



SC-WRES improvement guidance and action plan

The Social Care Workforce Race Equality Standard (SC-WRES) is a data-informed improvement programme which ensures action planning is locally relevant and that impact is evidenced over time. Reflecting on data gathered against the nine metrics of the SC-WRES provides a powerful window into your organisational culture, processes and practices which can drive improvement in the key areas that shape workforce equality.

1. Leadership (metrics 1 and 9)
2. Staff voice (across all metrics)
3. Culture (across all metrics)
4. Progression and staff development (metrics 2 and 5)
5. Recruitment and retention (metrics 2 and 8)
6. Performance and fairness (metrics 3 and 4)
7. Community impact (metric 9)

The SC-WRES pays particular attention to the quality of dialogue and decision-making through which strategic actions on workforce equality are developed, especially how co-produced, evidence-informed and accountable this is.

Reflection on the metrics generates causal and system questions which may not have been considered before and fosters sustainable solutions.

This document will take you through the stages of action planning we expect the organisation to establish.

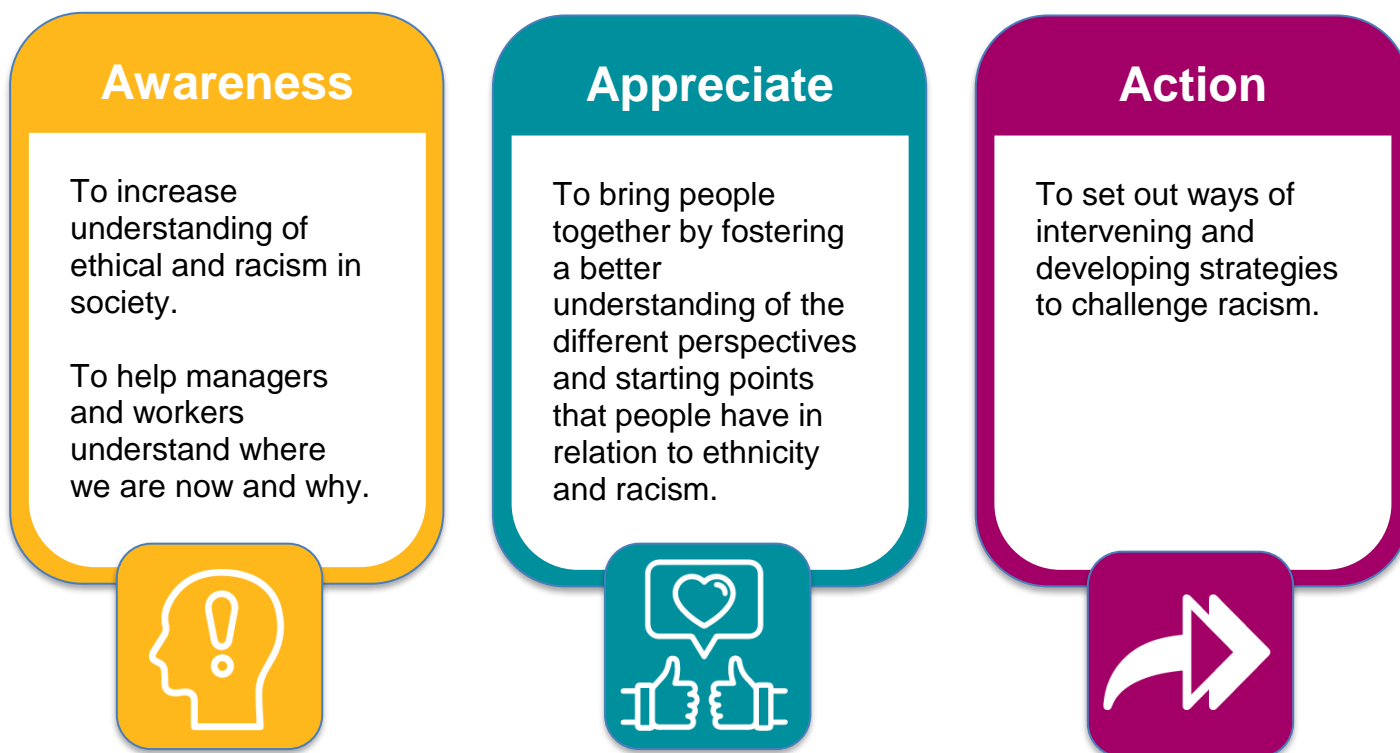
Step 1: Preparing the ground

Establishing a SC-WRES project group and lead member is the first step. The project group should include representatives from across the organisation, drawing on different areas of expertise as needed through the planning process, and develop a communication plan. Group members could include staff representatives, Principal Social Workers, human resources (HR) partners, equality diversity and inclusivity (EDI) leads and communications leads. It should hold the authority to convene meetings for action planning, set up consultations and support sign-off plans.

