

Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES 10:00-12:00
25 APRIL 2019

LONDON-WIDE LMC,
TAVISTOCK HOUSE,
LONDON

MEETING CALLED BY	WRES Strategic Advisory Group
ATTENDEES	See Annex
APOLOGIES	See Annex
NOTE TAKER	WRES Implementation Team
WELCOME & INTRODUCTIONS	Marie Gabriel

Agenda topics

**INTRODUCTIONS AND REVIEW OF
PRREVIOUS MINUTES AND
ACTIONS**

MARIE GABRIEL

DISCUSSION/ CONCLUSIONS	<p>Marie Gabriel welcomed SAG members to the meeting, as well as the following guest presenters and observers:</p> <ul style="list-style-type: none"> • Prof Michael West, Lancaster University and The King’s Fund • Shamila Gill, NHS Leadership Academy • Samantha Lungu, Darzi Fellow, Kent Surrey Sussex Academic Health Science Network • Chitra Sanjel, ICU Nurse, Florence Nightingale Windrush programme • Joron Jimenez, Senior Charge Nurse, Florence Nightingale Windrush programme <p>Marie noted apologies from: Dr Henrietta Hughes, Prof Dean Fathers, Michelle Drage, Lord Victor Adebowale, Baroness Dido Harding, Garratt Emmerson, Dr Buki Adeyemo and Neil Churchill.</p> <p>Members were also informed of Stephen Dorrell’s leave of absence as chair of the NHS Confederation.</p> <p>The minutes of the 10 January WRES SAG meeting were recorded as accurate. Ongoing actions from the previous minutes noted were:</p> <ul style="list-style-type: none"> • Identify routes by which to engage with the primary care sub-committee. Yvonne Coghill has met with Dr Nikita Kanani, Director of Primary Care, NHSE/I. An update/presentation will be presented to the SAG in July and Nikita has been invited to join the SAG. • Exploration of subcontracting/outsourcing. Yvonne and Lord Prior will follow this up with some of the larger
------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Paper: WRES SAG 1

	<p>sub-contractors and report to the next SAG meeting. It was noted that there were numerous sub-contractors and outsourcing providers whose practices and processes would impact on BME staff including agencies. More consideration of how WRES could support them would be highlighted at the SAG meeting in July.</p> <ul style="list-style-type: none"> • SAG members encouraged to write blogs on workforce race equality and the WRES. WRES team to write to the SAG as a reminder for blogs. • Approach Public Health England and Health Education England re: representation on the SAG. Marie and WRES team to follow up. • Develop action plans for the leadership representation strategy. WRES team to lead. • Tightening-up on how WRES features in CQC inspections. CQC presentation deferred to July’s SAG meeting. • Final evaluation report to be circulated to the SAG. Report circulated. Awaiting publication. <p>Discussions took place around how the WRES team can continue to engage with front line staff in the NHS.</p> <p>Actions: WRES team to ensure that consideration is given to BME health workforce within outsourced bodies as part of the consideration at the July SAG meeting.</p> <p>WRES team to also follow up with the WRES Front Line Staff forum to address further engagement.</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

LEADERSHIP, CULTURAL TRANSFORMATION AND WRES

PROFESSOR MICHAEL WEST

<p>DISCUSSION/ CONCLUSIONS</p>	<p>Professor Michael West presented a journey through the culture and leadership programme being implemented within over 80 trusts across the NHS. The focus of this programme is to tackle issues of discrimination in the NHS by ensuring that staff at every level are listened to and understood.</p> <p>Michael noted that tackling culture change is fundamental in addressing discrimination and ensuring the delivery of high-quality care. The following 5 key values demonstrate how this can be achieved:</p> <ol style="list-style-type: none"> 1. An inspirational vision of high-quality care 2. Clear aligned goals at every level with helpful feedback
---------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Paper: WRES SAG 1

	<p>3. Good people management and employee management 4. Continuous learning and quality improvement 5. Enthusiastic team-working, co-operation and integration.</p> <p>Michael noted the clear alignment between the programme and WRES and recommended that a joint pilot is trialled within several NHS trusts to progress on culture change.</p> <ul style="list-style-type: none"> • The Group agreed that a pilot is not required as the tools are already robust and have evidenced outcomes. SAG members also agreed to the rollout of the programme across the London region as part of concerted work being carried out across the capital by the WRES team. Evidence from this would also inform work in other regions. • The Group confirmed that the evidence presented by Michael should inform WRES Stage Three: Cultural Transformation discussion, including the work on leadership as part of the planning meeting in July. • Michael agreed to keep WRES informed on the findings of the International Collaboration on Leadership and Culture. • It was agreed that the address for the NHSEI website that contained the free culture and leadership resources and tools would be circulated. • The Group also noted that leadership development was most effective when undertaken within organisations and highlighted the importance of WRES being part of the soon to be published Interim NHS People Plan. <p>Marie thanked Michael for presenting to the SAG.</p> <p>Actions: WRES team to ensure Michael’s work is used in London and that the outcomes inform work in other regions as they happen; that this evidence base should inform the July WRES SAG meeting; that the NHSEI website to access the free tools is circulated widely, and that the Group would ensure the continued role of WRES in supporting the delivery of the NHS People Plan.</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**NHS LEADERSHIP ACADEMY:
 REACH AND IMPACT ON INCLUSION**

