

# Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES

10:00-12:30,  
10 JANUARY 2018

STEWART HOUSE, LONDON

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| <b>MEETING CALLED BY</b>           | WRES Strategic Advisory Group |
| <b>ATTENDEES</b>                   | See annex                     |
| <b>APOLOGIES</b>                   | See annex                     |
| <b>NOTE TAKER</b>                  | WRES Implementation Team      |
| <b>WELCOME &amp; INTRODUCTIONS</b> | Marie Gabriel                 |

## Agenda topics

### WELCOME AND INTRODUCTIONS

**MARIE GABRIEL**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Marie welcomed all present at the meeting, noting that this was the first WRES SAG meeting of the fully refreshed SAG membership. In particular, Marie welcomed new members:</p> <ul style="list-style-type: none"><li>• Prof Ted Baker</li><li>• Lord David Prior</li><li>• Sir David Dalton</li><li>• Adam Sewell-Jones</li><li>• Dr Henrietta Hughes</li><li>• Garrett Emerson</li><li>• Karen Bonner</li><li>• Dr Stephanie Hatch</li></ul> <p>Apologies were received from the following:</p> <ul style="list-style-type: none"><li>• Dame Gill Morgan</li><li>• Poppy Jarman</li><li>• Rob Webster</li><li>• Joan Saddler</li><li>• Stephen Hart</li><li>• Saffron Cordery</li><li>• Jacqueline Dunkley-Bent</li><li>• Buki Adeyemo</li></ul> |
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### MATTERS ARISING

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>The minutes of the previous meeting (18 October 2017) were agreed with no amendments.</p> <p><u>Actions from 18 October meeting: update</u> –</p> <ol style="list-style-type: none"><li>1. Neil Churchill noted that he had made initial engagement with the NHS Ombudsman re: the idea of joining the WRES SAG. He will follow-up further.</li><li>2. Danny Mortimer stated that Dean Fathers, Habib Naqvi and himself were progressing on scoping future key WRES research areas, and will be following-up further.</li></ol> |
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|  | <p>3. Yvonne Coghill reported that she was meeting with the STP leads in February, and had also met with Michael McDonnell (NHS England) on engaging STPs on the WRES. She thanked Dame Gill Morgan for making the necessary contacts.</p> <p>4. Lord Victor Adebawale reminded the SAG that he would be raising the WRES agenda with the primary care commissioning sub-committee.</p> |
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### WRES FRONTLINE STAFF PROJECT

### SIR KEITH PEARSON

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Sir Keith presented the background to the WRES Frontline Staff Project, highlighting the importance of seeking qualitative feedback on the impact WRES is having on frontline staff across the NHS.</p> <p>Sir Keith introduced and welcomed five participants of the project to present to the SAG, these being:</p> <ul style="list-style-type: none"> <li>• Diana Belfon (Northamptonshire Healthcare NHS FT)</li> <li>• Gilly Lee (Central Manchester NHS FT)</li> <li>• Florence Acquah (London North West Healthcare NHS Trust)</li> <li>• Virginia Golding (Sheffield Teaching Hospital NHS FT)</li> <li>• Ethel Changha (Berkshire Healthcare NHS FT)</li> </ul> <p>Each participant presented an overview of the impact WRES was beginning to have at their respective organisations and upon them as NHS staff. They highlighted areas that had emerged from the discussions with the wider group and presented these as issues facing frontline staff, with suggestions for future areas of work, including: leadership; accountability (holding CEOs to account); role modelling; and sharing good practice.</p> <p>With the Frontline Staff Project’s natural end date being 31March 2018, a key question the participants had for the SAG related to the possibility of whether the work of the project would continue going forward. Sir Keith noted that a paper on this project should be tabled at the next meeting of the WRES SAG.</p> <p><u>ACTION:</u> WRES team to respond to the question of longevity of the project and to present a paper at the April meeting of the WRES SAG.</p> <p>Dr Henrietta Hughes outlined how this project usefully presents the overlap between the WRES and the Freedom to Speak Up (FTSU) work. It was also noted that it is essential to raise the narrative that WRES is linked to patient outcomes – this project helps to do that.</p> <p>It was noted that communications at board level are not always filtered down to the rest of the organisation. Sir David Dalton noted the importance of the appraisal process, particularly across middle management in the NHS, of raising questions on workforce race equality.</p> <p>Lord Victor Adebawale noted 3 key issues to keep in mind with regard to this area of work: (i) access to training – analysis of subjective perception versus objective data; (ii) the role of the leader – appraisal of leaders’ performance on</p> |
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|  | <p>this agenda; (iii) importance of demonstrable leadership is critical.</p> <p><u>ACTION:</u> Danny Mortimer, Adam Sewell-Jones and Jon Restell to look at how the workforce race equality agenda could be infused amongst middle managers.</p> <p><u>ACTION:</u> WRES team to invite SAG members to the WRES Frontline Project event on 9 March 2018.</p> |
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### WRES PROGRAMME DELIVERABLES