It's important to inform staff at all levels of the process and consider your current culture for engagement.

Skill for Care 3 A's Model is a useful tool to help staff to understand why it's important for everyone to engage in open and courageous conversations. It begins by helping people to become **aware** of the issues experienced by others. That can be in your organisation or in any sphere of your life and working practices. It also helps you to **appreciate** your own starting point. That will support you to be clear about where you want to get to so that you can explore the **action** that you can take to achieve this.

3 A's Model



Step 2: Metric analysis and sense making

(SC-WRES project group lead)

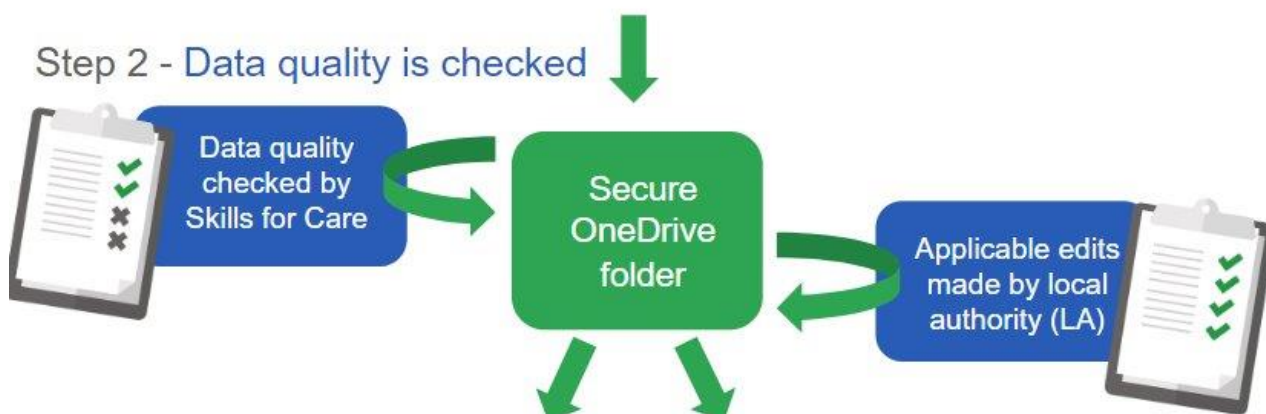
Here the data from the nine metrics are discussed and preliminary findings are considered in the local context. Key messages and topics are identified for wider discussion. The following model illustrates the data collection, your local authority report and action plan process.

How to – data flow: Social Care Workforce Race Equality Standard (SC-WRES)

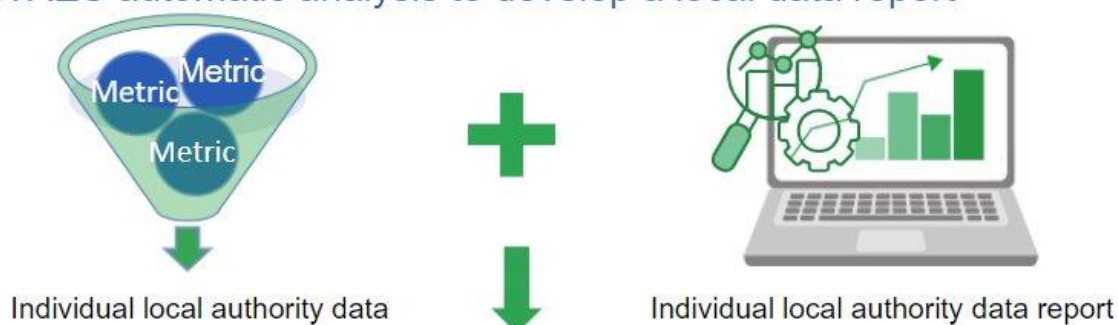
Step 1 - Each local authority collects and returns their data



Step 2 - Data quality is checked



Step 3 - Measured improvements towards race equity using your SC-WRES automatic analysis to develop a local data report



Step 4 - Action Plan; using your local authority data, reflecting, agreeing your Action Plan and putting into motion

Step 3: Checking findings, data report and developing actions

(Wider consultation with staff and others)

Interpret your data and create a report using the 'Data Report template'. Share your findings widely within your organisation at all levels to gain feedback and potential solutions are gathered.

