

(SAG Paper 1)

Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES

JAN 18TH 2017

STEWART HOUSE, LONDON

MEETING CALLED BY	WRES Strategic Advisory Group (Sir Keith Pearson, Chair)
ATTENDEES	See annex
APOLOGIES	See annex
NOTE TAKER	Yvonne Coghill
WELCOME & INTRODUCTIONS	Sir Keith Pearson

Agenda topics

CHAIR PERSON

SIR KEITH PEARSON

DISCUSSION/ CONCLUSIONS	<p>Sir Keith Pearson welcomed and thanked members of the Strategic Advisory Group for their attendance; he congratulated Jackie Dunkley Bent on receiving an OBE in the Queens New Year’s Honors list and informed the group that Lord Patel had resigned.</p> <p>Minutes of the previous meeting of the group were agreed as a full and true record of the meeting and accepted. Progresses on actions were noted.</p> <p>Sir Keith said he wanted to spend a good amount of time discussing the Next Steps for WRES so would be changing the order of the agenda and suggested we would be discussing the Next Steps paper first.</p>
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WRES NEXT STEPS

ALL

DISCUSSION/D CONCLUSIONS	<p>Discussion and debate on the next steps for the programme, broad agreement that next steps should consist of three elements</p> <ul style="list-style-type: none">• Data and analysis• Embed in regulation• Cultural change and leadership <p>Anu clarified that funds had not been specifically allocated for the programme but could be requested to do the work identified. Prof Mala Rao mentioned the importance of including the medical workforce in the next steps of the programme. Keith tasked the team with drawing up a detailed action and implementation plan for the next meeting.</p> <p>See attached infographic (paper 2)</p>
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WRES UPDATE

YVONNE COGHILL AND ROGER
KLINE

(SAG Paper 1)

DISCUSSION/ CONCLUSIONS

1. WRES - Strategic Planning for future years

Following the dinner and discussion on the direction of travel for WRES held in November, a few advisory group members came together again in December to help pull together a paper incorporating the views of many SAG members (paper to be discussed as agenda item 3) NHS England have committed a further £1.9 million pounds to the programme over the next 2 years, 2017-2019. The outcome of SAG discussions will have significant implications for the future of the work on WRES

2. Strategically Implementing the WRES in the Frontline

Joint WRES Director, Yvonne Coghill, has some time over the last 6 months working with colleagues at Sheffield Teachings hospitals NHS Trust and NELCSU. She has gained much experience from these pieces of work to help inform future practice within NHS organisations. Documents will be developed from this work to help colleagues in the NHS to consider what might work to make the cultural changes necessary to improve race equality in organisations.

3. Ambulance Sector Publicly Commit to improving WRES Performance

The Association of Ambulance Chief Executives unanimously agreed to adopt a wide range of interventions to help improve the sectors WRES performance in future years.

The sector has focussed on improving performance against WRES indicators 1, 2, 5, 6, during the forthcoming years, and their performance will be managed via individual ambulance trusts by the sector's National Diversity Group, led by Tracy Myhill, CEO Welsh Ambulance Service, assisted by the WRES team.

A national media release promoting this initiative was issued by NHS England, supported by the AACE citing quotes from Yvonne Coghill on behalf of NHS England and Tracy Myhill for the AACE. The announcement gained positive coverage in the national media and online. Additionally, a social media pack was produced by WRES communication and shared with colleagues across ambulance trusts.

4. Independent Acute Healthcare Sector WRES Development

The ongoing work with the sector continues. During the last quarter, the WRES Team and CQC jointly presented to the Independent Sector Director of HR/OD Network to emphasise the importance of applying and reporting all of the standards. The WRES team is providing further support to individual organisations within the sector.

(SAG Paper 1)

5. Legacy champions

The contract has been awarded to Cadence Partners and we are currently working with the NHS LA to select participants and start the programme. It is envisaged that approximately 50-70 people will be developed to be WRES champions across the system.

6. WRES Stakeholder Engagement and Communications

We have been fortunate enough to appoint a communications professional to the team, Building on the communications from the Workforce Race Equality Standards (WRES) 2015 report, we have developed a robust communications strategy (attached to SAG papers)

The communications strategy which sets out the activities, channels and media handling of the WRES programme for the next 12 months and beyond has been produced.