**YVONNE COGHILL**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Yvonne Coghill outlined the strategic approach for Phase 2 of the WRES programme and gave an overview of the WRES team's performance against the agreed deliverables for the previous 6-month period (June-Nov2017). She informed the SAG that every objective had been met and delivered. Yvonne presented the current 6-month deliverables (Dec2017-May2018) and asked SAG members for their views and opinions regarding these.</p> <p>Led by Lord Victor, SAG members congratulated the WRES team on the excellent progress made to date.</p> <p>Danny Mortimer recommended that work outlined in the current 6-month deliverables should include a piece on: (i) appraisals, and on (ii) sharing the learning from replicable good practice from across the NHS. Adam Sewell-Jones highlighted the benefits of empowering leaders with good practice examples.</p> <p><u>ACTION:</u> WRES team to ensure the two areas of work noted above are included / further emphasized within the WRES deliverables plan, including working with key SAG membership organisations on developing a WRES good practice guide.</p> <p>SAG members highlighted the role, if any, of the WRES with regard to outsourced services (e.g. SERCO) that are delivered by significant numbers of BME staff. The performance of independent healthcare organisations on this agenda was noted as being important. Prof Ted Baker noted that WRES applies to independent healthcare organisations, but that there is no clear guidance on sub-contracting.</p> <p><u>ACTION:</u> Sir David Dalton and Lord Victor Adebawale to focus attention on this area of work.</p> |
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### WRES TEAM WORK UPDATE

**YVONNE COGHILL AND  
HABIB NAQVI**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Yvonne Coghill and Habib Naqvi outlined current WRES work being undertaken by the WRES team and presented an update of the workstreams as they appear under the three strategic pillars of the WRES strategy:</p> <ol style="list-style-type: none"> <li>1. Enabling People:             <ul style="list-style-type: none"> <li>• WRES expert programme – to be launched in March 2018. Communication and advertisement for the programme has started. The venue for the delivery of the programme has been secured with the NHS Leadership Academy in Leeds. Up to fifty candidates will be recruited in</li> </ul> </li> </ol> |
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|  | <p>the first cohort of the programme.</p> <ul style="list-style-type: none"> <li>• Roundtables with CEOs – to be carried out jointly with NHS Confederation over the coming months, plus a WRES seminar to be hosted by The King’s Fund for London CEOs in February.</li> </ul> <p>2. Embedding Accountability:</p> <ul style="list-style-type: none"> <li>• How WRES features in key policy levers (NHS contract, CCG Improvement and Assurance Framework, CQC inspections) was outlined. It was noted that a series of WRES webinars for CQC inspectors was planned for March and April 2018.</li> <li>• Work has started with DevoManc and Greater Manchester Health &amp; Social Care Partnership.</li> <li>• Focused work with the ambulance sector and with the London region (via the London-wide HRD Network) was also outlined.</li> </ul> <p>3. Evidencing Outcomes:</p> <ul style="list-style-type: none"> <li>• The 2017 WRES data report for NHS trusts was published in December 2018 – 100% of NHS trusts had submitted their WRES data. The report highlights some early signs of continuous improvements. Similar data collections are being carried out for the independent healthcare sector, and for the national healthcare ALBs.</li> <li>• The good work of organisations undertaking the QI methodology with regard to the WRES data outlined, and it was noted that the independent evaluation of the WRES is now underway.</li> <li>• Prof Mala Rao presented an overview of the ‘race, data and research’ workshop held in December, noting the potential benefits of establishing a ‘race observatory’. It was noted that the workshop paper should be circulated to the SAG.</li> </ul> <p><u>ACTION:</u> WRES team to circulate the ‘race, data and research’ workshop paper to SAG members.</p> <p><u>ACTION:</u> WRES team will begin work with the regulators to further embed inclusive culture and leadership (and the work of Prof Michael West et al) within inspection processes.</p> <p>A number of comments were made:</p> <ul style="list-style-type: none"> <li>• It was good to see WRES implementation being looked at in Manchester across social care; we also need to focus on the future workforce.</li> <li>• Research looking at disciplinary action in a number of NHS trusts across London was being undertaken.</li> <li>• SAG members again congratulated the WRES team on the spread and quality of the work being undertaken.</li> </ul> |
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### WRES COMMUNICATIONS