There are opportunities for SC-WRES leads to share emerging ideas within the monthly thematic sessions, SC-WRES Teams channel and other peer-to-peer support. You'll consider wider evidence and support available in relation to your issues and themes.

Step 4: Final action plan

(SC-WRES project group lead with selected staff advisor and other key decision makers)

There is deeper reflection on the preliminary decisions about solutions and how the organisation knows that what it plans to do will work and what success looks like. There should be interrogation by stakeholders to make this robust and sustainable. Use your 'Data Report' to inform and create your 'Action plan'.

Discussion would consider what interventions have worked in the past, what the evidence base is and issues of cost vs impact. Specific interventions, eg. leadership programmes and training, should be explored. A final priority list should be signed off, which forms a comprehensive plan.

If you submitted an Action Plan for 2023, you will be expected to review and update this and submit a new Action Plan for 2024 showing your learning, refreshed actions from your most recent data.

Step 5: Evaluation/continuous improvement

You establish an agreed approach to monitoring and gathering feedback on the impact of your action plans ensuring that this involves consultation with staff. **You will reflect on this learning in developing the next stage of your ACTION PLANNING.**

SC-WRES action plan

Phase 2 2024/2025



Name of Local Authority	Halton Borough Council
Senior Director responsible for the SC-WRES (sponsor)	Marie Lynch
Local Authority programme lead	Marie Lynch
Staff voice lead	Emran Ali
Principal Social Worker Adults	Debbie O'Connor
Number of (direct) employees	909

Please use this space to summarise how this action plan will be evaluated/continually reviewed? You can reflect here on any learning on implementing your action plan.

The SC-WRES sits on the EDI Working Group for oversight.

The report has been to SMT for their view and support. It will also be taken to the EDI Strategic Group and Health PPB for an awareness of the findings and to ask HR for support and help with any interrogation needed. This data is just for ASC and it should encourage others to check their areas.

To exercise with some caution as this is just the data at this stage.

To make use of the Recruiting Right resources, [Recruiting the right people](#) to better understand how our process can support diverse recruitment and retention across the board through benchmarking against this best practice.

Change needs to take place across the authority. To be taken to the Management Team to get a wider buy in.

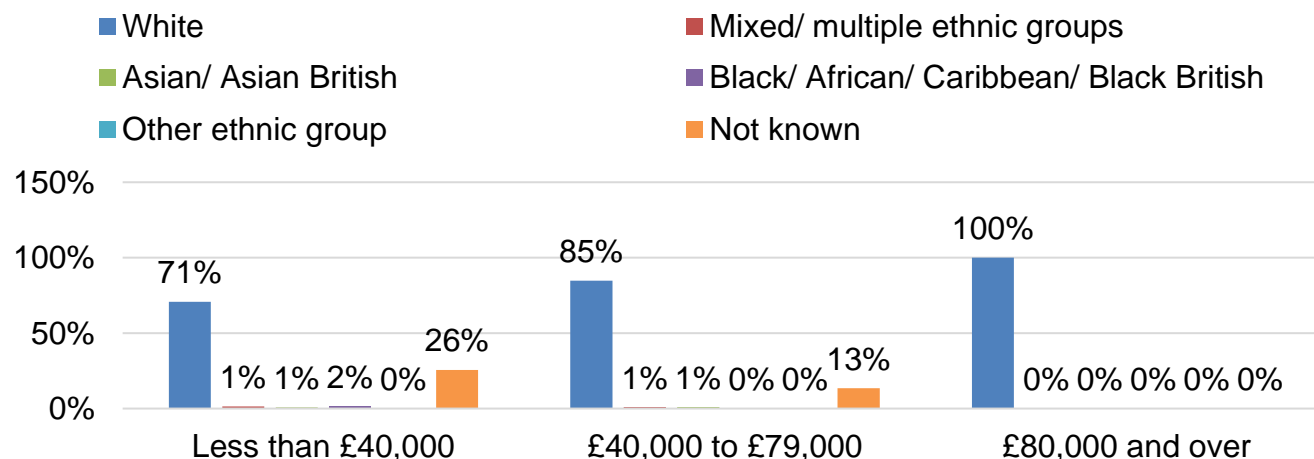
We have got the Comms and Engagement framework to source staff feedback.



Metric 1

Percentage of directly employed staff from a minority ethnic background within each pay band, compared with the percentage of white staff.