**STEPHEN HART
 SHAMILA GILL**

<p>DISCUSSION/ CONCLUSIONS</p>	<p>Stephen Hart and Shamila Gill presented the NHS Leadership Academy’s approach to inclusion.</p> <p>They noted that outstanding leadership is compassionate and inclusive, it is only here where we see improvements to performance</p> <p>Shamila noted that inclusion is a core strategic objective and is embedded throughout the Leadership Academy’s activities. Four key areas of work include: building leadership for inclusion, positive</p>
----------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Paper: WRES SAG 1

	<p>action and national programmes, talent management and inclusion in academy interventions.</p> <p>Building leadership for inclusion aims to:</p> <ul style="list-style-type: none"> • Raise the level of ambition of inclusion • Quicken the pace of change towards inclusion • Ensure that leadership is equipped to achieve and lead an ever increasing and sustainable legacy of inclusion. <p>The literature review is being launched in May and will be shared with the SAG. The review is supporting the building blocks and active research and pilot sites area also being used. UUI is evaluating the work so far.</p> <p>The impact and key area are based on lived experiences and showing this to influence groups such as women, LGBT and BME to influence leadership in environments.</p> <p>The data from 2016-18 has been evaluated to compare participation in Leadership Academy programmes by BME representation. Figures show that BME representation has increased each year and positive action programmes and bursaries have been implemented.</p> <p>BME representatives on programmes is 21% - similar proportion to the BME workforce across the NHS. There were several questions about the data, particularly around the qualitative outcomes for the individual and the system. Owen Chinembiri agreed to resend the template as this would address most of the questions.</p> <p>Marie thanked Stephen Hart and Shamila Gill for their presentation to the SAG.</p> <p>SAG members did have a number of questions, however due to time constraints, it was agreed that these would be picked up outside of the meeting in the form of a written briefing and circulated to SAG members for comments and additions before being sent to Stephen Hart for responses.</p> <p>Actions: Marie Gabriel on behalf of the SAG to e-mail the draft questions for their review and to follow up with Stephen Hart requesting a response before the next meeting. The template provided by the WRES team to be resent.</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

WRES TEAM UPDATE REPORT

**YVONNE COGHILL
DR HABIB NAQVI**

DISCUSSION/ CONCLUSIONS	<p>Yvonne Coghill and Habib Naqvi presented the WRES team update report to the SAG for information.</p> <p>Key highlights included:</p>
------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------

Paper: WRES SAG 1

	<ul style="list-style-type: none">• Investment to focus on WRES in London, working with Sir David Sloman and the 36 London trusts.• The WRES ALB data report is to be published in May 2019.• On-going work with the HSJ awards with a focus on diversifying judging and participation.• WRES team will be presenting at the forthcoming presentation at the NHS Confed and the Health and Social Care Expo conferences. SAG members were encouraged to participate and contribute to the WRES items at these and other national events and conferences. <p>Marie thanked Yvonne, the speakers and the WRES team for their work on the 9 April 2019 Race & Health: The evidence base seminar. It was very well-received and attended. The presentations shared at the event would be circulated.</p> <p>Action: WRES team to circulate the Race and Health conference presentations to the SAG.</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

ANY OTHER BUSINESS

ALL

DISCUSSION/ CONCLUSIONS	A note of thanks was given to the WRES team for the high-quality of on-going work being produced.
----------------------------	---------------------------------------------------------------------------------------------------

DATES OF FUTURE MEETINGS	<ul style="list-style-type: none">• 31 July 2019, 10:00-14.00, Avonmouth House (etc venues) 6 Avonmouth St, London SE1 6NX – extended meeting• 17 October 2019, 10:00-12:30, (venue tbc)
--------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Paper: WRES SAG 1

ACTION NO:	ACTION ITEMS LIST	PERSON(S) RESPONSIBLE	DEADLINE	UPDATE	PROGRESS
1.	Identify routes by which to engage with the primary care sub-committee.	Yvonne Coghill	July 2019	Yvonne Coghill has met with Dr Nikita Kanani, Director of Primary Care, NHSE/I. An update/presentation will be presented to the SAG in July and Nikita has been invited to join the SAG.	On-going
2.	Exploration of subcontracting/ outsourcing	Yvonne Coghill/ Lord Prior	July 2019	Yvonne and Lord Prior will follow this up with some of the larger sub-contractors and report to the next SAG meeting. It was noted that there were numerous sub-contractors and outsourcing providers whose practices and processes would impact on BME staff including agencies. More consideration of how WRES could support them would be highlighted at the SAG meeting in July.	On-going
3.	SAG members encouraged to write blogs on workforce race equality and the WRES.	SAG members and WRES team	July 2019	Blogs by Danny Mortimer and Sir David Dalton have published (the latter in the HSJ) WRES Team to write to the SAG as a reminder for blogs.	On-going
4.	Identify the method and opportunity of raising WRES agenda with Council of Governors, with support from NHS Improvement.	Dame Gill Morgan/ Prof Dean Fathers	April 2019	Yvonne Coghill and Habib Naqvi presented at the NHS Providers Governors Conference on 9 May.	Completed
5.	Undertake overview of BME take-up of NHS Leadership Academy programmes.	Stephen Hart	April 2019	Item to be discussed at this meeting: SAG3.	Completed
6.	Approach Public Health England	Marie Gabriel / WRES team	July 2019		Ongoing