**REG WILHELM**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Reg Wilhelm presented a summary of the WRES conference held in London last October. The event was a huge success and was very well delivered.</p> <p>The WRES narrative was agreed by the SAG, as a means of supporting SAG members with a concise and specific narrative that explains what the WRES programme is and what it aims to do.</p> <p>The close relationship between the WRES team and NHS Confederation’s communications team was noted and endorsed. It was agreed that links should be made with the communications teams from other national ALBs represented on the WRES SAG.</p> |
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|  | <p><u>ACTION:</u> SAG members representing national ALBs to make connections between their respective organizational communications teams and the WRES team.</p> <p>Jon Restell highlighted the importance of staff-side voice on the WRES agenda at conferences and event, and the sharing of good practice opportunities. This was warmly welcomed by all.</p> <p><u>ACTION:</u> Jon Restell to follow-up on the above point with the WRES team.</p> <p><u>ACTION:</u> ALBs to give thought on developing their own respective WRES narratives.</p> <p><u>ACTION:</u> SAG members to draft short blogs for publication by the WRES team (and their own respective organisations) on workforce race equality.</p> |
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### NHS70 AND BME CONTRIBUTION

**YVONNE COGHILL**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Yvonne Coghill presented an overview of the 'NHS70 and the contribution of BME staff in the NHS' celebrations to be held during June 2018. Meetings have been had with the Cabinet Office and with Number 10. It was noted that the budget set aside for the WRES 2018 conference would be used to contribute towards an event that would include: a sit down meal, awards ceremony and entertainment (concert). A call-to-action was made to SAG members to support the event and contribute to making it a success.</p> <p>A number of comments were made:</p> <ul style="list-style-type: none"> <li>• The event should focus on celebrating the contribution of BME staff to the NHS / Windrush etc., but it should also focus on learning from the last 70 years and look towards the future workforce of the NHS.</li> <li>• If the event is important, then it should be adequately funded from the top.</li> <li>• There is an opportunity to host relevant items at the NHS Confederation conference in Manchester – June 2018.</li> <li>• There needs to be a commitment from all organisations, including local organisations, to factor in the BME contribution into their respective NHS 70 events across the country.</li> <li>• Need to ensure the BME contribution element does not get drowned out with all other events happening on NHS70 during the summer.</li> </ul> <p><u>ACTION:</u> All SAG members to submit their offers of support to the WRES team.</p> |
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### ANY OTHER BUSINESS

**ALL**

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| <b>DISCUSSION/<br/>CONCLUSIONS</b> | <p>Sir Keith Pearson raised the issue regarding the future funding of the WRES programme of work. It was agreed that this would be a key item for the April meeting of the WRES SAG.</p> <p><u>ACTION:</u> WRES SAG secretariat to include 'WRES future and funding' item to agenda for the April SAG meeting.</p> <p>It was also mentioned that Sir Keith Pearson is organizing a dinner for the chairs of national healthcare ALBs in March, to help facilitate a discussion on</p> |
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|  | <p>workforce race equality.</p> <p><u>ACTION:</u> Sir Keith and WRES team to confirm date of the WRES dinner for ALB chairs.</p> |
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| ACTION ITEMS LIST   | PERSON RESPONSIBLE                                | DEADLINE      |
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| 1. Follow-up with the NHS Ombudsman of joining the WRES SAG.  | Neil Churchill                                    | April 2017    |
| 2. Finalise WRES areas of work for concerted focus.   | Dean Fathers, Danny Mortimer and Habib Naqvi      | April 2018    |
| 3. Lord Victor Adebawale reminded the SAG that he would be raising the WRES agenda with the primary care commissioning sub-committee. | Lord Victor Adebawale                             | April 2018    |
| 4. WRES team to consider future of the WRES Frontline Project and present a paper at the April meeting.                               | WRES team   | April 2018    |
| 5. Consider how the workforce race equality agenda could be infused amongst middle managers across the NHS.                           | Danny Mortimer, Adam Sewell-Jones and Jon Restell | April 2018    |
| 6. Invite SAG members to the WRES Frontline Project event on 9 March 2018.  | WRES team   | February 2018 |
| 7. Consider role of the WRES with regard to outsourced services / sub-contracting.  | Sir David Dalton, Lord Victor Adebawale           | April 2018    |
| 8. Circulate the 'race, data and research' workshop paper to SAG members.   | WRES team   | April 2018    |
| 9. Begin work with the regulators to further embed inclusive culture and leadership within inspection processes.                      | WRES team with CQC colleagues                     | March 2018    |
| 10. Make connections ALB communications teams and the WRES team.  | SAG members representing ALBs                     | February 2018 |
| 11. Highlight opportunities for raising staff-side voice on the WRES at conferences and events.                                       | Jon Restell                                       | April 2018    |
| 12. ALBs to give thought on developing their own  | SAG members from                                  | April 2018    |