Indicator 1: Pay bands



Details of the action you'll take to identify change in this metric (See the Supporting resources table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
To go in to colleges and universities with the offer of the Staff Support Network Groups. Let them know what we offer in Halton.	6 – 12 months	An increase in recruitment from our local communities.
To target schools, colleges, access courses and universities with Health and Social Care Students. Encourage them to do their placements within our Day Services, Halton Supported Housing Network and Care Homes. Promote Halton as being an employer of choice. To ask the Chairs of the staff network groups to be in a pool of staff to help to	6 – 12 months	To see an increase in student placements from minority ethnic groups who are then recruited in to permanent positions.

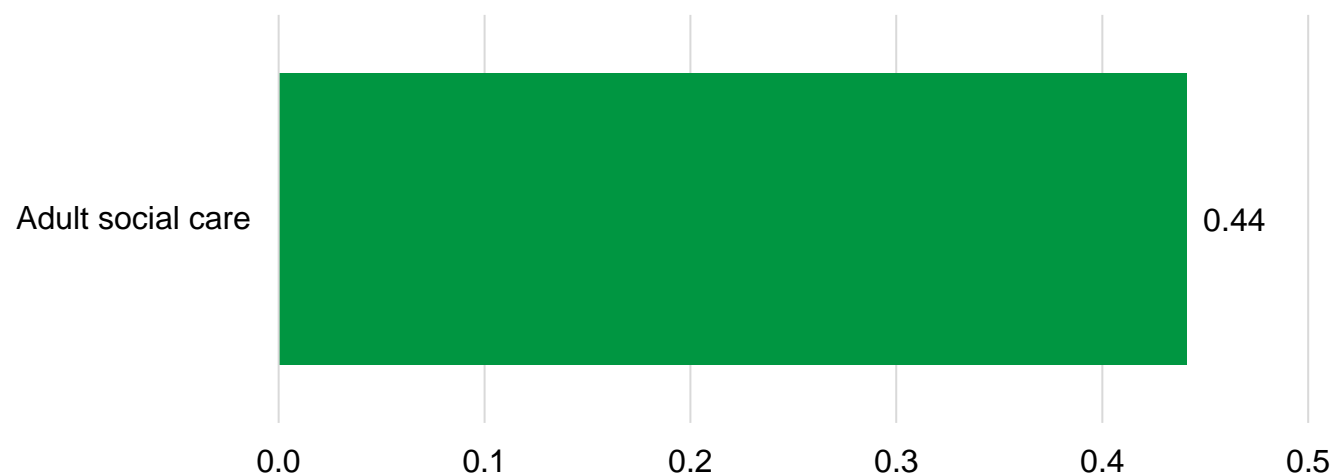
promote.		
To hold a recruitment event of our own in Runcorn Town Hall and to invite people to come in who are interested in Health and Social Care. To speak to our Comms Team and see if we can get a visual video loop attracting attention, videos, etc. This can also be added to our social media.	6 – 12 months	The event will have taken place and evidence through our social media.
To see if we can go in to schools as a service and speak to the Year 10 and Year 11 students about certain careers. We could hold taster sessions where people could do a couple of days of shadowing and work experience offers.	Ongoing	Already in place in certain parts of Social Care, and to promote further for Care Homes, Day Services and Halton Supported Housing Network. To role this out across the sector.
To do a student showcase in June 2025 across all of the universities within the Cheshire Merseyside Social Work Teaching Partnership.	3 months	To see an increase in recruitment of newly qualified staff from a diverse group of staff.
For the percentage of staff that are noted as not known or prefer not to say we will have a wellbeing offer for staff when the Practice Educator Mentor starts. They will link in with other staff who have already promoted a wellbeing offer. We need to promote more what we have already got, such as a Prayer Room, Breastfeeding Support Room and a dedicated fridge.	6 months	Practice Educator Mentor started in post on 14 th May 2025 and for the wellbeing offer to be established and signed off by SMT by September 2025. To see an increase in recruitment of newly qualified staff from a diverse group of staff.
Reverse mentoring was launched in July 2024, with evaluation forms sent out in April and a reverse mentoring reunite event in May 2025. To reevaluate the process. We have developed videos which will be rolled out corporately across the council.	6 months	To help improve diverse mind-sets in middle and senior leaders. To promote discussion on how staff feel about EDI. Building and sharing on existing successes. Help challenge engrained views on what talent looks like.

