authorities

Source. SC-WRES, 2024

	Total	Adult social care	Children's social care
Total known	24%	25%	22%
White ethnicity	30%	31%	28%
Staff with a Black, Asian or minority ethnicity	15%	17%	13%
Mixed/ multiple ethnic groups	21%	23%	18%
Asian/ Asian British	15%	16%	12%
Black/ African/ Caribbean/ Black British	15%	16%	12%
Other ethnic group	16%	14%	20%

3.4.4 Relative likelihood²

Of responding employers, applicants from a Black, Asian or minority ethnic background were half as likely to be appointed from shortlist, across all employers, compared to applicants with a white ethnicity (a relative likelihood of 0.52). The likelihood was around the same for adult social care (0.54) and children's social care employers (0.48).

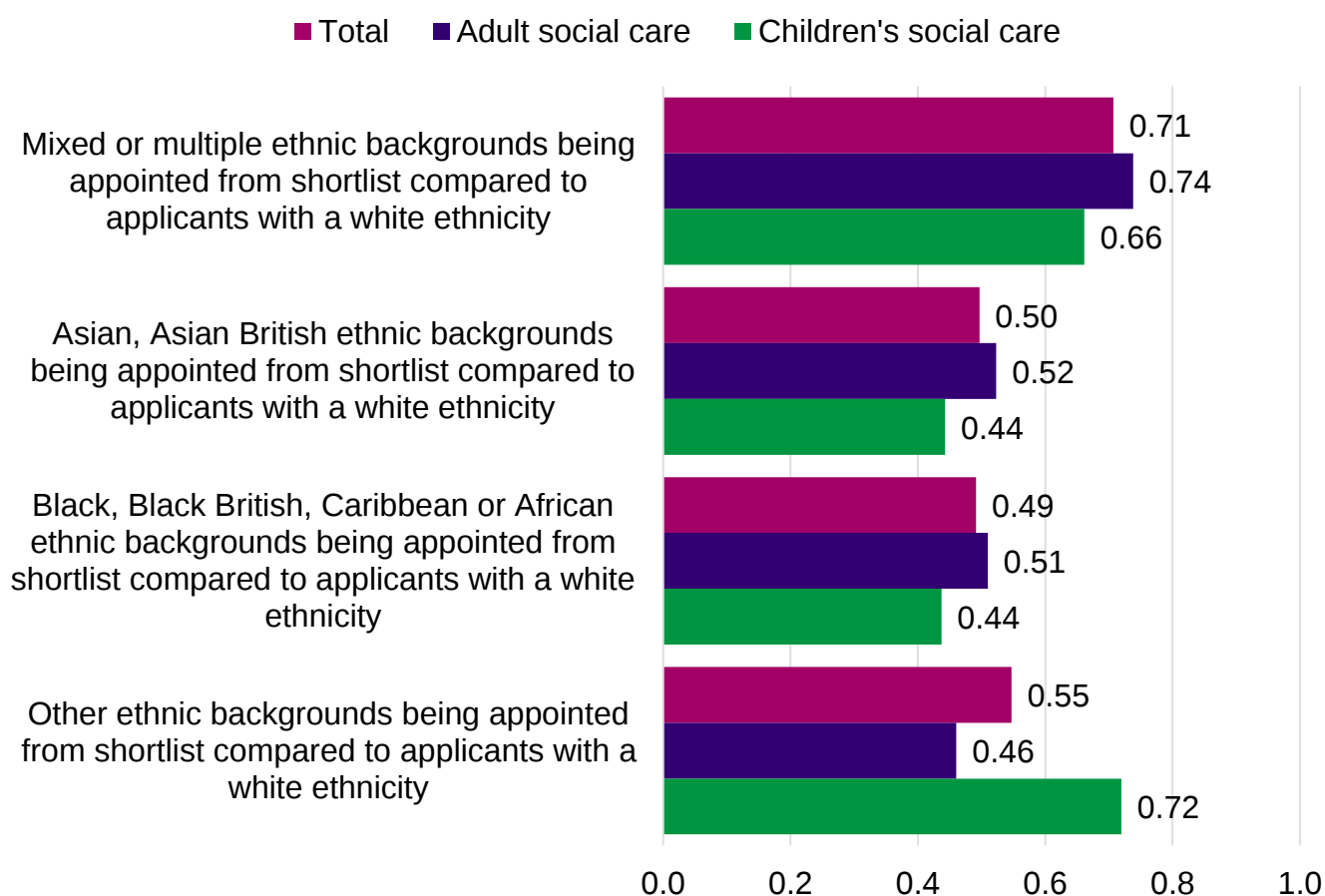
The table below shows the likelihood of people from different ethnic groups being appointed from shortlist, compared to staff from a white ethnic background, looking in more detail at the different experiences of people from different minority ethnic backgrounds.

² For an explanation of what relative likelihoods are and a detailed explanation on how to interpret them please see section 5.3 in appendix 1.

Chart 8. Relative likelihood of staff being appointed from shortlist compared with staff with a white ethnic background, detailed ethnicity groups

Base. 43 adult social care local authorities and 28 children's social care local authorities

Source. SC-WRES, 2024



The chart above shows how the likelihood of being appointed from shortlist for people from different ethnic backgrounds compared to staff from a white ethnic background. We also looked at how this differs between people from different ethnic backgrounds. Staff from an Asian or Asian British ethnic background were equally as likely to be appointed from shortlist as applicants from a Black, African, Caribbean or Black British ethnic background.

3.4.5 Examples from phase 1 local authority action plans

Leeds City Council aims to create a more inclusive workplace for people from a Black, Asian or minority ethnic background with:

- **Be your best programme:** supports managers to embody council values such as bringing out the best in everyone, promoting opportunity and development for all and treating people fairly.
- **Manager training:** managers are equipped with a toolkit and held accountable for EDI performance.
- **Performance indicators:** the council's performance indicators, including a representative and engaged workforce, emphasise the crucial role of managers in achieving these goals.

3.5 SC-WRES Indicator 3: Disciplinary process

LA Adult employers

- **64** (88%) of LAs responded.
- **450** staff entered the formal disciplinary process (1% of all employed).

LA Children's employers

- **40** (93%) of LAs responded.
- **325** staff entered the formal disciplinary process (1% of all employed).

At responding local authorities, staff with a Black, Asian or minority ethnic background were 37% more likely to enter the formal disciplinary process, compared to staff with a white ethnic background (a relative likelihood of 1.37). Staff from adult social care were 19% more likely (a relative likelihood of 1.19) and staff from children's social care were 67% more likely (a relative likelihood of 1.67).

3.5.1 Response rate

Analysis of this indicator is based on 88% (64 of 73) of adult social care local authorities and 93% (40 of 43) children's social care local authorities. Some local authorities did not have data availability for this indicator.

Responses are based on 775 people across all local authority employers who entered the formal disciplinary process. This was comprised of 450 people from adult social care and 325 people from children's social care. This equates to 1.0% of the total workforce within the responding local authorities to enter the process.

3.5.2 Proportion of staff who entered the formal disciplinary process, by ethnicity

The chart below shows that 73% of staff who entered the formal disciplinary process in the last 12 months had a white ethnic background, 7% an Asian or Asian British ethnic background and 16% a Black, African, Caribbean or Black British ethnic background. All other ethnic groups are not shown due to small numbers and to protect anonymity.

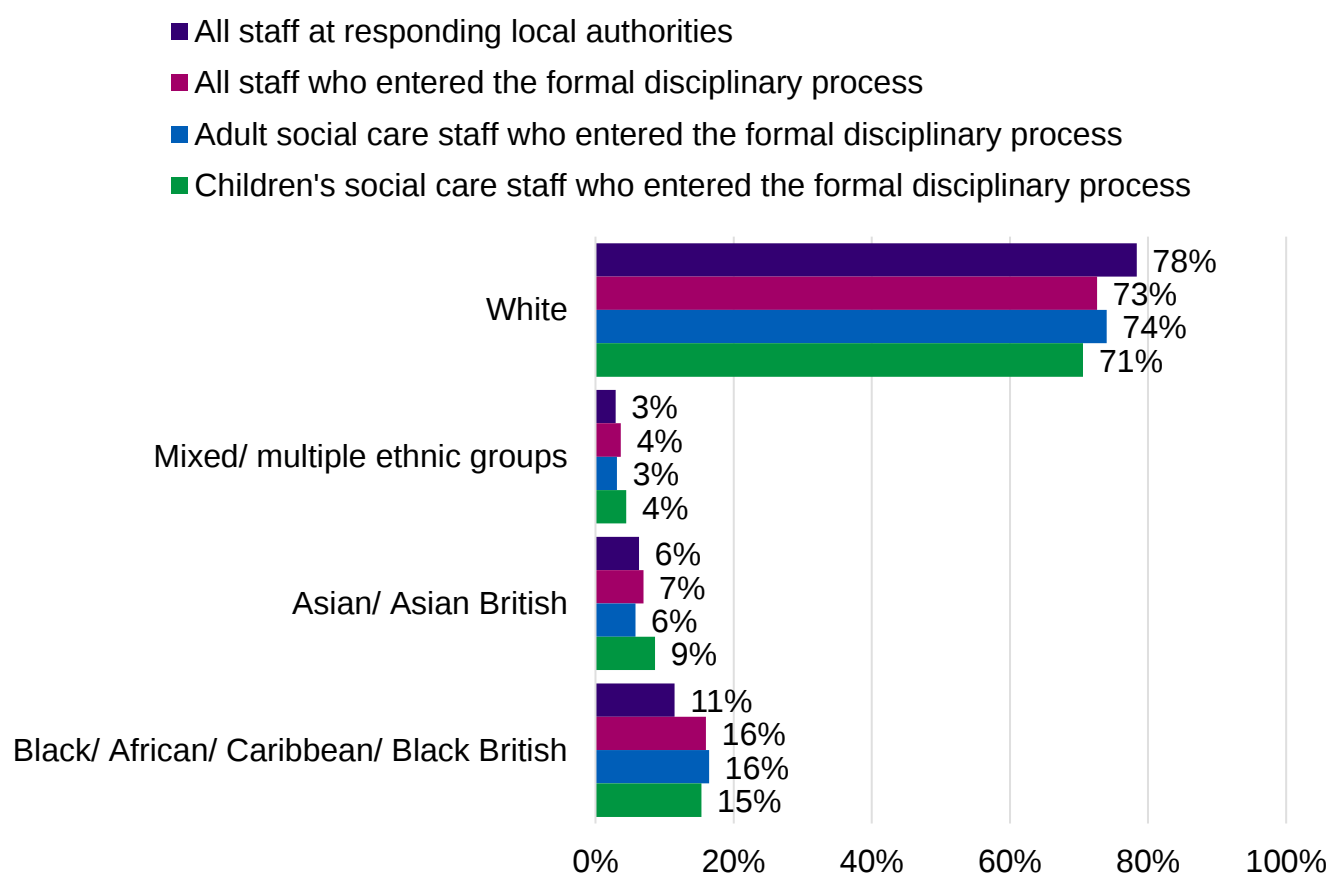
The chart also shows the ethnicity profile of all responding local authorities, to add context to the information. The comparison shows that a lower proportion of staff who entered the formal disciplinary process had a white ethnic background (73%) than the profile of all workers at responding local authorities³ (78%).

³ Please note that this percentage is different from the one shown in chart 9. This is because chart 33 shows all responding LAs and this chart shows those that have responded to indicator 3, so a slightly smaller list of local authorities.

Chart 9. Proportion of staff who entered the formal disciplinary process, detailed ethnicity groups

Base. 64 adult social care local authorities and 40 children's social care local authorities

Source. SC-WRES, 2024

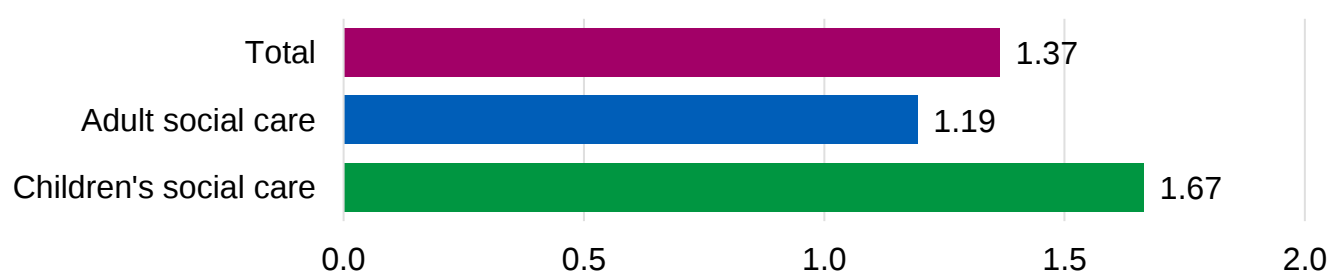


Results from employers responding to the SC-WRES showed that staff with a Black, Asian or minority ethnic background were, relatively 37% **more** likely to enter the formal disciplinary process, compared to staff from a white ethnic background (1.37 likelihood). Staff from adult social care were 19% more likely (1.19 likelihood) and staff from children's social care were 67% more likely (1.67 likelihood).

Chart 10. Relative likelihood of directly employed staff from a Black, Asian or minority ethnic background entering the formal disciplinary process compared to staff from a white background

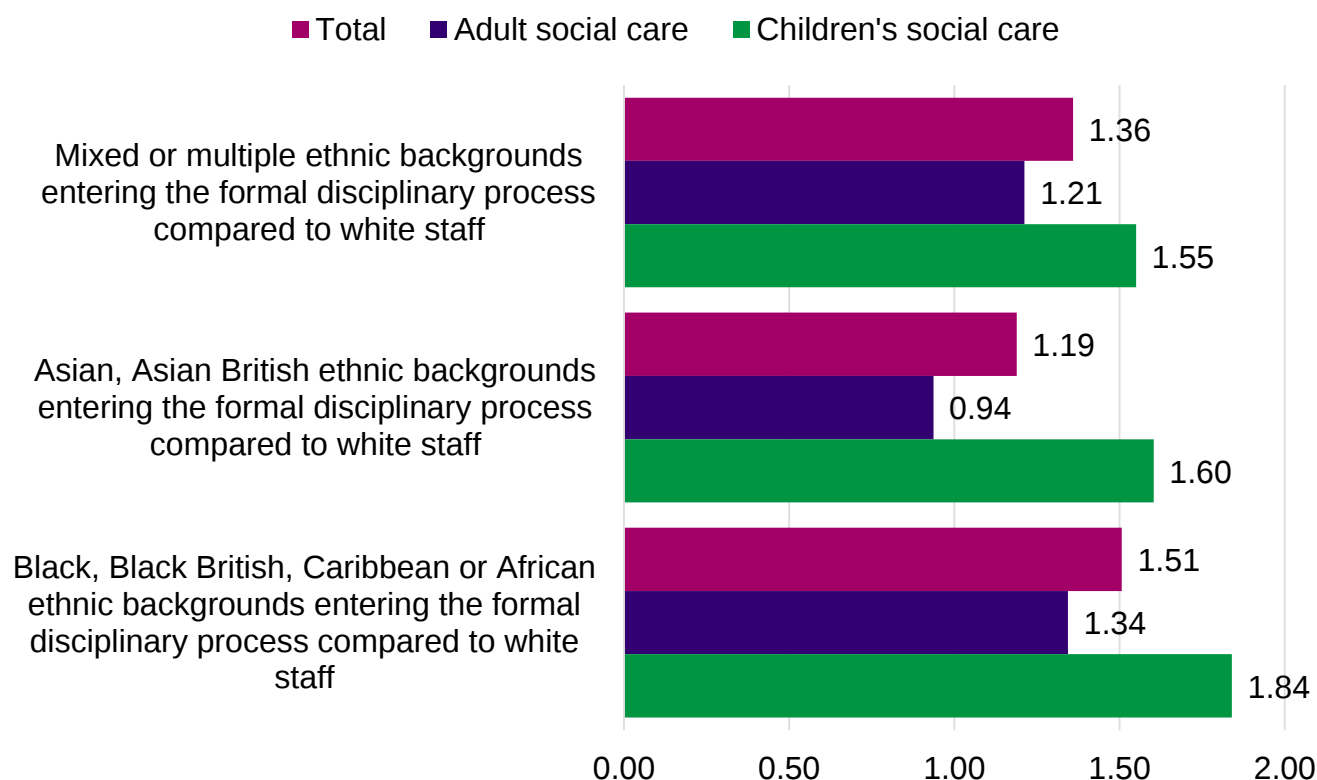
Base. 64 adult social care local authorities and 40 children's social care local authorities

Source. SC-WRES, 2024



The chart below shows how experiences differ between ethnicity groups.

Chart 11. Relative likelihood of directly employed staff entering the formal disciplinary process compared to staff from a white ethnic background, detailed ethnicity groups
Base. 64 adult social care local authorities and 40 children's social care local authorities
Source. SC-WRES, 2024



Staff with Asian, Asian British ethnic backgrounds were 21% **less** likely to enter the formal disciplinary process compared to staff from Black, African, Caribbean or Black British ethnic backgrounds (a relative likelihood of 0.79). Staff from Asian or Asian British ethnic backgrounds were 30% less likely than staff from Black, African, Caribbean or Black British backgrounds in adult social care (a relative likelihood of 0.7) and 13% less likely in children's social care (a relative likelihood of 0.87).

3.5.3 Examples from phase 1 local authority action plans

Hertfordshire County Council promotes fair and unbiased disciplinary processes through:

- **Decision-making tool:** Sits alongside their disciplinary policy, to support reflection on unconscious bias and determining whether formal disciplinary action is the most appropriate course.
- **Decision tree:** Supports managers to demonstrate proportionate and unbiased decision-making when referring cases to formal disciplinary procedures.
- **Preventative approach:** Consideration will be given to preventative work, based on outcomes from deep dives, reflective practice and access to training.

