

Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES

10:00-14:00
31 JULY 2019

Avonmouth House
6 Avonmouth Street,
London

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

Agenda topics

**INTRODUCTIONS AND REVIEW OF
PREVIOUS MINUTES AND
ACTIONS**

DANNY MORTIMER

DISCUSSION/ CONCLUSIONS	<p>Danny Mortimer welcomed SAG members to the meeting and noted apologies from the following; Rob Webster, Lord Victor Adebawale, Ted Baker, Saffron Cordery, Dame Gill Morgan, Prerana Issar, Joan Saddler, Jabeer Butt.</p> <p>Danny and the SAG congratulated Dr Habib Naqvi for his new appointment as Deputy Director for the WRES.</p> <p>The minutes of the 25 April WRES SAG meeting were recorded as accurate. Ongoing actions from the previous minutes noted were:</p> <ol style="list-style-type: none"> 1. Identify routes by which to engage with the primary care sub-committee. Yvonne Coghill met with Dr Nikita Kanani, Director of Primary Care at NHSE/I – on-going conversations are to take place with Prof Mala Rao to include the medical arena in primary care. 2. Explore subcontracting / outsourcing. A meeting has been scheduled between Yvonne Coghill and Lord Prior in October for further discussion. 3. SAG members encouraged to write blogs on workforce race equality and the WRES. WRES Team will draft timetable of blogs for SAG members. 4. Approach PHE and HEE re: representation on the SAG. Marie Gabriel confirmed that Sir David Behan will be representing HEE on the SAG, and Baroness Dido Harding will be approaching PHE re: SAG representation.
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	<p>5. Develop action plans for the leadership representation strategy. Strategy for the London region has been produced, other regional strategies to follow. Regional Directors have been engaged with.</p> <p>6. Tightening up on how the WRES features in CQC inspections. Further meetings to be scheduled between WRES team and CQC.</p> <p>Discussions took place regarding regulation oversight and the significance of inclusion at its core.</p>
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**HABIB NAQVI
/ DANNY
MORTIMER**

NEXT PHASE FOR THE WRES

DISCUSSION/ CONCLUSIONS	<p>Habib Naqvi and Danny Mortimer presented an overview of the WRES programme to date.</p> <p>WRES phase one predominantly focused on research to help amplify the narrative and importance of this agenda, establishing the WRES indicators, as well as the SAG.</p> <p>WRES phase two has focused on system alignment including areas such as the CQC domain and inclusion in the NHS standard contract, as well as collection of annual data and supporting action planning.</p> <p>Data is being collected from NHS trusts, CCGs and select ALBs. In summary, WRES data show improvements over time for indicators 2, 3,4 and 9. Indicators 5-8 remain largely static –reflective of the challenges in transforming organisation culture and the timespan needed for this.</p> <p>Regarding STPs and ICSs, the WRES has initiated work on this in Brighton and across Greater Manchester. It was suggested that links are also made with Rob Webster on the work he is conducting around individual accountability and diversity and inclusion in workforce planning.</p> <p>SAG members were reminded of the key outcomes from the WRES independent evaluation:</p> <ul style="list-style-type: none"> ➤ WRES indicators are generally fit-for-purpose ➤ WRES data over time show statistically significant improvements for indicator 2, 7 and 9 ➤ WRES is viewed as a catalyst for change ➤ There is a need to spread WRES expertise across the country
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- Momentum and sustainability are key for the next phase of the WRES

WRES phase 3 will shift further from the 'why' to the 'how' of workforce race equality – supporting further improvements across NHS organisations. This involves working with regional directors in rolling out the WRES strategies and focusing on key areas that need concerted support.

Cultural transformation is also a key area for WRES phase 3 as is the expanding remit of the WRES and linkages to other equality characteristics. Discussions with Michael West have taken place in ensuring that the cultural and transformational leadership model is weaved through this agenda.

There is also a greater need for strategic communications capacity for the WRES.

SAG members discussed three questions regarding the next phase for the WRES and provided the following key feedback:

What changes do we need to make on current ways of working?