Additional charts and any further detail

Metric 2

Relative likelihood of directly employed staff from a minority ethnic background being appointed from shortlisting in the last 12 months, compared to white staff.

Indicator 2: Appointed from Shortlist

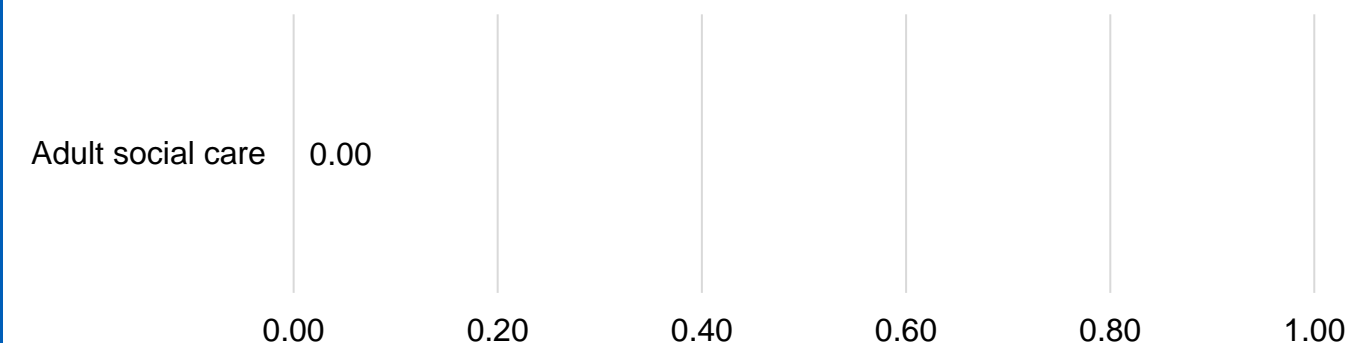


Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
We are going to further analyse the data to get a greater understanding. This might involve the development of a task and finish group.	6 – 12 months	We will have a greater understanding and understand what sits behind the data.
To review the recruitment process and job advertisements with HR. To be clear with HR if an experienced or newly qualified Social Worker is needed for the post. Also to be clear on the applicants 'rights to work' in the UK.	6 – 12 months	There will be a change of more appropriate job applications received.
We are going to increase the diversity of our interview panels through asking staff who sit on the Staff Support Network Groups and people with lived experience to be involved in the interview panel.	3 months	We will have staff who sit on the Staff Support Network Groups and people with lived experience on the interview panel.
Additional charts and any further detail		

Metric 3

Relative likelihood of directly employed staff from a minority ethnic background entering the formal disciplinary process compared to white staff.

Indicator 3: Disciplinary Process



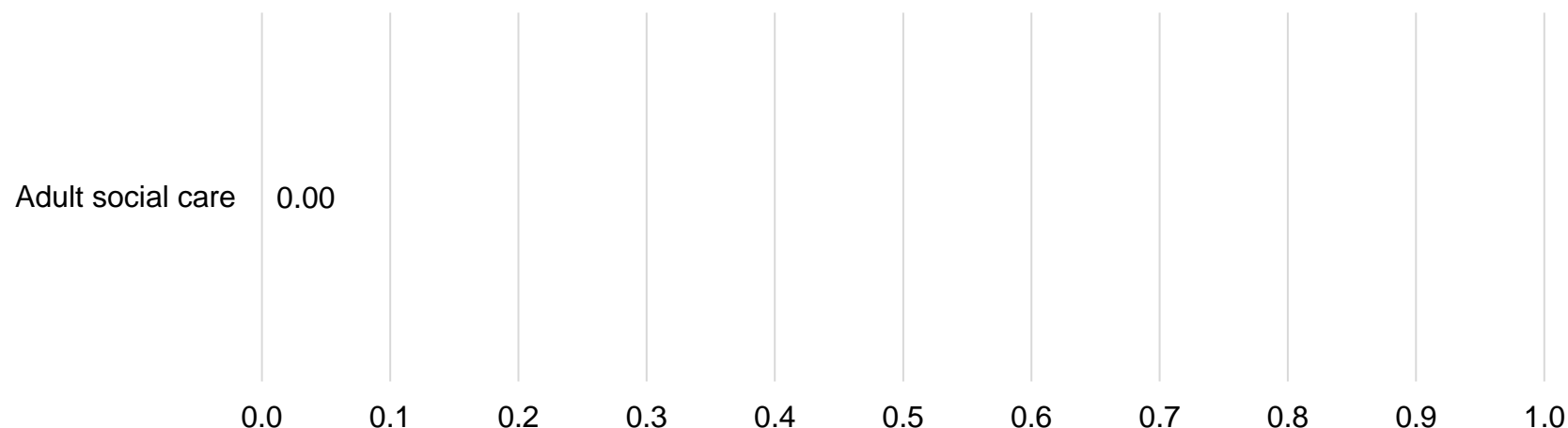
Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
<p>When we have an increased number of directly employed staff to reevaluate.</p> <p>To look at benchmarking against local comparisons and to compare with the national data that has been provided.</p>	<p>Ongoing</p> <p>6 – 12 months</p>	<p>This will be ongoing for Social Care and we will review the corporate figures to identify any themes or trends.</p> <p>We will have identified any themes or trends with the local comparisons and the national data.</p>