3.6 SC-WRES Indicator 4: Fitness to practise

LA Adult employers

- **27** (37%) of LAs responded.
- **3,500** regulated profession roles.
- **<25** (0.6%) regulated professional staff who entered the fitness to practise process.

LA Children's employers

- **17** (40%) of LAs responded.
- **3,500** regulated profession roles.
- **50** (1.3%) regulated professional staff who entered the fitness to practise process.

At responding adult local authorities, staff in a regulated profession, from a Black, Asian or minority ethnic background were 8% more likely to enter the fitness to practise process compared to staff from a white ethnic background. This outcome was different in the children's social care sector, where staff in a regulated profession, from a Black, Asian or minority ethnic background were 114% more likely to enter the fitness to practise process compared to staff from a white ethnic background.

We do know that the results shown here are an accurate reflection of the responding local authorities however our conclusion is that we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff in a regulated profession entering the fitness to practise process. We have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

An important note about understanding or interpreting this information

In 2024 27 adult and 17 children's social care local authority employers provided data for this SC-WRES indicator. It was found that staff in a regulated profession, from a Black, Asian or minority ethnic background were **8%** more likely to enter the fitness to practise process compared to staff from a white ethnic background for adult employers and **118%** more likely for children's employers- a large difference in experience.

In 2023 11 adult and 9 children's social care local authority employers provided data for this SC-WRES indicator. It was found that staff in a regulated profession, from a Black, Asian or minority ethnic background were **80%** more likely to enter the fitness to practise process compared to staff from a white ethnic background for adult employers and **130%** more likely for children's employers.

These two different groups (or samples) of local authority employers show two quite different outcomes for staff with a Black, Asian or minority ethnicity and therefore this should not be interpreted as a trend.

We **do** know that the results shown here are an accurate reflection of the responding local authorities however **our conclusion is that we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff in a regulated profession entering the fitness to practise process. We have plans to support**

local authorities participating in the 2025 SC-WRES programme to better collect this information.

3.6.1 Response rate

Analysis is based on 37% (27 of 73) of adult social care local authorities and 40% (17 of 43) of children's social care local authorities. Data availability for this indicator was low, with around three fifths (62%) of the responding local authority employers not having the data to report.

The data shown here is based on a total of 6,950 staff in a regulated profession role where ethnicity was known, and 75 of those (1.0%) had entered the fitness to practise process in the past 12 months. This was comprised of 3,500 regulated profession staff working in adult social care, where fewer than 25 had entered the process (0.6%), and 3,500 regulated profession staff working in children's social care where 50 had entered the process (1.4%).

3.6.2 A note about low response rates

The following section explains the complications of having a small number of local authorities providing data for indicators.

Low base (or a small sample size): A low base means that we have a small number of local authorities telling us about their workforce for some indicators.

Low Response Rate: A low response rate shows that a large number of local authorities did not collect data for some indicators. For example, many did not collect data, by ethnicity, about entering the fitness to practise process and many did not run a staff survey and therefore did not ask their workforce about experience of harassment, bullying or abuse. This low level of data from responding local authorities can introduce bias because the local authorities who did respond might differ from those who didn't.

Together, both factors – small sample size and low response rate – can undermine the accuracy of detailed findings, meaning the results from responding local authorities may not be applicable to those who did not respond, so results from responding local authorities can't be applied to all 73 SC-WRES local authorities nor to the whole sector, because they may not be representative of this larger population/group of employers.

Small sample sizes and low response rates are also more susceptible to variation or skewing, meaning results could be influenced more heavily by outliers or unusual responses from responding local authorities, which limits our ability to come to meaningful conclusions and makes it harder to break down results into detailed ethnicity groups or onto adults and children's local authority employers.

We **do** know that the results shown here are an accurate reflection of the responding local authorities. And we have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

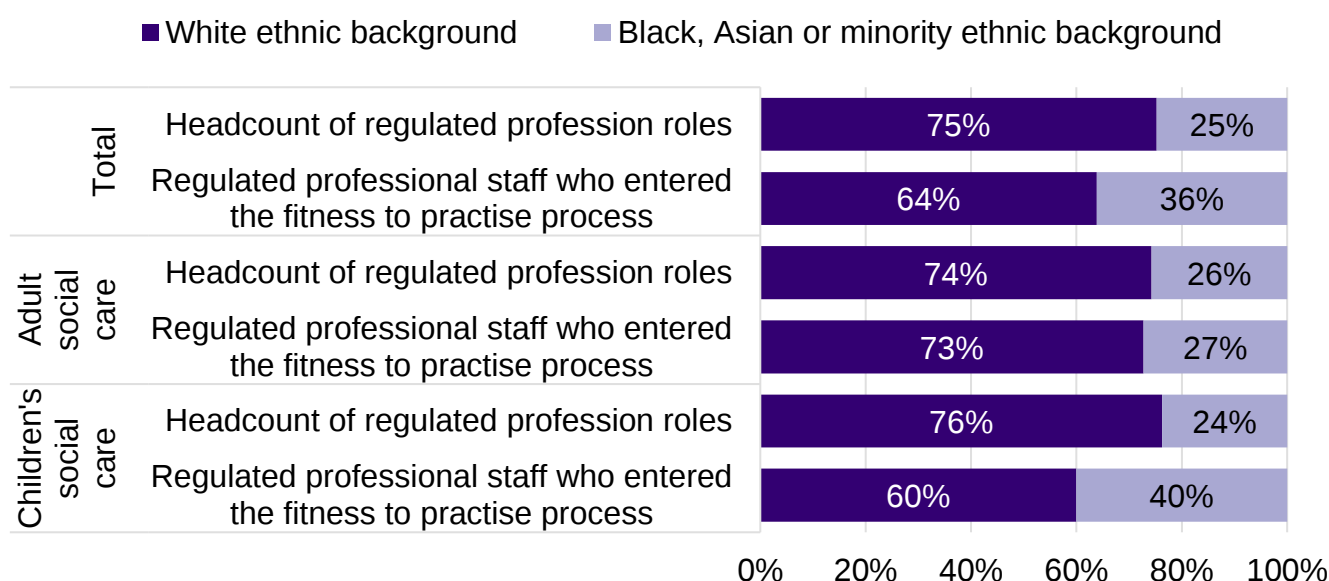
3.6.3 Regulated professionals who entered the fitness to practise process

The chart below shows that 64% of the 75 regulated profession staff who entered the fitness to practise process in the past year had a white ethnic background and 36% had a Black, Asian or minority ethnic background. Analysis is not shown by detailed ethnicity groups for this indicator due to low bases and to protect anonymity

Chart 12. Proportion of staff who entered the formal disciplinary process, summary of two ethnicity groups

Base. 27 adult social care local authorities and 17 children's social care local authorities

Source. SC-WRES, 2024



3.6.4 Relative likelihood

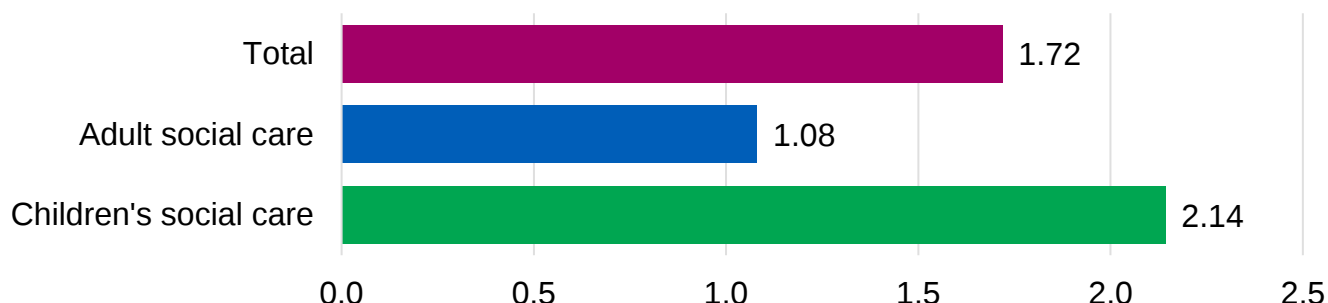
A relative likelihood is a number that indicates the extent to which two groups differ in their likelihood of experiencing an outcome. For SC-WRES, that is the likelihood of people from a Black, Asian or minority ethnic background experiencing the outcomes of each indicator compared to staff from a white background. The closer the number is to 1 the more similar the experiences are.

The relative likelihood of regulated professionals (at employers providing data to the SC-WRES) from a Black, Asian or minority ethnic background entering the fitness to practise process compared to staff from a white ethnic background differed between adult social care local authority employees and children's social care employees. The likelihood of entering the fitness to practise process was 8% higher for regulated professionals from a Black, Asian or minority ethnic background working in the adult social care sector compared to 114% higher in the children's social care sector.

Chart 13. Relative likelihood of staff in regulated professions from a Black, Asian or minority ethnic background entering the fitness to practise process compared to staff from a white ethnic background

Base. 27 adult social care local authorities and 17 children's social care local authorities

Source. SC-WRES, 2024



Unlike other indicators, there are not yet clear examples in action plans on fitness to practise. This will likely change with more action plan submissions and doesn't mean work is not happening in this area.

3.7 SC-WRES Indicator 5: Funded non-mandatory CPD

LA Adult employers

- **41** (56%) of LAs responded.
- **16,500** staff accessed funded non-mandatory CPD.

LA Children's employers

- **23** (53%) of LAs responded.
- **9,250** staff accessing funded non-mandatory CPD.

Results from employers responding to the SC-WRES showed that staff from a Black, Asian or minority ethnic background were 5% more likely to access funded non-mandatory continuous professional development (CPD) in the 12 months prior to the data collection period, as compared to staff from a white ethnic background (a relative likelihood of 1.05). Staff from a Black, Asian or minority ethnic background were 3% more likely in adult social care services and 9% more likely in children's social care services.

We know "stretch opportunities" (acting up, secondments, involvement in project teams) and CPD are important contributors to career progression, but these are often accessed informally. This metric supports a more transparent and reflective approach to how such opportunities are made available to staff.

3.7.1 Response rate

Analysis is based on 56% (41 of 73) of adult social care local authorities and 53% (23 of 43) of children's social care local authorities. Some local authorities did not have any data available for

this indicator, and some were excluded based on data quality or deviations from the definition of the indicator.

The data shown here is based on 25,700 employees where their ethnicity was known who had accessed funded non-mandatory continuous professional development (CPD) in the last 12 months. This was comprised of 16,500 adult social care employees and 9,250 children's social care employees.

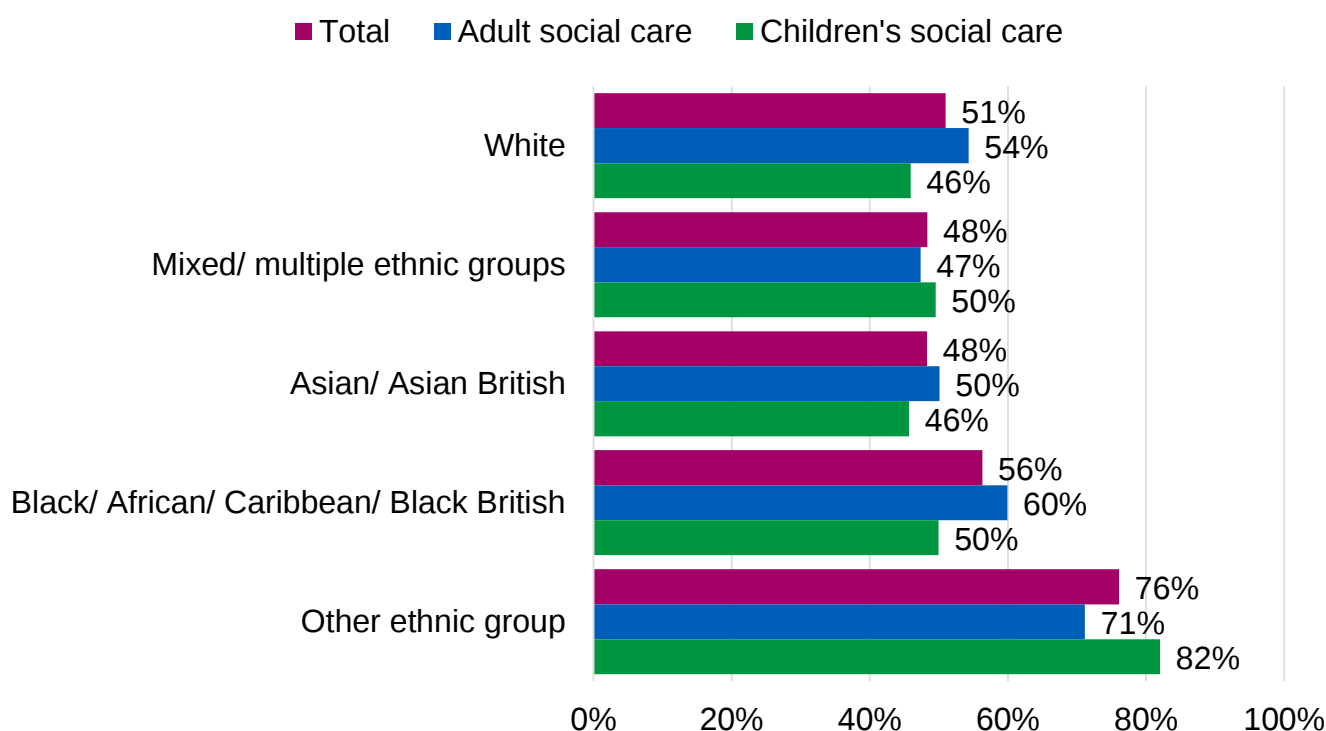
3.7.2 Staff accessing funded non-mandatory CPD, by ethnic group

Just over half (55%) of adult social care employees and just under half (47%) of children's social care employees accessed funded non-mandatory CPD in the last 12 months. The chart below shows the proportion all staff that accessed funded non-mandatory CPD by ethnicity.

Chart 14. Staff accessing funded non-mandatory CPD, detailed ethnicity groups

Base. 41 adult social care local authorities and 23 children's social care local authorities

Source. SC-WRES, 2024



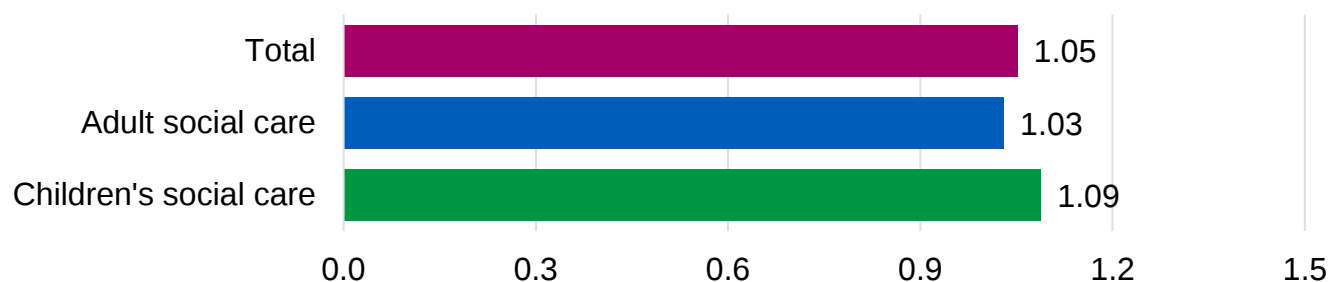
3.7.3 Relative likelihood

Results from employers responding to the SC-WRES showed that staff with a Black, Asian or minority ethnic background were 5% more likely to access funded non-mandatory CPD in the last 12 months as compared to staff with a white ethnic background (a relative likelihood of 1.05). The increased likelihood was 3% in adult social care services and 9% in children's social care services.

Chart 15. Relative likelihood of staff accessing funded non-mandatory CPD by service

Base. 41 adult social care local authorities and 23 children's social care local authorities

Source. SC-WRES, 2024

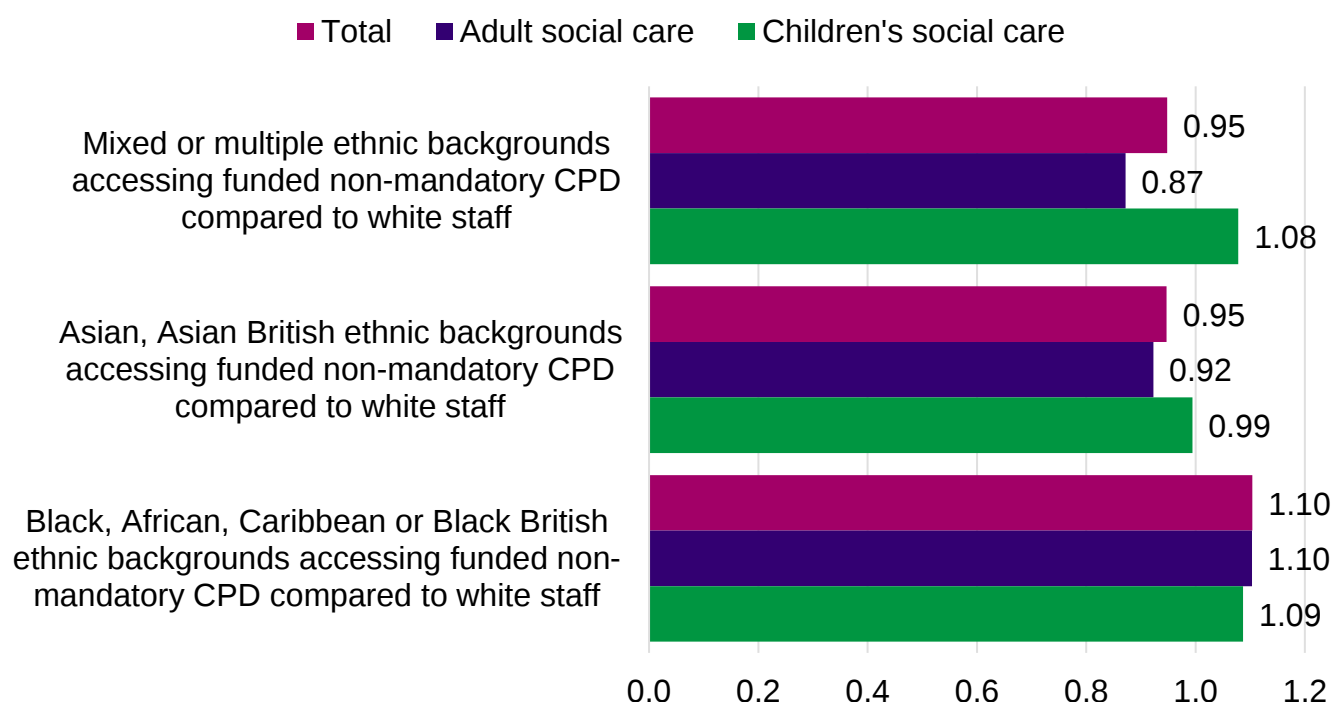


The chart below shows how the likelihood of accessing funded non-mandatory CPD for staff from different ethnic backgrounds compared to staff from white ethnic backgrounds.

