

Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES

10:00-12:30,
12 JULY 2018

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

WELCOME AND INTRODUCTIONS

MARIE GABRIEL

DISCUSSION/ CONCLUSIONS	<p>Marie welcomed SAG members to the meeting, as well as the three guest presenters:</p> <ul style="list-style-type: none">• Lisa Annaly and Lucy Wilkinson (Care Quality Commission)• Arleen Brown (Croydon Health Services NHS Trust, representing the WRES Frontline Staff Forum) <p>Apologies were received from the following:</p> <ul style="list-style-type: none">• Sir David Dalton• Baroness Dido Harding• Lord Victor Adebawale• Joan Saddler• Neil Churchill• Michelle Drage• Saffron Cordery• Danny Mortimer• Professor Ted Baker• Alina Grossman• Dame Gill Morgan• Rob Webster• Stephen Dorrell <p>Marie Gabriel informed the WRES SAG that as only Danny Mortimer expressed interest in the vacant role of WRES SAG vice-chair, Danny has been offered and has accepted the role.</p>
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MATTERS ARISING

ALL

DISCUSSION/ CONCLUSIONS	<p>The minutes of the previous meeting (18 April 2018) were agreed with the following amendments:</p> <ol style="list-style-type: none">1. Job title for Jacqueline Dunkley-Bent to be amended2. Title for Dido Harding to read as Baroness3. Dean Fathers can take the role of representing the NHS Ombudsman on the WRES SAG in addition to his role representing a NHS provider.4. Nottingham Healthcare is a Foundation Trust (and not a Trust).
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Paper: WRES SAG 1

	<p><u>Actions from 18 April 2018 meeting:</u></p> <ol style="list-style-type: none"> 1. It was noted that further progress was still to be made on raising the WRES agenda with the primary care sub-committee 2. Lord Prior and Lord Adebawale were to undertake work on the role of WRES re: sub-contracting and outsourcing – Yvonne Coghill to support 3. SAG members were further encouraged to write topical blogs on the WRES and to include the workforce race equality agenda within their day-to-day work. Jacqueline Dunkley-Bent noted the value of including the WRES within the recent Williams Report and thanks the WRES team for their input. WRES team to re-circulate the 'WRES narrative' to help support SAG members to raise the WRES profile in their day-to-day work. 4. Baroness Harding to bring together the chairs of the ALBs to discuss WRES and respective contributions to the programme. Yvonne Coghill noted that this may transform into one-to-one meetings rather than a forum gathering. Future of the WRES programme – it was suggested that Neil Churchill present a short paper at the October 2018 meeting of the WRES SAG. All other actions were either completed or formed part of the main agenda.
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WRES PROGRAMME WORK - UPDATE YVONNE COGHILL AND HABIB NAQVI

DISCUSSION/ CONCLUSIONS	<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: Enabling people; Embedding accountability; and Evidencing outcomes.</p> <p>Highlights of the ongoing work of the WRES team included the successful delivery of the WRES Experts Programme; delivery of BME leadership masterclasses with NHS Improvement; regulatory work and training for CQC inspectors; WRES data input to the Race Disparity Audit led by the Cabinet Office, and the successful delivery of the NHS Windrush70 awards event in June.</p> <p>Henrietta Hughes outlined the FTSU train-the-trainer programme and potential learning that can be taken from that intervention. In addition, NHS Improvement's learning hub was noted as a potential location for hosting 'good practice' on the WRES.</p> <p>Danny Mortimer asked how NHS trusts will gain access to WRES Experts. It was agreed that the WRES team would give further consideration on how the benefits of the WRES Experts could be maximised, e.g. within STPs, and to ensure rapid learning by trusts.</p> <p>Marie Gabriel noted the current limited capacity of the WRES team, and the need for the team to grow as a result of workload volume and increasing demand from the system. The SAG requested that NHS England provides final clarity on the future of the WRES team including on the relationship to other protected characteristics; how additional resource needs, given the expanded role of the team, would be addressed; and if there would be any relationship of the SAG/EDC to the new NHS Assembly.</p> <p><u>ACTION:</u> Marie to raise the issue with Neil Churchill.</p>
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Paper: WRES SAG 1