Additional charts and any further detail

METRIC 4

Relative likelihood of directly employed regulated professionals from a minority ethnic background entering the fitness-to-practice process in the last 12 months compared to white staff.

Indicator 4: Fitness to practice



Details of the action you'll take to identify change in this metric

(See the '[Supporting resources](#)' table for resources to support identification of actions.)

Timescale to start seeing a change

How you'll know that this action is achieved

None identified at present. To review if this becomes an issue.

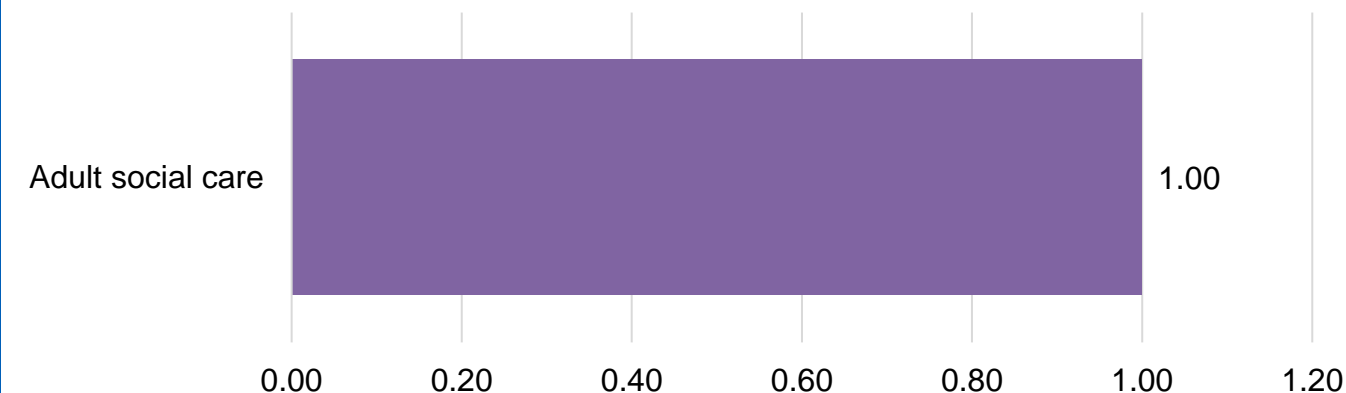
Ongoing

Additional charts and any further detail		

Metric 5

Relative likelihood of directly employed staff from a minority ethnic background accessing funded non-mandatory continuous professional development in the last 12 months compared to white staff

Indicator 5: funded non-mandatory continuous professional development



Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
Presently all staff have equal opportunities to access training irrespective of ethnicity. To reevaluate if this appears to change.	Ongoing	
We have supported a member of staff on the Moving Up Programme and we will be evaluating this.	Ongoing	We will keep building on offers for the wider workforce.
Neurodiverse staff have benefitted from additional coaching through access to work. This has supported the person supervising them as well. To keep reevaluating this process.	Ongoing	We will keep building on offers for the wider workforce.

Additional charts and any further detail

METRIC 6

Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from people who use social care, relatives, or the public in last 12 months compared to white staff

Indicator 6: Harassment, bullying or abuse from people who use social care, relatives or the public in the last 12 months.

Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
When completing the data this indicator was blank. We did not know what the indicator was asking and thought that it was bringing the information through from somewhere else. We need to try and complete this indicator next time.	6 – 12 months	We will take this to the EDI group for further discussion.
To review the Bullying and Harassment Policy.	6 – 12 months	To review the action plan in six months.
When the Supervision Policy is reviewed to add 'Has there been any issues of bullying and harassment to share?'	6 – 12 months	To review the action plan in six months.