Chart 16. Relative likelihood of staff accessing funded non-mandatory CPD, detailed ethnicity groups

Base. 41 adult social care local authorities and 23 children's social care local authorities

Source. SC-WRES, 2024



We also looked at how the likelihood of accessing funded non-mandatory CPD differed between people from different ethnic backgrounds. Staff from an Asian or Asian British ethnic background were slightly less likely to access funded non-mandatory CPD compared to staff with a Black, African, Caribbean or Black British ethnic background, with a relative likelihood of 0.86 (0.84 within adult social care and 0.91 within children's social care).

3.7.4 Examples from phase 1 local authority action plans

Brighton and Hove City Council promotes equal access to learning and career development through:

- **Fair learning opportunities:** Ensures learning and career development are consistently and fairly discussed in performance reviews for all staff.
- **Targeted support:** Line managers lead career conversations and offer job shadowing, mentoring, acting-up opportunities, and other development pathways, addressing barriers to access.

3.8 SC-WRES Indicator 6: Harassment, bullying or abuse from service users, relatives or the public

LA Adult employers

- **13** (18%) of LAs responded.
- **4,050** staff completed LA staff survey.
- **525** staff experience harassment, bullying or abuse from service users, relatives or the public.

LA Children's employers

- **7** (16%) of LAs responded.
- **2,900** staff completed LA staff survey.
- **325** staff experience harassment, bullying or abuse from service users, relatives or the public.

We do know the results shown here are an accurate reflection of the responding local authorities however we need to collect more data to understand to what extent ethnicity has an effect on this indicator.

Within responding local authorities, staff from a Black, Asian or minority ethnic background were 35% less likely to experience harassment, bullying or abuse from people who use social care, relatives, or the public in the 12 months prior to data collection, compared to staff from a white ethnic background (a relative likelihood of 0.65). This experience was similar for adult social care employees at 34% less likely and children's social care employees at 40% less likely.

We do know that the results shown here are an accurate reflection of the responding local authorities, however our conclusion is that next year we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from people who use social care, relatives or the public. We have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

An important note about understanding or interpreting this information

In 2024 13 adult and 7 children's social care local authority employers provided data (of usable quality) for this SC-WRES indicator. It was found that staff from a Black, Asian or minority ethnic background were **36% less** likely to experience harassment, bullying or abuse from people who

use social care, relatives, or the public in the 12 months prior to data collection, compared to staff from a white ethnic background.

In 2023 6 adult and 5 children's adult social care local authority employers provided data (of usable quality) for this SC-WRES indicator. It was found that staff from a Black, Asian or minority ethnic background were **20% more** likely to experience harassment, bullying or abuse from people who use social care, relatives, or the public in the 12 months prior to data collection, compared to staff from a white ethnic background.

These two different groups (or samples) of local authority employers show two quite different outcomes for staff with a Black, Asian or minority ethnicity. Upon reviewing the data from both 2023 and 2024, it is evident that the two results are not directly comparable because the responses are from almost entirely different local authority employers. This shift in the sample group means that the data from each year reflects different sets of employers, which could introduce variations due to differing characteristics, contexts, or other factors specific to the employers in each group and the difference should not be interpreted as a trend.

Please also see section 3.6.2 about the effects of low bases and a small sample size. In summary a small sample sizes and low response rate (as seen in this indicator) are also more susceptible to variation or skewing, meaning results could be influenced more heavily by outliers or unusual responses from responding local authorities, which limits our ability to come to meaningful conclusions and makes it harder to break down results into detailed ethnicity groups or onto adults and children's local authority employers.

The 2024 results compared to the 2023 results could be due to these three factors - a different sample group, a small sample size and/or a low response rate - rather than reflecting true year-on-year changes.

Our conclusion is that next year, we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from people who use social care, relatives or the public.

We **do** know that the results shown here are an accurate reflection of the responding local authorities. And we have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

3.8.1 Response rate

Analysis is based on 18% (13 of 73) of adult social care local authorities and 16% (7 of 43) of children's social care local authorities. The information from these indicators was collected via a staff survey but not all local authorities carried out the survey.

The analysis below is based on 6,950 employees who completed the staff survey and whose ethnicity was known, from which 850 (12%) reported experiencing harassment, bullying or abuse from 'service users, relatives or the public' in the last 12 months. For adult social care,

4,050 employees completed the staff survey and 525 (13 %) of those reported experiencing harassment, bullying or abuse from 'service users, relatives or the public', and for children's social care, 2,900 employees completed the staff survey and 325 (11.%) of those reported experiencing harassment, bullying or abuse from 'service users, relatives or the public'.

Analysis is not shown by detailed ethnicity groups for this indicator, due to low bases and a small sample size, to protect anonymity.

3.8.2 Psychological safety

In the book [Psychological Safety](#) by Amy Edmonson, there is reference to people from minority ethnic backgrounds needing to feel psychologically safe to report bullying. Positive psychological safety enables staff to be confident that if they speak up, they will be heard, listened to and treated with respect rather than unseen and unheard. Although the response rate of local authorities was low, meaning most did not collect data in this area, it is important to consider the psychological safety of the staff who did respond to staff surveys ran by the local authority employers.

When supporting local authorities participating in the 2025 SC-WRES programme to better collect information about indicator 6 and indicator 7, we will encourage steps to consider and ensure that the workforce feels psychologically safe to report experiences of harassment, bullying or abuse.

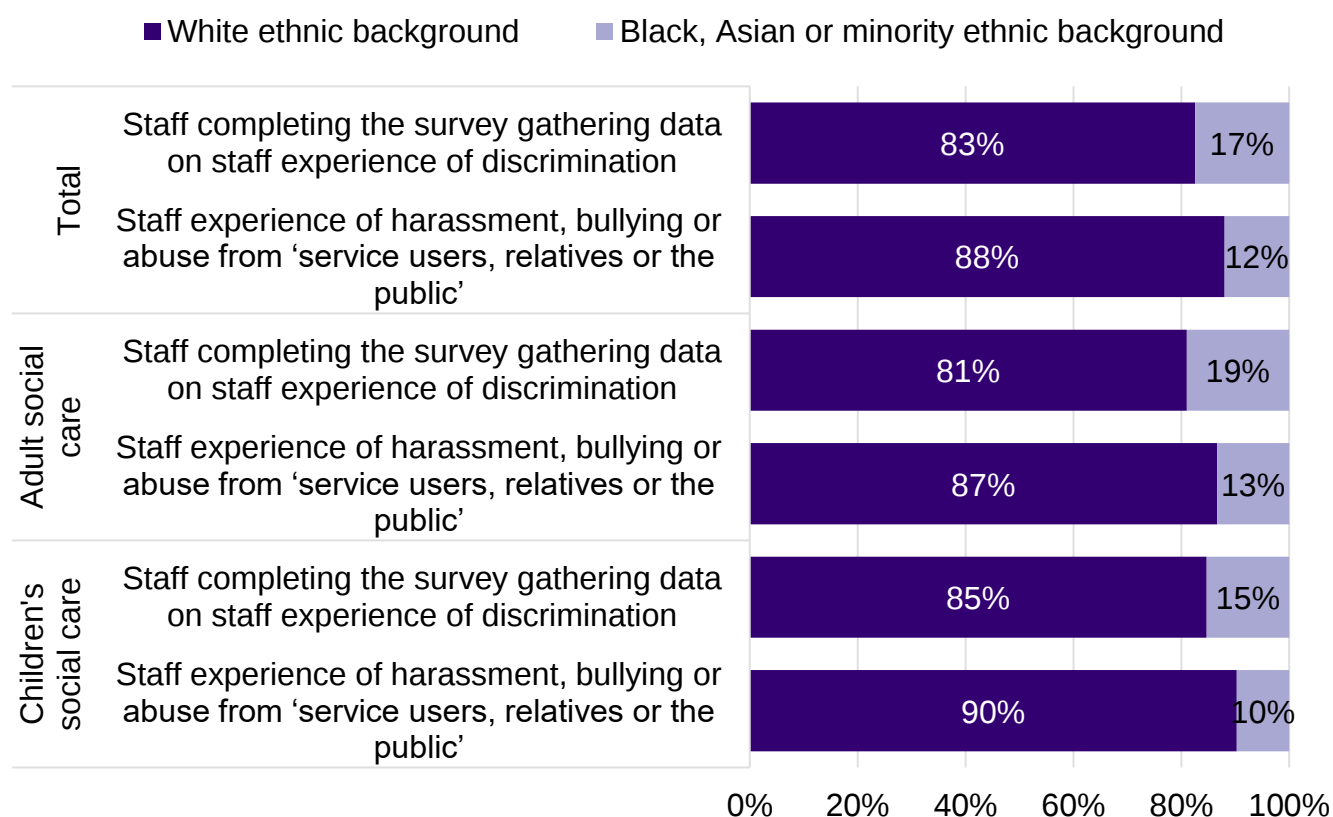
3.8.3 Ethnicity of staff reporting harassment, bullying or abuse from service users, relatives or the public

The chart below shows that of the 850 staff who reported experiencing harassment, bullying or abuse from service users, relatives or the public in the last 12 months, 88% were from a white ethnic background and 12% were from a Black, Asian or minority ethnic background.

Chart 17. Proportion of staff who reported experiencing harassment, bullying or abuse from service users, relatives or the public, summary of two ethnicity groups

Base. 13 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024

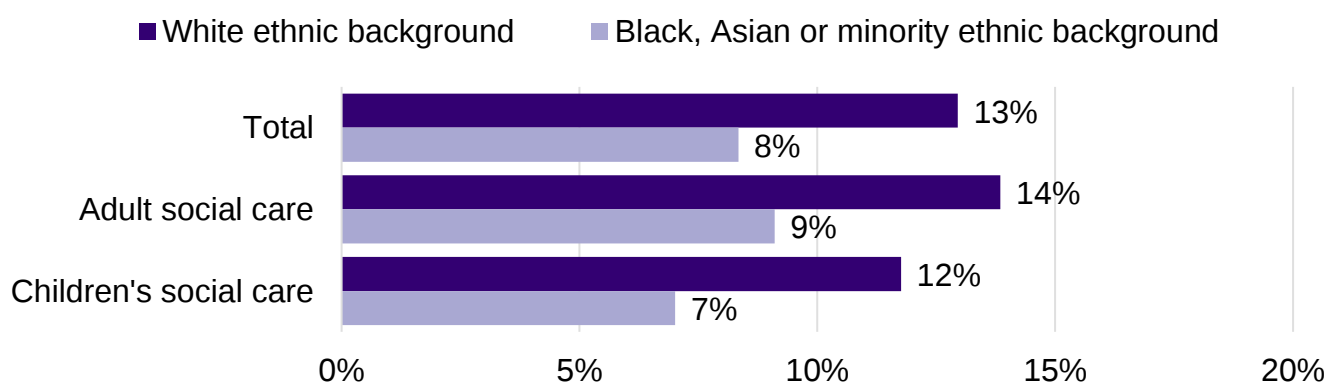


Overall, 12% of staff who completed the survey reported experiences of experiencing harassment, bullying or abuse. The chart below shows the ethnicity of staff who completed the survey and reported experiencing harassment, bullying or abuse. It shows that 13% of staff with a white ethnic background reported experiences of experiencing harassment, bullying or abuse compared to 8% of staff with a Black, Asian or minority ethnic background.

Chart 18. Proportion of staff who completed the staff survey and reported experiencing harassment, bullying or abuse by ethnicity and service

Base. 13 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024



3.8.4 Relative likelihood

Of the people completing the staff surveys within responding local authorities, staff from a Black, Asian or minority ethnic background were 36% less likely to experience harassment, bullying, or abuse from people who use social care, relatives, or the public in the last 12 months, compared to staff from a white ethnic background (a relative likelihood of 0.64). This experience was similar for adult social care employees and children's social care employees, at 34% and 40% less likely respectively.

Chart 19. The relative likelihood of staff from a Black, Asian or minority ethnicity experiencing harassment, bullying or abuse from service users, relatives or the public compared to staff from a white ethnic background

Base. 13 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024



3.8.5 Examples from phase 1 local authority action plans

Lancashire County Council strengthens its approach to bullying and harassment through:

- **Staff Surveys:** Following staff surveys, addressing bullying, harassment and abuse has been highlighted as one of the top four priority areas within the whole organisation.
- **Updated Training & Frameworks:** Equalities training now includes SC-WRES - and the Managers Journey training programme includes components on Policy Essentials and Key Conversations that complement the SC-WRES.
- **Incident Reporting & Engagement:** A safety incident recording system now identifies harassment, bullying, and abuse related to race and other protected characteristics. Face-to-face training sessions also provide a platform for staff to share experiences and suggest improvements.

3.9 SC-WRES Indicator 7: Harassment, bullying or abuse from colleagues and managers

Adult and children's employers

- **10** (14%) of adult LAs responded
- **7** (16%) of children's LAs responded
- **5,800** staff completing adult and children's LA staff surveys
- Staff experienced harassment, bullying or abuse from:
 - colleagues: **300**
 - managers: **250**

We do know the results shown here are an accurate reflection of the responding local authorities however we need to collect more data to understand to what extent ethnicity has an effect on this indicator.

At responding local authorities, staff from a Black, Asian or minority ethnic background were 28% less likely to experience harassment, bullying or abuse from colleagues in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.72).

At responding local authorities, staff from a Black, Asian or minority ethnic background were 12% less likely to experience harassment, bullying or abuse from managers in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.88).

We do know that the results shown here are an accurate reflection of the responding local authorities however our conclusion is that next year, we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from colleagues and from managers. We have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

An important note about understanding or interpreting this information

In 2024 10 adult and 7 children's social care local authority employers provided data (of usable quality) for this SC-WRES indicator. It was found that staff from a Black, Asian or minority ethnic background were **28% less** likely to experience harassment, bullying or abuse from colleagues, and **12% less** likely from managers, in the last 12 months compared to staff from a white ethnic background.

In 2023 6 adult and 5 children's adult social care local authority employers provided data (of usable quality) for this SC-WRES indicator. It was found that staff from a Black, Asian or minority ethnic background were **30% more** likely to experience harassment, bullying or abuse from colleagues, and **90% more** likely from managers, in the last 12 months compared to staff from a white ethnic background.

These two different groups (or samples) of local authority employers show two quite different outcomes for staff with a Black, Asian or minority ethnicity. Upon reviewing the data from both 2023 and 2024, it is evident that the two results are not directly comparable because the responses are from almost entirely different local authority employers. This shift in the sample group means that the data from each year reflects different sets of employers, which could introduce variations due to differing characteristics, contexts, or other factors specific to the employers in each group and the difference should not be interpreted as a trend.

Please also see section 3.6.2 about the effects of low bases and a small sample size. In summary a small sample sizes and low response rate (as seen in this indicator) are also more susceptible to variation or skewing, meaning results could be influenced more heavily by outliers or unusual responses from responding local authorities, which limits our ability to come to meaningful conclusions and makes it harder to break down results into detailed ethnicity groups or onto adults and children's local authority employers.

The 2024 results compared to the 2023 results could be due to these three factors- a different sample group, a small sample size and/or a low response rate- rather than reflecting true year-on-year changes.

Our conclusion is that next year, we need to collect more data about this indicator to understand to what extent ethnicity has an effect on the likelihood of staff experiencing harassment, bullying or abuse from colleagues and managers.

We **do** know that the results shown here are an accurate reflection of the responding local authorities and we have plans to support local authorities participating in the 2025 SC-WRES programme to better collect this information.

3.9.1 Response rate

Analysis is based on 14% (10 out of 73) of adult social care local authorities and 16% (7 out of 43) of children's social care local authorities. The information from these indicators was collected via a staff survey but not all local authorities carried out the survey, so the response rate was lower than other indicators.

Analysis is based on staff where ethnicity is known. In total, this was 5,800 staff who completed the staff survey, 300 of whom reported experiencing harassment, bullying or abuse from a colleague and 250 of whom reported experiencing harassment, bullying or abuse from a manager.

Analysis is not shown by detailed ethnicity groups nor by adult social care/children's social care employers for this indicator, due to low bases and a small sample size, to protect anonymity.

