

## 2<sup>nd</sup> Kark Reference Group Meeting Notes

23<sup>rd</sup> September 2019

**In attendance:**

Andrew Foster  
Miriam Deakin  
[REDACTED]  
Gavin Larner  
Loretta Outhwaite  
Russell Parkinson  
[REDACTED]  
[REDACTED]  
Jon Restell  
[REDACTED]  
Joe Smith  
Daniel Waldron  
Julie Wood

**Title:**

Chair, Improving Leadership Culture Workstream  
Director of Policy and Strategy, NHS Providers  
[REDACTED], Department of Health  
Director of Workforce, Department of Health  
Interim Chief Executive, Institute of Healthcare Management  
Head of National Guardian's Office, National Guardian's Office  
Queen's Nurse  
[REDACTED], NHS Improvement  
Chief Executive, Managers in Partnership  
[REDACTED] NHS Leadership Academy  
Policy Advisor, NHS England & Improvement  
Director of Workforce, Guy's and St Thomas'. NHS Foundation Trust  
Chair, NHS Clinical Commissioners

Introductory remarks

1. The Chair welcomed members to the second of three planned reference groups on implementing the recommendations of the Kark Review. [REDACTED]. The following comments were made:

- [REDACTED]
- [REDACTED]
- [REDACTED]

Discussion

2. Following the opening presentation on what had been learnt from engagement since the last reference group, a discussion on the practical and legal challenges of implementing the Kark Review followed. The below thoughts were provided:
  - We need to consider the extent to which the existing legal framework can be adapted to meet the issues identified by Kark, and the extent to which legislation would be required to change the incentives in the system that cause some of the issues identified by Kark.
  - [REDACTED]
3. [REDACTED]. The group broadly agreed that:
  - Anything we implement would need to be proportionate

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4. [REDACTED]

[REDACTED] There group moved on to a discussion about mandatory references. The below points were raised:

- Would need to do something that wasn't based on one person's opinion, so perhaps the use of 360-degree appraisals could be considered
- That reference questions can be and are asked in interviews, but the 'bad apples' still get through the appointment processes
- Informal process exists now to a degree, so we need to think about how to apply consistency and transparency to tighten up the areas we have gaps

5. The Chair closed the meeting and confirmed that we would present our final operating model at the reference group in November, before writing to the Department of Health and Social Care setting out our proposed implementation approach. The letter will be sent alongside publication of the People Plan.