It sets out the communications purpose, objectives, key messages, positioning and tone of the message.

7. NHS England website

In October, the [WRES webpage](#) was refreshed and updated to be clearer, more informative, snappier and easily accessible.

It has now been laid out into three sections namely the landing page which tells visitors about the programme and why it was introduced, a video library and a resource centre.

The webpage is the primary source of information for all things related to the programme for example: - guides, blogs, case studies and updated documents. Information that may be useful to our partners but are not on the NHS England website are stored and easily shared on request through the new WRES team cloud service.

8. Media

As part of our proactive media approach, Yvonne Coghill will be writing an article for publication in The Guardian in March. The article will touch on nursing, working in new ways and address BME workforce issues and also the WRES.

9. Social media

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The programme twitter account [@WRES Team](#) has been refreshed and rebranded with NHS England skins and a new strategy is being implemented.

Through a steady stream of engaging messages and a joined approach with the NHS England corporate twitter account, there has been a steady increase in social media engagement and an increase in audience by 223 in the last quarter.

The social media accounts have been used to support partner organisations campaigns, for example, NHS Choices, stay well this winter campaign and NHS Leadership Academy's stepping up programme aimed at BMEs working in healthcare bands 5-7 who aspire to be future leaders.

10. Events

A forward planner of events and high visibility opportunities is being developed to proactively promote the WRES and its aims. In the last quarter, data from the WRES team was provided to the office of the Secretary of State for Health in his key note [speech](#) on diversity, leadership and inclusion at the NHS Providers annual conference in November.

A communications and media handling plan is being written and will be shared in the coming weeks.

11. WRES 2016 report

The second WRES report is due to be published within the next quarter. Operationally, we are on target for February. 99% of organisations have submitted their WRES data and the report are currently being produced.

12. New Senior Appointment within Patient and Public Participation and Insight

Scott Durairaj has recently been appointed to the post of Programme Delivery Director, Patient and Public Participation and Insight. Scott will be working directly to Anu Singh, Director of Patient and Public Participation and Insight, and taking the lead on ensuring that WRES delivery plans are well supported

(SAG Paper 1)

	<p>and aligned.</p> <p>13. Establish a critical mass of evidence-driven good practice and improvement</p> <p>A range of small pieces of work commissioned on lessons from literature and fieldwork focussed on good practice on:</p> <p>Lessons from the private sector on race equality</p> <p>Lessons from the public sector</p> <p>Recruitment from shortlisting</p> <p>Boards – changing demographics</p> <p>Boards – inclusion</p> <p>A cross characteristic model</p> <p>An overview report</p> <p>Work on good practice around bullying/whistleblowing/racism in discussion with National Whistleblowing Guardian.</p> <p>14. Consolidate our research underpinning including around an improved HR paradigm</p> <ul style="list-style-type: none">• Work with New Models of care and NHSi• MacGregor Smith Review response prepared• Joint guidance on positive action with PHE and civil service• Commission Jeremy Dawson to do work on agency staff and on update of 2009 report• Commission evaluation of WRES <p>15. Encourage appropriate networks to roll out evidenced approaches to implementing our findings.</p> <ul style="list-style-type: none">• Successful November dry run with London HRDs.• Joint initiatives planned with NHS Employers and HR networks and equality networks.• Meet with SW region social and NW region. E.g. Barts, Royal Marsden, South London and Maudsley, Salford. <p>16. Sustain and develop work with CQC including inspection against the “well led” domain.</p> <p>Discussions with CQC on changes to our support as inspection patterns change and drafting of reports.</p> <ul style="list-style-type: none">• Better integration of CQC and WRES data
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(SAG Paper 1)