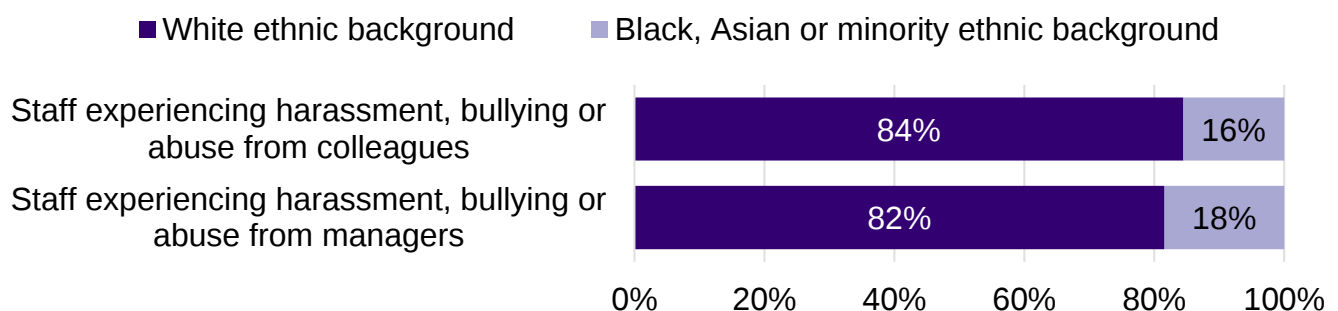
3.9.2 Ethnicity of staff experiencing harassment, bullying or abuse from a colleague or a manager

The chart below shows the ethnicity of the 300 staff who reported experiencing harassment, bullying or abuse from a colleague and the 250 staff who reported experiencing harassment, bullying or abuse from a manager in the last 12 months.

Chart 20. Proportion of staff who reported experiencing harassment, bullying or abuse from colleagues or managers, by ethnicity

Base. 10 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024

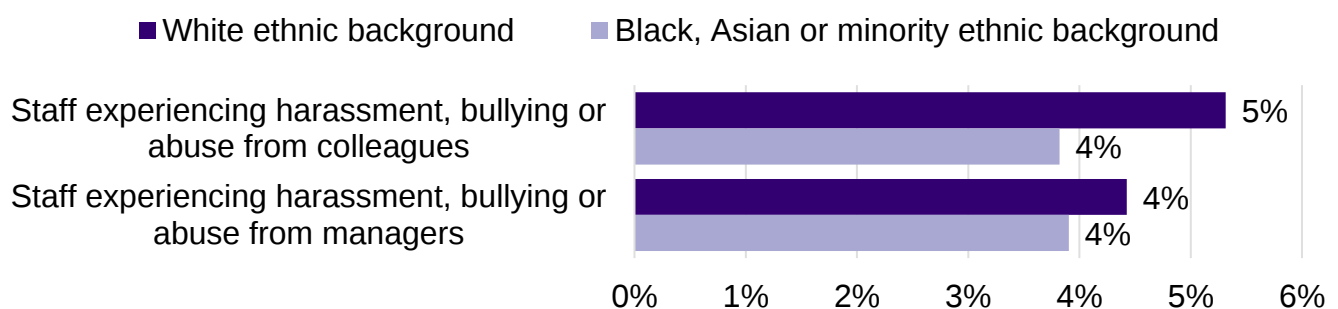


The chart below shows the ethnicity of staff who completed the staff survey and did report experiencing harassment, bullying or abuse.

Chart 21. Proportion of staff who completed the staff survey and reported experiencing harassment, bullying or abuse from colleagues or managers, by ethnicity

Base. 10 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024



3.9.3 Relative likelihood

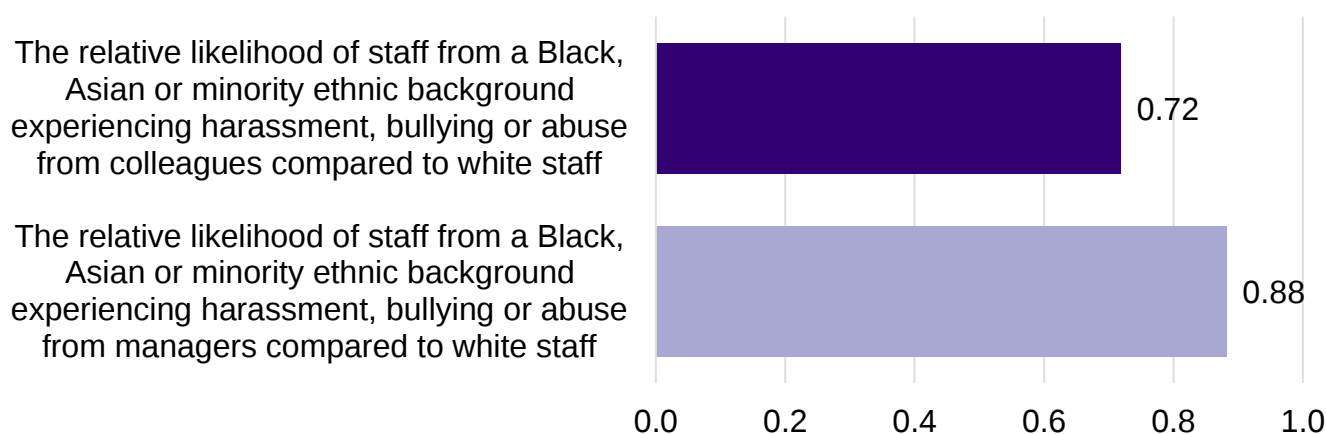
Of the people completing the staff surveys within responding local authorities, staff from a Black, Asian or minority ethnic background were 28% less likely to experience harassment, bullying, or abuse from colleagues in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.72).

Staff from a Black, Asian or minority ethnic background were 12% less likely to experience harassment, bullying, or abuse from managers in the last 12 months compared to staff from a white ethnic background (a relative likelihood of 0.88).

Chart 22. Relative likelihood of staff from a Black, Asian or minority ethnic background experiencing harassment, bullying or abuse from colleagues or managers in last 12 months compared to staff from a white ethnic background

Base. 10 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES, 2024



3.9.4 Examples from phase 1 local authority action plans

One council strengthens anti-racism efforts through:

- **Qualitative Research & Staff Engagement:** Research and engagement with staff from global majority backgrounds led to the implementation of new guidance and the development of an eLearning module on Anti-Racism in Practice: Eliminating Racism at Work.
- **Reflective Practice Workshops:** Enhanced in-person workshops for Directors, Heads of Service, team managers, and practice supervisors to explore anti-racist practice and address racism in the workplace.

3.10 SC-WRES Indicator 8: Turnover of directly employed staff

LA Adult employers

- **72** (99%) of LAs responded.
- Based on **50,900** employees and **5,550** leavers.

LA Children's employers

- **43** (100%) of LAs responded.
- Based on **31,100** employees and **4,450** leavers.

Many factors could affect someone's likelihood to leave their role, and their ethnicity is only one of them.

Results from employers responding to the SC-WRES showed that the likelihood of staff from a Black, Asian or minority ethnic background, employed in adult social care local authorities, leaving during the last 12 months was around the same compared to staff from a white ethnic background (a relative likelihood of 1.03).

Results from employers providing data to the SC-WRES showed that staff from a Black, Asian or minority ethnic background, employed in children's social care local authorities, were 21% more likely to leave during the last 12 months compared to staff from a white ethnic background (a relative likelihood of 1.21).

3.10.1 A note about causality

This indicator looks at the number of leavers in the past 12 months by an employee's ethnicity. It should be noted that there are lots of factors that can affect an employee's choice to leave, and their ethnicity is only one of those factors. These factors are not collected as part of the SC-WRES.

There is a chapter in the [State of the adult social care sector and workforce report](#) that looks at factors affecting care worker turnover rates. Its key findings were that the sector has difficulty retaining younger staff, care workers were more likely to leave soon after starting their role, or if they are on a zero-hours contract, and that care workers recruited internationally were less likely to leave.

There are also other factors that could affect an employee's propensity to leave their role, including:

- **Job satisfaction:** Low levels of job satisfaction, including dissatisfaction with the role, workload, or working environment.
- **Pay and benefits**
- **Workload and stress:** Social care roles can be emotionally and physically demanding. High levels of stress, burnout, and heavy caseloads could contribute to employees leaving.
- **Management and leadership:** Effective leadership plays a key role in retention.
- **Training and development opportunities:** Lack of career progression or insufficient training opportunities may lead employees to seek other opportunities where they can grow and develop.
- **Workplace culture and environment:** A negative workplace culture, including poor relationships between staff or lack of teamwork, can cause employees to leave.
- **Recognition and appreciation:** Employees who feel that their work is not recognised or valued are more likely to leave.
- **Personal circumstances:** Employees may leave for reasons unrelated to the job itself.
- **External job market conditions:** If there are better opportunities or competitive offers from other employers, employees may be more likely to leave for higher-paying or less stressful roles.

It is important to consider these factors alongside the ethnicity of the worker when interpreting the results for this indicator.

3.10.2 Response rate

Data availability for this indicator was high, with 99% (72 of 73) of adult local authority employers and 100% (43 of 43) of children's social care employers providing the number of leavers by ethnicity information for this indicator.

Analysis below includes staff where ethnicity was known. Analysis was based on 85,000 employees and 9,950 leavers in the past 12 months. This was 50,900 employees from adult social care and 5,550 leavers, and 34,100 employees from the children's sector and 4,450 leavers.

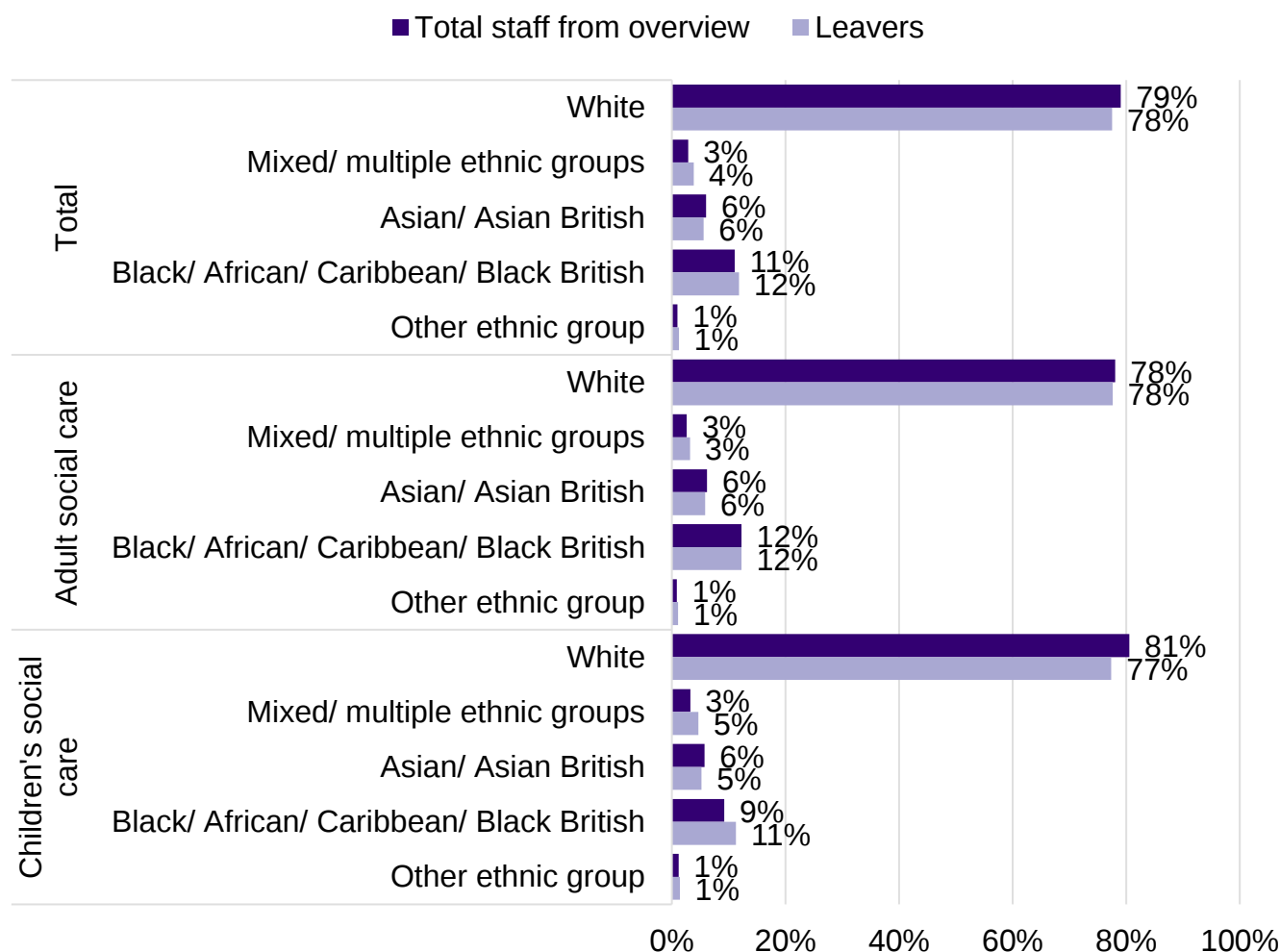
3.10.3 Proportion of leavers in the past 12 months

The chart below shows that the proportion of leavers by ethnicity closely matches that of the overall ethnic profile of responding local authorities.

Chart 23. Proportion of total staff from overview and leavers in the past 12 months, detailed ethnicity groups

Base. 72 adult social care local authorities and 43 children's social care local authorities

Source. SC-WRES, 2024



3.10.4 Turnover rate by ethnicity

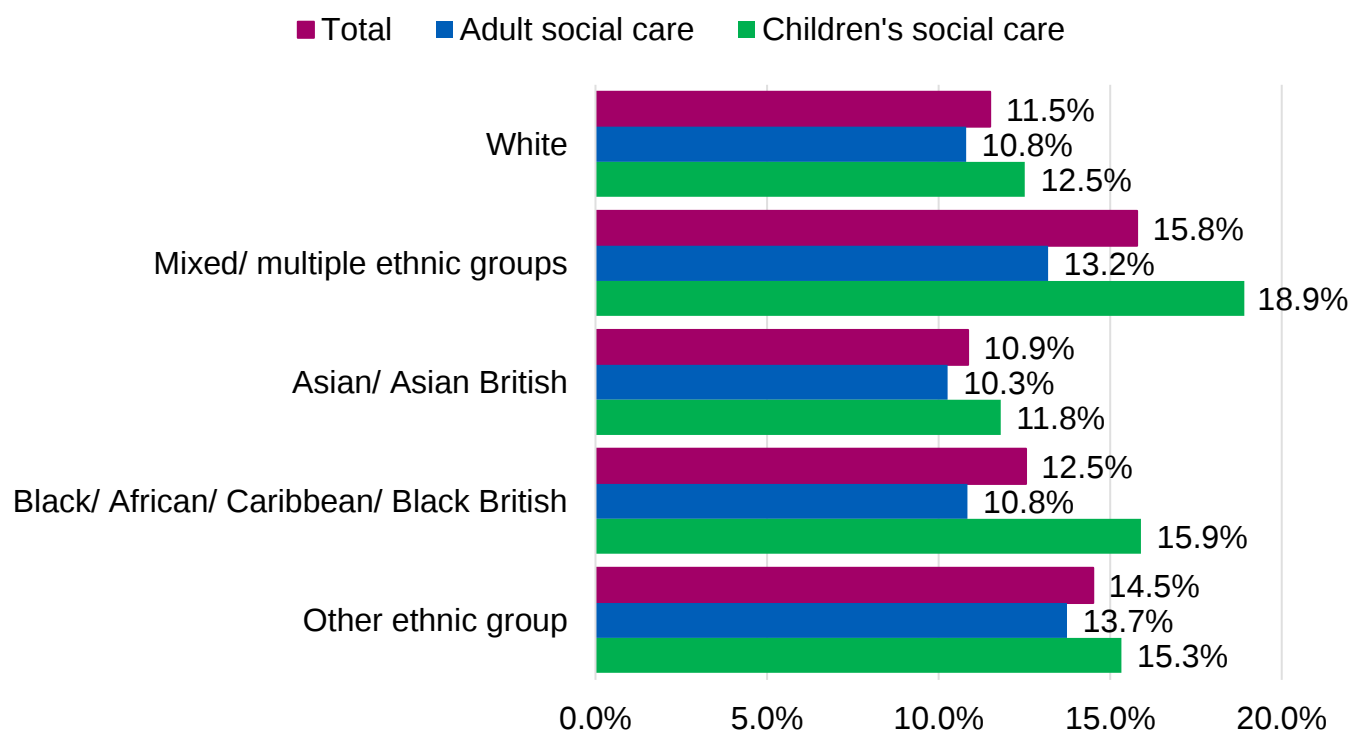
To calculate the staff turnover rate for the SC-WRES, the number of leavers was divided by the number of employees. The number of employees is taken from the staff recorded in the staff overview question. The Skills for Care estimate of turnover of adult social care staff leaving their posts in the past 12 months within local authority employers was 12.5% in 2024/25.

The chart below shows turnover rates of different ethnicity groups for the responding local authorities. It shows that turnover rates were lower for adult social care employees than children's social care employees for all ethnicity groups shown below.

Chart 24. Staff turnover rate by ethnicity

Base. 72 adult social care local authorities and 43 children's social care local authorities

Source. SC-WRES, 2024



3.10.5 Relative likelihood

Results from employers providing data to the SC-WRES showed that employees from a Black, Asian or minority ethnic background were 10% more likely to leave their roles in the past 12 months compared to staff from a white ethnic background (a relative likelihood of 1.10).

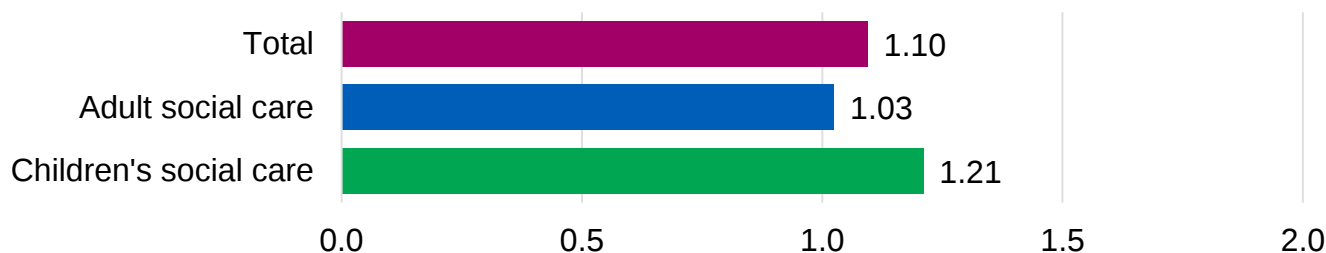
The likelihood of staff from a Black, Asian or minority ethnic background, employed by adult social care local authority employers, leaving during the last 12 months compared to staff from a white ethnic background was around the same (a relative likelihood of 1.03).