	<p><u>ACTION:</u> WRES team was asked to continue inputting into the draft iterations of the forthcoming NHS Ten Year Plan (with a focus on the 5 year delivery phase too).</p>
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WRES FRONTLINE FORUM

**BALJIT KAUR AND
ARLEEN BROWN**

<p>DISCUSSION/ CONCLUSIONS</p>	<p>Baljit Kaur introduced Arleen Brown, a member of the WRES Frontline Forum, to give an update on the initiative. Arleen outlined the purpose of the Forum in bringing together the lived experience of BME frontline NHS staff and the impact that the WRES is having upon their working lives. In particular, it was noted that Forum members were visibly and vocally present at key healthcare events, including at the NHS Confederation conference, and that the Forum would be a good source of information for the ongoing independent evaluation of the WRES programme.</p> <p>A second cohort is in the planning; it was noted that evaluation of the first cohort would help inform the sustainability of the Forums going forward.</p> <p>It was also suggested that the WRES team liaises with NHS Improvement and the NHS Leadership Academy including with regard to the work on compassionate leadership and the 'cultural toolkit' being led by Professor Michael West. It was identified that within this, leaders often needed tailored support to the nuanced experiences within different organisations.</p> <p><u>ACTION:</u> Dr David Ashton to present an evaluation paper on the Frontline Forum work to be presented at the October meeting of the WRES SAG.</p> <p><u>ACTION:</u> WRES team to touch base with Professor Michael West re: 'culture toolkit' and alignment with the WRES.</p>
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WRES COMPOSITE SCORE

**LISA ANNALY AND
HABIB NAQVI**

<p>DISCUSSION/ CONCLUSIONS</p>	<p>Habib Naqvi introduced the item, outlining the importance of a composite WRES score for each NHS trust, to help provide information on which organisations require concerted support and advice, which can be looked at for potential learning and good practice, and to examine potential relationships between WRES performance and other indicators of staff, patient and organizational outcomes.</p> <p>Lisa Annaly gave a comprehensive presentation on the methodological approach taken by CQC in developing the proposed WRES composite. The intricacies of the proposed model were discussed and Lisa and her team were thanked by the WRES SAG for ongoing expert work being carried out.</p> <p>It was agreed that the function of the proposed WRES composite would, in the first instance, be to help amplify the narrative on workforce race equality and the WRES by utilizing the composite score as a research variable. The emphasis would remain on progress.</p> <p><u>ACTION:</u> CQC and WRES team to continue work on the development of the composite score with an update provided to the SAG at a future date.</p>
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Paper: WRES SAG 1

WRES AND CQC REGULATION

LUCY WILKINSON

DISCUSSION/ CONCLUSIONS	<p>Lucy Wilkinson presented a comprehensive overview of how WRES features within the CQC inspection programme – and in particular, within the inspection of the ‘well-led’ domain.</p> <p>Lucy noted that an area flagged-up in CQC inspection reports and via both qualitative and quantitative data in 2016/17 was lack of career progression amongst BME staff. It was suggested that this should be considered alongside information on turnover.</p> <p>SAG members discussed ways in which CQC regulation and reporting on the WRES could be further ‘tightened-up’. For example, it was asked whether an organisation should receive an ‘outstanding’ or ‘good’ CQC rating for ‘well-led’ if its WRES performance was not good.</p> <p>ACTION: WRES team to continue work with CQC colleagues on embedding the WRES within the CQC inspection programme: ensuring CQC specialist inspectors (WRES) are fully capable and supported to undertake their role, and that the WRES summary appears within the final inspection report to organisations.</p>
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ANY OTHER BUSINESS