Additional charts and any further detail		

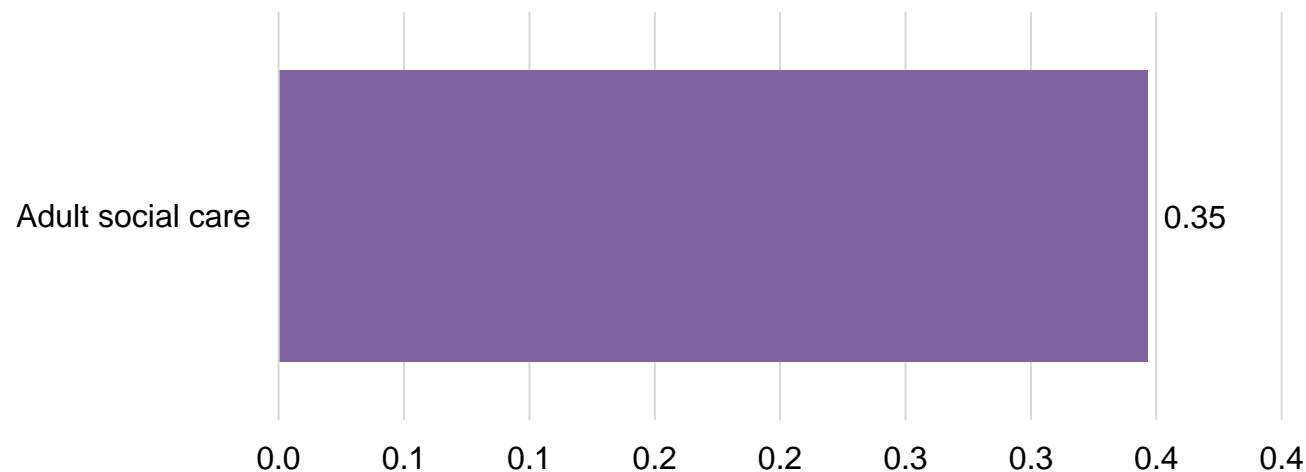
METRIC 7		
Relative likelihood of directly employed staff from a minority ethnic background experiencing harassment, bullying, or abuse from colleagues or managers in last 12 months compared to white staff		
Indicator 7: Harassment, bullying or abuse from colleagues or managers in the last 12 months.		
Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
When completing the data this indicator was blank. We did not know what the indicator was asking and thought that it was bringing the information through from somewhere else. We need to try and complete this indicator next time.	6 – 12 months	We will take this to the EDI group for further discussion.
To review the Bullying and Harassment Policy.	6 – 12 months	To review the action plan in six months.
When the Supervision Policy is reviewed to add 'Has there been any issues of bullying and harassment to share?'	6 – 12 months	To review the action plan in six months.

Additional charts and any further detail		

METRIC 8

Relative likelihood of directly employed staff from a minority ethnic background leaving the organisation during the last 12 months compared to white staff