Staff from a Black, Asian or minority ethnic background employed by children's social care local authority employers were 21% more likely to leave during the last 12 months compared to staff from a white ethnic background (a relative likelihood of 1.21).

Chart 25. Relative likelihood of staff leaving the organisation during the last 12 months by service

Base. 72 adult social care local authorities and 43 children's social care local authorities

Source. SC-WRES, 2024



The chart below shows the relative likelihood of people from different ethnicity groups leaving their role in the past 12 months compared to staff from a white ethnic background.

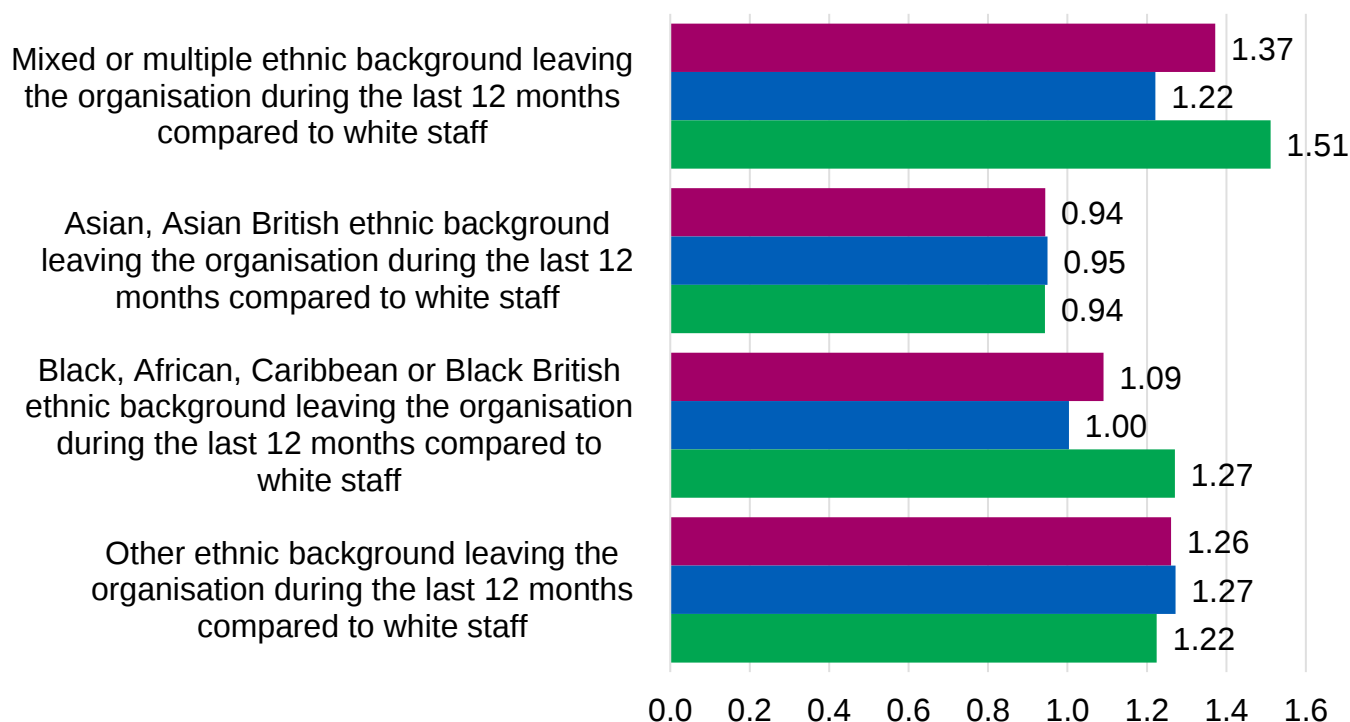
Chart 26. Relative likelihood of staff leaving the organisation during the last 12 months compared to staff from a white ethnic background by ethnicity

Base. 72 adult social care local authorities and 43 children's social care local authorities

Source. SC-WRES, 2024

The relative likelihood of staff from...

■ Total ■ Adult social care ■ Children's social care



Looking in more detail at the different experiences of people from different ethnic backgrounds, staff from an Asian or Asian British ethnic background were 6% more likely to leave their role in adult social care and 35% more likely in children's social care compared to staff from a Black, African, Caribbean or Black British ethnic background.

3.10.6 Examples from phase 1 local authority action plans

Richmond and Wandsworth Councils address staff retention:

- **Stay Interviews:** Conducted with newly qualified social workers (NQSWs) at the 6-9 month mark to improve retention. The interviews explore what attracts NQSWs to the role, what they enjoy and what challenges they face. It also assesses support needs and future career interests, aiming to address issues such as workplace discrimination.
- **Annual Review:** Themes collected from these interviews are reviewed annually by senior management, highlight the importance of supportive managers, cohesive teams, manageable caseloads and support when challenges arise in retaining staff.

3.11 SC-WRES Indicator 9: Senior manager membership

LA Adult employers

- **71** (97%) of LAs responded.
- **1,300** people in senior management roles.

LA Children's employers

- **41** (95%) of LAs responded.
- **950** people in senior management roles.

At responding local authorities, there was a smaller proportion of staff with a Black, Asian or minority ethnic background in senior management positions (12%) compared to the overall workforce (20%).

Staff from a Black, Asian or minority ethnic background were 45% less likely be in senior manager roles compared to staff with a white ethnic background (a relative likelihood of 0.55). Staff were around half as likely (48%) in adult social care (a relative likelihood of 0.52) and 39% less likely in children's social care (a relative likelihood of 0.61).

3.11.1 Response rate

Analysis is based on 97% (71 of 73) of adult social care local authorities and 95% (41 of 43) of children's social care local authorities. Analysis is based on 2,250 staff with a known ethnicity in senior management roles, comprised of 1,300 staff from adult social care and 950 from children's social care.

Overall, 2% of total staff recorded by local authority employers were in senior manager roles (2% for adult social care and 3% for children's social care).

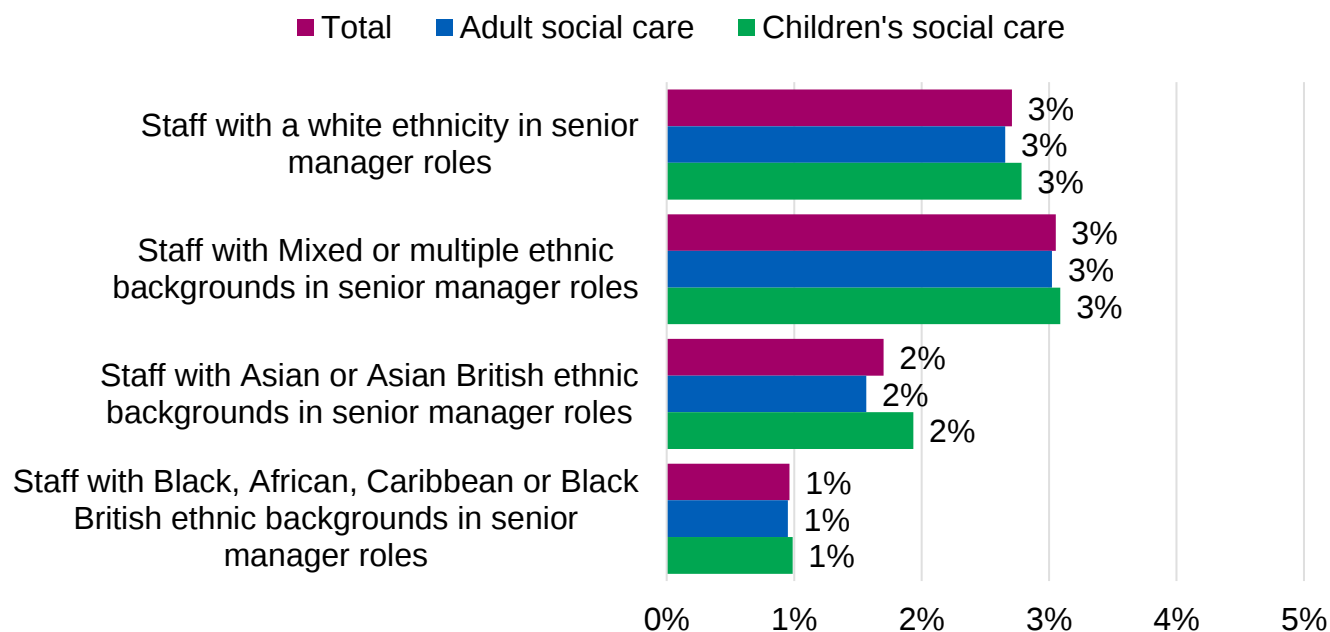
3.11.2 Number of senior manager roles by ethnicity

The chart below shows the proportion of all staff that were in senior management roles by ethnicity. It shows that across all employers, 3% of staff from a white ethnic background and 3% of staff from a mixed/multiple ethnic background were in senior membership roles.

Chart 27. Proportion of staff that were in senior management roles, by ethnicity

Base. 71 adult social care local authorities and 41 children's social care local authorities

Source. SC-WRES, 2024

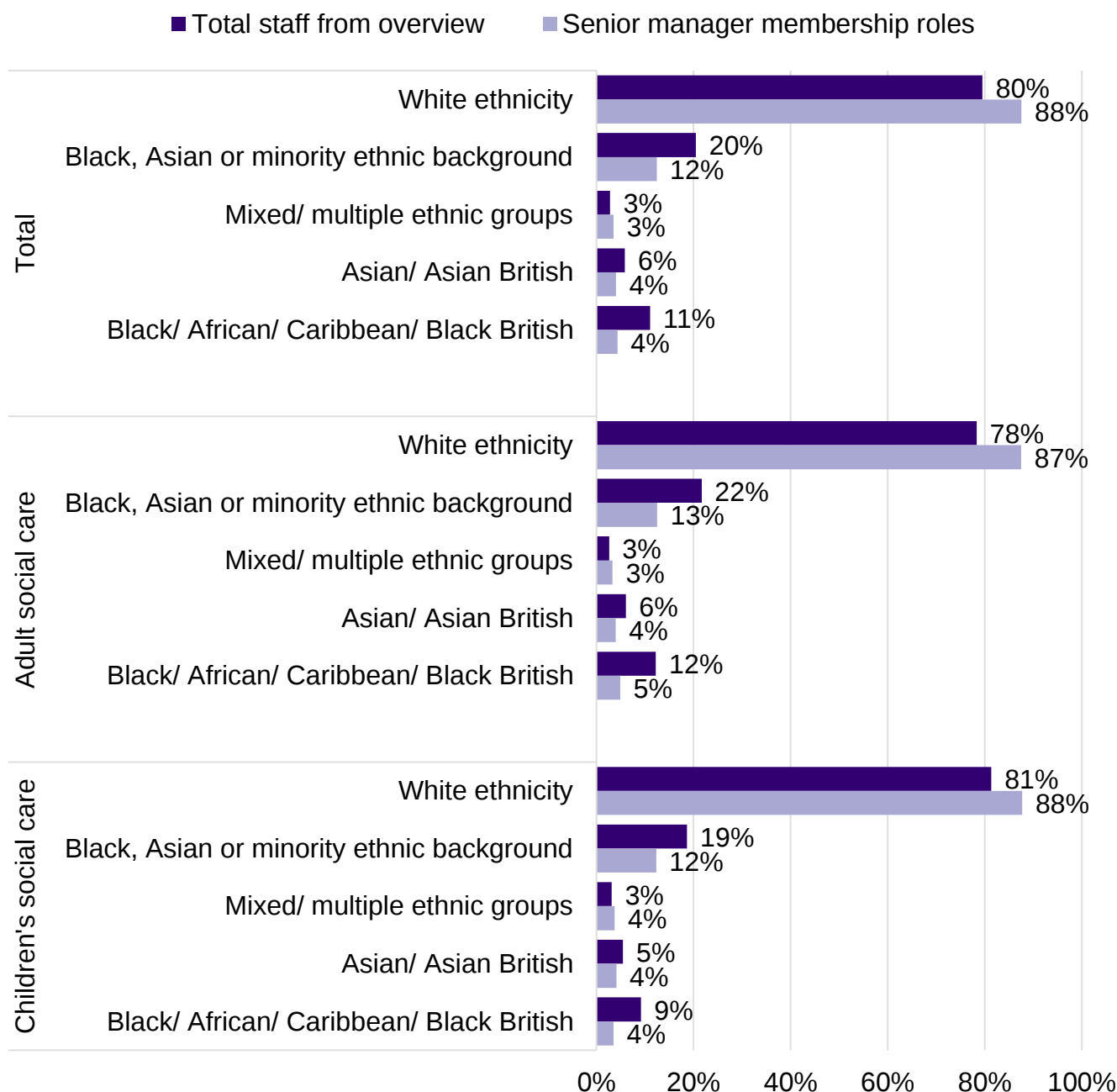


The chart below shows that, at responding local authorities, there was a smaller proportion of staff with a Black, Asian or minority ethnic background in senior management positions (12%) compared to the overall workforce (20%).

Chart 28. Ethnicity of staff in senior manager roles

Base. 71 adult social care local authorities and 41 children's social care local authorities

Source. SC-WRES, 2024



3.11.3 Relative likelihood

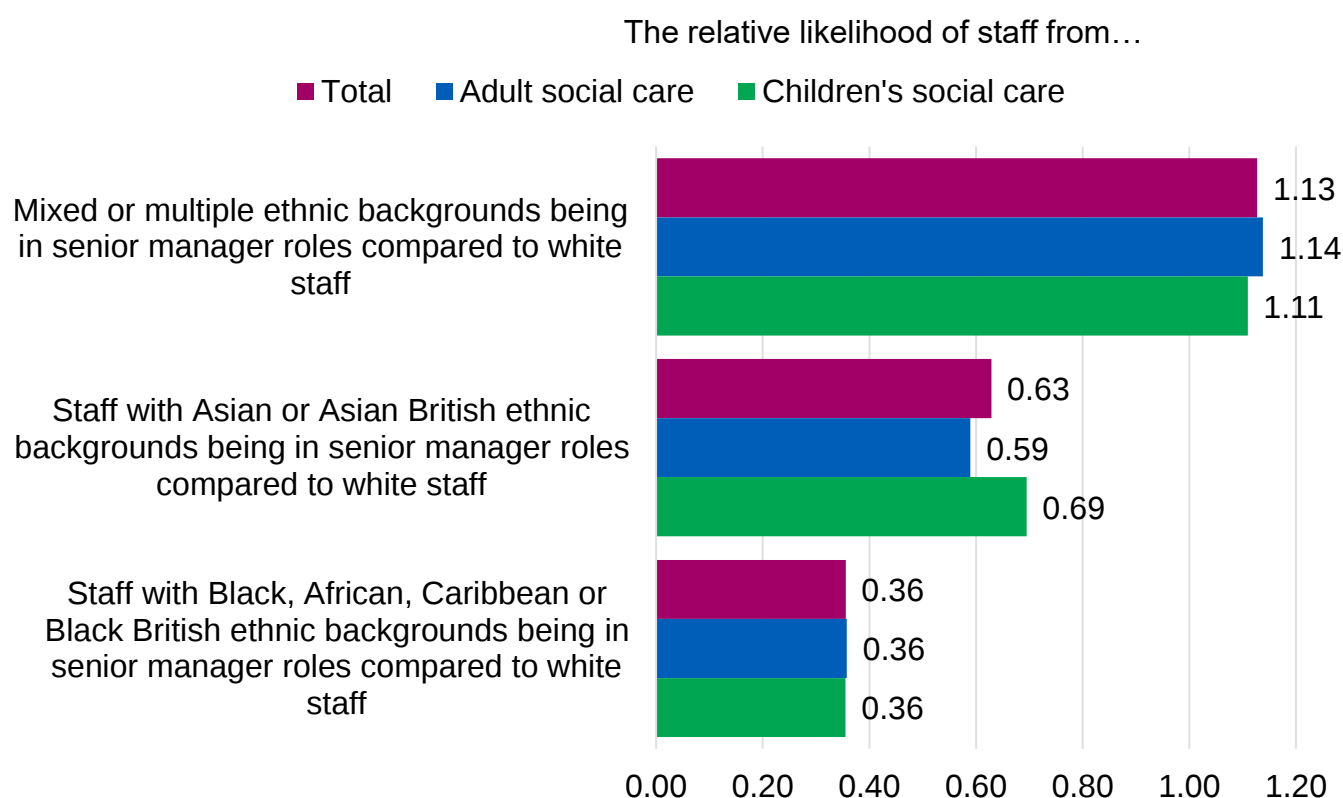
Results from employers providing data to the SC-WRES showed that employees from a Black, Asian or minority ethnic background were 45% less likely be in senior manager roles compared to staff from a white ethnic background (a relative likelihood of 0.55). They were 48% less likely in adult social care (a relative likelihood Of 0.53) and 39% less likely in children's social care (a relative likelihood of 0.61).

The chart below shows that staff from a mixed/multiple ethnic background were 13% more likely to be in senior manager roles compared to staff from a white ethnic background (a relative likelihood of 1.13). However, staff from an Asian or Asian British ethnic background were 37% less likely (a relative likelihood of 0.63), and staff from a Black, African, Caribbean or Black British ethnic background were 64% less likely to be in senior manager roles compared to staff from a white ethnic background (a relative likelihood of 0.36).