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| <p>respective WRES narratives.</p> <p>13. SAG members to draft short blogs for publication by the WRES team (and their own respective organisations) on workforce race equality.</p> <p>14. SAG members to submit their offers of support re: NHS/BME 70 celebrations to WRES team.</p> <p>15. Confirm date of the WRES dinner for ALB chairs.</p> | <p>ALBs</p> <p>SAG members</p> <p>SAG members</p> <p>Sir Keith Pearson and WRES team</p> | <p>April 2018</p> <p>February 2018</p> <p>February 2018</p> |
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| <p><b>DATES OF FUTURE MEETINGS</b></p> | <p>Wednesday 18 April 2018, 10:00-12:30, London-wide LMCs, Tavistock House South, Tavistock Square, London WC1H 9LG</p> |
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# Paper: WRES SAG 1

## ANNEX

### MEETING OF THE WRES STRATEGIC ADVISORY GROUP – ATTENDANCE 10 JANUARY 2018

| Name                           | Job Title                                  | Organisation                                    |
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| <b>Attended</b>                |  |   |
| <b>Adam Sewell-Jones</b>       | Executive Director of Improvement          | NHS Improvement                                 |
| <b>Alina Grossman</b>          | Clinical Fellow                            | OCDO Clinical Leaders of the Future Programme   |
| <b>Baljit Kaur</b>             | Programmes Manager - WRES                  | NHS England                                     |
| <b>Dr Habib Naqvi</b>          | Policy Lead - WRES                         | NHS England                                     |
| <b>Dr Henrietta Hughes</b>     | National Guardian for the NHS              | National Guardian's Office                      |
| <b>Dr Neil Churchill</b>       | Director                                   | NHS England                                     |
| <b>Garrett Emmerson</b>        | CEO  | London Ambulance Service NHS Trust              |
| <b>Jabeer Butt</b>             | Deputy Chief Executive Officer             | Race Equality Foundation                        |
| <b>Jacynth Ivey</b>            | Associate NED                              | Health Education England                        |
| <b>Karen Bonner</b>            | Director of Nursing                        | Chelsea and Westminster Hospital NHS FT         |
| <b>Lord David Prior</b>        | Chair                                      | UCLH  |
| <b>Lord Victor Adebawale</b>   | Non-executive Director                     | NHS England                                     |
| <b>Marie Gabriel</b>           | Chair                                      | East London NHS FT                              |
| <b>Prof Dean Fathers</b>       | Chair                                      | Nottingham Healthcare Trust                     |
| <b>Prof Mala Rao</b>           | Professor & Senior Clinical Fellow         | Imperial College London / Public Health England |
| <b>Prof Ted Baker</b>          | Chief Inspector - Hospitals                | CQC   |
| <b>Reg Wilhelm</b>             | Communications Manager - WRES              | NHS England                                     |
| <b>Sir David Dalton</b>        | Chair                                      | Salford Royal NHS TH                            |
| <b>Sir Keith Pearson</b>       | Chair                                      | Health Education England                        |
| <b>Stephanie Hatch</b>         | Academic                                   | Kings College London                            |
| <b>Stephen Dorrell</b>         | Chair                                      | NHS Confederation                               |
| <b>Yvonne Coghill</b>          | Director - WRES                            | NHS England                                     |
| <b>Apologies</b>               |  |   |
| <b>Buki Adeyemo</b>            | Medical Director                           | North Stoke Combined NHS Trust                  |
| <b>Dame Gill Morgan</b>        | Chair                                      | NHS Providers                                   |
| <b>Jacqueline Dunkley-Bent</b> | Head of Maternity, Children & Young People | NHS England                                     |
| <b>Poppy Jaman</b>             | CEO  | Mental Health First Aid                         |
| <b>Joan Saddler</b>            | Deputy Director                            | NHS Confederation                               |
| <b>Rob Webster</b>             | Chief Executive                            | South West Yorkshire Partnership NHS FT         |
| <b>Saffron Cordery</b>         | Director                                   | NHS Providers                                   |
| <b>Stephen Hart</b>            | National Director                          | NHS Leadership Academy                          |



## Paper: WRES SAG 1

| <b>Guest presenters</b> |   |   |
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| <b>Diana Belfon</b>     | Equality and Inclusion Manager  | Northamptonshire Healthcare NHS FT        |
| <b>Ethel Changa</b>     | Cognitive Behavioural Therapist   | Berkshire Healthcare NHS FT               |
| <b>Florence Acquah</b>  | Fellow Royal Society for Public Health -<br>Adult Safeguarding Lead Nurse | London North West Healthcare<br>NHS Trust |
| <b>Gilly Lee</b>        | Advanced Practitioner Adult & Specialist<br>Services                      | Community Central Manchester<br>NHS FT    |
| <b>Virginia Golding</b> | Employee Relations Advisor  | Sheffield Teaching Hospital NHS FT        |