- We need to enable a culture that benefits fair processes
- Focus on cultural transformation across middle management level
- Engagement with providers, particularly those with challenging data
- CQC well-led domain and how WRES can feature more strongly
- Recognising the needs of rural and urban areas on this agenda
- Responding to the global political narrative
- How we are responding to intersectionality and placing emphasis on the benefits of improvements to experiences for all staff
- Tackling belief systems from a cultural perspective
- Need for an evolution in leadership, moving towards a collaborative and inclusive model
- Further sharing of replicable good practice
- Innovation needs to continue to be at the heart of the WRES
- Need to remain contemporary and visible
- The NHS will continue to change, we must not lose sight of 'why' the WRES is critical
- Four key principles for change: (i) leadership, (ii) clear measurement, (iii) capability, and (iv) sponsor change projects. Need to focus more on (iii) and (iv).

What wider engagement mechanisms are required?

- Communications need to be aimed at middle management
- Adaptable communications for different audiences
- Promoting a 'no blame' culture
- WRES communications need to be targeted at CEOs, HRDs and need to filter down to middle management
- Boost strategic communications for the WRES

Paper: WRES SAG 1

	<ul style="list-style-type: none"> ➤ The importance of the narrative and emphasis on patient safety, financial savings, impact on the wider workforce, health and ability to thrive, mental health. ➤ Expand the WRES experts programme to spread expertise <p><u>What would a reset 'SAG' look like?</u></p> <ul style="list-style-type: none"> ➤ Need to ensure SAG membership is reflective of changing NHS architecture and policy levers ➤ Spread the SAG to the seven regions and/or the regions to feed into the SAG. Invite the regional directors on the SAG ➤ Involvement from the Medical Royal Colleges ➤ Need to remind SAG members about their influence and what they are going to do <p>Actions:</p> <ul style="list-style-type: none"> ➤ WRES team to follow-up with Rob Webster on equality and inclusion in workforce planning. ➤ Summarise discussion points in PowerPoint for dissemination to the SAG members. ➤ Reset SAG membership to reflect changing NHS architecture and policy.
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ANY OTHER BUSINESS

ALL

DISCUSSION/ CONCLUSIONS	<p>SAG members were asked to send any informal feedback on the NHS England / NHS Improvement People Directorate consultation to Marie Gabriel.</p> <p>A note of thanks was given to the WRES team for the high-quality of on-going work being produced.</p>
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DATES OF FUTURE MEETINGS	<p>17 October 2019, 10:00-12:30, Londonwide LMC's Office, Tavistock House South, Tavistock Square, London, WC1H 9LG</p>
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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	October 2019	Yvonne Coghill has met with Dr Nikita Kanani, Director of Primary Care, NHSE/I and on-going conversations are to take place with Mala Rao re: medical / primary care.	On-going
2.	Exploration of subcontracting/ outsourcing.	Yvonne Coghill/ Lord Prior	October 2019	A meeting has been scheduled between Yvonne Coghill and Lord Prior in October for further discussion.	On-going
3.	SAG members encouraged to write blogs on workforce race equality.	SAG members and WRES team	October 2019	WRES Team to timetable blogs for SAG members.	On-going
4.	Invite HEE (Sir David Behan) and approach PHE re: representation on the SAG.	Marie Gabriel / Baroness Harding	October 2019	Marie Gabriel to invite Sir David Behan (HEE) to join the SAG. Baroness Harding to approach PHE re: representation.	Ongoing
5.	Tightening-up on how WRES features in CQC inspections.	Ted Baker / WRES team	September 2019	Meetings to be scheduled between WRES team and CQC.	On-going
6.	WRES team to liaise with Rob Webster re: inclusion and workforce planning.	WRES team	October 2019	New action	
7.	Summarise key discussion points on SAG refresh and share with SAG members.	Marie Gabriel/ Danny Mortimer/ WRES team	August 2019	New action	
8.	Review / reset SAG membership in line with changing NHS architecture and policy levers.	Marie Gabriel/ Danny Mortimer/ WRES team	October 2019	New action	

ANNEX MEETING OF THE WRES STRATEGIC ADVISORY GROUP –
ATTENDANCE 31 July 2019

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

Paper: WRES SAG 1

Jabeer Butt	CEO	Race Equality Foundation
WRES secretariat / Visitors		
Vinita Lakha	WRES secretariat	NHS England/ NHS Improvement
Bo Escritt	WRES team / Ambulance lead	Ambulance sector
Ann Ford	Deputy Chief Inspector for Hospitals	CQC
Tanya Carter	Director of People & Culture	East London NHS Foundation Trust
Priya Singh		East London NHS Foundation Trust