Chart 29. Relative likelihood of staff being in senior management roles compared to staff from a white ethnic background by ethnicity

Base. 71 adult social care local authorities and 41 children's social care local authorities

Source. SC-WRES, 2024



3.11.4 Examples from phase 1 local authority action plans

One council considered what can be done to build an inclusive culture and widen the recruitment pool for senior roles through:

- **Senior leadership responsibilities:** Senior leaders are crucial in recognising barriers to progression and fostering an inclusive organisational culture.
- **Widening the recruitment Pool:** Collaboration with recruitment partners to cast a wider net for senior roles, aiming to attract a more diverse talent pool for senior positions.
- **Inspiring career progression:** Providing opportunities for staff to hear from diverse senior leaders, to inspire Black, Asian, and minoritised ethnic staff.
- **Supporting career advancement:** Offering coaching and mentoring programs to empower Black, Asian, and minoritised ethnic staff in developing their skills and confidence.

3.12 Changes over time

This section looks at the number of local authority employers that participated in the SC-WRES in 2021, 2023, and 2024, and analyses how the experiences of staff from Black, Asian, or minority ethnic backgrounds, compared to those of staff from a white ethnic background, changed over that period.

While this analysis looks at data from 2021, 2023, and 2024, it is important to note that this is not sufficient information to establish a trend that is representative of the whole sector and only a small number of local authorities are included. Instead, it represents a comparison over time, highlighting how the relative likelihoods have changed for the local authorities that responded in all three periods

3.12.1 Indicator 2: Appointed from shortlist

9 local authorities provided data on this indicate in 2021, 2023 and 2024.	Between 2021, 2023 and 2024, applicants from a Black, Asian or minority ethnic background, within the responding local authorities, have faced a decreasing likelihood of being appointed from the shortlist compared to white applicants, although the gap has fluctuated.
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The likelihood of applicants from a Black, Asian or minority ethnic background being appointed from shortlist compared to applicants with a white ethnicity, within our sample, was 37% less likely in 2021, 51% less likely in 2023 and 39% less likely in 2024.

This analysis is based on nine local authorities: including eight local authorities providing information on their adult social care workforce and six providing information about their children's workforce **over the three years** of the SC-WRES.

Information from the nine local authorities who provided data to the SC-WRES for this indicator, in 2021, 2023 and 2024 showed that **applicants from a Black, Asian or minority ethnic background were less likely to be appointed from shortlist, across all three years, compared to applicants from a white ethnic background.** The chart below shows the fluctuation in the likelihood over that time.

In 2021 applicants from a Black, Asian or minority ethnic background were 37% less likely to be appointed from shortlist compared to applicants from a white ethnic background (a relative likelihood of 0.63), in 2023 staff were 51% less likely (0.49 likelihood) and in 2024 staff were 39% less likely (0.61 likelihood).

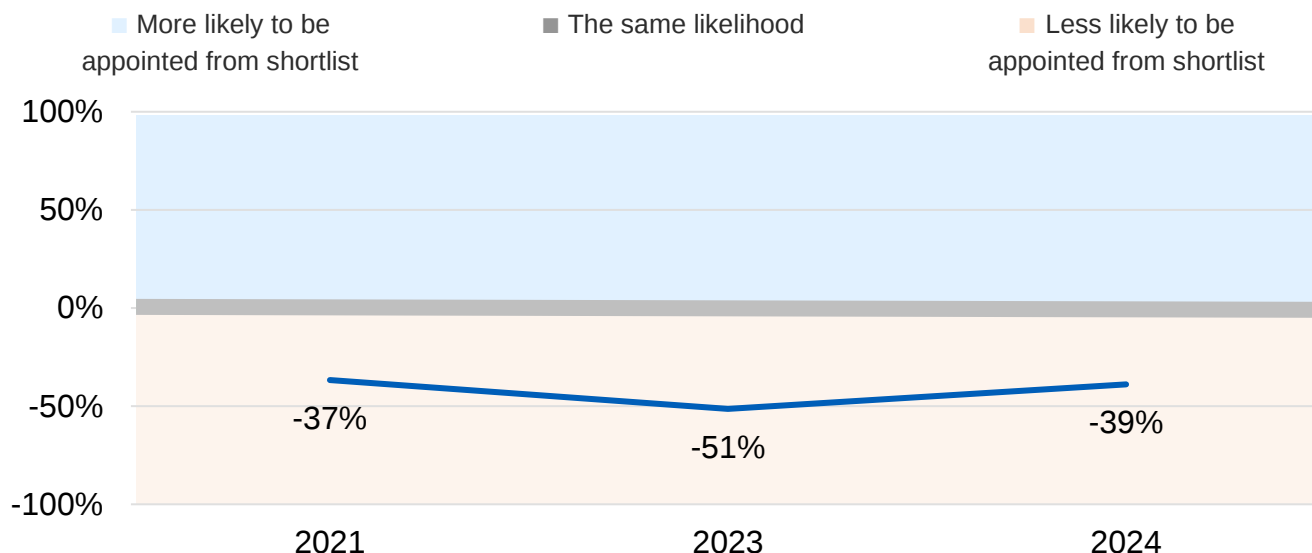
Over the three years, applicants from a Black, Asian or minority ethnic background, within the responding local authorities, have faced a decreasing likelihood of being appointed from the

shortlist compared to white applicants, although the gap has fluctuated, from 37% less likely in 2021 to 39% less likely in 2024, with a dip to 51% less likely in 2023 (based on 9 local authorities).

Chart 30. Likelihood applicants from a Black, Asian or minority ethnic background being appointed from shortlist compared to applicants from a white ethnic background

Base. 8 adult social care local authorities and 6 children's social care local authorities

Source. SC-WRES 2021, 2023 and 2024



3.12.2 Indicator 3: Disciplinary Process

9 local authorities provided data on this indicate in 2021, 2023 and 2024.	Between 2021, 2023 and 2024, applicants from a Black, Asian or minority ethnic background, within the responding local authorities, were more likely to enter the formal disciplinary process, compared to staff from a white ethnic background. However the likelihood decreased over the three years.
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In 2021 staff with a Black, Asian or minority ethnic background were, relatively 37% more likely to enter the formal disciplinary process, compared to staff from a white ethnic background, in 2023 staff were 29% more likely and in 2024 staff were 27% more likely.

This analysis is based on nine local authorities: nine local authorities providing information on their adult social care workforce and six also providing information about their children's workforce over the three years of the SC-WRES.

Information from the nine local authorities who provided data to the SC-WRES for this indicator, in 2021, 2023 and 2024 showed that **staff from a minority ethnic background were more likely to enter the formal disciplinary process over all three years, compared to staff from**

a white ethnic background in these nine local authorities. However, the likelihood decreased over the three years.

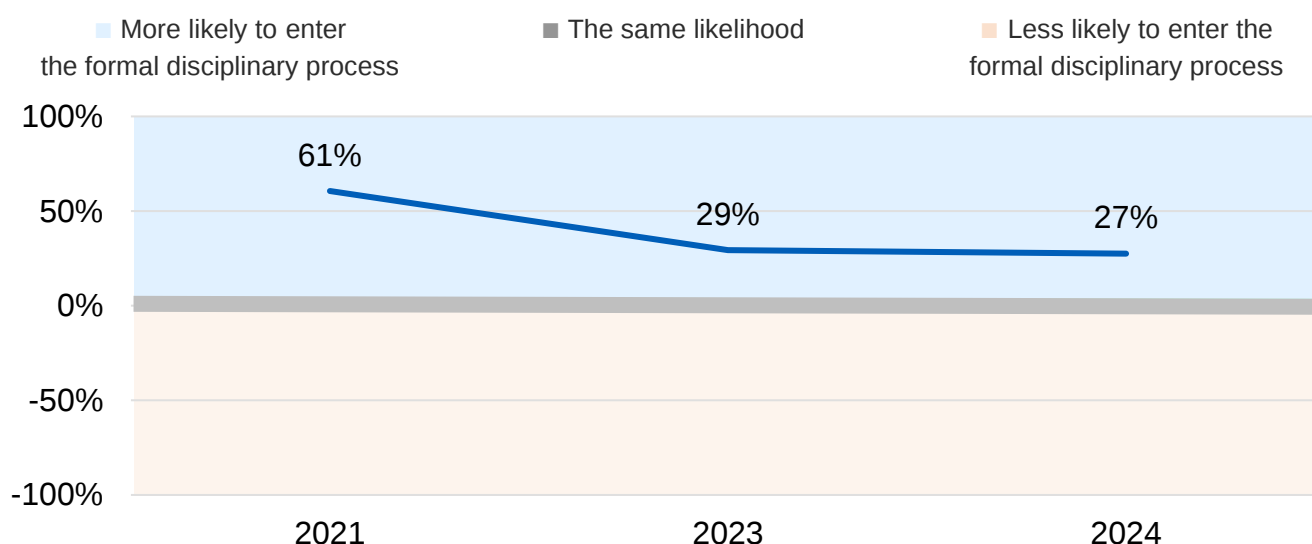
In 2021 staff with a Black, Asian or minority ethnic background were, relatively 37% more likely to enter the formal disciplinary process, compared to staff from a white ethnic background (1.37 likelihood), in 2023 staff were 29% more likely (1.29 likelihood) and in 2024 staff were 27% more likely (1.27 likelihood).

Over the three years, the likelihood of employees from a Black, Asian, or minority ethnic background from responding local authorities entering the formal disciplinary process compared to white employees decreased from 37% more likely in 2021 to 27% more likely in 2024.

Chart 31. Likelihood of staff from a minority ethnic background entering the formal disciplinary process compared to staff from a white ethnic background

Base. 9 adult social care local authorities and 6 children's social care local authorities

Source. SC-WRES 2021, 2023 and 2024



3.12.3 Indicator 8: Turnover of directly employed staff in the last 12 months

12

local authorities provided data on this indicate in 2021, 2023 and 2024.

Applicants from a Black, Asian or minority ethnic background, within the responding local authorities, were now more likely to leave their roles than they were in 2021.

In 2021 employees from a Black, Asian or minority ethnic background had the same likelihood of leaving their roles in the past 12 months compared to staff from a white ethnic background, in 2023 this had increased to 12% more likely and 11% more likely to leave their roles in 2024.

This analysis is based on 12 local authorities: 12 local authorities providing information on their adult social care workforce and seven also providing information about their children's workforce over the three years of the SC-WRES.

Information from the 12 local authorities who provided data to the SC-WRES for this indicator, in 2021, 2023 and 2024 showed that **staff from a minority ethnic background were now more likely to leave their roles than they were in 2021.**

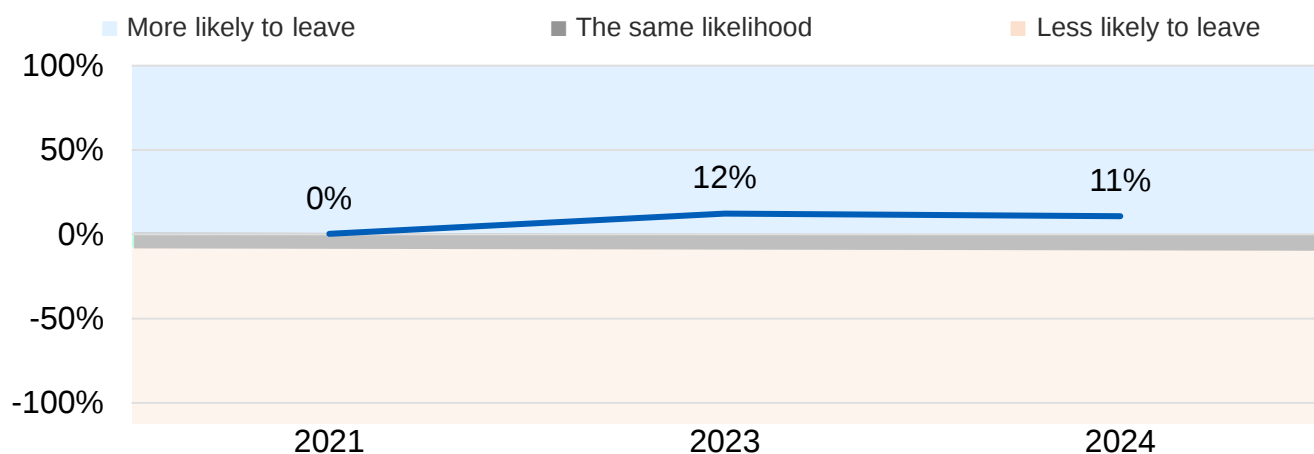
In 2021 employees from a Black, Asian or minority ethnic background had the same likelihood of leaving their roles in the past 12 months compared to staff from a white ethnic background (a relative likelihood of 1.0), in 2023 this had increased to 12% more likely (a relative likelihood of 1.12) and 11% more likely to leave their roles in 2024 (a relative likelihood of 1.11).

Over the three years, employees from a Black, Asian, or minority ethnic background have shown a slight increase in their likelihood of leaving their roles compared to white employees, moving from equal likelihood in 2021 to being about 11-12% more likely in 2023 and 2024.

Chart 32. Likelihood of directly employed staff from a minority ethnic background leaving the organisation during the last 12 months compared to staff from a white ethnic background

Base. 12 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES 2021, 2023 and 2024



3.12.4 Indicator 9: Senior manager membership roles

12

local authorities provided data on this indicate in 2021, 2023 and 2024.

Staff from a Black, Asian, or minority ethnic background were less likely to hold senior management roles compared with will from a white ethnicity in 2021, 2023 and 2024. The likelihood decreased over the three years.

In 2021 employees from a Black, Asian or minority ethnic background had the same likelihood of leaving their roles in the past 12 months compared to staff from a white ethnicity, in 2023 this had increased to 12% more likely and 11% more likely to leave their roles in 2024.

This analysis is based on 12 local authorities: 12 local authorities providing information on their adult social care workforce and seven also providing information about their children's workforce over the three years of the SC-WRES.

Information from the 12 local authorities who provided data to the SC-WRES for this indicator, in 2021, 2023 and 2024 showed that **staff from a Black, Asian, or minority ethnic background were less likely to hold senior management roles compared with the percentage of staff from a white ethnic background. The likelihood decreased over the three years.**

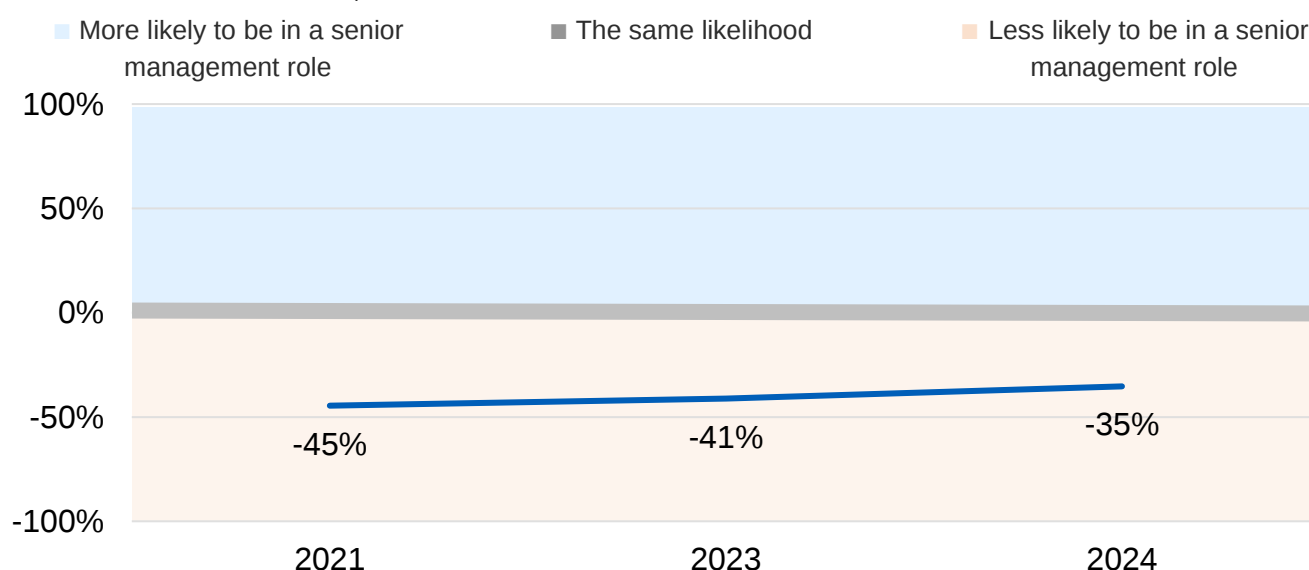
In 2021 employees from a Black, Asian or minority ethnic background were 45% less likely to be in senior management roles compared to staff from a white ethnic background (a relative likelihood of 0.55), in 2023 they were 41% less likely (a relative likelihood of 0.59) and were 35% less likely in 2024 (a relative likelihood of 0.65).

Although employees, from responding local authorities, with a Black, Asian or minority ethnic background were less likely to be in senior management roles compared to staff in all three years recorded, the gap is closing year on year.

Chart 33. Likelihood of staff from a Black, Asian, or minority ethnic background holding a senior management role compared to staff from a white ethnic background

Base. 12 adult social care local authorities and 7 children's social care local authorities

Source. SC-WRES 2021, 2023 and 2024



3.13 Lessons learnt, data

Data availability for some indicators and the capacity to analyse data (due to resource or confidence) was a challenge for many local authorities. Data education and support has become a growing aspect of the programme's work. We have refined guidance on all aspects of the data process to promote data literacy and a consistent and robust approach. For 2024/2025 we have begun to include step-by-step video guidance and tutorials on how to produce reports and how to carry this information across into the action plans.