Paper: WRES SAG 1

	and Health Education England re: representation on the SAG.				
7.	Develop action plans for the leadership representation strategy.	WRES team	July 2019	Strategy for the London region has been produced, other regional strategies to follow.	On-going
8.	Dissemination of log-in details for the Model Hospital to members of the SAG.	Model Hospital / WRES team	April 2019		Completed
9.	Tightening-up on how WRES features in CQC inspections	Ted Baker / WRES team	July 2019	Yvonne and Habib met with the Ian Trenholm (CEO, CQC); weighting of WRES data in 'well-led' inspections will not change. Presentation deferred to July's SAG meeting.	On-going
10.	Final evaluation report to be circulated to the SAG.	WRES team	July 2019	Report circulated. Awaiting publication.	Completed
11.	WRES team to ensure that consideration is given to BME health workforce within outsourced bodies as part of the consideration at the July SAG meeting.	WRES team	July 2019		On-going
12.	WRES team to follow up with the WRES Front Line Staff forum to address further engagement.	WRES team	July 2019		On-going

Paper: WRES SAG 1

13.	WRES team to ensure Michael's work is used in London and that the outcomes inform work in other regions as they happen; that this evidence base should inform the July WRES SAG meeting; that the NHSEI website to access the free tools is circulated widely, and that the Group would ensure the continued role of WRES in supporting the delivery of the NHS People Plan.	WRES team	July 2019		On-going
14.	Marie Gabriel on behalf of the SAG to e-mail the draft questions for their review and to follow up with Stephen Hart requesting a response before the next meeting. The template provided by the WRES team to be resent.	Marie Gabriel/ Stephen Hart/ WRES team	July 2019		On-going
15.	WRES team to circulate the Race and Health conference presentations to the SAG.	WRES team	July 2019		On-going

Paper: WRES SAG 1

ANNEX MEETING OF THE WRES STRATEGIC ADVISORY GROUP – ATTENDANCE 25 April 2019

Name	Job Title	Organisation
Attended		
Karen Bonner	Director of Nursing	Chelsea and Westminster Hospital NHS FT
Jon Restell	CEO	MiP
Dr Habib Naqvi	Policy Lead - WRES	NHS England/ NHS Improvement
Marie Gabriel	Chair	East London NHS FT
Yvonne Coghill	Director - WRES	NHS England/ NHS Improvement
Prof Ted Baker	Chief Inspector - Hospitals	CQC
Jabeer Butt	CEO	Race Equality Foundation
Dr Stephanie Hatch	Academic	Kings College London
Danny Mortimer	CEO	NHS Employers
Dame Gill Morgan	Chair	NHS Providers
Stephen Hart	Managing Director	NHS Leadership Academy
Sir David Dalton	CEO (retired)	Salford Royal NHS Foundation Trust
Lord David Prior	Chair	NHS England
Jacqueline Dunkley-Bent	Chief Midwifery Officer	NHS England/ NHS Improvement
Prof Mala Rao	Professor & Senior Clinical Fellow	Imperial College London / Public Health England
Joan Saddler	Deputy Director	NHS Confederation
Apologies		
Dr Henrietta Hughes	National Guardian for the NHS	National Guardian's Office
Prof Dean Fathers	Chair	Nottingham Healthcare Trust
Michelle Drage	CEO	London-wide LMCs
Lord Victor Adebawale	CEO	Turning Point
Baroness Dido Harding	Chair	NHS Improvement
Dr Buki Adeyemo	Medical Director	North Stoke Combined NHS Trust
Garrett Emmerson	CEO	London Ambulance Service NHS Trust
Neil Churchill	Director for Experience, Participation & Equalities	NHS England
Rob Webster	Chief Executive	South West Yorkshire Partnership NHS FT
Saffron Cordery	Director	NHS Providers

Paper: WRES SAG 1

Stephen Dorrell	Chair	NHS Confederation
Guest speakers		
Prof Michael West	Professor of Organisational Psychology	Lancaster University Management School
Shamila Gill	Head of Academy Operations	NHS Leadership Academy
WRES secretariat / Visitors		
Chitra Sanjel	Nurse	Shadowing Karen Bonner
Joron Jimenez	Nurse	Shadowing Karen Bonner
Samantha Lungu	Darzi Fellow	Shadowing Yvonne Coghill
Tanya Carter	Director of Human Resources	East London NHS Foundation Trust
Vinita Lakha	WRES secretariat	NHS England/ NHS Improvement
Owen Chinembiri	Senior Analytical Manager - WRES	NHS England/ NHS Improvement
Richard Watson	Analytical Manager - WRES	NHS England/ NHS Improvement