

# Workforce Race Equality Standard (WRES) Strategic Advisory Group

MINUTES

10:00-12:00  
17 October 2019

London-Wide LMCs,  
Tavistock Square, London

<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>	Lord David Prior

**Agenda topics**

	<b>INTRODUCTIONS AND REVIEW OF PREVIOUS MINUTES / ACTIONS</b>	<b>LORD PRIOR / HABIB NAQVI</b>
<b>DISCUSSION/ CONCLUSIONS</b>	<p>Lord Prior welcomed SAG members to the meeting, including Sir David Behan and Prerana Issar who were attending their first WRES SAG meeting. Apologies were noted from the following: Marie Gabriel, Baroness Dido Harding, Danny Mortimer, Saffron Cordery, Jacqueline Dunkley-Bent, Garrett Emerson and Stephen Hart.</p> <p>The minutes of the 31 July WRES SAG meeting were recorded as accurate. <u>Ongoing</u> actions from the previous minutes noted were:</p> <ol style="list-style-type: none"> <li><b>1. Explore subcontracting / outsourcing.</b> A meeting has been scheduled between Yvonne Coghill and Lord Prior in November. Update to be provided at next meeting.</li> <li><b>2. Approach PHE and HEE re: representation on the SAG.</b> Sir David Behan is representing HEE on the SAG; Baroness Dido Harding is approaching PHE re: SAG representation.</li> </ol>	

	<b>WRES: NEXT PHASE SUMMARY</b>	<b>HABIB NAQVI</b>
<b>DISCUSSION/ CONCLUSIONS</b>	<p>Habib Naqvi presented the summary points and actions on the next phase of the WRES as agreed by the SAG at the July meeting, including:</p> <ul style="list-style-type: none"> <li>• Building on learning from the independent evaluation of the WRES, the focus of the <b>next phase of the WRES programme</b> to be more on the ‘how’ than the ‘why’; on sharing good practice and implementing evidence-based interventions.</li> <li>• The wider <b>engagement mechanisms</b> needed – including working with the new healthcare architecture, and turbo-boosting WRES communications.</li> </ul>	

## Paper: WRES SAG 2

	<ul style="list-style-type: none"> <li>• <b>Resetting the SAG membership</b>, for the January 2020 SAG meeting, to reflect the changing architecture and policy drivers in the NHS.</li> </ul> <p>SAG members were encouraged to read the published independent evaluation of the WRES.</p> <p>Ted Baker noted the value of producing a report that links workforce race equality (and other indicators) with ‘outstanding’ organisations – to be launched at the same time as the ‘well-led’ review.</p> <p>Sir David Behan and Lord Prior noted the importance of working with regional directors, including HEE regional directors, on this agenda.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>WRES team to work with Ted Baker to show links between race equality and being an ‘outstanding’ organisation.</b></li> <li>• <b>WRES team to invite Sir David Sloman to represent NHS England regional directors on the SAG.</b></li> <li>• <b>Sir David Behan to support WRES team on engaging with regional HEE directors.</b></li> <li>• <b>WRES team to oversee reset of SAG membership to take effect from January 2020.</b></li> </ul>
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### THE NHS PEOPLE PLAN AND THE INCLUSION AGENDA

PRERANA ISSAR

<p><b>DISCUSSION/ CONCLUSIONS</b></p>	<p>Prerana Issar outlined ongoing work in producing the NHS People Plan, to be published during December 2019. Prerana presented the five key areas within the People Plan, including the NHS as <b>‘the best place to work’</b> so that all staff have a positive experience of work and are empowered to provide the best care.</p> <p>The <b>NHS core offer</b> will set the standard of what the workforce can expect from the workplace, and a <b>leadership compact</b> will set the conditions for inclusive leadership cultures.</p> <p>Prerana informed members that a short-term <b>advisory group</b> on equality, diversity and inclusion (EDI) met recently to look at the narrative and tangible actions that can be taken on this agenda as part of the NHS People Plan.</p> <p>SAG members welcomed the interim NHS People Plan and noted the importance of focusing upon:</p> <ul style="list-style-type: none"> <li>• Closing the gap in behaviours and values across the workforce</li> <li>• Leadership and boards – ensuring every appraisal conversation touches on the values we want to see in action</li> <li>• Middle management is key and needs support alongside leaders</li> </ul>
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## Paper: WRES SAG 2

	<ul style="list-style-type: none"> <li>• Building on the good work that already exists.</li> </ul> <p>Prerana highlighted key immediate actions, including:</p> <ul style="list-style-type: none"> <li>• EDI to be stronger in regulation (including CQC inspection) – this was supported by SAG members</li> <li>• Leadership of STPs/ICSs to be more diverse than it currently is</li> <li>• Support EDI professionals in the system</li> <li>• Recruitment processes (including for boards) need to change.</li> </ul>
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### WRES AND THE MEDICAL WORKFORCE