Continuous improvement

4 What do we mean by a continuous improvement programme?

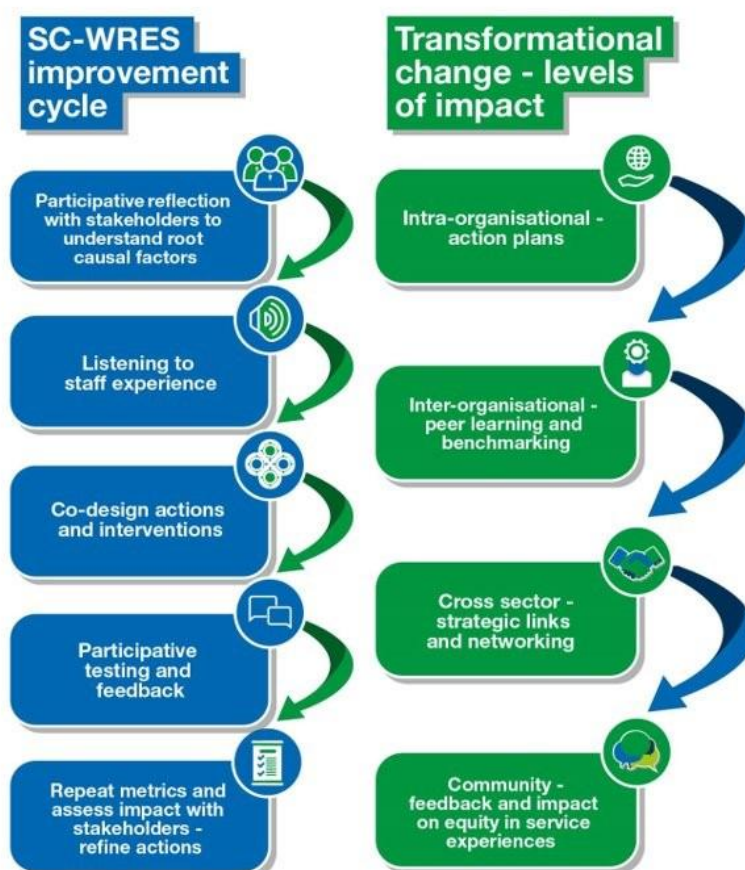
The SC-WRES is built on a continuous improvement approach, ensuring that progress is ongoing, structured and responsive to feedback. The programme is designed to evolve over time, with each of its three core elements, **data, peer support and action planning**, working together in a cycle of learning, reflection and enhancement.

In 2023/24, we strengthened our guiding principles and improvement model, making them more explicit to support evaluation and feedback at multiple levels. This approach ensures that improvements are integrated into the framework, enhancing delivery and impact within local authorities and, over time, improving outcomes for service users in the wider community.

By using this continuous improvement methodology, learning is an ongoing, adaptive process with distinct moments for reflection and enhancement, ensuring that the programme remains aligned with evolving priorities, strategic direction and available resources.

The SC-WRES improvement programme is designed to contribute and lead to transformational change. This multileveled approach is depicted below:

Diagram 3. Programme Continuous Improvement



The current SC-WRES model of continuous improvement⁴ is evolving, and we want to highlight the operational importance and the aspirational next steps of the model more.

The SC-WRES has evolved. In 2021 we focused on data collection, in 2023 we introduced a continuous improvement methodology. We built on that in 2024 by bringing in a foundation in human rights, social justice and equality, and will build on the 5 key principles of a Human Rights-Based Approach to our work:

- **participation**
- **accountability**
- **non-discrimination and equality**
- **empowerment**
- **legality.**

We will share more details about this evolving model in the 2025/26 period.

Skills for Care is committed to developing a long-term impact evaluation and strategy to ensure meaningful race equity by learning what works. We currently have distinct evaluation phases which emphasise the interconnectedness of the work. This includes assessment of the need for the programme, evaluation and learning as we go (formative) and at the end (summative). We must learn what works so that we can achieve meaningful race equity.

With the breadth of local authorities participating and reflecting diverse communities and services, and with 13 local authorities participating in all three phases, we are getting a depth of insight (see section 3.12) into the application, change and impact of the SC-WRES which we can build on.

Insights from the wider social context, policy, and legislation surrounding social care, local government, and social justice are also crucial because Councils do not operate in a vacuum (discussed further in 4.2). For example, we have established a cross-sector 'WRES' national network with the NHS WRES team, ADASS, CQC, and Equality and Human Rights Commission, to share learning and best practices. This network will play a key role in developing an aligned approach to workforce race equality, recognising the interdependencies of the health and social care workforce, and fostering dialogue about the quality and impact of our work.

4.1 Building a sustainable programme

In 2023/24, the SC-WRES programme expanded to accommodate more local authorities, increasing the need for communication and support. We enhanced guidance, used different communication channels, clarified processes and boosted regional support.

⁴ Continuous improvement is a systematic approach to enhancing processes, products, or services over time, based on reflection, data, engagement and continuous learning.

These stronger resources have been vital in implementing SC-WRES, especially as the engagement and involvement of local authority staff can vary throughout the 12-month period due to capacity, staff changes and change of priorities.

During phase 2, local authorities requested more regional focus and peer-to-peer support. In response, we facilitated regional meetings and introduced a “buddy-up” system to address specific issues and increase participation, especially in areas like the South-West, where participation could be increased.

Local authorities face resource and capacity challenges, which can limit their involvement in SC-WRES. To sustain the programme, we must demonstrate its value, reduce the burden on local authorities, and build a strong business case.

For long-term progress, strengthening data literacy and improvement capabilities is essential. Many local authorities lack the capacity to implement communication strategies or support sensitive discussions. Therefore, in 2024/25, we emphasised staff engagement in action planning and provided resources for building staff networks and examples of consultation through the Community of Practice.

In 2024, Skills for Care committed to participating in the SC-WRES Improvement Programme internally, as an organisation, to help better understand, analyse, improve and take action on race equity. We will be sharing our action plan and other information on our website in summer 2025 and have shared, consulted and gathered feedback from our staff teams. The special indicators that make up the SC-WRES data collection metric help to produce a clear picture of areas for improvements. While we are pleased to have committed to the programme, and some of the results were encouraging, they were disappointing in areas such as senior leadership representation, which is evident across the sector. We need to do better to ensure that Skills for Care is representative and diverse at all levels and better at finding ways to encourage diversity and opportunities for all. [Here's some further information about our EDI work.](#)

4.2 Community of practice

The Community of Practice sessions are a key element of the improvement programme and provide a non-judgemental space, where confidentiality is encouraged, exclusively for local authorities to come together with their peers, subject matter experts and the SC-WRES team. Monthly sessions provide an opportunity to discuss the programme and receive guidance on understanding the indicators, developing local reports and action plans, and best practice while collaborating to solve challenges effectively.

Daniele Brennan, Equality and Workforce Wellbeing Manager, WRES Expert Phase 1 said

“It’s been a good experience having the ability to join and access the community of practice sessions run by Skills for Care, even as a WRES expert, because how we operate as local authorities is different. Everyone has been kind, warm, and welcoming, and are there to support one another not only inside, but outside of the meetings too.”

We actively involve and encourage the contribution of global majority leaders to the Community of Practice and encourage a climate where ‘uncomfortable’ conversations can be broached.

The Community of Practice sessions also help the SC-WRES team identify areas for improvement, with regular virtual polls conducted in the sessions that allow local authorities to feedback on the impact and usefulness of the session.

Diagram 4. Example schedule of the community of practice sessions and focus of the agenda



4.2.1 Evaluation of Community of Practice sessions

Community of practice session poll results

Over many Community of Practice sessions, we used standardised polling to assess the impact on participants' learning and confidence. We asked the same question at the start and end of each session.

Results showed increased confidence levels in both the session topics and the overall SC-WRES programme. Confidence generally increased as the programme developed.

For detailed methodology and confidence levels, see Appendix 1, section 5.6.

Community of Practice engagement and understanding

The SC-WRES team monitors attendees' engagement and understanding during each session, ensuring transparency with local authorities. We aim to improve this process with better software support in the future.

We assess session reception through live question and answers, Teams chat comments, and queries to the Equality and Rights inbox. We continually evaluate recurring themes and adjust message delivery as needed. We also review how the SC-WRES support function can better assist local authorities in understanding and progressing through the programme.

After each session, the SC-WRES team provides follow-up materials and resources identified as useful by local authorities. This "You said, we listened, we did" approach reinforces the value of the Community of Practice, instils confidence, and strengthens trust in the Improvement Programme.

National Community of Practice meetings have been well attended, with an average of 120 participants monthly. These meetings follow a structured schedule aligned with the improvement cycle, promoting consistency and peer learning.

Early adopters have enthusiastically supported mentoring new SC-WRES organisations, especially through breakout rooms during key stages like Action Planning. We aim to enhance this with better technology in the future. We have also expanded regional presence and collaborate with ADASS branches to facilitate smaller group meetings focused on regional priorities.

4.3 Action plans

4.3.1 Action plan information, case studies and resources

Action plans are a vital output of the SC-WRES programme which show how local authorities have translated their data report into improvement. Once local authorities have their data findings the next step is to share these internally with senior leaders and staff networks, reflect and consult to agree on achievable actions and the development of an Action Plan (see diagram 4 above.)

The Excel data collection tool and supporting resources are used by employers to ensure that data findings are acted on within the continuous improvement framework. The data collection tool informs the individual data report which then informs the Action plan.



This is a diagram to illustrate the areas local authorities need to consider before they start their plan.

Diagram 5. Steps to creating and implementing an action plan



Action plans outline the short-term, mid-term and long-term actions local authorities will take to address the data findings related to each indicator. They also specify how actions will be tracked and determine when progress has been made. Not all actions are achievable within the first year of the plan and should be reviewed in subsequent phases of the SC-WRES continuous improvement programme. They should be underpinned by anti-racist strategy and vision and bring together the data analysis and engagement with staff. Local Authorities are guided through how each step in the SC-WRES improvement programme informs the next step and are provided with relevant tools and support.

4.3.2 Action plan case studies

Colum Conway, Chief Executive at Social Work England reflects their view on racism within the social care sector said

“Over the past two years, Social Work England has continued to [analyse diversity data](#) to give us greater insight into our fitness to practise processes. As part of this work we have collaborated and shared our insights with Skills for Care to support the Social Care Workforce Race Equality Standard (SC-WRES) to assist participating organisations to review their fitness to practise data and processes to help ensure fair and appropriate referrals. We have also shared our findings with key contacts across local authorities. This has led to rich discussions about shared challenges and local differences. We are using these insights to co-produce some ‘fair referral principles’ to support those making a referral. As a regulator, we strive to embed equality, diversity and inclusion into every aspect of how we regulate social work, we look forward to continuing to work with Skills for Care and the broader sector in taking joint action to bring these values into every aspect of social work”.

Daniele Brennan, Equality & Workforce Wellbeing Manager, SC-WRES Phase 1 said

“At Dudley Council, we have set out a key commitment to influence our corporate qualities suite of work in line with the SC-WRES. Being a large, complex organisation, a subsequent amount of time and effort was spent on developing the subsequent action plan after data submission. To make this plan robust and successful, the following steps were followed, which would be advantageous to any local authority.

Keeping employees engaged during change by involving them in decision-making and creating a regular feedback loop gives them a sense of ownership and reduces resistance. Secondly, identify key stakeholders within the organisation, to help them draft and shape the action plan. Key stakeholders sit at all levels within organisations and aren’t just at the top of the hierarchy. And finally, development and organisational rationale. Understand the 9 [indicators](#) metrics, and what they mean to your organisation. Where are your current strengths and weaknesses? In which [indicator](#) metric would you like to see the biggest impact? Following simple steps can stop this work being overcomplicated and lost.”

Debra Bradshaw, Equalities Advisor, People Service from Lancashire County Council said

“Lancashire County Council has been involved with the Social Care Workforce Race Equality Standard (SC-WRES) since the test pilot phase in 2021. Being part of the programme has enabled the County Council, to complete further analysis of data within our adults and children's social care services, to address any additional areas that we need to put a spotlight on around race inequality within the organisation.

The biggest impact that SC-WRES has made, was by initially adding specific questions into our annual staff survey, which for the first time enabled us to capture data and gain feedback on any abuse, bullying or harassment that employees may have been facing. These questions came in as a direct response of being part of SC-WRES. The authority has been extremely proactive in its approach, enabling honest and at times difficult conversations to take place. The County Council has tackled the results head on, addressing the issues raised across all service responses not just those within social care. The organisation has now implemented 4 key priorities to address the findings compiled from the annual survey. The number one priority is to implement an organisational wide 'Zero Tolerance' approach to tackle inequality and discrimination and to re-enforce the importance of having a culture of inclusion, acceptance and respect.”

Effective Staff Engagement

Lincolnshire Council has developed a comprehensive communication strategy to share information about the SC-WRES and actively engage staff. They have adopted 'outside of the box' thinking, with innovative and varied approaches to ensure that the SC-WRES remains a visible and ongoing priority across the organisation. Their engagement initiatives include:

- **A SC-WRES section in their Inclusion Matters SharePoint.** A dedicated space for staff to access key resources and updates.
- **Bi-monthly SC-WRES staff engagement sessions.** Providing regular opportunities for discussion, feedback and collaboration.
- **Transparent sharing of summarised feedback data and findings.** Helping staff understand the impact initiatives
- **A podcast.** Raising awareness of the SC-WRES and sustaining ongoing conversations about workforce race equality.
- **Leadership updates.** Ensuring senior leaders remain actively involved in promoting and embedding the SC-WRES
- **Integration into key events.** Including SC-WRES in events such as Black History Month, to maintain visibility and reinforce the importance of race equality
- **Spotlight series.** Showcasing examples of best practice and celebrating diversity within the workforce.

By designing a staff engagement that helps ensure clear communication, robust feedback mechanisms, and continuous engagement from staff regarding the SC-WRES, Lincolnshire Council is proactively addressing disparities and fostering a more inclusive working environment.

Skills for Care strengthened the Action Plan process in 2023/24 by providing a structured template informed by clear criteria for what constitutes an effective plan. In addition, support sessions and peer learning opportunities are available through the monthly Community of Practice sessions. Local authorities submitted their Action Plans to Skills for Care, and we provided individual feedback on submitted plans and thematic feedback (see section 4.4 below) across plans on common strengths and areas for improvement, which can be found below. These plans will serve as a valuable reference point for this current phase 2 (2024/25) and revisiting these plans can offer insights in to progress made, highlight areas for further development, and help identify any challenges encountered.

4.4 Thematic action plan feedback

Skills for Care reviewed action plans from Phase 1 (2023/24) and provided thematic feedback to local authorities. Not all authorities submitted plans, so we identified barriers and ways to improve future engagement. We analysed 13 available plans to find common themes, highlighting key areas of progress and improvement. This feedback helps clarify what to include in action plans and how to strengthen them, aiming to increase engagement in Phase 2 (2024/25). We identified the following themes below.

4.4.1 Areas of progress

Stakeholders, governance and accountability

The SC-WRES was well integrated into broader corporate equality initiatives, developments, and wider EDI workforce strategies. This included collaboration with key stakeholders such as employee networks, unions, councillors, and regional EDI groups to strengthen accountability.

Workforce diversity improvement actions

Action plans strongly focused on indicators 1 and 2, with positive efforts directed at improving workforce diversity, recruitment and retention activities. Key initiatives included anti-racism training, reverse mentoring, talent development and Positive Action, as well as enhanced recruitment practices such as anti-bias interview panels and improved interviewer training.

Leadership

There was prioritisation of leadership development to build aspirations for progression amongst global majority staff within the organisation and to reduce bias, with programmes aimed at global majority staff and aspiring managers across Adults and Children's Social Care.

The importance of managers across Equality, Diversity and Inclusion (EDI) work was recognised, with research being conducted into their training needs, toolkits and support schemes that enable managers to take accountability for EDI outcomes.

4.5.2 Areas for improvement

There were gaps identified in initiatives designed to promote inclusive practice across all levels of the organisation such as fostering inclusive teams and development of senior leader's roles in EDI.

Plans could include more detailed reflection on past learning and the impact of previous actions, such as clear rationales behind specific interventions that reference the organisation's culture, to provide further context, as well as establishing clear links between the indicators and actions.

Utilisation of the Skills for Care action plan template would further improve the clarity and structure of future action plans.

4.5 Further resources

This section provides information about further resources from Skills for Care, the Care Quality Commission, Equality and Human Rights Commission, the NHS and key supports of the SC-WRES programme.

▪ Skills for Care resources

Please visit our [Workforce Intelligence website](#) to access reports and visualisations about adult social care, including information at various geographic levels and topic areas such as factors affecting turnover and international recruitment.

Please visit our [Skills for Care website](#) for more information and resources about supporting a diverse workforce, including

- [Guidance on creating an inclusive organisation](#)
- [LGBTQ+ Learning Framework](#)
- [Values-based recruitment](#)
- [Our review of the benefits of recruiting and retaining a diverse workforce for organisations](#)
- [Moving up programme](#)

▪ Care Quality Commission resources

To find out more about the CQC's Local Authority assessment framework please visit <https://www.cqc.org.uk/guidance-regulation/local-authorities/assessment-framework>

To find out more about humanity into action from the CQC please visit <https://www.cqc.org.uk/about-us/our-updated-human-rights-approach>

To read CQC's WRES Annual Report 2023 please visit

<https://www.cqc.org.uk/about-us/our-strategy-plans/equality-human-rights/data-standards/wres-report-2023>

- **Equality and Human Rights Commission**

To read more about the Equality and Human Rights Commission Guidance on the Public Sector Equality Duty please visit <https://www.equalityhumanrights.com/guidance/public-sector-equality-duty-psed>

To read the EHRC report please visit <https://www.equalityhumanrights.com/our-work/inquiries-and-investigations/experiences-health-and-social-care-treatment-lower-paid>

To read the EHRC and Human Rights website please visit <https://www.equalityhumanrights.com/human-rights/what-are-human-rights>

- **NHS WRES and NHS Patient and Carer Race Equality Framework**

Find out about the NHS Patient and Carer Race Equality Framework to visit <https://www.england.nhs.uk/mental-health/advancing-mental-health-equalities/pcref/>

Find out more about the NHS Workforce Race Equality Standard <https://www.england.nhs.uk/about/equality/equality-hub/workforce-equality-data-standards/equality-standard/>

- **Find out more about key supports of the SC-WRES programme**

ADASS- <https://www.adass.org.uk/>

ADCS- <https://www.adcs.org.uk/>

Black and Asian Leadership Initiative- <https://thestaffcollege.uk/programmes/black-and-asian-leadership-initiative-bali/?interests=12>

Leading in Colour: The Fierce Urgency of NOW- <https://thestaffcollege.uk/leading-in-colour-the-fierce-urgency-of-now/>

Anti-racist systems leadership to address systemic racism: Strategic Briefing (2024)- <https://www.researchinpractice.org.uk/all/publications/2024/march/anti-racist-systems-leadership-to-address-systemic-racism-strategic-briefing-2024/>

Leading for Longer: New report issues call to action on high turnover of leadership roles in children's services- <https://thestaffcollege.uk/publications/leading-for-longer/?interests=41-40-14>

Race Equality Foundation- <https://raceequalityfoundation.org.uk/> and the London Anti Racism Collaboration for Health (LARCH)-<https://raceequalityfoundation.org.uk/health-care/london-anti-racism-collaboration-for-health-larch/>

London Anti-Racism Collaboration for Health (LARCH)- <https://anti-racism.london/race-equity-maturity-index/>

Anti-Racism Resources - BASW England- <https://basw.co.uk/policy-and-practice/resources/anti-racism-resources-basw-england>

Appendix 1: Methodology of analysis

5 Appendix 1, methodology of analysis

This appendix provides more information about the methodology of the 2024 SC-WRES data collection. It includes information about how we collected and analysed data, on response rates by region and per indicators, and the how the staff within responding local authorities compare to the total adult social care sector and the population of England.