	<ul style="list-style-type: none">• Further training planned• CQC benchmarking methodology donated for our 2016 report• Extend our approach to independent providers and Arms Length bodies• <p>17. Finalise protocol with independent healthcare providers and joint inspection protocol agreed with CQC. Ongoing work with</p> <ul style="list-style-type: none">• NHSi• PHE• CQC• NHS Digital• NHS England• NHS Litigation Authority• <p>18. Step change in use of NHS Staff Survey including move away from sample surveys and better engagement of BME staff. Short guide co-produced with NHS England on using staff survey data as follow up to agreement reached with NHS England and CQC on moving to 1250 minimum staff surveys, and push on improving response rates.</p> <p>19. Encourage/facilitate work on specific occupational issues, notably nurses and doctors. Guidance on good practice on Support and development of BME nurses and midwives.</p> <p>Enable BME doctors issues to be addressed:</p> <ul style="list-style-type: none">• SAS doctors –discussion with BMA/SAS section chair and BMA planned• Bullying – a BAPIO group has started. <p>20. Preparation of Technical Guidance etc for 2017-18</p> <ul style="list-style-type: none">• Consultation jointly with NHS Employers. Minor changes to metrics agreed.• Complete revamp of Technical Guidance drafted.• New template and guidance on Unify 2 planned.• <p>21. Drive on increasing BME Board membership Guidance drafted for end January on changing demographics, sustaining</p>
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	<p>change, and making Board effective around inclusion</p> <p>22. Sustain relations with key stakeholders including social partners and BME representative bodies</p> <p>Numerous meeting including with NHS social partnership Equality Group, London social partnership forum, South West social partnership forum, individual unions and BAPIO and BIDA leaderships.</p>
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AOB AND CLOSE

DISCUSSION/ CONCLUSIONS	Sir Keith asked if anyone had any other business and closed the meeting at 12:30pm
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
Pull together a small group to support the selection of company to evaluate the WRES	Roger	March 2017
Write up and circulate the notes of the meeting	Yvonne	End of January
Development of action and implementation plan for WRES next steps to be developed	Team	March 2017

DATES OF FUTURE MEETINGS	Monday 24 th April 2017 Stewart House, Russell Square
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(SAG Paper 1)

Annex

Meeting of the WRES Strategic Advisory Group – Attendance Tuesday October 4th 2016

First name	Surname	Title / Organisation	Comments
Lord Victor	Adebowale	Non-Executive Director, NHS England	Apologised
Mike	Richards	CEO, Care Quality Commission	Apologised
Jabeer	Butt	Deputy Chief Executive Officer, Race Equality Foundation	Apologised
Sir Andrew	Cash	CEO, Sheffield Teaching Hospitals NHS Trust	Apologised
Stephen	Dorrell	Chair, NHS Confederation	Apologised
Dr Michelle	Drage	CEO, London-wide LMCs	Apologised
Jacqueline	Dunkley-Bent	Director of Nursing, NHS England	Attended
Prof Aneez	Esmail	Professor of General Practice, University of Manchester	Attended
Prof Dean	Fathers	Chair, Nottinghamshire Healthcare NHS Trust	Apologised
Marie	Gabriel	Chair, East London Foundation Trust	Apologised
Sir Malcolm	Grant	Chair, NHS England	Apologised
Prof Poppy	Jaman	Non-Executive Director, Public Health England	Attended
Dame Gill	Morgan	Chair, NHS Providers	Apologised
Danny	Mortimer	CEO, NHS Employers	Apologised
Jacynth	Ivey	Associate Non-Executive Director, Health Education England	Apologised
Richard	Parish	Non-Executive Director, Public Health England	Apologised
Lord Kamlesh	Patel	Chair, Bradford Hospitals NHS Trust	Resigned
Sir Keith	Pearson	Chair, Health Education England	Attended
Prof Mala	Rao	Public Health Consultant, Public Health England	Attended
John	Restell	CEO, Managers in Partnership	Apologised
Terry	Roberts	Director of Workforce, Kingston Hospital NHS Trust	Apologised
Ed	Smith	Chair, NHS Improvement	Apologised

(SAG Paper 1)

Also in attendance

First name	Surname	Organisation
Yvonne	Coghill	NHS England
Saba	Razaq	NHS England
Byron	Currie	NHS England
Roger	Kline	NHS England
Anu	Singh	NHS England
Scott	Durairaj	NHS England