MALA RAO

<p><b>DISCUSSION/ CONCLUSIONS</b></p>	<p>Mala Rao presented two papers outlining work examining the BME medical workforce, including data already collected by the WRES team on these indicators. It was noted that the boards of the Royal Medical Colleges had not submitted their respective data.</p> <p>The papers focused upon:</p> <ol style="list-style-type: none"> <li>I. Refining bespoke <b>WRES indicators</b> of workplace experience and opportunity for medics;</li> <li>II. Piloting a revised <b>induction programme</b>, across three trusts, for International Medical Graduates (IMGs) – building on good practice (North East), speciality and person-specific induction, and the English language.</li> </ol> <p>The papers were welcomed by the SAG – members agreed that the two areas add value to the WRES programme. It was noted that:</p> <ul style="list-style-type: none"> <li>• WRES indicators for medics would hold up a mirror to organisational performance, including in relation to differential attainment;</li> <li>• The growth of medical schools provides an opportunity to improve BME representation at senior levels;</li> <li>• International recruitment of medics is often fragmented.</li> <li>• The work outlined should be linked into NHS England/Improvement medical directorate, and also spread via publication.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>WRES SAG chair to write to the Royal Medical Colleges requesting their respective WRES indicator data.</b></li> <li>• <b>Sir David Dalton to help identify a trust in the North West to partake in the pilot induction programme for IMGs.</b></li> <li>• <b>WRES team to link with Prof Steve Powis and his team regarding this work.</b></li> </ul>
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## Paper: WRES SAG 2

### ANY OTHER BUSINESS

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<b>DISCUSSION/ CONCLUSIONS</b>	<ul style="list-style-type: none"><li>• Jon Restell noted that revisions are being made to the Agenda for Change (AfC) pay bandings and it would be good to seek advice on matters from the WRES team.</li><li>• Yvonne Coghill reminded SAG members of the special seminar with Prof David Williams (Harvard University), in central London on 28 November.</li></ul> <p><b>Action:</b></p> <ul style="list-style-type: none"><li>• <b>Jon Restell to liaise with the WRES team regarding the AfC banding issue.</b></li></ul>
<b>DATES OF FUTURE MEETINGS</b>	TBC – WRES team to send invite for the January 2020 meeting to the refreshed SAG membership.

## Paper: WRES SAG 2

### ACTIONS:

ACTION NO:	ACTION ITEMS LIST	PERSON(S) RESPONSIBLE	DEADLINE	UPDATE	PROGRESS
1.	Exploration of subcontracting/ outsourcing.	Yvonne Coghill/ Lord Prior	January 2020	A meeting has been scheduled between Yvonne Coghill and Lord Prior in November.	On-going
2.	Approach PHE re: representation on the SAG.	Marie Gabriel / Baroness Harding	December 2019	Baroness Harding to approach PHE re: representation.	Ongoing
3.	Scope links between race equality and being an 'outstanding' organisation.	Ted Baker / WRES team	January 2020	New action but links with tightening up on WRES in CQC inspections and the revision of the well-led domain.	
4.	Invite Sir David Sloman to represent NHS England regional directors on SAG.	WRES team	November 2019	New action	
5.	Sir David Behan to help identify HEE regional directors.	Sir David Behan / WRES team	January 2020	New action	
6.	Reset SAG membership for January 2020 SAG meeting.	Marie Gabriel / WRES team	January 2020	New action	
7.	Write letter to Royal Medical Colleges requesting WRES data.	Lord David Prior / WRES team	January 2020	New action	
8.	Identify a trust in the North West to partake in IMG pilot induction programme.	Sir David Dalton	January 2020	New action	
9.	Link medical WRES work with Prof Steve Powis and his team.	WRES team	January 2020	New action	
10.	Review work on revisions to AfC banding.	Jon Restell / WRES team	January 2020	New action	

## Paper: WRES SAG 2

ANNEX

### MEETING OF THE WRES STRATEGIC ADVISORY GROUP – ATTENDANCE 17 October 2019

Name	Role / Title	Organisation
<b>Attended</b>		
Lord David Prior	Chair	NHS England
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
Yvonne Coghill	Director - WRES	NHS England/ NHS Improvement
Jabeer Butt	CEO	Race Equality Foundation
Sir David Dalton	CEO (retired)	Salford Royal NHS FT
Prof Mala Rao	Senior Clinical Fellow	Imperial College London / Public Health England
Dr Henrietta Hughes	National Guardian for the NHS	National Guardian's Office
Dame Gill Morgan (Dial in)	Chair	NHS Providers
Prerana Issar	Chief People Officer for NHS	NHS England/ NHS Improvement
Sir David Behan	Chair	Health Education England
Prof Ted Baker	Chief Inspector - Hospitals	Care Quality Commission
Jon Restell	CEO	MiP
Prof Stephani Hatch	Academic	Kings College London
Dr Michelle Drage	CEO	London-wide LMCs
<b>Apologies</b>		
Marie Gabriel	Chair	East London NHS FT
Baroness Dido Harding	Chair	NHS Improvement
Danny Mortimer	CEO	NHS Employers
Saffron Cordery	Director	NHS Providers
Prof Jacqueline Dunkley-Bent	Chief Midwifery Officer	NHS England/ NHS Improvement
Stephen Hart	Managing Director	NHS Leadership Academy
Garrett Emmerson	CEO	London Ambulance Service NHS Trust
<b>No response</b>		
Joan Saddler	Deputy Director	NHS Confederation
Lord Victor Adebowale	CEO	Turning Point

## Paper: WRES SAG 2

<b>WRES Secretariat / Visitors</b>		
<b>Caroline Chipperfield</b>	Director (standing in for Stephen Hart)	NHS Leadership Academy
<b>Vinita Lakha</b>	WRES team / secretariat	NHS England/ NHS Improvement
<b>Owen Chinembiri / Richard Watson</b>	WRES Senior Implementation Managers	NHS England/ NHS Improvement
<b>Cavita Chapman</b>	In attendance with Mala Rao	Sussex Partnership Trust
<b>Dinesh Napal</b>	In attendance with Mala Rao	BMA
<b>Sebastian Kalwij</b>	In attendance with Mala Rao	Lewisham CCG
<b>Karol Kuczera</b>	In attendance with Mala Rao	Health Education England (South)