

Workforce Race Equality Standard (WRES) Progress Update and Action Plan for NHS Airedale, Wharfedale & Craven, Bradford City and Bradford Districts CCGs. 10th July 2017

The WRES data for 2017 is available in two separate templates. The following action plan was agreed by the CCGs' joint SMT on 3rd July 2017.

<http://www.airedalewharfedalecravenccg.nhs.uk/wres-awc-reporting-template-2017/>

Issue / Inequality	Progress to date	Action to be taken 2017/2018	Success measure
<ul style="list-style-type: none"> - BME shortlisted applicants are less likely to be appointed (Bradford CCGs) - Lower proportion of BME staff than local population - Lower proportion of BME staff at senior levels than in the overall workforce 	<ul style="list-style-type: none"> - Recruitment & selection (R&S) process was refreshed in Dec 2016 and incorporated into new policy - 39 recruiting managers have attended training session about WRES and the new R&S process with many more requesting to be trained who were unable to attend the previous sessions. - To date 14 vacancies have been advertised and formally appointed to and 10 completed checklists have been returned. 	<ul style="list-style-type: none"> - Continue to use agreed R&S process to recruit to every vacancy and gather completed checklists to monitor this - Provide further recruitment and selection training sessions as necessary - Reduce the proportion of internal recruitment so that vacancies are open to a wider (and more diverse) pool of people. A prompt about this will be included in the ECF and recruitment forms. 	<p>WRES Indicators 1 and 2</p> <p>(The inequalities were wider in 2017 than in 2016 for the Bradford CCGs. Implementation was begun too recently to have an impact on most of this period's data.)</p>
<ul style="list-style-type: none"> - Inconsistent implementation of policies, e.g. on leave - Lack of support to progress from some managers - Inconsistent allocation of work by some managers 	<ul style="list-style-type: none"> - These experiences and perceptions were raised by BME staff who attended 2 focus groups in Dec 2016. - The issues have been mapped against the proposed CCG Framework for Positive Behaviours 	<ul style="list-style-type: none"> - The issues raised will be built into training on the use of the Framework for Positive Behaviours - Focus group participants will be informed of how they can use the framework to raise similar issues should they arise in the future 	<p>WRES indicators 5-8</p> <p>(For Bradford CCG there has been a narrowing of the gap in 2017 in indicators 5,6 and 8)</p>
<ul style="list-style-type: none"> - Some staff find it difficult to develop skills and to progress their careers 	<ul style="list-style-type: none"> - The CCG has just started to offer short term project work as "stretch opportunities" to all staff - Unfortunately we have not been able to gather accurate data for WRES indicator 4 about access to non-mandatory training 	<ul style="list-style-type: none"> - A task and finish group will develop "a 70:20:10* pro-forma" for all CCG staff to use to record how they have developed their skills and knowledge. This will encourage consideration of a full range of development opportunities. 	<p>WRES indicator 4</p> <p>In the longer term this should impact on WRES indicator 7 too.</p>

Issue / Inequality	Progress to date	Action to be taken 2017/2018	Success measure
		<ul style="list-style-type: none"> - Completed pro-forma will be used to gather data for WRES indicator 4 	
<ul style="list-style-type: none"> - The number of staff whose ethnicity is not recorded on ESR has increased 	<p>New issue for 2017</p>	<ul style="list-style-type: none"> - Distribute an HR data validation form to all staff members along with FAQs about why we are doing this - This will also be a useful preparation for the introduction in 2018 of the Workforce Disability Equality Standard 	<p>Question 3a on WRES template</p>
<ul style="list-style-type: none"> - AWC CCG has a relatively small workforce and this means that there is very little meaningful WRES data for this CCG 		<ul style="list-style-type: none"> - Given that there is now a shared management workforce across all three CCGs in August 2018 we will produce one WRES report for the 3 CCGs - To produce this and other workforce data across the 3 CCGs we will explore the possibility of merging the two separate VPDs - It will also be necessary to ensure that staff from all 3 CCGs input into one staff survey 	<p>One WRES report for all 3 CCGs in August 2018</p>

* The **70:20:10 Model for Learning and Development** was described by Michael M. Lombardo and Robert W. Eichinger, in their 1996 book *The Career Architect Development Planner*. It forms part of the “What works” section of the national 2016 NHS WRES Report. The model suggests that lessons learned by successful and effective managers are roughly:

- 70% from challenging assignments – on-the-job experiential learning
- 20% from developmental relationships – feedback from colleagues, mentoring etc.
- 10% from coursework and training – formal courses and reading

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