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

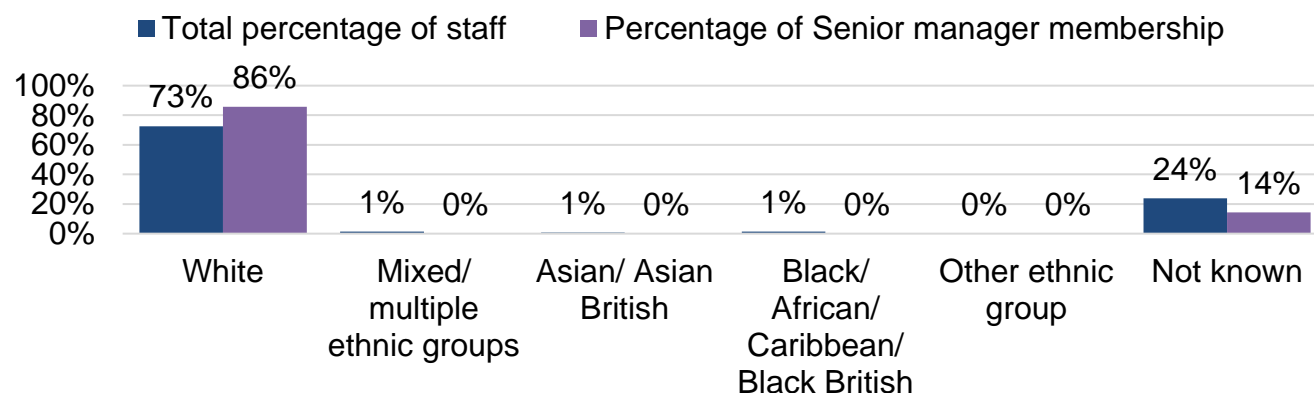


Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
<p>There is no evidence to suggest that people are leaving from a minority ethnic background in any greater numbers than white staff. We will continue to monitor.</p> <p>To review the exit interview proforma as a Corporate approach and to consider having people from the Staff Support Network Groups to facilitate these.</p>	<p>Ongoing</p> <p>6 – 12 months</p>	<p>Liaise with HR to determine whether there is any increase.</p> <p>To receive anonymised themes and trends of why people are leaving. This will hopefully help to retain staff and offer assurance.</p>
Additional charts and any further detail		

METRIC 9

Percentage of directly employed staff from a minority ethnic background in senior manager membership roles compared with the percentage of white staff

Indicator 9: Senior management membership roles



Details of the action you'll take to identify change in this metric (See the ' Supporting resources ' table for resources to support identification of actions.)	Timescale to start seeing a change	How you'll know that this action is achieved
<p>As part of the recruitment campaign to ensure that everybody feels welcome to apply for the roles.</p> <p>Encourage staff from minority ethnic backgrounds to attend ADASS training for Inspiring Leaders and the Moving Up training.</p>	<p>Ongoing</p> <p>6 – 12 months</p>	<p>To ensure publications within social media target all areas of our community in terms of advertising positions.</p> <p>To work jointly with ADASS, Skills for Care, HR and training.</p>

Additional charts and any further detail		

Please detail any other action/activities that you'll roll out to support the SC-WRES

The SC-WRES National report has been shared in the ASC Monthly Mashup in June 2025 to raise awareness and goes out to all ASC staff.

To raise awareness of the SC-WRES, the Director of Care Management to present to the Adult Social Care Service Planning Event.

Staff Engagement

Do you have a staff engagement plan or policy?	Yes
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Please summarise the key points from the staff engagement plan/policy

Communications and Engagement Framework

- Scope of the Communications and Engagement Framework
- Our Commitment
- How we communicate and engage
- Internal Communication and Engagement
- The role of our elected Members
- Community Communication and Engagement – our next steps
- Engagement Participation Levels
- Delivering the framework
- Accountability to the Community

Co-Production Framework

- What we mean by co-production
- Making meetings accessible
- Values
- Behaviours
- Diversity and who needs to be involved
- Equality
- How we will have conversations and keeping in touch
- How we will continue meeting and making plans together
- Learning as we go

EDI networks

- To create, promote and sustain an equal society and environment.
- A culture where people of all backgrounds and experience feel appreciated and valued.
- We are committed to seeking to employ a workforce that reflects the diverse community that we serve and are part of.
- Staff Network Groups (SNGs)
 - A safe place to engage in a confidential and welcoming environment.
 - Disability and Neurodiversity
 - Race Equality
 - LGBTQIA+
 - Religion and Faith
- Reverse Mentoring

Action Plan signed off by	Marie Lynch
Position / Role	Director of Care Management, Safeguarding and Quality
Date	11/06/2025

Supporting resources

Recruitment support webpages

Our tools and resources can help you recruit and retain people who have the right values for your organisation and the adult social care sector.

Find information on recruitment planning, attracting people and value-based recruitment practices.

Metrics 1 and 2

Visit:

www.skillsforcare.org.uk/RecruitmentSupport

<https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Supporting-a-diverse-workforce/Supporting-a-diverse-workforce.aspx>

[Supporting a diverse workforce: Understanding racism \(skillsforcare.org.uk\)](http://www.skillsforcare.org.uk/Supporting-a-diverse-workforce/Understanding-racism)

A positive culture toolkit for adult social care

Our toolkit will support you at different stages of your workplace culture journey to establish, maintain and improve your workplace culture so that it's inclusive, compassionate and collaborative.

Metric 3

Visit:

www.skillsforcare.org.uk/CultureToolkit

Other useful links

Visit:

[The SC-WRES Report 2023](http://www.skillsforcare.org.uk/SC-WRES-Report-2023)

[LGBTQ+ learning framework \(skillsforcare.org.uk\)](http://www.skillsforcare.org.uk/LGBTQ-learning-framework)

For further information, please contact equalityandrights@skillsforcare.org.uk or visit www.skillsforcare.org.uk/SC-WRES