5.1 Small numbers and data sharing

This report uses information based on aggregated data only and does not contain any identifying information relating to individuals. Data shown in this report are a total of all 73 responding local authorities. However, response rates vary by indicator, so if bases were low due to lower response rates for certain indicators, or due to filtering data quality, then data is suppressed or not shown with a level of detail that could be unreliable.

Skills for Care's Workforce Intelligence team conducted the analysis of both ASC-WDS data and SC-WRES data. We are the leading source of workforce intelligence for the adult social care sector in England and are experts in adult social care insight. The Workforce Intelligence analysts follow the UK Statistics Authority's code of practice, and work to the standard of the 'five safes' making it a priority to keep these at the forefront of mind when conducting research, analysis, storing and sharing any research or data. We always make sure that our research and outputs are appropriate, trustworthy and that there is no risk of misuse or confidentiality breach. When creating outputs, we always adhere to statistical disclosure controls.

5.2 Data collection process

From 1 September to 30 October 2024, participating local authorities were asked to provide their SC-WRES data return. A number of local authorities were granted an extension into November.

Data was submitted to Skills for Care in an Excel data collection tool. Employers provided their data about the social care staff by ethnicity for nine indicators. When the local authority had prepared the data, they submitted via a OneDrive transfer.

Local authorities could choose to provide data about their adult social care, children's social care or both workforces. All 73 local authorities provided data about adult social care and 43 of the 73 also provided data about children's social care. Response rates varied between indicators, please see section 3.2 for more details.

As the local authority populated the data collection tool, they were presented with analysis of their own data. This analysis included charts and tables showing percentages and relative likelihoods for each indicator. This analysis was designed to be used by employers to inform their action plans.

Once Skills for Care received the data, we performed data quality checks, please see section 5.4 for more details.

5.3 Relative likelihood

The relative likelihood is the percentage (or proportion) of one group experiencing an outcome, divided by the percentage (or proportion) of another group experiencing an outcome. The closer a relative likelihood is to one, the greater equality there is between the two groups. If a likelihood is less than one, this means one group is less likely to experience an outcome than the other group, and vice versa.

If relative likelihood rate is less than 0.80 or more than 1.25, it is suggested that ongoing monitoring from analysts and priority for policy action could be considered.⁵

This year, we have provided percents alongside the relative likelihood calculation. For example, if the relative likelihood is 1.20 then that group is 20% more likely to have that experience than the other group; the relative likelihood is 0.80 then they are 20% less likely to have that experience.

5.4 Data quality checks and overview

One of Skills for Care's core values is to use our data and insight to provide a solid evidence base about the adult social care workforce and to understand trends. This helps to empower the sector to implement positive change.

Skills for Care's Workforce Intelligence team are committed to the three pillars of trustworthiness, quality and value, and to the principles of the Code of Practice for Statistics. As part of this, we have methods in place that help ensure we produce assured statistics. Several methods are used to quality assure the data that is collected as part of the SC-WRES, including checking and approving data at the point of collection, and further data quality checks are made when creating summary statistics and this report.

Rigorous data quality checks means data limitations are minimised, and our outputs are as reliable, up-to-date, accurate and consistent as possible.

Examples of the checks include comparisons to the ASC-WDS data to see if responses were within an expected range, cross-checking responses between indicators to check totals, and considering if the open-ended responses suggested the data was based on correct information with consistent definitions used across local authorities.

The outcome of each data quality check was reported back to each local authority. Data was either 'within expected range' or feedback was made. In many cases, the local authority

⁵ <https://www.gov.uk/government/publications/using-relative-likelihoods-to-compare-ethnic-disparities>

provided clarification, provided missing data, or confirmed the data was not going to be provided to this submission. Where data quality was not within the expected range, the data was excluded from this report.

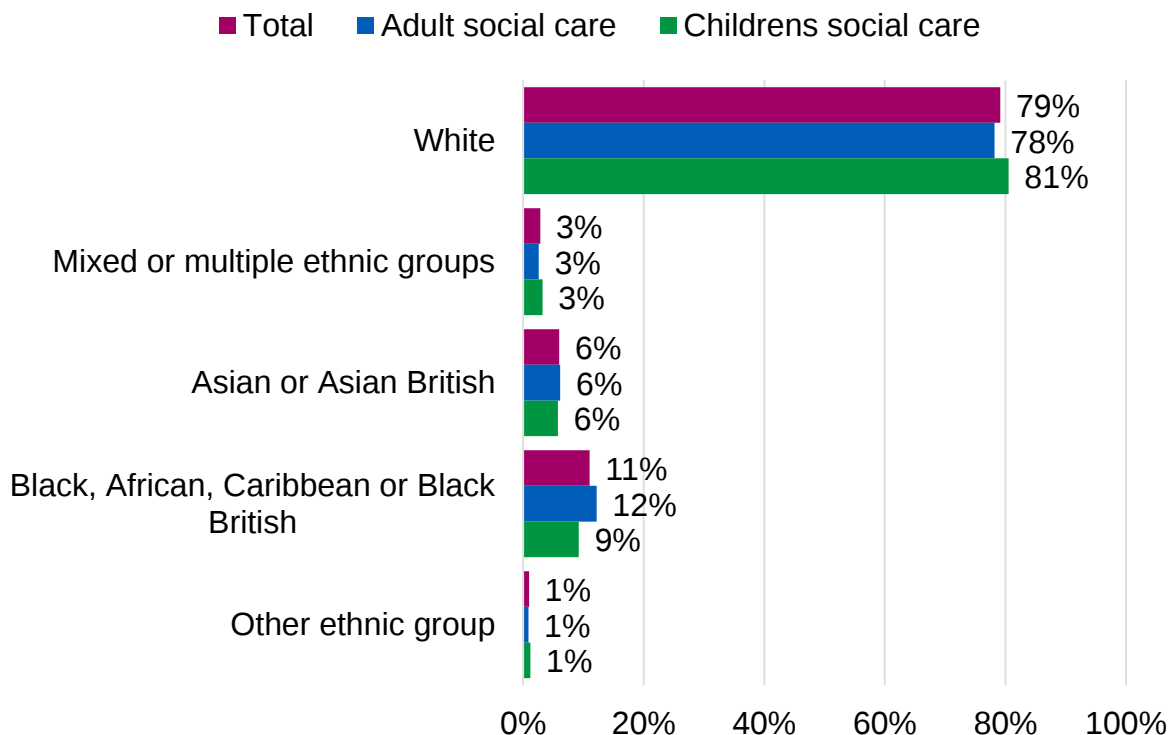
5.5 Staff overview

The first question local authorities were asked was the number of staff they employ by ethnicity. There were 19 ethnicities on the list as well as 'not known'. These were then grouped into five groups. The following two charts show the ethnicity profile of the staff within the responding 73 (of 73) adult social care local authorities and 43 (of 43) children's social care local authorities. In total, there were 97,900 staff reported, comprised of 58,600 within adult social care and 39,300 in children's social care.

The chart below shows staff by five ethnicity groups. This chart excludes those where ethnicity was not known. The chart shows that the ethnicity groups were very similar between adult and children's social care, with a difference of only three percentage points. This will be, in part, due to the population of the local area and therefore the recruitment pool being the same for all employers.

Chart 34. Ethnic profile of responding local authorities as percentages

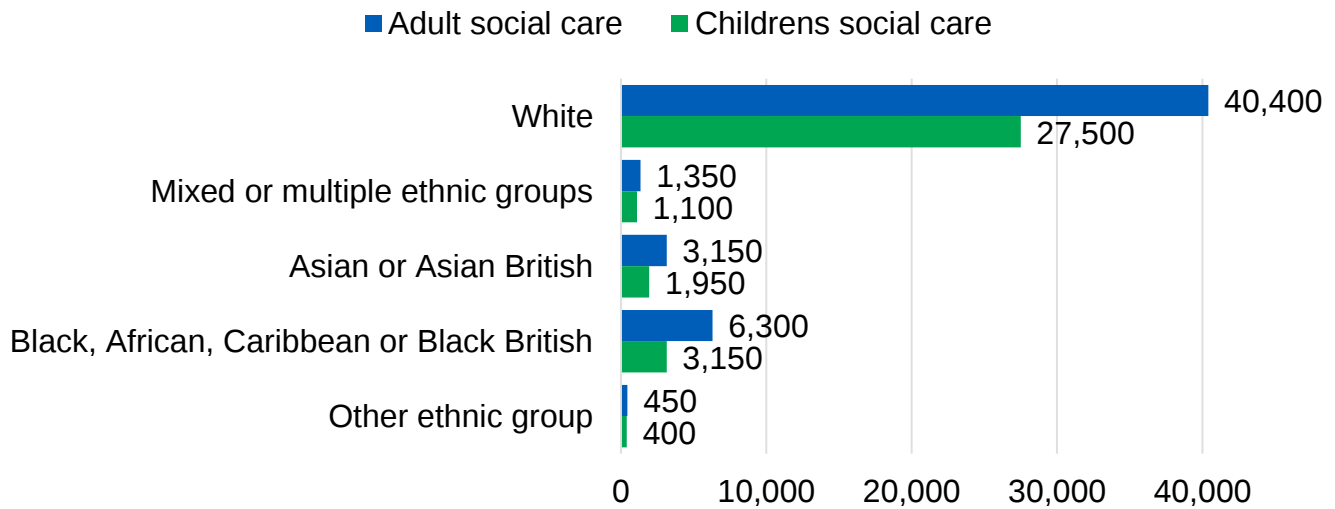
Source. SC-WRES, 2024



The chart below shows the same information but as a count of the number of workers who are included in the SC-WRES. Please see charts 4 and 5 in section 3.2 for information about representativeness of the SC-WRES and the whole adult social care local authority employed workforce.

Chart 35. Ethnic profile of responding local authorities, as numbers

Source. SC-WRES, 2024



5.6 Evaluation of community of practice sessions

Over the course of seven of the last eight Community of Practice sessions, a standardised polling method was employed to assess the impact of session content on participants' learning and confidence. The method involved posing the same question to attendees both at the start and end of each session. This approach allows for direct comparison of how participants' understanding and confidence have shifted because of the session's content.

Pre-session poll: At the start of each session, participants were asked to rate their confidence in the topic being discussed. The question was framed to capture their initial understanding and preparedness, with a scoring scale from 1 to 5 (1 being low confidence, 5 being high confidence).

Post-session poll: At the conclusion of each session, the same question was posed to the participants, allowing them to reflect on their learning and confidence after engaging with the session content. Again, participants rated their confidence on a scale of 1 to 5.

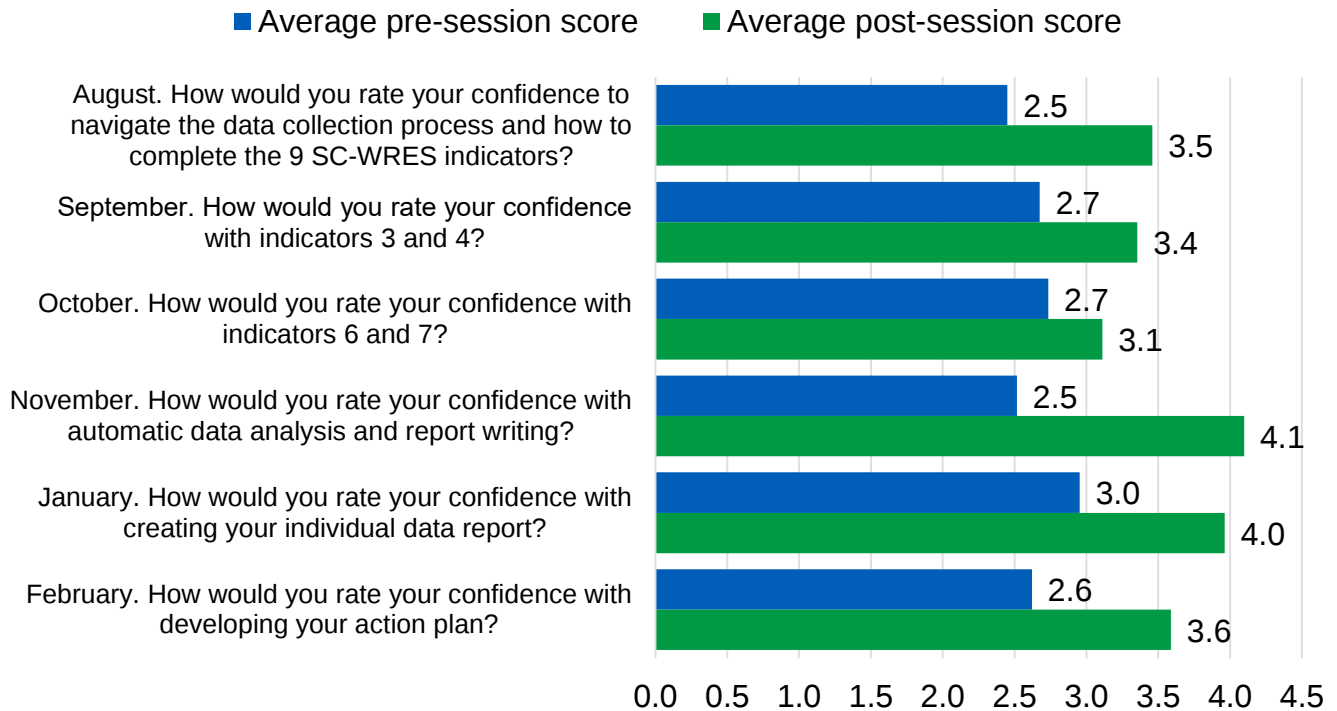
Reasoning behind the method: The pre- and post-session polling method was chosen to provide a clear, quantifiable measure of the session's effectiveness in enhancing participants' confidence and knowledge. The use of a consistent, simple scale (1-5) makes it easier to analyse trends across sessions, providing a clear understanding of areas where confidence improved.

Asking attendees to reflect on their confidence before and after the session encourages them to consider what they've learned and how their perception of the topic has evolved. This method also allows us to assess the immediate impact of the session content on the participants, focusing specifically on how it influences their confidence and learning.

The chart below shows the questions asked at each session, their average score pre- and post-session.

Chart 36. Average confidence in community of practice session topics, pre- and post-session

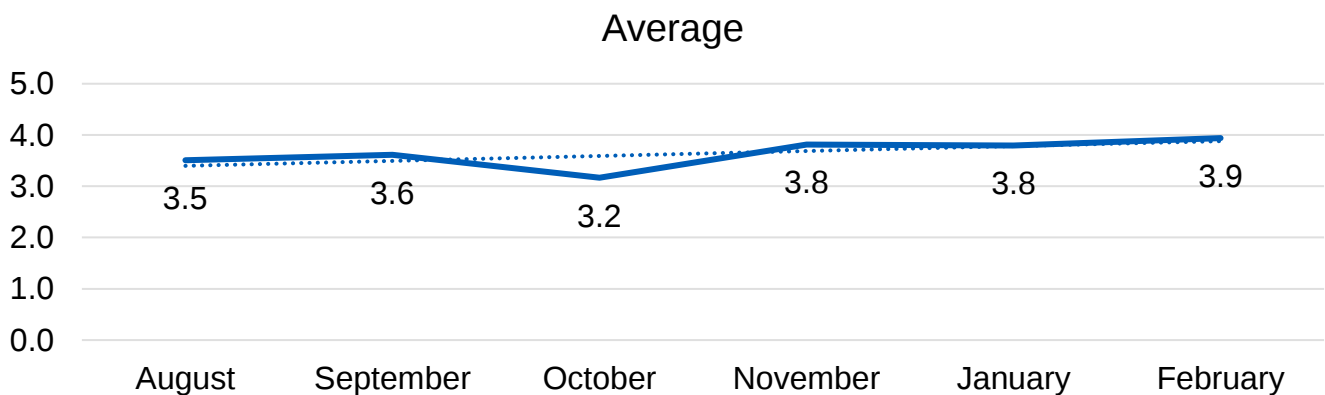
Source. Skills for Care evaluation of community of practice sessions



All sessions showed an increase in participants' confidence levels, with post-session averages consistently higher than pre-session scores.

Chart 37. Average confidence in the overall SC-WRES programme, at the end of each community of practice session

Source. Skills for Care evaluation of community of practice sessions



The chart above shows the average confidence in the overall SC-WRES programme after each of the community of practice sessions. The overall trend is that confidence increases as the programme develops.

Keeping informed and register your interest



To be kept up to date with the SC-WRES programme or to register your interest, as a local authority, to be involved in a future SC-WRES programme then please email us at equalityandrights@skillsforcare.org.uk

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