ALL

DISCUSSION/ CONCLUSIONS	<p>A note of congratulations was offered to both Marie Gabriel and Yvonne Coghill for their much deserved CBEs in the recent Queen’s Honors List, as well as Yvonne’s fellowship to the RCN award.</p>
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ACTION ITEMS LIST	PERSON RESPONSIBLE	DEADLINE
1. Progress to be made on raising the WRES agenda with the primary care sub-committee.	Lord Victor Adebawale	October 2018
2. Undertake work on the role of WRES re: sub-contracting and outsourcing.	Lord David Prior, Lord Victor Adebawale, Yvonne Coghill	October 2018
3. SAG members were further encouraged to write topical blogs and to include the workforce race equality agenda within their day-to-day work. WRES team to re-circulate the ‘WRES narrative’.	All SAG members / WRES team	September 2018
4. Engage with the chairs of the ALBs to discuss WRES and respective contributions to the programme.	Baroness Dido Harding and Yvonne Coghill	September 2018
5. Presentation of a short paper on the future of the WRES programme at the October 2018 meeting of the WRES SAG.	Neil Churchill and WRES team	October 2018

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6. Marie to raise issue with Neil Churchill re: WRES team capacity, workload volume and demand from the system.	Marie Gabriel	September 2018
7. WRES team was asked to continue inputting into the draft iterations of the forthcoming NHS 10 Year Plan.	WRES team	October 2018
8. Dr David Ashton invited to present evaluation paper on the Frontline Forum work to be presented at the October meeting of the WRES SAG.	WRES team / secretariat	October 2018
9. WRES team to touch base with Professor Michael West re: 'culture toolkit' and alignment with the WRES.	WRES team	September 2018
10. CQC and WRES team to continue work on the development of the composite score.	WRES team	October 2018
11. WRES team to continue work with CQC colleagues on embedding the WRES within the CQC inspection programme.	WRES team	October 2018

DATES OF FUTURE MEETINGS	Thursday 11 October 2018, 10:00-12:30, London-wide LMCs, Tavistock House South, Tavistock Square, London WC1H 9LG
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ANNEX

MEETING OF THE WRES STRATEGIC ADVISORY GROUP – ATTENDANCE 12 July 2018

Name	Job Title	Organisation
Attended		
Adam Sewell-Jones	Executive Director of Improvement	NHS Improvement
Dr Habib Naqvi	Policy Lead - WRES	NHS England
Buki Adeyemo	Medical Director	North Stoke Combined NHS Trust
Dr Stephanie Hatch	Academic	Kings College London
Prof Jacqueline Dunkley-Bent	Head of Maternity, Children & Young People	NHS England
Karen Bonner	Director of Nursing	Chelsea and Westminster Hospital NHS FT
Jabeer Butt	Deputy Chief Executive Officer	Race Equality Foundation
Garrett Emmerson	CEO	London Ambulance Service NHS Trust
Lord David Prior	Chair	UCLH
Marie Gabriel	Chair	East London NHS FT
Owen Chinembiri	Analyst - WRES	NHS England
Prof Dean Fathers	Chair	Nottingham Healthcare NHS FT
Stephen Hart	National Director	NHS Leadership Academy
Yvonne Coghill	Director - WRES	NHS England
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
Apologies		
Sir David Dalton	Chair	Salford Royal NHS TH
Baroness Dido Harding	Chair	NHS Improvement
Lord Victor Adebowale	Non-executive Director	NHS England
Joan Saddler	Deputy Director	NHS Confederation
Dr Neil Churchill	Director	NHS England
Dr Michelle Drage	CEO	London-wide LMCs
Danny Mortimer	CEO	NHS Employers
Rob Webster	Chief Executive	South West Yorkshire Partnership NHS FT
Saffron Cordery	Director	NHS Providers
Prof Ted Baker	Chief Inspector - Hospitals	CQC
Dr Alina Grossman	Clinical Fellow	OCDO Clinical Leaders of the Future Programme
Dame Gill Morgan	Chair	NHS Providers
Stephen Dorrell	Chair	NHS Confederation
Guest presenters		
Arleen Brown	WRES Frontline Forum Member	Croydon Health Services NHS Trust

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Lisa Annaly	Head of Provider Analytics (Hospitals)	CQC
Lucy Wilkinson	Equality, Diversity and Human Rights Manager	CQC